



Western Cape
Government

Human Settlements



Annual Performance Plan 2012/2013

Department of Human Settlements



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FOREWORD

This administration will reach the middle of its term of government in 2012/13. To this end, the Department will be focusing on putting measures in place to further support the outcomes stated in Strategic Objective 6, 'Developing Integrated and Sustainable Human Settlements', as adopted by the Provincial Government of the Western Cape in 2011. Some of the focus areas include increased support to local government, improved internal systems for project administration and reviewing provincial policy where appropriate.

Given the critical importance of local government in the successful implementation of Human Settlements programmes, the Department will endeavour to strengthen the support it offers to this sphere. Two specific interventions can be mentioned in this regard. The first will be operationalization of Professional Resource Teams (PRT's), which will consist of professionals from the built environment working together in multi-disciplinary teams to undertake human settlements projects. The PRT's will provide municipalities with assistance in various areas, including the formulation of pipelines reflecting short, medium and long term human settlement developments, project development, project packaging and reviewing, assisting with processing of transfers and obtaining title deeds. So far, PRT's for four areas had been appointed: City of Cape Town, Cape Winelands, Eden District Municipality and a team for the People's Housing Process.

The second intervention involves the implementation of a standardized minimum criteria for the selection of beneficiaries, specifically designed for municipal use. This will ensure housing opportunities will be allocated in fair and transparent fashion while also taking the demographic profile and housing needs of local communities into account.

It is expected that the Department's internal delivery environment will be significantly improved following the introduction of the Project Management Unit. In the course of 18 months, stretching from 2010 to early 2011, a process of business process re-engineering and mapping was undertaken. This resulted in the development of an integrated system that captures all project information which will assist managers in tracking, monitoring and reporting on projects whose organization life spans over a number of years.

Lastly, a review of the People's Housing Process (PHP) conducted during 2010, resulted in the identification of several shortcomings. In response, a revised PHP policy was adopted in late 2011, which will be implemented in the coming year. Some of the key principles of the new policy include:

- PHP project managers will be assigned or appointed to projects in a geographical area and will be responsible for the management and monitoring of these to ensure the desired level of progress and quality.
- The Department will establish, maintain and manage a central database of suppliers, contractors, facilitators and certifiers that will be accredited in order to supply services to PHP projects.
- Contractors and other service providers are to be appointed in PHP projects by the Department of Human Settlements or the relevant Municipality in accordance with Supply Chain Management regulations and procedures.

I believe that these measures, along with others described in the body of this report, have placed the Department in a strong position to enhance delivery during 2012/13.

Minister for Human Settlements
Provincial Government of the Western Cape
Bonginkosi Madikizela

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Department of Human Settlements under the guidance of Provincial Minister of Human Settlements, Mr B Madikizela;
- Was prepared in line with the current Strategic Plan of the Department of Human Settlements, and
- Accurately reflects the performance targets which the Department of Human Settlements will endeavour to achieve, given the resources made available in the budget for 2012/13.

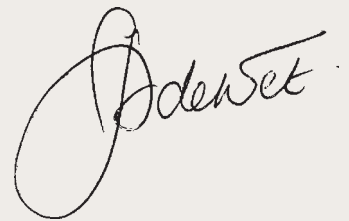
A Hazell
Acting Director: Strategic Support

Signature:



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Chief Financial Officer

Signature:



M Tshangana
Accounting Officer

Signature:



Approved by:
B Madikizela
Provincial Minister: Human Settlements

Signature:



LIST OF ABBREVIATIONS

BESP	Built Environment Support Programme
COGTA	Department of Cooperative Governance and Traditional Affairs
CS	Community Survey 2007- Stats SA
DBSA	Development Bank of Southern Africa
DEDAT	Department of Economic Development and Tourism
DEADP	Department of Environmental Affairs & Development Planning
DM	District Municipality
DOLG	Department of Local Government (Western Cape)
DORA	Division of Revenue Act
EE	Employment Equity
EHP	Emergency Housing Programme
GDP	Gross Domestic Product
HR	Human Resources
HSP	Human Settlement Plan
HSS	Housing Subsidy System
IDP	Integrated Development Plan
LED	Local Economic Development
LFTEA	Less Formal Township Establishment Act
WC- LFTEA	Western Cape Less Formal Township Establishment Amendment Act
LUPO	Land Use Planning Ordinance
MEC	Member of the Executive Council
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
NDOHS	National Department of Human Settlements
NSDP	National Spatial Development Perspective
NT	National Treasury
DOHS (WC)	Department of Human Settlements (Western Cape)
PERO	Provincial Economic Review and Outlook
PT	Provincial Treasury
PSDF	Provincial Spatial Development Framework
SCM	Supply Chain Management
SDF	Spatial Development Framework
WCG	Western Cape Government
WCSHSS	Western Cape Sustainable Human Settlement Strategy

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PART A: STRATEGIC OVERVIEW

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1. Vision

Developing integrated and sustainable human settlements, with access to social and economic opportunities for all the province's citizens.

2. Mission

The mission of the Department of Human Settlements is:

- To be effective agents of change in capacitating and supporting municipalities to optimally deliver housing opportunities;
- To promote, facilitate and develop integrated and sustainable human settlements; and
- To facilitate delivery through sound administration and the engagement of all spheres of government and social partners.

3. Values

The Department of Human Settlements values are aligned to the Batho Pele principles as well as those of the Provincial Government Western Cape. The department is committed to the following values:¹

- Competence;
- Accountability;
- Integrity;
- Responsiveness; and
- Caring

4. Legislative and other mandates

4.1 Constitutional mandates

Chapter 2 (Bill of Rights) of The Constitution, Section 26 requires the state to:

- Take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of everyone's right of access to housing; and

- To ensure no-one is evicted from their home, or has their home demolished, without an order of the court made after considering all the relevant circumstances.

The Constitution² further provides that housing is a competency that is held concurrently by national and provincial governments.

Section 156 (1) and (2) of the Constitution³ provides for the powers and functions that a municipality has executive authority for, of which housing as a core competency is not explicitly included.⁴ However, the Constitution, in Section 156 (4), further states that national and provincial governments must assign to a municipality, by agreement and subject to any conditions, the administration of matters listed in schedule 4A and 5A⁵ which necessarily relate to local government, if:

- a) The matter would most effectively be administered locally, and
- b) The municipality has the capacity to administer it.

As a result of these sections (read together) the housing function has now been deemed in national policy, to be a function that meets the above-mentioned criteria.

4.2 Statutory Mandates

The following key pieces of legislation currently govern the housing environment:

4.2.1 Housing Act [Act No. 107 of 1997]

The mandate of the National Department of Human Settlements (NDOHS) is set out in the Housing Act. Section 2 of the Housing Act compels all 3 spheres of government to give priority to the needs of the poor in respect of housing development.⁶

In addition, all 3 spheres of government must ensure that housing development:

- a) Provides as wide a choice of housing and tenure options as is reasonably possible;

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- b) Is economically, fiscally, socially and financially affordable and sustainable;
- c) Is based on integrated development planning; and
- d) Is administered in a transparent, accountable and equitable manner, and upholds the practice of good governance Section 2(1) (c).

The NDOHS has formulated the Housing Amendment Bill [B-2010] to the principal Act to give greater impetus to both the letter and spirit of section 156 of the Constitution. These amendments intend providing a legislative basis for:

- Assigning the housing function to municipalities where appropriate; and
- To compel national and provincial government bodies to build the capacity of municipalities in order to facilitate assignments that are under consideration.

The Housing Code is issued in terms of this Act. Besides outlining the National Housing Policy, the Code also provides guidelines and suggestions as to how the Policy should be implemented. In 2009, the NDOHS released a comprehensive revision of the Housing Code to take account of all available subsidy instruments that have evolved over the previous 15 years.

4.2.2 Prevention of Illegal Eviction from and Unlawful Occupation Of Land Act [Act No. 19 of 1998]

The Prevention of Illegal Eviction from and Unlawful Occupation of Land Act was promulgated in 1998. The Act repeals the Prevention of Illegal Squatting Act 52 of 1951 and makes provision for a fair and equitable process to be followed when evicting people who have unlawfully invaded land, from their homes. The Act makes it an offence to evict such invaders without following due process of law.

4.2.3 Housing Consumers Protection Measures Act [Act No. 95 of 1998]

The Act provides for the establishment of a statutory regulating body for home builders. The National Home Builders Registration Council (NHBRC) is tasked with registering every builder and regulating the home building industry by formulating and enforcing a code of conduct. The Act provides for the protection of housing consumers by providing warranty protection against defects in new homes. The implementation of the Act is monitored continuously by the department.

4.2.4 Rental Housing Act [Act No. 50 of 1999]

This Act repeals the Rent Control Act of 1976 and defines Government's responsibility for rental housing property. It creates mechanisms to promote the provision of rental housing and the proper functioning of the rental housing market. To facilitate sound relations between tenants and landlords, it lays down general requirements for leases and principles for conflict resolution in the rental housing sector. It also makes provision for the establishment of Rental Housing Tribunals and defines the functions, powers and duties of such tribunals.

4.2.5 Home Loan and Mortgage Disclosure Act [Act No. 63 of 2000]

The Act provides for the establishment of the Office of Disclosure and the monitoring of financial institutions serving the housing credit needs of communities. It requires financial institutions to disclose information and identifies discriminatory lending patterns.

4.2.6 Housing Development Agency Act [Act No. 23 of 2008]

The Act provides for the establishment of the Housing Development Agency and its powers and functions. In accordance with

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section 32(1) of the Housing Development Agency Act, the national Minister of Human Settlements promulgated the Regulations of the Housing Development Agency. These regulations are entailed in the government gazette no. 711 of 2011.

4.2.7 Sectional Titles Management Act [Act No. 8 of 2011]

The Act provides for the establishment of bodies corporate to manage and regulate sections and common property in sectional titles schemes and for that purpose to apply rules applicable to such schemes. It further requires the bodies corporate to establish a sectional titles schemes management advisory council.

4.2.8 Community Scheme Ombud Service Act [Act No. 9 of 2011]

The Act provides for the establishment of the Community Schemes Ombud Service, its mandate and functions. It further provides for a dispute resolution mechanism in community schemes.

4.2.9 Western Cape Housing Development Act, 1999 [Act 6 of 1999]

This Act provides for the promotion, facilitation and financing of housing facilities in the Western Cape.

4.3 Other legislation

- Land Use Planning Ordinance 1985 (Ord. 15 of 1985) LUPO;
- Less Formal Township Establishment Act 1991 (Act 13 of 1991) LEFTE;
- Western Cape Less Formal Township Establishment Amendment Act 2007 (Act 6 of 2007) WC-LEFTE;
- Sectional Title Act 1986 (Act 95 of 1986); and
- Disestablishment of South African Trust Limited Act 2002 (Act 26 of 2002).

4.4 Policy Mandates

4.4.1 National Spatial Development Perspective (NSDP), 2002

The NSDP became national policy in 2002 and remains in place. It demonstrates the high levels of deprivation which often coincide with areas of high economic growth potential. The NSDP provides a framework for the development of the national space economy.

4.4.2 Provincial Spatial Development Framework (PSDF), 2005

The Framework sets out “an integrated social, economic and environmental framework” for the spatial development of the province in order to guide public and private investment. Flowing from the NSDP, the PSDF argues that public capital investment, including expenditure on housing, should be directed towards towns and regions of high growth potential. The PSDF also provides norms about the nature of physical development within human settlements.

4.4.3 “Breaking New Ground” (BNG) - A comprehensive plan for the development of sustainable human settlements, 2004

“Breaking New Ground”, first tabled in 2004, remains the national government’s policy framework for housing. The framework provides for several programmes which were formulated as strategic objectives. The programmes are as follows:

- Stimulating the Residential Property Market;
- Spatial Restructuring and Sustainable Human Settlements;
- Social Housing Programme;
- Informal Settlement Upgrading Programme;
- Institutional Reform and Capacity Building;
- Housing Subsidy Funding Systems Reforms; and
- Housing and Job Creation.

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The BNG policy also provides the policy impetus for assigning the housing function to municipalities. It states that a framework should be established “to address various legislative and policy gaps to enable municipalities to manage the full range of housing instruments within their areas of jurisdiction”.

4.5 Planned Policy Initiatives

4.5.1 Prioritising secure access to basic services

The department is prioritising the provision of basic services and serviced sites over the next five years in order to accelerate the provision of housing opportunities to more inadequately housed citizens. The department is lobbying national government to ensure that bulk infrastructure is adequately funded to meet the increasing number of connections required. This will result in more inadequately housed people getting access to basic services and land.

4.5.2 Inculcating a sense of ownership

The department is expanding its consumer education programme for municipalities, as well as undertaking its own community outreach initiatives, in order to make beneficiaries aware of their rights and responsibilities as both home owners and tenants. It is also increasing the involvement of beneficiaries in the building of their houses through more effective stakeholder engagement. This has the added benefit of building social cohesion, empowering smaller contractors and encouraging the transfer of skills to local people. We are also promoting security of tenure by increasing the rate at which properties are transferred into the names of beneficiaries and title deeds handed over.

4.5.3 Acquiring well-located land for well-planned integrated human settlements

The department, in partnership with the Housing Development Agency, is encouraging national departments, state-owned enterprises and other provincial sector departments and municipalities to make more of their well-located land available for human settlement development, as well as acquiring privately owned land. We are also strengthening support to municipalities and assisting them to produce credible human settlement plans that put new settlements close to transport corridors and economic opportunities, and include the provision of social amenities.

4.5.4 Increasing densities of new housing developments

The department is developing a densification policy which will need to be adhered to by municipalities to get their human settlement proposals approved. Standards will be customised to suit the circumstances of different municipalities, and different areas of municipalities. For example, higher densities will be required closer to transport corridors and economic hubs.

4.5.5 A fairer allocation of housing opportunities

The department has introduced a municipal database support programme that ensures that proper data is collected, collated and verified in an integrated and synergised manner. This will ensure that the selection of beneficiaries is based on accurate, comprehensive and up-to-date information, and minimise the risk of non-qualifiers benefiting. In addition, the department is implementing standardised, transparent and fair allocation policy guidelines and processes with core principles which municipalities will need to include in the selection of beneficiaries. In this regard, an important consideration of the selection policy is the demographic profile of the housing need in the local areas (e.g. the number of informal settlement dwellers vs. backyard dwellers).

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4.5.6 Reducing our carbon footprint

The department is encouraging sustainable resource use by exploring alternative technologies, designs, layouts, topography, etc. in order to achieve the most energy and cost-effective development. This response will benefit both the environment and the beneficiaries, as they will spend less on water and electricity, as well as receiving a more valuable asset.

4.5.7 Co-ordinated and integrated planning

The department is introducing a much stronger co-ordinated approach to human settlement planning, and integrating the work of different departments and spheres of government involved in planning, using Municipalities' Integrated Development Plans (and, in particular, the Human Settlement Plan chapter) as the basis.

4.5.8 Closing the gap in the property market

The department is constrained in what it can directly affect with the limited resources at its disposal, and how its housing allocation may be spent due to the policies and prescripts. However, the department is working with the private sector, the NDoHS, National and Provincial Treasury, to encourage the implementation of a state-backed finance scheme to reduce the risk for financial institutions and property developers to service this market. In this regard, the President announced in his State of the Nation Address this year, that the National Housing Finance Corporation will launch its guarantee fund in April 2012. The department is also encouraging the development of inclusionary housing and mixed use developments by making well-located state land available for such developments subject to a proportion of the project being developed for the gap market. The government is also seeking private sector investment in the supply of rental stock to service this market through partnerships with social housing institutions and private developers.

4.5.9 Improving property management

The department is engaging with municipalities to implement a new Community Residential Unit process to encourage improved property management and higher collection rates. In the case of its own rental stock, the department is working with external partners, such as social housing institutions, to improve the collection rates and enhance the maintenance of its properties.

5. Situational Analysis

The department is committed to accelerating delivery, while promoting social inclusion through the development of integrated and sustainable human settlements. Sustainable human settlement development is also a poverty reduction tool, which enables the creation of employment opportunities while creating assets for citizens through land and / or housing, thus ultimately promoting social inclusion and leveraging economic growth.

Sustainable human settlements must take into account physical and social well-being, opportunities for access to the economy, environmental suitability, legal and security concerns, etc. Therefore, they must, among other things, comprise of the following:

- Well-managed residential areas;
- Access to a growing economy;
- Accessible and available social and economic facilities;
- Access to job opportunities;
- Accessible transport facilities; and
- Growth of asset values.

With these aspects in mind the department compiled a sustainability criteria tool. This tool enables effective and objective planning and assessment of the level of sustainability of housing projects in order to ensure the systematic creation of sustainable human settlements across the province.

Currently, the provincial housing backlog is estimated to be more than 425 000.

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The housing demand is calculated in terms of the extent to which existing dwellings satisfactorily support the occupants – thus inhabitants of informal settlements, overcrowded conditions and backyard shacks are taken into account when estimating the backlog. Similarly, 2001 census data informs estimates of housing need, and terms of calculations are based on those earning within or under the existing subsidy bands. Furthermore, information regarding tenure status is likewise considered and, therefore, rented accommodation (both privately-owned and public stock that is rented) is also taken into account.

5.1 Housing Delivery Environment

5.1.1 Strategic Overview

The Western Cape Province has a land surface of 129 307km² and an estimated population of 5 287 863 according to Statistics South Africa's 2011 mid-year population estimate. The province is divided into five district municipalities and one Metro. Cape Town, which is located on the south-western tip, dominates the province economically, as well as in terms of the population it supports. This is followed by the Cape Winelands District Municipality (DM) and the Eden District Municipality (DM), with the second and third largest major concentrations respectively.

A breakdown of the 2011 population estimate is not available, but the table below indicates the physical size and populations of the metro and the various district municipalities in the Western Cape, as measured during the 2007 Community Survey.

Table 5.1: Surface area and population of the Western Cape, by District Municipality

District / Metro Municipalities	Area (km ²)	Population number			Population density		
		1996	2001	2007	1996	2001	2007
Cape Town	2 502	2 563 095	2 893 247	3 497 097	1024.4	1156.4	1397.7
Cape Winelands	22 298	563 176	629 489	712 413	25.3	28.2	31.9
Eden	23 332	380 880	454 924	513 307	16.3	19.5	22.0
West Coast	31 141	234 608	282 672	286 751	7.5	9.1	9.2
Overberg	11 395	159 006	203 519	212 787	14.0	17.9	18.6
Central Karoo	38 873	56 111	60 483	56 230	1.4	1.6	1.4
Western Cape	129 307	3 956 876	4 524 335	5 278 585	30.5	35.0	40.8

Note: Population density is measured by the number of people per square kilometer.

Source: Community Survey (StatsSA 2007)

Further deliberations are presented below on the Housing Delivery Environment, under the following ten sub headings:

- a) Population Distribution;
- b) Employment;
- c) Incomes;
- d) Cape Population Data;
- e) Population Growth Trends;
- f) Housing Situation and Demand;
- g) Households Numbers in Cape Town;
- h) Land Needs;
- i) Service Needs and Impacts on service delivery; and
- j) Housing delivery environment constraints.

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a) Population Distribution

Table 5.2: Western Cape population: Urban/Non-urban

District / Metro Municipalities	% Urban	% Non-Urban
Cape Town	99.0	1.0
Cape Winelands	67.2	32.8
Eden	81.3	18.7
West Coast	64.7	35.3
Overberg	64.7	35.3
Central Karoo	67.0	33.0
Total	74.0	26.0

Source: StatsSA (2007)

The spread of the population across the province reflects a high proportion that is urbanised.

According to the 2011 Mid-year population estimate, the population of the Western Cape Province is estimated at some 5.29 million people, only slightly higher than the 2007 Community Survey estimate of 5.28 million people, which represented an increase of 17% from the 2001 census (StatsSA 2007). The small increase from 2007 to 2011 suggests that the former was an over-estimate⁷. The population is distributed across the metro and five district municipalities as follows:

Table 5.3: Population distribution per district (2006)

District/metro	Total population	Percentage
Cape Town	3 497 103	66.3%
Cape Winelands	712 411	13.5%
Eden	513 306	9.7%
West Coast	286 748	5.4%
Overberg	212 784	4.0%
Central Karoo	56 232	1.1%
Total	5 278 584	100%

Source: StatsSA (2007)

b) Employment

According to the Provincial Economic Review and Outlook (PERO), one definition of unemployed individuals is supply-side orientated, giving emphasis to the searching activity of the unemployed, and could be considered the narrow or strict definition of unemployment. A broader approach to defining unemployment gives implicit consideration to demand-side factors, which does not require that the unemployed be actively seeking work, and is referred to as the expanded or broad definition of unemployment.

Nationally, the narrow unemployment rate is 24.9%, while the expanded unemployment rate is 33.4%. The Western Cape has one of the lowest unemployment rates for both the narrow

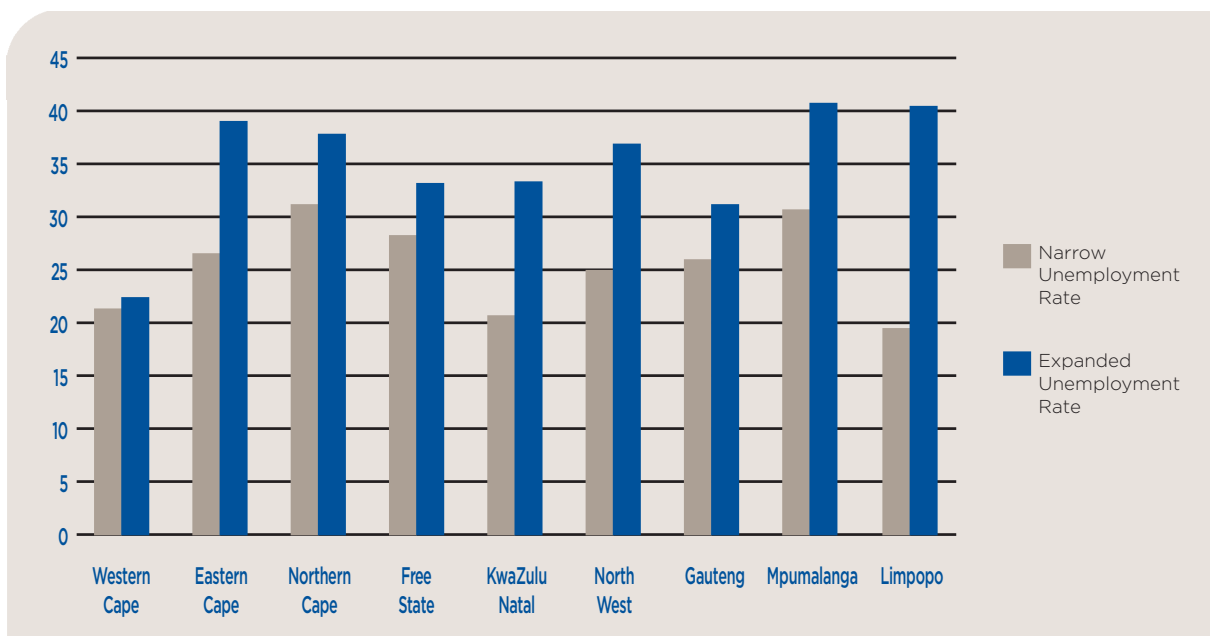
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(22.2%) and expanded definition (22.8%). Lower rates of unemployment are typically associated with better functioning labour markets, that are better able to absorb workseekers into employment.

While the unemployment rate for the province is relatively low, an increase of 4.4% has occurred since the first quarter of 2008, which could be attributed to the current economic context.

Figure 5.1: Provincial Unemployment Rates 2011



(Source: Provincial Economic Review and Outlook, 2011)

c) Incomes

The 2007 Community Survey, the most recent available data, indicated that the average income per capita in the Western Cape was R35 296, which was higher than the national average of R22 698. It should be noted that average incomes may give a wrong impression, as they are affected by the incomes of the richest. The median income (income of the middle person in the distribution) is a better reflection of broad living standards.

While the median income for the Western Cape was quite low (R11 451 per annum), it was higher than Gauteng (R10 861 per annum) and significantly higher than the national average of R5 867 per annum.

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Table 5.4: Average and Median per capita income based on 2007 Community Survey data

District Municipality	Average per Capita income (Rand)	Median per capita income (Rand)
West Coast	27 797	10 861
Cape Winelands	24 737	10 182
Overberg	27 591	10 182
Eden	25 986	9 051
Central Karoo	17 985	6 711
Cape Town	40 071	13 576
Western Cape	35 296	11 451

Source: Provincial Economic Review and Outlook 2011

d) Cape Town Population Data

With a high proportion of the province's population residing in Cape Town (66.3%), an examination of the socio-economic status of the city's residents is relevant. The age-sex population for Cape Town reflects a typical developing population being skewed towards the younger age group, where 71% is younger than 34 years and 29% is younger than 14. The gender ratio reflects 52% female and 48% male. This young population has obvious implications for future growth scenarios.

e) Population growth trends

The Western Cape's share of the estimated current total national population (of 48 502 063) grew from 9.7% in 1996 to 10.9% in 2007. The Western Cape is one of only two provinces that has increased its population over this period⁹. The growth rate per annum over the intercensus period of 1996-2001 was 2.7%, which is higher than the national growth rate of 2%. However since 2001, the growth rate of the Western Cape population has declined fractionally to 2.6%, while the South African growth rate has declined significantly to just 1.3%. Table 5.5 compares the population numbers and growth between the Western Cape and South Africa⁸.

Table 5.5: Comparison of population numbers and growth between the Western Cape and South Africa (2001, 2007 and 2011)

Year	Population		Share of total population (%)	Population growth per year (%)	
	Western Cape	South Africa		Western Cape	South Africa
2001	4 524 335	44 819 778	9.7	2.7	1.33
2007	5 278 585	48 502 063	10.9	2.6	1.18
2011	5 287 863	50 586 757	10.4	2.5	1.10

Source: StatsSA (2011)

According to estimates on StatsSA's 2011 mid-year population estimate, the Western Cape has the lowest total fertility rate (TFR) in the country, estimated at an average 2.30 children per woman between 2006 and 2011. The overall South African TFR was 2.52 children per woman.

The Western Cape has the highest average life expectancy at birth of all provinces, while sharing a national scenario of decreasing life expectancy due to higher mortality rates associated with the HIV/AIDS pandemic. Higher infant mortality rates are indicative of poor living

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conditions which reflect the lack of adequate basic services and shelter. The current life expectancy at birth is just below 60 years in the Western Cape (StatsSA 2011). This is lower than it was in 2007. Despite this, the Western Cape is still experiencing population growth. This may be ascribed largely to positive net migration (approximately 95 000).

During the period 2006-2011, it is estimated that the Western Cape lost 110 937 people to out-migration, but gained nearly twice that through in-migration to the province, producing a net migration gain of 95 556. This is less than between 2001 and 2006 (net in-migration of 149 538, but the Western Cape is second only to Gauteng for attracting migrants, and is therefore expected to remain a destination of choice, and to experience continued growth of its population as a result.

Migratory dynamics within the Western Cape are equally revealing. Firstly, the province's population is over-concentrated in the City of Cape Town (CoCT), where more than 66% of the population reside. The only two significant attractor district municipalities, apart from CoCT, are Eden, which attracted a sizeable proportion of migrants from the Eastern Cape, and Cape Winelands, which gained migrants from other district municipalities. The CoCT as a residential destination continues to receive the lion's share of all inter provincial and international immigrants.

The Western Cape is therefore experiencing high population growth rates, particularly on the coastal plains and mountain-valley landscapes. The district municipalities of Overberg, West Coast and Eden, which are located in these areas, are showing high annual growth rates, while Central Karoo shows a far lower growth rate.¹⁰

The coastal districts also appear to be growing more rapidly than the inland centres.¹¹ This migration pattern appears to affect all economic groups with the slowest increase being recorded in the Central Karoo. The housing implications of these migration trends are deemed, therefore, to be relatively insignificant when considering the total housing backlog across the province. The main emphasis in this regard, the PSDF suggests, should be on addressing the existing housing backlog rather than accommodating new growth.

f) Housing Situation and Demand

The department's Backlog Study (2011) revealed that the provincial backlog is estimated at approximately 426 710, with 65% situated in the CoCT (Table 5.6). The proportion of households living in informal dwellings in the Western Cape is estimated to have increased from 15.1% in 2002 to 19.1% in 2006.

Table 5.6: Number of households and dwelling type in Cape Town and the Local Authorities (2006)

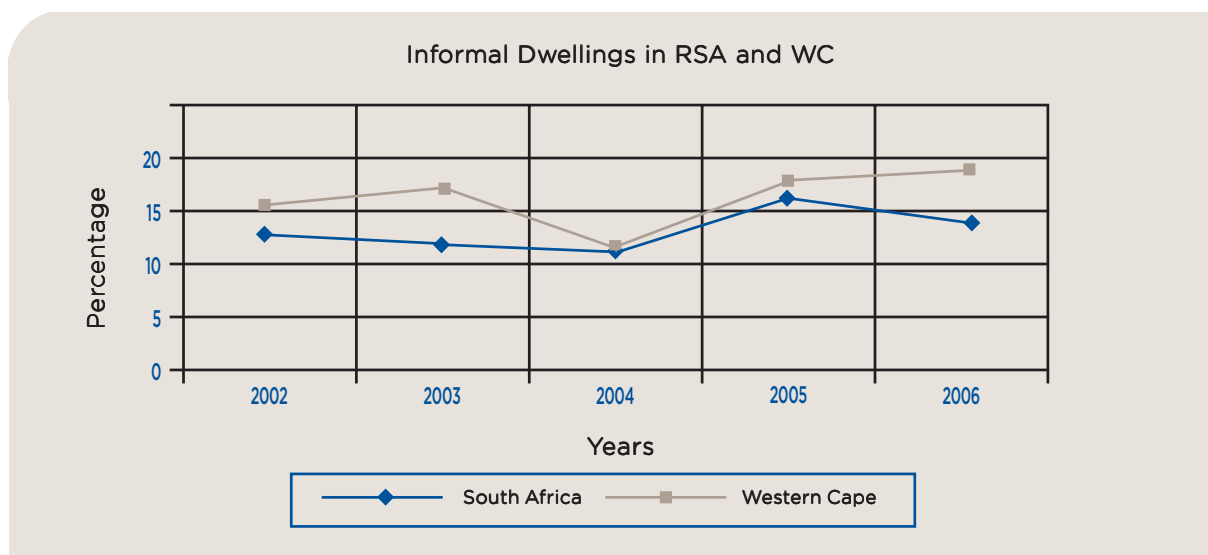
Municipality	Housing Backlog (Households)
City of Cape Town	280 726
Cape Winelands District	51 966
Overberg District	17 329
Central Karoo District	2 400
Eden District	54 917
West Coast District	19 372
Total	426 710

Source: Backlog Survey (2011)

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Figure 5.2: Informal dwellings in South Africa and the Western Cape (2002 - 2006)



Source: Marindo, Groenewald & Gaisie 2008

Cape Town comprises some 66% of the total provincial population as well as the greatest proportion of housing need. It is therefore necessary to analyse the prevailing situation in the metropolitan area in more detail.

The CoCT reports that an estimated 44% of the 904 000 households in the city, or 400 000 families, are inadequately housed. According to the City of Cape Town (CoCT), approximately 310 000 are registered on the City's housing database. Furthermore, 39% of all households and 77% of informal settlement households live below the poverty line. There are approximately 223 informal settlements.

A number of other social factors which impact upon the housing situation in the CoCT have been identified. These include a severe HIV/AIDS problem that is compounded by prevalence of tuberculosis affecting mainly the poorer population, those most in need of housing.¹² Thus, housing is being delivered in the context of high mortality among heads of households, or subsidy beneficiaries. Additionally, family size is constantly changing with estimates ranging from 3.9 to 4.5. There

has also been an increase in the number of "unhousables", or those households that receive a subsidy but then decide to remain in an informal area.¹³

g) Land needs

One of the key challenges to the development of sustainable human settlements is the limited availability of suitable land for the inadequately housed. The state needs to have at its disposal a multiplicity of instruments and interventions in the land and property market. The intention is to influence the property market via the redirection and redistribution of revenues and resources through various value-capturing strategies, and partnerships in the private and public sector.

To stimulate and redress this land shortage for housing developments, the department is developing a land management plan to look at how it will release land to municipalities and beneficiaries, in terms of the Housing Act 107 of 1997. It is also working with the HDA to identify and secure the release of state-owned land in the province that is suitable for human settlement.

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h) Services needs and impacts on service delivery

Access to services (serviced sites which include piped water, electricity and proper sanitation) remains one of the core indicators to determine the extent to which government's policies and practices are assisting the poor to improve the quality of their lives, and whether they are "sharing in the benefits of economic growth". Asset equality is attained through access to basic services (water, sanitation, energy and refuse removal) and social services (health care, education and skills development, and shelter). The City of Cape Town Population Profile highlights the following:¹⁴

- A decline in access to services occurred during the period between the census of 1996 and that of 2001. Where previously some 90% of the population had enjoyed piped water, either in their dwelling or on their site, by 2001 this was reduced to 84%.
- Access to sanitation data indicated that 7% of people had no access to sanitation services with a further 5% who utilised either a pit latrine or bucket system. Although the decline was not as marked as that for water services, access declined proportionately between 1996 and 2001.
- Access to electricity supply had improved by 10% with more households gaining access to this service since 1996. The majority of households use electricity for both lighting and cooking. What is positive is the improvement in the quality of life for a greater number of people in urban areas.¹⁵

i) Human Settlements Delivery Environment Constraints

The Western Cape Province faces some generic constraints in fulfilling its housing mandate, which include:

- Limited capacity at municipal and provincial level to plan, implement and monitor housing projects;
- Migration from neighbouring provinces;
- Increase in informal settlements,
- Limited bulk infrastructure;
- Municipal Infrastructure Grant (MIG) alignment to housing budget allocation;
- The cost and availability of well located, suitable land for housing remains a major challenge.
- Cost of building materials;
- Limited funding for human settlement development to adequately address the backlog;
- Timeframes as prescribed by several pieces of legislation relating to Planning and Development processes are lengthy; and
- Limited planning and project management capacity in municipalities and provincial government.

5.1.2 Spatial analysis of housing delivery

Spatial analysis of housing delivery in the Western Cape is based upon HSS data. Table 5.7 indicates the number of projects that have been undertaken in each of the district municipalities from 2006 to 2011.

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Table 5.7: HSS Housing Projects in the Western Cape Province (2006-2011)

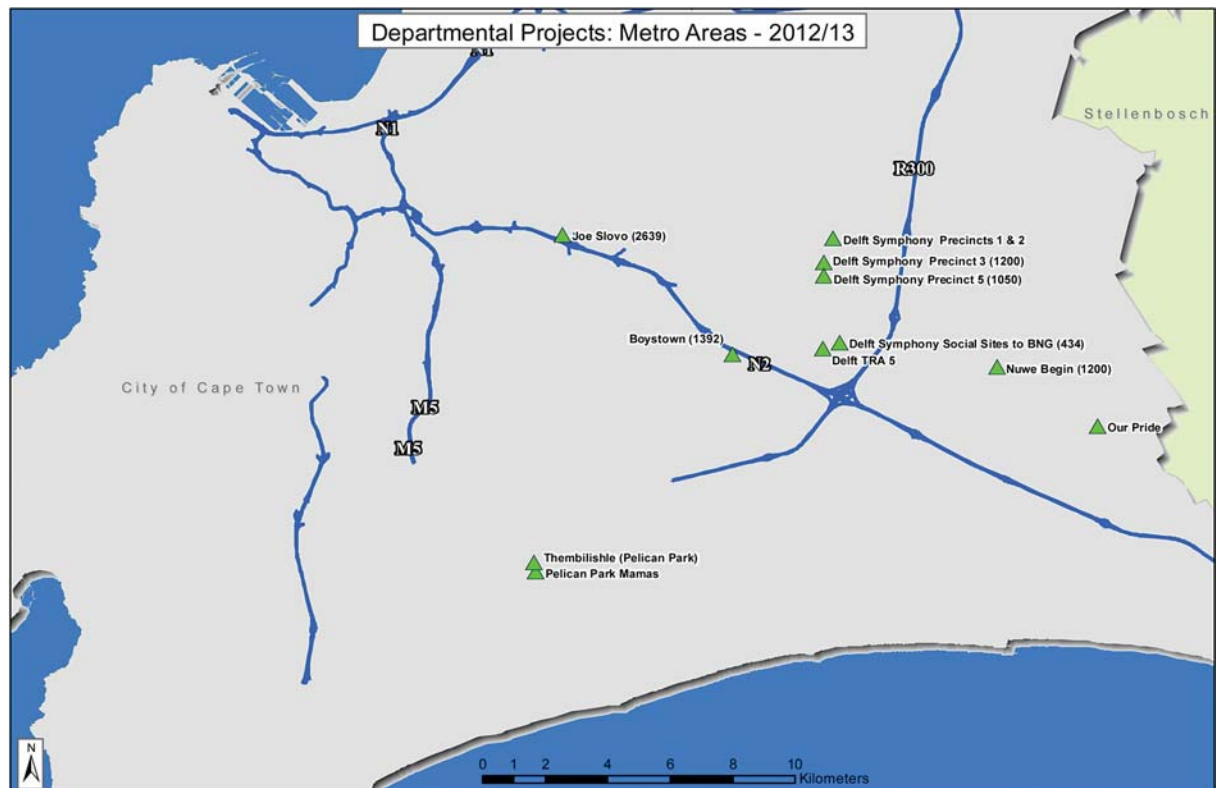
District Municipality	HSS Housing Projects	(%)
City of Cape Town	380	55%
CapeWinelands	95	13%
Eden	114	16%
West Coast	38	5%
Overberg	41	6%
Central Karoo	14	2%
Provincial Total	682	100%

Source: DoHS (2011)

More than 50% of the housing projects were located within the metropolitan area of the CoCT. This high percentage is aimed at addressing the pressing need within the Metro. The projects outside of the metropole have also been distributed proportionally to the district municipalities with the greater housing needs. Therefore 13% of the housing projects are located in the Cape Winelands District, which has a housing need of more

than 29 000 families. Only 2% of the projects are situated in Central Karoo, which has a housing need of only 2 522 households. These percentages highlight the department's strategy of allocating resources to address the greatest housing needs in the province. Figure 5.8 notes the location of the HSS projects in terms of the settlements and towns within the Metro.

Figure 5.8: Planned Departmental Projects for 2012/13



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5.1.3 Spatial Investment

Figure 5.9: Description of leader and priority towns in the Western Cape Province (Growth Potential Towns in the Western Cape 2011)



Source: DoHS, (2012)

Within the province, two main regions are identified as possessing particular economic growth potential. These are the City of Cape Town, which encompasses the adjoining parts of the Overberg, Cape Winelands and West Coast District municipalities and the region encompassing George, Mossel Bay and Knysna municipalities. These are the same areas experiencing the greatest housing need.

In addressing housing needs for these two regions, the following approaches should be considered:

- Spatial Development Framework (SDF): land identification for developments;
- Urban Core: allowing mixed land use on well-located land, densification on under-utilised land, and bringing people closer to the CBD;
- New Housing Delivery: Encourage diverse housing environments and settlement types through greater densities, urban and housing design, housing credit and the delivery route. Numerous sites have been identified to cater for different initiatives, being Greenfield development, consolidation projects, social housing projects and gap housing projects, restitution projects and emergency housing projects;
- Upgrade of Informal settlement programme (UISP): In situ upgrading will be managed so that the informal settlements, wherever possible, will be integrated into the urban fabric to overcome spatial, social and economic exclusion; and
- Area-based urban renewal.

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5.1.4 National Priorities and Challenges

a) National Priorities

The department's strategic direction is aligned with the national priorities and in particular national outcome 8 with the following desired outputs:

1. Accelerated Delivery of Housing opportunities;
2. Access to basic services;
3. More efficient land utilisation; and
4. Improved property market.

b) National Challenges

A key challenge in the development of integrated human settlements is integrated planning between and within the three spheres of government. In order to address this, the WCG is working towards aligning the NSDP and PGDS with the Municipal Integrated Development Plans. The department will continue to do this by supporting municipalities in the development of Housing Chapters of IDPs in an attempt to strengthen integrated planning. The department will also continue to enhance its hands-on support through the BESP, which is a collaborative initiative between the Department of Environmental Affairs and Development Planning (DEADP), Department of Local Government (DoLG), Department of Human Settlements (DoHS), Department of Transport and Public Works (DTPW) and Department of Economic Development and Tourism (DEDAT).

5.1.5 Provincial Priorities and Challenges

a) Provincial Priorities

The department's strategic plan is aligned to the eleven strategic objectives of the province and in particular:

- Increasing opportunities for growth and jobs
- Improving education outcomes
- Increasing access to safe & efficient transport
- Increasing wellness
- Increasing safety

- Developing integrated & sustainable human settlements
- Mainstreaming sustainability and optimising resource-use efficiency
- Promoting social inclusion and reducing poverty
- Integrating service delivery for maximum impact
- Creating opportunities for growth and development in rural areas
- Building the best-run provincial government in the world

b) Provincial Challenges

- The Province is confronted with a pressing need for thorough, coherent spatial planning that will underpin the various Strategic Objectives of the Provincial Government.
- The current housing delivery model cannot address the current and future need for housing, as the growing demand continues to exceed supply.
- At current rates of delivery, combined with household growth fuelled in large part by in-migration, the number of households with inadequate shelter is likely to nearly double, from about 400 000 currently to over 800 000, over the next thirty years.
- Well-located land is in short supply, and new housing developments are often located close to the urban edge, far away from economic opportunities and social amenities, with inadequate integration into towns and cities, resulting in urban sprawl.
- There is currently a gap in the property market, with numerous families whose household income exceeds the upper limit for subsidised housing, but is not high enough to access mortgage finance from the private sector (R3500-R9000). Contributing to this gap are the high input costs, which limit the number of affordable units being developed for this market, as well as the difficulty in accessing affordable finance were supply to be increased.
- A number of beneficiaries rent out or even sell their state-funded houses,

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generally informally and at a fraction of the value of the asset, and move back into shacks in informal settlements. This situation is further complicated by the backlog in transferring title deeds to beneficiaries. In addition, the collection rates of rentals from tenants in state-subsidised rental units are notoriously low.

- The greatest source of dissatisfaction with government's delivery of housing opportunities is the perception of being left behind - that some people are benefiting at the expense of others. This is partly a result of the fact that we can only afford to house about 16 000 families under the existing delivery model. However, it is exacerbated by the perceived inconsistency and opacity of the beneficiary selection process which varies from municipality to municipality, as does the quality, integrity and accuracy of the housing demand data.
- Until now sustainability, energy efficiency and its economic benefits for the beneficiary have not played a significant role in determining how we develop human settlements.
- The development of integrated human settlements has been hampered by inadequate co-ordination between the different spheres of government, and among provincial government departments, especially when it comes to aligning bulk infrastructure spending and plans for the provision of amenities such as schools, clinics, libraries and other community facilities.

5.2 Human Settlements Organisational Environment

The Department is currently reviewing its structure to ensure that it is properly aligned to achieving its strategic objectives. This review was motivated by two primary considerations:

1. The shift from a transactional, development financing approach, inherited from the erstwhile provincial housing development board, to project management approach, with the Portfolio Management Unit as a project information hub; and
2. The Auditor-General's requirement to separate quality assurance and performance monitoring from the line function unit responsible for delivery

The macro-structure review is anticipated to be finalised by 31 March 2012, while the detailed assessment of each unit's capacity requirements will be undertaken in the 2012/13 financial year.

a. Number of Employees Listed and Vacancies Indicated

The Department has a vacancy rate of 21% of funded posts. While these positions are in the process of being filled, it should be highlighted that the Department is undergoing a realignment of its macro structure, which will be finalised by April 2012. A further 18 contract positions were created, additional to the establishment to give immediate relief in anticipation of the re-alignment structural needs. These posts are funded by vacant approved posts.

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Salary Level	No. of Funded Posts	No. of Funded Vacant Posts
SL 2	15	2
SL 3	5	4
SL 5	131	30
SL 7	91	20
SL 8	79	6
SL 9	64	20
SL 10	8	1
SL 11	42	10
SL 12	8	1
SL 13	13	5
GRAND TOTAL	456	99 (21%)

Source: DoHS (31 January 2012)

Director posts, i.e. Financial Management, Policy and Research, and Affordable Housing, will be filled during March 2012.

Recruiting and retaining of staff, especially amongst engineers and project managers, has become an increasing challenge, as the turnover rate in these categories is quite high. In an effort to address this issue, the Department has entered into an agreement with the Development Bank of Southern Africa (DBSA) to recruit project managers and engineers.

In addition, the Young Professionals Programme is being rolled out, which will ensure that external bursary holders of the Department, who obtained their qualifications, are given an opportunity to participate in the necessary mentoring programme to become registered professionals.

Furthermore, the Department recruited two highly skilled officials from the Auditor General's office to address the capacity constraints in respect of the implementation of the General Recognised Accounting Practices (GRAP) in the Western Cape Housing Development Fund. By doing so, the Department is ensuring that the necessary skills and capacity are developed amongst other officials.

b. Departmental Structure

Figure 5.4 Organogram of the senior management of the Department



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5.2.1 Institutional Challenges

A key challenge for the department is transforming itself into a learning organisation that is developmentally orientated, motivated, fully equipped and capacitated for effective service delivery. The department needs to align its resources, systems and processes to implement its strategic plan and the strategic plan of the provincial government. An analysis of the institutional context identified the following challenges as key priority areas:

a) Stakeholder Management

There is a critical need for the department to engage and manage stakeholders. Stakeholders were broadly divided into two categories namely non-governmental organisations and community based organisations representing communities, themselves, and secondly the private sector¹⁶ and international donor organisations. It was recognised that different competencies and skills sets are required in managing these two very diverse stakeholder categories. In this regard the department established a sub-directorate to properly manage this function.

b) Organisational planning, monitoring, reporting and evaluation

Monitoring is being done through the implementation of the legislated strategic management framework for the public sector. An organisational programme performance management system has been operationalised. This system builds on the current legislative reporting framework i.e. quarterly performance reporting to Provincial and National Treasury and the NDoHS. Data integrity and performance auditing remain a challenge. To address this, the Department increased its monitoring and evaluation capacity by appointing three internal auditors to verify and validate performance information on a continuous basis. This will also address the shortcomings highlighted by the Auditor General on predetermined objectives.

c) Project Management

The department has acquired a fully-fledged integrated portfolio and project management system which is being operationalised by the Portfolio Management Unit (PMU). The department identified the need to adopt a project management approach, given that its core business is in the built environment sector. This need was further reiterated by the Modernisation Programme in line with the Provincial Government Strategic Objective 12 to build the best run regional government in the world. The department is re-engineering its processes to ensure that it develops a portfolio management office to institutionalise project management across the department, which will be aligned to the Organisational Programme Monitoring and Evaluation system of the department and the provincial government.

d) Information Management

During the 2011/12 financial year the department focused on replacing the aging technological infrastructure by refreshing both computer hardware and software. The implementation of Microsoft SharePoint platform has become a key milestone given the investment made by the Western Cape Government in upgrading its groupware systems such as Mail Server, Business Intelligence and Data Warehouses. During this financial year, SharePoint technology implementation will be in the forefront of the information systems agenda.

5.2.2 Data Management Systems

a) Correspondence and file tracking system

A file tracking system is used as a tool to track and locate all official files created in the Department according to the approved file plan of the Department. The jTrack tracking system electronically tracks the movement of objects, which are bar-coded, as the object moves from one location to the next. Each movement is recorded as part of the audit trail of the object.

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Some of the benefits of an electronic or digital filing system include fast and efficient access to information, digital copies of original documentation and simultaneous accessibility amongst staff. A key challenge is that the network is very slow causing a delay with the creation and provision of files to the client requesting the official file. The system is also not integrated with other information systems.

b) Housing Subsidy System

The Housing Subsidy System is a database and information system managed by the national department and provinces. The system is used to record information of beneficiaries and the various subsidy instrument types. The system allows users to register, edit and verify applications. The system enables the capturing of budgetary information for the different projects reflecting milestones within a project. The province is the custodian of the system and has to manage the different functions allocated to the various users.

5.2.3 Human Resource Management Systems

a) Staff Performance Management System

The Staff Performance Management System is an important tool to ensure the effectiveness of the department. The department migrated its paper-based system to an IT system. There has been incremental progress in the implementation of the system. However, a key challenge is the full alignment of the system to the organisational programme performance of the department. This linkage will be incrementally implemented over the next five years.

b) Persal

A complete personnel salary and management information system on all personnel matters is in place and is operating optimally. The system is updated regularly by the prin-

cipal, National Treasury, to provide management information needed for reporting purposes. However, again, the key challenge is that it is not integrated with other systems, such as access control, and it is also not completely paperless. This system will be enhanced through the modernisation process.

5.2.4 Financial systems

a) National Debtor System

The National Debtor System is a national database and information system that is used to administer loans, sales and rental debtors, as well as the immovable assets of the Western Cape Housing Development Fund (WCHDF). The system is fully operational but needs to be updated and better managed

b) Logis

Logis is the transversal procurement system belonging to National Treasury and the system is fully operational.

c) Basic Accounting System (BAS)

BAS is an online accounting system that is used to effect all payments and allocate all expenditure and revenue to the respective cost centres. It is also used for financial reporting purposes. This transversal system is owned by National Treasury.

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PART B: BUDGET PROGRAMME STRUCTURE

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The Department of Human Settlements carries its operations under the following programme structure:

Table: 9 Department's Programme Structure

Programme	Sub-programme
1. Administration	1.1 Office of the MEC 1.2 Corporate Services
2. Housing Needs, Research and Planning	2.1 Administration 2.2 Policy 2.3 Planning 2.4 Research
3. Housing Development	3.1 Administration 3.2 Financial Interventions 3.3 Incremental Interventions 3.4 Social and Rental Intervention 3.5 Rural Intervention
4. Housing Asset / Property Management	4.1 Administration 4.2 Housing Property Maintenance

Programme 1: Administration

Summary of payments and estimates

Sub-programme R'000	Outcome				Medium-term estimate					
	Audited 2008/09	Audited 2009/10	Audited 2010/11	Main appropriation 2011/12	Adjusted appropriation 2011/12	Revised estimate 2011/12	2012/13	% Change from Revised estimate 2011/12	2013/14	2014/15
1. Office of the MEC ^a	5 405	4 541	4 852	5 609	5 223	5 243	5 628	7.34	5 934	6 280
2. Corporate Services	91 085	82 778	68 680	67 197	68 083	70 337	72 695	3.35	75 682	78 769
Total payments and estimates	96 490	87 319	73 532	72 806	73 306	75 580	78 323	3.63	81 616	85 049
<p>^a MEC total remuneration package: R1 566 089 with effect from 1 April 2011. Note: The Administration function will be provided by the Department of Human Settlements on an agency basis to the Department of Local Government until the centralisation through the modernisation process has been fully formalised and implemented.</p>										
Current payments	90 630	83 898	69 491	69 824	70 253	72 526	75 252	3.76	78 387	81 808
Compensation of employees	48 521	49 988	44 180	49 528	46 504	46 379	51 577	11.21	53 987	56 686
Goods and services	42 101	33 897	25 296	20 281	23 733	26 132	23 659	(9.46)	24 383	25 104
Interest and rent on land	8	13	15	15	16	15	16	6.00	17	18
Transfers and subsidies to	1 487	411	879	462	420	420	425	1.19	437	449
Provinces and municipalities	10	10	1							
Departmental agencies and accounts				100	100	100	100		100	100
Non-profit institutions	125									
Households	1 352	401	878	362	320	320	325	1.56	337	349
Payments for capital assets	4 043	2 835	2 670	2 520	2 520	2 520	2 646	4.99	2 792	2 792
Machinery and equipment	3 943	2 733	2 670	2 520	2 520	2 520	2 646	4.99	2 792	2 792
Software and other intangible assets	100	102								
Payments for financial assets	330	175	492		113	114		(100.00)		
Total economic classification	96 490	87 319	73 532	72 806	73 306	75 580	78 323	3.63	81 616	85 049

Programme 1: Administration

Performance indicators, annual and quarterly targets for 2012/13

Programme 1: Administration															
Strategic Goal	Strategic Objective	Performance Measure Indicator	Reporting Cycle	Audited / Actual Performance				Estimated Performance							
				2008/09	2009/10	2010/11	2011/12 Current	2010/2011 - 2014/2015 Targets	Year 1 2012/2013 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year 2 2013/2014	Year 3 2014/2015
To facilitate delivery through sound administration	Fully functional department capacitated to deliver services	Percentage of funded posts vacant	Quarterly	-	-	-	Less than 20%	Less than 10%	Less than 12%	Less than 18%	Less than 15%	Less than 12%	Less than 10%	Less than 10%	Less than 10%
	Attaining a level 3 and beyond financial management capability rating	Overall level of financial capability maturity achieved in a given year.	Annually	-	-	-	2.92	3+	3	-	-	3	-	3+	3+
	Supply chain and asset management		Annually	-	-	-	2.23	3+	2.5	-	-	2.5	-	3+	3+
	Corporate governance		Annually	-	-	-	2.87	3+	3	-	-	3	-	3+	3+
	Financial accounting		Annually	-	-	-	3.36	4	3.5	-	-	3.5	-	4	4
	Supporting and interlinked financial system		Annually	-	-	-	2.84	3+	3	-	-	3	-	3+	3+

Programme 2: Housing Needs, Research and Planning

Summary of payments and estimates

Sub-programme R'000	Outcome			Medium-term estimate						
	Audited 2008/09	Audited 2009/10	Audited 2010/11	Main appropriation 2011/12	Adjusted appropriation 2011/12	Revised estimate 2011/12	2012/13	% Change from Revised estimate 2011/12	2013/14	2014/15
1. Administration	10 526	7 668	5 040	11 801	11 801	8 780	12 065	37.41	12 484	13 499
2. Policy	619	1 391								
3. Planning	1 022	3 010	3 777	3 339	2 549	4 430	3 622	(18.24)	3 821	4 012
4. Research	3 375	2 504								
Total payments and estimates	15 542	14 573	8 817	15 140	14 350	13 210	15 687	18.75	16 305	17 511

The budgets for the Sub-programmes Policy and Research have been included in the Administration budget, as these two Sub-programmes form one Directorate and cannot be separated.

Summary of provincial payments and estimates by economic classification

Economic Classification R'000	Outcome			Medium-term estimate						
	Audited 2008/09	Audited 2009/10	Audited 2010/11	Main appropriation 2011/12	Adjusted appropriation 2011/12	Revised estimate 2011/12	2012/13	% Change from Revised estimate 2011/12	2013/14	2014/15
Current payments	13 830	13 072	8 814	15 136	14 199	13 059	15 687	20.12	16 305	17 511
Compensation of employees	9 453	10 845	7 874	14 046	12 888	11 881	14 431	21.46	14 984	16 108
Goods and services	4 376	2 221	940	1 090	1 311	1 178	1 256	6.62	1 321	1 403
Interest and rent on land	1	6								
Transfers and subsidies to	1 504	1 501	3	4	151	151		(100.00)		
Universities and technikons	1 500	1 500								
Households	4	1	3	4	151	151		(100.00)		
Payments for capital assets	208									
Machinery and equipment	208									
Total economic classification	15 542	14 573	8 817	15 140	14 350	13 210	15 687	18.75	16 305	17 511

Programme 2: Housing Needs, Research and Planning

Performance indicators, annual and quarterly targets for 2012/13

Programme 2: Housing Needs, Research and Planning																
Strategic Goal	Strategic Objective	Performance Measure Indicator	Reporting Cycle	Audited / Actual Performance				Estimated Performance				Medium-term targets				
				2008/09	2009/10	2010/11	2011/12 Current	2010/2011 - 2014/2015 Targets	Year 1 2012/2013 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year 2 2013/2014	Year 3 2014/2015	
		No. of Acts passed and or policy guidelines approved	Annually	-	-	-	-	1	-	1	-	-	-	1	-	-
		A Multi Year Housing Development plan / APP developed by October	Annually	-	-	1	1	5	-	1	-	-	1	-	1	1
Accelerate the provision of housing opportunities		Number of planned human settlement (housing) development based on IDPs and National and Provincial Priorities approved ¹⁷	Quarterly	-	-	54	56	225	4	20	4	4	7	5	40	55
		No. of municipalities capacitated and supported with regard to human settlement (housing) development planning	Quarterly	-	-	-	-	16	14	14	ToR drafted	Service provider appointed	Training session held	14	14	16

Research

		No. of research papers completed	Annually	-	-	-	-	5	1	-	-	-	-	1	2	2
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Note the following Nationally Prescribed Indicators are not applicable:

No. of research projects approved: No new research projects will be undertaken in the current financial year, as efforts in the research field are focused on existing projects. These projects include the Housing Demand Database Improvement Programme and the Beneficiary Selection Guidelines.

Programme 3: Housing Development

Summary of payments and estimates

Sub-programme R'000	Outcome					Medium-term estimate				
	Audited 2008/09	Audited 2009/10	Audited 2010/11	Main appropriation 2011/12	Adjusted appropriation 2011/12	Revised estimate 2011/12	2012/13	% Change from Revised estimate 2011/12	2013/14	2014/15
1. Administration	39 622	55 639	75 506	60 410	60 410	57 325	58 396	1.87	52 556	54 793
2. Financial Interventions ^a	213 670	107 374	131 530	151 257	151 257	151 257	269 259	78.01	266 931	274 995
3. Incremental Interventions ^a	1 121 697	1 264 919	1 520 812	1 170 588	1 170 588	1 170 588	1 135 921	(2.96)	1 273 413	1 390 944
4. Social and Rental Intervention ^a	16 408	124 915	287 695	317 000	317 000	317 000	320 000	0.95	325 000	325 000
5. Rural Intervention ^a	413	229								
Total payments and estimates	1 391 810	1 553 076	2 015 543	1 699 255	1 699 255	1 696 170	1 783 576	5.15	1 917 900	2 045 732

^a National conditional grant: Human Settlements - R1 725 180 000 (2012/13) i.e. transfer to households: R1 639 628 000, Compensation of employees: R11 064 000, Goods and services: R63 488 000, Transfers and subsidies: R11 000 000, as well as R1 865 344 00

PART B: BUDGET PROGRAMME STRUCTURE

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Summary of payments and estimates by economic classification

Economic Classification R'000	Outcome				Medium-term estimate					
	Audited 2008/09	Audited 2009/10	Audited 2010/11	Main appropriation 2011/12	Adjusted appropriation 2011/12	Revised estimate 2011/12	2012/13	% Change from Revised estimate 2011/12	2013/14	2014/15
	Current payments	78 466	63 763	93 795	95 887	95 885	92 800	122 868	32.40	137 651
Compensation of employees	30 603	34 517	45 502	52 364	50 407	49 921	58 673	17.53	61 325	65 925
Goods and services	47 858	29 238	48 293	43 517	45 472	42 873	64 189	49.72	76 319	75 783
Interest and rent on land	5	8		6	6	6	6		7	7
Transfers and subsidies to	1 313 228	1 489 313	1 921 748	1 603 368	1 603 370	1 603 370	1 660 708	3.58	1 780 249	1 904 017
Provinces and municipalities	14 878	11 480	43 500	27 280	27 280	27 280	19 580	(28.23)	1 000	1 000
Departmental agencies and accounts				500	500	500	500		500	500
Universities and technikons			1 500	1 000	1 000	1 000	1 000		1 000	1 000
Public corporations and private enterprises		1 201								
Non-profit institutions		100								
Households	1 298 350	1 476 532	1 876 748	1 574 588	1 574 590	1 574 590	1 639 628	4.13	1 777 749	1 901 517
Payments for capital assets	116									
Machinery and equipment	116									
Total economic classification	1 391 810	1 553 076	2 015 543	1 699 255	1 699 255	1 696 170	1 783 576	5.15	1 917 900	2 045 732

Programme 3: Housing Development

Targets for Programme 3 only include the Human Settlement Development Grant (HSDG) figures. The Urban Settlement Development Grant (USDG) is reported on by the City of Cape Town and is therefore not included in the table below. The USDG will provide 5 974 sites in the 2012/13 financial year. Performance indicators, annual and quarterly targets for 2012/13

Programme 3: Housing Development															
Strategic Goal	Strategic Objective	Performance Measure Indicator	Reporting Cycle	Audited / Actual Performance			Estimated Performance			Medium-term targets					
				2008/09	2009/10	2010/11	2011/12 Current	2010/2011 - 2014/2015 Targets	Year 1 2012/2013 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year 2 2013/2014	Year 3 2014/2015
Accelerate the provision of housing opportunities		Total no. of new housing units completed across all housing programmes being utilised in the province	Quarterly	-	16 566	14 570	12 640	66 377	15 567	2 800	3 398	4 691	4 678	13 200	10 400
Accelerate the provision of housing opportunities	Upscale the provision of serviced sites	Total no. of sites serviced	Quarterly	-	-	3 028	12 514	48 657	10 615	2 200	2 500	2 800	3 115	11 000	11 500
Accelerate the provision of housing opportunities		Total no. of emergency housing and other housing opportunities provided	Quarterly	-	-	3 547	2 100	14 285	3 648	653	683	683	1 629	2 600	2 390
Financial Interventions		No. of housing units rectified post 1994	Quarterly	-	-	16	500	3 218	1 702	403	433	433	433	500	500
Incremental Housing Programme															
Accelerate the provision of housing opportunities	Upscale the provision of serviced sites	No. of new sites serviced to basic water and sanitation services as part of the Integrated Residential Development Programme	Quarterly	-	-	-	5 832	15 716	2 884	700	700	700	784	3 500	3 500

Note that the colours represent the following:

green: total number of top structures, blue: total number of sites serviced, yellow: total number of emergency housing and other opportunities provided

PART B: BUDGET PROGRAMME STRUCTURE

Annual Performance Plan 2012/2013

Programme 3: Housing Development

Programme 3: Housing Development															
Strategic Goal	Strategic Objective	Performance Measure Indicator	Reporting Cycle	Audited / Actual Performance				Estimated Performance				Medium-term targets			
				2008/09	2009/10	2010/11	2011/12 Current	2010/2011-2014/2015 Targets	Year 1 2012/2013 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year 2 2013/2014	Year 3 2014/2015
Incremental Housing Programme															
		No. of housing units completed (IRDP Phase 4)	Quarterly	-	-	550	7 744	31 703	10 409	1 600	2 100	3 400	3 309	8 000	5 000
Accelerate the provision of housing opportunities	Upscale the provision of serviced sites	No. of households connected to basic services as part of the Informal Settlements Upgrading Programme	Quarterly	-	-	3 028	6 682	32 941	7 731	1 500	1 800	2 100	2 331	7 500	8 000
		No. of sites serviced to households needing temporary assistance (EHP)	Annually	-	-	2 574	500	6 310	946	-	-	-	946	1 200	1 090
Social and Rental Housing															
		No. of housing units completed (Institutional)	Quarterly	-	344	271	180	771	120	0	0	60	60	100	100
Optimal use of resources and partnerships	Enhancing the supply of new rental units housing opportunities and encouraging improved Property Management of rental stock	No. of housing units completed (Social)	Quarterly	-	91	578	200	1 448	270	0	50	110	110	200	200
		No. of new housing units completed (CRU)	Quarterly	-	-	-	100	600	300	0	48	102	150	100	100
		No. of CRU units refurbished	Quarterly	-	-	957	1 100	4 757	1 000	250	250	250	250	900	800

Programme 3: Housing Development

Programme 3: Housing Development															
Strategic Goal	Strategic Objective	Performance Measure Indicator	Reporting Cycle	Audited / Actual Performance			Estimated Performance			Medium-term targets					
				2008/09	2009/10	2010/11	2011/12 Current	2010/2011 - 2014/2015 targets	Year 1 2012/2013 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year 2 2013/2014	Year 3 2014/2015
People's Housing Process															
Inculcate a sense of ownership, rights and responsibilities amongst housing beneficiaries	Increase beneficiary involvement in the development of housing opportunities	No. of housing units completed (PHP)	Quarterly	2 052	7 039	3 311	4 000	21 579	4 468	1 200	1 200	1 019	1 049	4 800	5 000

Programme 4: Land and Asset Management

Summary of payments and estimates

Sub-programme R 000	Outcome			Medium-term estimate						
	Audited 2008/09	Audited 2009/10	Audited 2010/11	Main appropriation 2011/12	Adjusted appropriation 2011/12	Revised estimate 2011/12	2012/13	% Change from Revised estimate 2011/12	2013/14	2014/15
	1. Administration	35 370	37 005	15 339	18 210	18 210	18 286	19 679	7.62	20 761
2. Housing Properties Maintenance	9 360	51 889	30 595	31 385	31 714	23 629	(25,49)	22 801	22 923	
Total payments and estimates	35 370	46 365	67 228	48 805	49 595	50 000	43 308	(13,38)	43 562	44 722

Summary of provincial payments and estimates by economic classification

Economic Classification R 000	Outcome			Medium-term estimate						
	Audited 2008/09	Audited 2009/10	Audited 2010/11	Main appropriation 2011/12	Adjusted appropriation 2011/12	Revised estimate 2011/12	2012/13	% Change from Revised estimate 2011/12	2013/14	2014/15
	Current payments	21 085	26 548	34 731	38 805	39 595	40 000	33 308	(16,73)	35 562
Compensation of employees	7 669	11 964	13 976	14 888	14 888	15 250	16 094	5,53	17 356	18 663
Goods and services	13 415	14 583	20 755	23 917	24 707	24 750	17 214	(30,45)	18 206	18 059
Interest and rent on land	1	1								
Transfers and subsidies to	14 285	19 817	32 497	10 000	10 000	10 000	10 000		8 000	8 000
Provinces and municipalities	24	146								
Households	1 298 350	1 476 532	1 876 748	1 574 588	1 574 590	1 574 590	1 639 628	4,13	1 777 749	1 901 517
Total economic classification	35 370	46 365	67 228	48 805	49 595	50 000	43 308	(13,38)	43 562	44 722

Programme 4: Land and Asset Management Performance indicators, annual and quarterly targets for 2012/13

Programme 4: Asset Management and Property															
Strategic Goal	Strategic Objective	Performance Measure Indicator	Reporting Cycle	Audited / Actual Performance			Estimated Performance			Medium-term targets					
				2008/09	2009/10	2010/11	2011/12 Current	2010/2011 - 2014/2015 targets	Year 1 Target 2012/2013	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year 2 2013/2014	Year 3 2014/2015
Sale and transfer of Housing Properties															
A sense of ownership and personal responsibility among beneficiaries, owners and tenants	To promote security of tenure	No. of rental units sold to beneficiaries	Quarterly	-	-	-	-	240	120	30	30	30	30	120	0
		No. of rental units transferred	Quarterly	-	-	-	-	240	60	-	-	30	30	120	60
Housing Properties Maintenance															
		No. of debtors reduced per financial year ¹⁸	Quarterly	-	-	-	-	3000	1 000	250	250	250	250	1 000	1 000

Note the following Nationally Prescribed Indicator is not applicable:

No. of rental units devolved to municipalities in terms of section 15 of the Housing Act, 1997: The department is in the process of appointing a service provider to assess the retainable rental stock with a view to establishing optimal use and ownership of such stock. The final report of this assessment is envisaged to be completed by the third quarter and based on the recommendations, the department will determine the way forward.

PART C: LINKS TO OTHER PLANS

Annual Performance Plan 2012/2013



Western Cape
Government

Human Settlements

PART C: LINKS TO OTHER PLANS

Annual Performance Plan 2012/2013

1. Links to the long term infrastructure and other capital plans

The Department is in the process of transferring the assets / properties of the ex-Western Cape Housing Development Board to the beneficiaries and municipalities as per the Housing Act, 1997. It is not certain at this time whether the department will be the custodian of the remaining properties or if it will be transferred to the Department of Transport and Public Works.

2. Conditional grants

Name of Grant	Human Settlement Development Grant
Purpose	To finance the funding requirements of national housing programmes. To facilitate the establishment and maintenance of integrated and sustainable human settlements promoting convenient and safe access to economic opportunities, health, educational and social amenities.
Performance Indicator	Number of subsidies in the category below R3 500 approved per instrument per annum by province / accredited municipalities.
Continuation	The programme will be funded during the period covered by the Annual Performance Plan.
Motivation	Unless government directs otherwise and taking into account the level of backlogs in housing, it is anticipated that the need for funding will exist for at least the next 20 years.

3. Public entities

None

4. Public private partnerships

None

PART C: LINKS TO OTHER PLANS

Annual Performance Plan 2012/2013

ANNEXURE A

Technical indicator descriptions for Strategic Objectives

Programme 1: Administration

Nationally Prescribed Indicators

None

Provincial Indicators

Long title of Strategic Objective	Short title of strategic objective	Performance Indicator	Target
To facilitate delivery through sound administration	Fully functional department capacitated to deliver services	Percentage of funded posts vacant	Less than 12%
	Attaining a level 3 and beyond financial management capability	Overall level of financial capability maturity achieved in a given year:	3
		1. Supply Chain Management	2.5
		2. Corporate Governance	3
		3. Financial Accounting	3.5
		4. Supporting and interlinked financial system	3

PART C: LINKS TO OTHER PLANS

Annual Performance Plan 2012/2013

ANNEXURE A

Programme 2: Housing Needs Research and Planning

Indicator title	Number of Acts passed and / or policy guidelines approved				
Short definition	To amend the Western Cape Housing Development Act of 1999 to be in accordance with the legislative framework developed by the National Department of Human Settlements				
Purpose/importance	To enhance the housing delivery instrument in line with the national and provincial strategic priorities				
Source/collection of data	Consultation with relevant stakeholders				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	0	0	1	0	0
Quarterly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	0	0	0	1	
Method of calculation	Number of Bills finalised				
Data limitations	Ineffective participation from relevant stakeholders				
Type of indicator	Output indicator				
Calculation type	Cumulative				
Reporting cycle	Annually				
New indicator	Yes				
Desired performance	To provide guidance regarding compliance with the implementation of housing strategic programmes and projects				
Linkages to other plans	NDoHS indicator				
Indicator responsibility	Director: Policy and Research				

PART C: LINKS TO OTHER PLANS

Annual Performance Plan 2012/2013

ANNEXURE A

Indicator title	A Multi Year Housing Development Plan / APP developed by October				
Short definition	Inter-action with regional managers and municipalities on planned Human Settlement Projects and their spatial alignment to ensure integration and sustainability covering the activities of the province.				
Purpose/importance	To deliver integrated sustainable human settlements based on sound planning which will enable predictability on future human settlement developments and assist to measure non-financial targets				
Source/collection of data	Consultation with internal stakeholders				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	1	1	1	1	1
Quarterly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	0	0	0	1	
Method of calculation	Annually				
Data limitations	All Spatial Development and Human Settlement plans not yet credible.				
Type of indicator	Process indicator				
Calculation type	None-accumulative				
Reporting cycle	Annually				
New indicator	No				
Desired performance	Reliable and sound data on financial targets				
Linkages to other plans	NDoHS indicator				
Indicator responsibility	Directors: Planning and Strategic Support				

PART C: LINKS TO OTHER PLANS

Annual Performance Plan 2012/2013

ANNEXURE A

Indicator title	No. of planned human settlement (housing) developments based on IDPs and National and Provincial priorities approved				
Short definition	To ensure that all viable project applications received are approved timeously and conforms to Nationally/Provincially approved housing programmes.				
Purpose/importance	Contributes to the delivery of human settlements and ultimately expenditure of DORA allocations				
Source/collection of data	Minutes of Departmental Project Approval Committee				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	0	0	20	40	55
Quarterly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	4	4	7	5	
Method of calculation	Departmental Business Plan/Municipal Human Settlement Plans				
Data limitations	The lack of credible Human Settlement Plans				
Type of indicator	Output				
Calculation type	Cumulative				
Reporting cycle	Annual				
New indicator	Yes				
Desired performance	Human Settlement Development and budget expenditure				
Linkages to other plans	NDoHS indicator, Departmental Business Plan				
Indicator responsibility	Director: Human Settlement Project Administration				

PART C: LINKS TO OTHER PLANS

Annual Performance Plan 2012/2013

ANNEXURE A

Indicator title	Number of municipalities capacitated and supported with regard to human settlement (housing) development planning				
Short definition	Tailor made training programmes based on specific needs at municipal level to strengthen human settlement planning abilities.				
Purpose/importance	To deliver integrated sustainable human settlements based on sound planning which will enable predictability on future housing developments.				
Source/collection of data	Operational Plan				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	0	0	14	14	16
Quarterly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	ToR Drafted	Service provider appointed	Training session	14	
Method of calculation	Attendance register of training courses				
Data limitations	None				
Type of indicator	Process indicator				
Calculation type	Non accumulative				
Reporting cycle	Quarterly				
New indicator	Yes				
Desired performance	Capacitated municipalities in terms of HSPs, SDFs and IDPs				
Linkages to other plans	NDoHS indicator				
Indicator responsibility	Director: Planning				

PART C: LINKS TO OTHER PLANS

Annual Performance Plan 2012/2013

ANNEXURE A

Indicator title	Number of research papers completed				
Short definition	To provide information on international best practices in the housing sector in a manner that will impact intensively in the attainment of strategic priorities				
Purpose/importance	To assist the Department to ensure the realisation of developing integrated and sustainable human settlements in the housing delivery chain				
Source/collection of data	Copy of completed research paper				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	0	0	1	2	2
Quarterly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	0	0	0	1	
Method of calculation	Cumulative				
Data limitations	Lack of participation of relevant stakeholders				
Type of indicator	Output indicator				
Calculation type	Cumulative				
Reporting cycle	Quarterly				
New indicator	Yes				
Desired performance	Formulation of the departmental housing policy / policy guidelines envisaged to enable effective implementation of housing policy and the relevant legislative frameworks				
Linkages to other plans	NDoHS indicator				
Indicator responsibility	Director: Policy and Research				

PART C: LINKS TO OTHER PLANS

Annual Performance Plan 2012/2013

ANNEXURE A

Programme 3: Housing Development

Strategic Goal: Accelerate the provision of housing opportunities

Indicator title	Total no. of new housing units completed in the province across all housing programmes being utilised by the Province				
Short definition	To track the provision of new permanent houses provided per programme per municipality				
Purpose/importance	To measure the impact of the provision of new housing against the housing demand				
Source/collection of data	Certificates signed by Works Inspectors				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	14 570	12 640	15 567	13 200	10 400
Quarterly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	2 800	3 398	4 691	4 678	
Method of calculation	Total houses delivered on all projects in the Province				
Data limitations	Dependent on accurate reporting on PMU database				
Type of indicator	Output indicator				
Calculation type	Cumulative				
Reporting cycle	Quarterly				
New indicator	Yes				
Linkages to other plans	NDoHS indicator, Departmental Business Plan				
Desired performance	100% of target achieved				
Indicator responsibility	Chief Director: Human Settlement Implementation				

PART C: LINKS TO OTHER PLANS

Annual Performance Plan 2012/2013

ANNEXURE A

Strategic Goal: Accelerate the provision of housing opportunities

Strategic Objective: Upscale the provision of serviced sites

Indicator title	Total no. of new sites connected to basic water and sanitation services as part of the Integrated Residential Development Programme				
Short definition	Provision of serviced sites that can be occupied formally or informally				
Purpose/importance	Accelerated access to basic services				
Source/collection of data	Certificates signed by Project Managers				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	0	5 832	2 884	3 500	3 500
Quarterly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	700	700	700	784	
Method of calculation	Percentage of progress on civil works converted to a number				
Data limitations	Depends on accurate reporting on PMU database				
Type of indicator	Output indicator				
Calculation type	Cumulative				
Reporting cycle	Quarterly				
New indicator	Yes				
Linkages to other plans	NDoHS indicator, Provincial Strategic Objective 6, Departmental Business Plan				
Desired performance	100% of target achieved				
Indicator responsibility	Chief Director: Human Settlement Implementation				

PART C: LINKS TO OTHER PLANS

Annual Performance Plan 2012/2013

ANNEXURE A

Strategic Goal: Accelerate the provision of housing opportunities

Strategic Objective: Upscale the provision of serviced sites

Indicator title	Total no. of households connected to basic services as part of the Informal Settlements Upgrading Programme				
Short definition	Provision of access to basic services through a phased approach to development within informal conditions				
Purpose/importance	Increased access to basic services				
Source/collection of data	Certificates signed by Project Managers				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	3 028	6 682	7 731	7 500	8 000
Quarterly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	1 500	1 800	2 100	2 331	
Method of calculation	Percentage of progress on civil works converted to a number				
Data limitations	Depends on accurate reporting on PMU database				
Type of indicator	Output indicator				
Calculation type	Cumulative				
Reporting cycle	Quarterly				
New indicator	Yes				
Linkages to other plans	NDoHS indicator, Provincial Strategic Objective 6, Departmental Business Plan				
Desired performance	100% of target achieved				
Indicator responsibility	CD: Human Settlements Implementation				

PART C: LINKS TO OTHER PLANS

Annual Performance Plan 2012/2013

ANNEXURE A

Strategic Goal: Accelerate the provision of housing opportunities

Indicator title	Total no. of emergency housing and other housing opportunities provided				
Short definition	Total number of households assisted in terms of EHP, CRU upgrades and rectification of stock				
Purpose/importance	Provision of housing opportunities in terms of the programmes mentioned above				
Source/collection of data	Certificates signed by Project Managers				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	1 200	1 200	3 834	2 600	2 390
Quarterly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	683	683	683	1 785	
Method of calculation	Total of all EHP, CRU upgrades and rectification projects				
Data limitations	Depends on accurate reporting on PMU database				
Type of indicator	Output indicator				
Calculation type	Cumulative				
Reporting cycle	Quarterly				
New indicator	Yes				
Linkages to other plans	Departmental Business Plan				
Desired performance	100% of target achieved				
Indicator responsibility	Chief Director: Human Settlement Implementation				

PART C: LINKS TO OTHER PLANS

Annual Performance Plan 2012/2013

ANNEXURE A

Programme 4: Land and Asset Management

Strategic Goal: Inculcate a sense of ownership and personal responsibility among beneficiaries, owners and tenants

Strategic Objective: To promote security of tenure

Indicator title	Number of rental units sold to beneficiaries				
Short definition	Number of departmental rental units sold to qualifying tenants through the EEDBS				
Purpose/importance	To promote home ownership				
Source/collection of data	Deed of sale on file				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	0	0	120	120	0
Quarterly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	30	30	30	30	
Method of calculation	Cumulative				
Data limitations	None				
Type of indicator	Output				
Calculation type	Cumulative				
Reporting cycle	Quarterly				
New indicator	Yes				
Desired performance	100% of target achieved				
Linkages to other plans	NDoHS indicator				
Indicator responsibility	Director: Land and Asset Management				

PART C: LINKS TO OTHER PLANS

Annual Performance Plan 2012/2013

ANNEXURE A

Strategic Goal: Inculcate a sense of ownership and personal responsibility among beneficiaries, owners and tenants

Strategic Objective: To promote security of tenure

Indicator title	Number of Departmental rental units				
Short definition	Number of Departmental rental units transferred to qualifying tenants				
Purpose/importance	To promote home ownership				
Source/collection of data	Copies of deeds search reports listing details of the owner, size of property, date of purchase, date of transfer				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	0	0	60	120	60
Quarterly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	0	0	30	30	
Method of calculation	Cumulative				
Data limitations	Dependent on data received timeously to process transfers				
Type of indicator	Output				
Calculation type	Cumulative				
Reporting cycle	Quarterly				
New indicator	Yes				
Linkages to other plans	NDoHS indicator				
Desired performance	100% of target				
Indicator responsibility	Director: Land and Asset Management				

PART C: LINKS TO OTHER PLANS

Annual Performance Plan 2012/2013

ANNEXURE A

Strategic Goal: Optimal use of resources and partnerships

Strategic Objective: enhancing the supply of new rental housing opportunities and encouraging improved property management of rental stock

Indicator title	Number of debtors reduced per financial year				
Short definition	Reduction of the number of debtors in the department's debtor's book through EEDBS				
Purpose/importance	To promote home ownership				
Source/collection of data	National Debtor System				
Annual Targets	2010/11	2011/12	2012/13	2013/14	2014/2015
	1 000	1 000	1000	1000	1000
Quarterly Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	250	250	250	250	
Method of calculation	Cumulative				
Data limitations	None				
Type of indicator	Output				
Calculation type	Cumulative				
Reporting cycle	Quarterly				
New indicator	No				
Linkages to other plans	NDoHS indicator				
Desired performance	100% of target				
Indicator responsibility	Director: Land and Asset Management				

PART C: LINKS TO OTHER PLANS

Annual Performance Plan 2012/2013

ANNEXURE B

National Prescribed Indicators Not Applicable

In the 2012/13 financial year, the Western Cape Department of Human Settlements will not be reporting on some of the nationally prescribed indicators because they are currently not applicable to the housing delivery initiatives of the Department. As a result, not all nationally prescribed indicators will appear in the 2011/12 APP. The excluded indicators are as follows:

Programme 2: Housing Needs, Research and Planning

1. Number of research projects approved

No new research projects will be undertaken in the current financial year, as efforts in the research field are focused on existing projects. These projects include the Housing Demand Database Improvement Programme and the social contribution of wonderbags to low-income communities.

PART C: LINKS TO OTHER PLANS

Annual Performance Plan 2012/2013

ANNEXURE C

Indicators in 5-Year Strategic Plan No Longer Applicable

Indicator	Motivation for amendment
PROGRAMME 2	
No. of municipalities with an accurate, up-to-date housing demand database that is synchronised with a central Housing Demand Database	Emphasis is placed on national indicators. These indicators will be dealt with in the operational plan.
Completion of a housing subsidy allocation formula that can be applied at provincial level	Completed
No. of municipalities awarded with level 1 accreditation per annum	Emphasis is placed on national indicators. These indicators will be dealt with in the operational plan.
No. of municipalities awarded with level 2 accreditation per annum	
No. of Human Settlement Plans supported by relevant stakeholders and aligned to IDPs	
No. of municipalities with credible Human Settlement Plans	
No. of municipal support strategies developed	
No. of municipalities which comply with standardised selection criteria and processes	
PROGRAMME 3	
Percentage of envisaged projects with secured infrastructure funding	Emphasis is placed on national indicators. These indicators will be dealt with in the operational plan.
Percentage of houses built under self-help 'People's Housing Process' programme	
No. of PHP beneficiaries approved	
No. of PHP planned units approved	
No. of facilitation grants awarded	
No. of establishment grants awarded	
No. of PHP workshops held with beneficiaries	
No. of housing consumer education workshops held	
No. of capacity building programmes for provincial and municipal housing officials	
Percentage of units built using energy efficient methods or materials	
No. of hectares of land released to Municipalities and Developers	
Average density of human settlement developments (in units per hectare)	
No. of restructuring zones identified and extended	

PART C: LINKS TO OTHER PLANS

Annual Performance Plan 2012/2013

ANNEXURE C

Indicator	Motivation for amendment
PROGRAMME 4	
Average density of human settlement developments (in units per hectare)	Emphasis is placed on national indicators. These indicators will be dealt with in the operational plan.
Percentage of collection rate of departmental owned property	
No. of actual private sector and development institutions participating in housing delivery	
Completion of investigation into beneficiaries title deeds	Completed
Percentage reduction of title deeds backlog	Emphasis is placed on national indicators. These indicators will be dealt with in the operational plan.
No. of title deeds issued within three months after completion of serviced sites	

PART C: LINKS TO OTHER PLANS

Annual Performance Plan 2012/2013

ANNEXURE D

Municipal Allocation Business Plans

Municipality	Planned Targets 2012/13		
	Sites	Units	Other
CITY OF CAPE TOWN PROJECTS			
CoCT (except rental)		5,274	0
RENTAL PROJECTS : METRO AREAS		658	983
SUB TOTAL ALL CITY		5,932	983
DEPARTMENTAL PROJECTS : METRO AREAS	2,500	5,642	
CAPE WINELANDS DISTRICT AREAS			
BREEDE VALLEY	648	433	
DRAKENSTEIN	370	831	
LANGEBERG	140	70	49
STELLENBOSCH	905	205	161
WITZENBERG	414	205	0
SUB TOTAL CAPE WINELANDS DISTRICT	2,477	1,744	210
OVERBERG DISTRICT AREAS			
CAPE AGULHAS	150	310	0
OVERSTRAND	211	0	0
SWELLENDAM	200	8	85
THEEWATERSKLOOF	1,002	130	0
SUB TOTAL OVERBERG DISTRICT	1,563	448	85
KAROO DISTRICT AREAS			
BEAUFORT WEST		96	32
LAINGSBURG	71	0	0
PRINCE ALBERT	0	0	0
SUB TOTAL KAROO DISTRICT	71	96	32
EDEN DISTRICT AREAS			
BITOU	190	229	0
GEORGE	1,100	157	1,838
HESSEQUA	0	250	0
KANNALAND	125	0	0
KNYSNA	557	390	321
MOSEL BAY	447	272	108
OUTDSHOORN	184	71	0
SUB TOTAL EDEN DISTRICT	2,603	1,369	2,267

PART C: LINKS TO OTHER PLANS

Annual Performance Plan 2012/2013

ANNEXURE D

Municipality	Planned Targets 2012/13		
	Sites	Units	Other
WEST COAST DISTRICT AREAS			
BERG RIVER	0	0	0
CEDERBERG	257	30	0
MATZIKAMA	151	0	0
SALDANHA	650	288	7
SWARTLAND	343	18	64
SUB TOTAL WEST COAST DISTRICT	1,401	336	71

Summary: Planned Delivery 2012/2013			
	Sites	Units	Other
CITY OF CAPE TOWN	0	5,932	983
DEPARTMENTAL PROJECTS	2,500	5,642	0
CAPE WINELANDS DISTRICT	2,477	1,744	210
OVERBERG DISTRICT	1,563	448	85
CENTRAL KAROO DISTRICT	71	96	32
EDEN DISTRICT	2,603	1369	2267
WEST COAST DISTRICT	1,401	336	71
TOTAL MUNICIPALITIES	10,615	15,567	3,648

Footnotes

- ¹ These new values which differ from the 5 Year Strategic Plan values were redefined and approved in conjunction with WCG Provincial Strategic Plan
- ² Schedule 4
- ³ Chapter 7
- ⁴ Local government has thus been afforded a set of 'core' competencies in the Constitution itself. At present, housing is not one of these core competencies, since this is held concurrently by national and provincial government as per Schedule 4 Part A
- ⁵ Schedule 4 refers to functional areas of concurrent national and provincial legislative competence of which housing is included. Schedule 5 refers to functional areas of exclusive provincial competence
- ⁶ S2(1)(a).
- ⁷ Source: PERO-2011
- ⁸ Source: Groenewald & Gaisie (2008).
- ⁹ The other is Gauteng
- ¹⁰ Source: Marindo, Groenewald & Gaisie 2008.
- ¹¹ PSDF
- ¹² CoCT 2009.
- ¹³ Ibid 18
- ¹⁴ Presentation prepared by the City's Strategic Information Unit in 2003,
- ¹⁵ (Source: City of Cape Town Population Profile).
- ¹⁶ It mainly includes banks, developers, and business involved in corporate social investment spending etc.
- ¹⁷ This indicator includes projects approved for the following programmes: IRDP, UISP, Institutional, Social and PHP
- ¹⁸ This indicator includes the Enhanced Extended Discount Benefit Scheme (EEDBS)
- ¹⁹ This indicator does not include no. of rental units transferred.

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