



**Western Cape  
Government**

Human Settlements



**Annual Performance Plan 2013/14**  
Department of Human Settlements

# **Department of Human Settlements**

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Annual Performance

Plan 2013/2014

## FOREWORD

This administration will reach the end of its term of government in 2014. It is therefore imperative that, during the year ahead, the Department devotes its efforts to fulfilling the mandate provided to it by the Western Cape Government at its inception, in the form of Strategic Objective Six: 'Developing Integrated and Sustainable Human Settlements'. Some of the focus areas for the year include supporting municipal planning, the introduction of provincial policy to improve the delivery process and the provision of social and rental housing in collaboration with partnering institutions.

A key challenge in the development of human settlements is integrated planning and implementation between and within the three spheres of government. To this end, the Department had adopted a revised macro organizational structure emphasizing enhanced regional support. This involved appointing dedicated Departmental Regional Directors, tasked to provide direct support to municipalities, in each of the five districts in the province, as well as to the City of Cape Town. The Regional Directors are in turn supported by dedicated teams comprising of Regional Technical Managers, project managers, inspectors as well as administrative support. Combined with the introduction of Professional Resource Teams, the capacity of the Department to support and monitor long-term municipal planning, project packaging and implementation, had significantly improved.

Accurate collection and management of housing demand information are cornerstones of the beneficiary selection process and essential for future planning. With a view to improving the integrity of housing demand information in the province, the Department introduced the Housing Demand Improvement Programme in 2010. As part of this programme, the Housing Demand Database, an electronic demand management system, was introduced to municipalities in 2012. In addition, the Department arranged for the provincial Centre for E-Innovation to assume responsibility for hosting the database, and to provide technical support in the coming year.

In late 2012, the Department adopted a framework of norms and standards for municipalities to select beneficiaries from housing waiting lists for subsidy projects. The purpose of the framework was to enhance fairness and transparency in the allocation of housing opportunities. The Framework Policy defines core principles and mechanisms for selection. Some of the core elements of the framework include:

- The need for municipal policy to be systematically inclusive and to avoid unfair discrimination;
- The need to balance green field project opportunities against opportunities created in informal settlement upgrade projects; and
- The need for verification of beneficiary information by way of independent information sources.

The Department will continue to engage with municipalities on the implementation of the framework and provide support to them on the design of their selection policies in 2013.

The provision of sites for GAP beneficiaries (people earning between R3 500 and R7 500 per month) is set to improve in the coming year. The Department has entered into an agreement with the National Housing Finance Corporation, which will enable it to plan for the provision of sites to be developed for GAP beneficiaries benefitting from the Finance Linked Individual Subsidies Programme in 2014/2015. In addition, an amount of R50 million has been allocated in this financial year for individual subsidies, some of which will service this market.

The Department is also currently managing the development of a social housing pipeline within the Cape Town metro, which is aimed at the development of new social rental housing projects through partnerships with accredited Social Housing Institutions and the private sector. Work is beginning on the construction of 450 units in areas such as Steenberg, Elsies River and Scottsdene, with a minimum of 200 intended for completion within 2013/2014 and over 1 000 units intended for 2014/2015. In addition, more emphasis is being placed on developing rental opportunities for lower income individuals, with the City of Cape Town anticipating the completion of 150 new units constructed under the auspices of the Community Residential Programme (CRU) in Scottsdene in 2013/2014. Mossel Bay will be the first municipality outside of the Cape Town Metro to build 60 new CRU units for lower income groups, during the coming year.

Lastly, the Department is currently engaging with estate agents in the province, in order to determine how human settlement delivery can be best utilized as an economic stimulant and to assist in the transformation of the sector.

**Bonginkosi Madikizela**  
**Minister For Human Settlements**  
**Western Cape Government**  
**March 2013**

## 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 Settlement, 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 2013/14.

B Nkosi  
Director: Strategic Support

Signature:



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Signature:



M Tshangana  
Accounting Officer

Signature:



Approved by:  
B Madikizela  
Provincial Minister: Human Settlements

Signature:



## LIST OF ABBREVIATIONS

|          |   |
|----------|---|
| AFS      | Annual Financial Statement                                    |
| BAS      | Basic Accounting System                                       |
| BESP     | Built Environment Support Programme                           |
| BNG      | Breaking New Ground   |
| COCT     | City of Cape Town   |
| CRU      | Community Residential Programme                               |
| CTA      | Cuban Technical Advisors                                      |
| DEADP    | Department of Environmental Affairs and Development Planning  |
| DM       | District Municipality   |
| EHP      | Emergency Housing Programme                                   |
| HDA      | Housing Development Agency                                    |
| HSP      | Human Settlement Plan   |
| HSS      | Housing Subsidy System  |
| IDP      | Integrated Development Plan                                   |
| IGR      | Inter-Governmental Relations                                  |
| IRD      | Integrated Residential Development Programme                  |
| LEFTE    | Less Formal Township Establishment Act                        |
| LUPO     | Land Use Planning Ordinance                                   |
| MDG      | Millennium Development Goals                                  |
| MEC      | Member of the Executive Council                               |
| MFMA     | Municipal Finance Management Act                              |
| MIG      | Municipal Infrastructure Grant                                |
| MPAT     | Management Performance Assessment Tool                        |
| MTEF     | Medium Term Expenditure Framework                             |
| NDOHS    | National Department of Human Settlements                      |
| NHBRC    | National Home Builders Registration Council                   |
| NSDP     | National Spatial Development Perspective                      |
| PERMIS   | Performance Management Information System                     |
| PFMA     | Public Finance Management Act                                 |
| PHP      | Peoples Housing Process                                       |
| PMO      | Portfolio Management Office                                   |
| PMS      | Project Management Support                                    |
| PRT      | Professional Resource Team                                    |
| PSDF     | Provincial Spatial Development Framework                      |
| RM       | Regional Manager  |
| SCM      | Supply Chain Management                                       |
| SCOPA    | Standing Committee on Public Accounts                         |
| SDFS     | Spatial Development Framework                                 |
| SHI      | Social Housing Institute                                      |
| SHRA     | Social Housing Regulatory Authority                           |
| UISP     | Informal Settlement Upgrading Programme                       |
| WC-LEFTE | Western Cape Less Formal Township Establishment Amendment Act |

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# PART A:

## Strategic Overview



## PART A: STRATEGIC OVERVIEW

### 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 Settlement's values are aligned to the Batho Pele principles as well as those of the Western Cape Government. The department is committed to the following values<sup>1</sup>:

- 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 Constitution <sup>(2)</sup> further provides that housing is a competency that is held concurrently by national and provincial governments.

#### 4.2 Legislative Mandates

##### 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 three spheres of government to give priority to the needs of the poor in respect of housing development.

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<sup>1</sup> These new values which differ from the 5 Year Strategic Plan values were redefined and approved in conjunction with WCG Provincial Strategic Plan

<sup>2</sup> Schedule 4

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

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

Other legislation relevant to the department's operations are:

- 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).

### **4.3 Policy Mandates**

#### **4.3.1 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.

#### **4.3.2 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.

#### **4.3.3 "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 (Medium-Density) Housing Programme;
- Informal Settlement Upgrading Programme;
- Institutional Reform and Capacity building;
- Housing Subsidy Funding Systems Reforms; and
- Housing and Job Creation.

The BNG policy also provides the policy impetus for assigning the housing function to municipalities. The BNG policy 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".

### **4.4 Relevant Court Rulings**

None

## **4.5 Planned Policy Initiatives**

- 4.5.1 Prioritising secure access to basic services
- 4.5.2 Inculcating a sense of ownership
- 4.5.3 Acquiring well-located land for well-planned integrated human settlements
- 4.5.4 Increasing densities of new housing developments
- 4.5.5 A fairer allocation of housing opportunities
- 4.5.6 Reducing our carbon footprint
- 4.5.7 Co-ordinated and integrated planning
- 4.5.8 Closing the gap in the property market
- 4.5.9 Improving property management

## **5. Update of 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.

According to Census 2011, it revealed that nationally, informal dwellings have decreased from 16,2% as per Census 1996, to 13,6%. The proportion of the population housed in formal dwellings have thus increased from 65,1% to 77,6%, nationally over the same period.

### **5.1 Performance Environment**

#### **5.1.1 Strategic Overview**

The Western Cape Province has a land surface of 129 464km<sup>2</sup> and an estimated population of 5 822 734, according to Census 2011. The province is divided into five district municipalities and one Metro municipality namely the City of Cape Town. 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 DM, with the second and third largest major concentrations respectively.

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

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

#### **a. Population Distribution**

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

According to the 2011 Census data, 5.8 million people live in the Western Cape, which is 11 per cent of South Africa's total population.

One of the factors contributing to the Western Cape's growing share of the national population is migration. Gauteng and the Western Cape are the country's only real receiving provinces, insofar as net migration is concerned. In-migration to the Western Cape is estimated at more than 432 790 individuals, while out-migration

is estimated at 128 967. Net migration flows for the Western Cape are estimated at 303 823 migrants for the period of 2001- 2011 (Census, 2011).

### b. Employment

According to the Quarterly Labour Force Survey (2011), South Africa has experienced solid employment growth over the past year, with employment growing by 322 000 job opportunities (2,5%). This growth can be attributed to increases in the community and social services, construction, and mining industries, while employment losses were observed in trade, manufacturing, and agriculture.

The national employment rate is thus estimated at 41,3%, while the unemployment rate is estimated at 58,7%. In the Western Cape, in particular, the official unemployment rate is estimated at 21,6%, while the expanded unemployment rate is estimated at 24,3%, which is the lowest in the country.

### c. Incomes

According to Census 2011, the average annual household income for all households in South Africa was R103, 204. This figure has increased by 113,3% from the Census 2001 figure of R48 385. Currently, the average annual household income for households in the Western Cape is R1 43 460 and has increased by 83,6% since 2001.

In South Africa female headed households earned just over half of what their male counterparts earned at R67 330. However, females have increased their earnings by 141,6% from 2001, while male headed households saw a relatively lower increase of 101,7%.

### d. Cape Town Population Data

With a high proportion of the province's population residing in the Greater Cape Town area (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 decrease in the age group 0-14 from 35,6% for males in 1996 to 30,3% in 2011. Similarly, for females in this age group, figures decreased from 33,2% in 1996 to 28,1%.

However, the proportion of the population aged 15-64, which is the economically active population, increased for both males and females. In 1996 the age group increased from 60,5 for males to 65,4%. Similarly, the female equivalent increased from 61,1% to 65,4%. Furthermore, the Western Cape has a median age of 28, which is an intermediate age, which has obvious implications for future growth scenarios.

The gender ratio reflects 51,4% female and 48,7% male in the country, with a provincial ratio of 96 men to every 100 women.

### e. Population growth trends

The Western Cape's share of the estimated current total national population 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 period. The growth rate per annum over the inter-census 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 5.2 compares the population numbers and growth between the Western Cape and South Africa.

**Table 5.2: Comparison of population numbers and growth between the Western Cape and South Africa (2001, 2007 and 2011)**

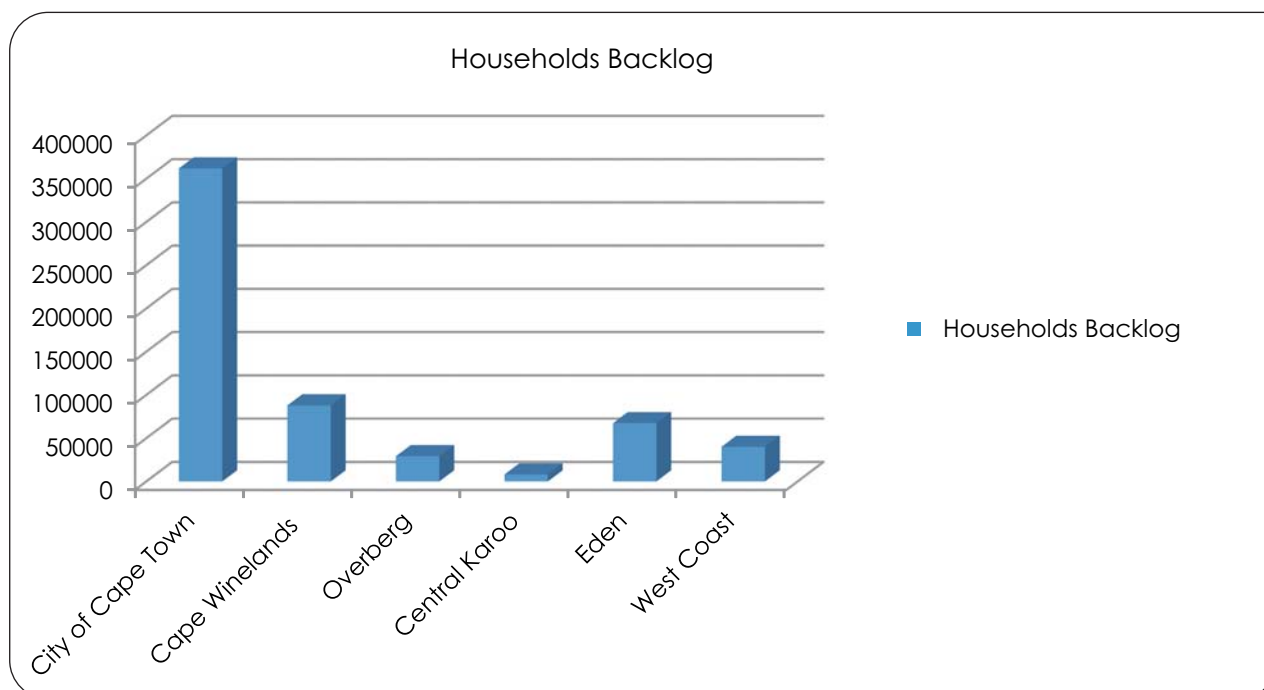
| Year | Population   |              | Share of total population (%) | Population growth per year (%) |              |
|------|--------------|--------------|-------------------------------|--------------------------------|--------------|
|      | Western Cape | South Africa |                               | 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 | 5 822 734    | 51 770 560   | 10.4                          | 2.5                            | 1.10         |

Source: StatsSA (2011)

## f. Housing Situation and Demand

The Department's Backlog Study (2010) revealed that the provincial backlog is estimated at approximately 426 710, with almost 61% situated in the City of Cape Town (CoCT). 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.

**Figure 5.1: Number of households and dwelling type in Cape Town and the Local Authorities (2006)**



Source: Backlog Survey (2010)

The City of Cape Town comprises some 66 % of the total provincial population as well as the greatest proportion of housing need. Therefore it is 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 households, are inadequately housed. According to the 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. 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.

## 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 working with the Housing Development Agency (HDA) to identify and secure the release of state-owned land in the province that is suitable for human settlement.

## 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). Census 2011 highlights the following regarding the Western Cape:

- An increase in piped water, whether inside their dwelling or on site, was experienced, growing from 85,2 % in 2001 to 88,4 in 2011.
- Flush toilets connected to a sewerage system increased from 86,5% in 2001 to 90,5% in 2011, for the Western Cape.
- Access to electricity supply for the purposes of lighting had improved drastically with more households gaining access to this service since 1996. 85,7 % of households used electricity in 1996 and by 2011 this figure increased to 93,4%.
- Access to electricity supply for the purposes of cooking increased from 77 % in 1996 to 86,9 % in 2011. The use of gas, paraffin, wood, coal and animal dung generally decreased during this period.

## 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;
- Cost of building materials;
- Limited funding for human settlement development to adequately address the backlog; and
- Timeframes as prescribed by several pieces of legislation relating to Planning and Development processes are lengthy.

### 5.1.2 Spatial analysis of housing delivery

Spatial analysis of housing delivery in the Western Cape is based upon HSS data. Table 5.3 indicates the number of projects that have been undertaken in each of the district municipalities from 2006 to 2011.

**Table 5.3: HSS Housing Projects in the Western Cape Province (2006-2012)**

| District Municipality   | HSS Housing Projects | Percentage (%) |
|-------------------------|----------------------|----------------|
| City of Cape Town       | 441                  | 55%            |
| Cape Winelands          | 108                  | 14%            |
| Eden                    | 133                  | 17%            |
| West Coast              | 49                   | 6%             |
| Overberg                | 50                   | 6%             |
| Central Karoo           | 17                   | 2%             |
| <b>Provincial Total</b> | <b>798</b>           | <b>100%</b>    |

Source: DoHS (2011)

More than 50 % of housing projects were located within the metropolitan area of the CoCT. This high percentage is aimed at addressing the pressing need within the metropolitan area. The projects outside of the metropole have also been distributed proportionally to the district municipalities with the greater housing needs. Therefore 14 % of the housing projects are located in the Cape Winelands district, which has a housing need of more than

29 000 households. 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.

### 5.1.3 Social Housing

Restructuring zones for the implementation of Social Housing currently occur only within the City of Cape Town. Identification of additional restructuring zones within the Province is an important growth area. Investigations are currently underway to enable the establishment of restructuring zones in other growing municipalities.

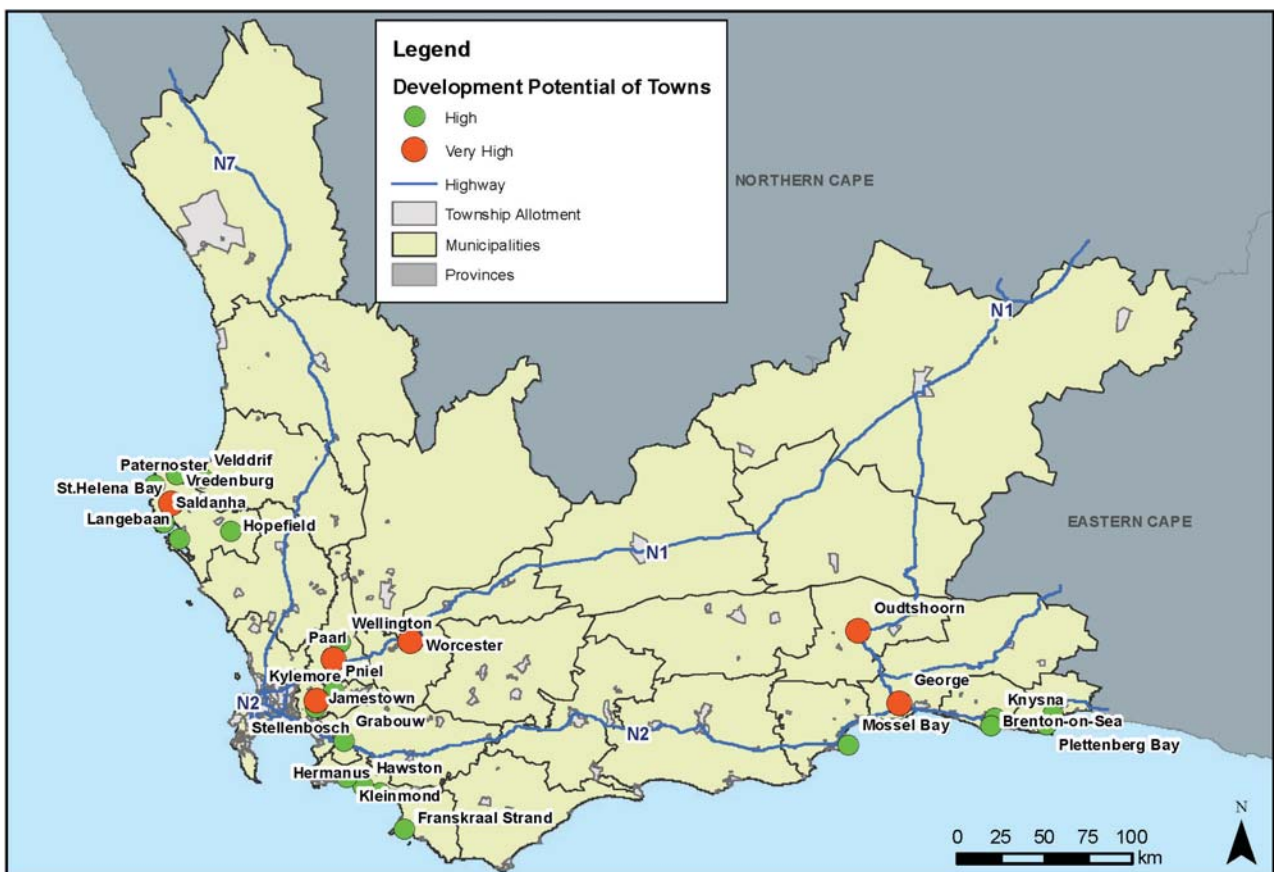
The Department is managing the development of a social housing pipeline within the Cape Town metro, aimed at the development of new social rental housing through partnerships with accredited Social Housing Institutions and the private sector. Two Social Housing projects are planned to deliver completed units in this financial year, namely Steenberg Phase 2B and Scottsdene, which will each deliver 100 units.

The Provincial Rental Housing Strategy is underpinned by land investigations, a demand study and additional research to guide the fast-tracking of rental housing delivery within the Province. The Department is in the process of implementing the Rental Housing Strategy which will focus on increasing opportunities for rental housing delivery outside the metro.

In addition, the Province is exploring a different property Management approach for existing provincial rental stock, by examining their feasibility for conversion to Social Housing or Community Residential Units rental stock.

### j. Spatial Investment

Figure 5.2: Growth Potential of towns being considered in the Western Cape



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.**

#### 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 National Spatial Development Perspective (NSDP) and Provincial Growth and Development Strategy, with the Municipal Integrated Development Plans (IDP's). 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) and the Department of Human Settlements (DoHS) focussing on redressing the Apartheid spatial landscape. The programme has been in operation since 2008, and where some municipalities benefited from the development of credible HSPs, some municipal officials and councillors acquired human settlement planning skills through training. We are concluding this programme with the last set of municipalities to obtain credible HSPs.

#### 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:

- PSO 1: Increasing opportunities for growth and jobs
- PSO 2: Improving education outcomes
- PSO 3: Increasing access to safe & efficient transport
- PSO 4: Increasing wellness
- PSO 5: Increasing safety
- **PSO 6: Developing integrated & sustainable human settlements**
- PSO 7: Mainstreaming sustainability and optimising resource-use efficiency
- PSO 8: Promoting social inclusion and reducing poverty
- PSO 9: Integrating service delivery for maximum impact
- PSO 10: Creating opportunities for growth and development in rural areas
- PSO 12: 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, 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 households under the existing delivery model per annum. 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. The Department attempted to address this latter challenge by developing a provincial, centralised web-based housing demand database whereby all municipalities' housing demand data is captured and managed more efficiently. Furthermore the Department has developed a beneficiary selection framework that will assist municipalities with fairer allocation of housing opportunities.
- Until now, sustainability and energy efficiency, and their 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 has reviewed its structure to ensure that it is properly aligned to achieving its strategic objectives and has made recommendations in this regard, which is under consideration. 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 a project management approach, with the Portfolio Management Office 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 has been finalised and the micro structure is currently being developed. The detailed assessment of each unit's capacity requirements has been undertaken in the 2012/13 financial year.

### a. Number of Employees Listed and Vacancies Indicated

The following table highlights the vacancies within the Department.

**Table 5.4 Employment and vacancies by programme, 1 April 2013**

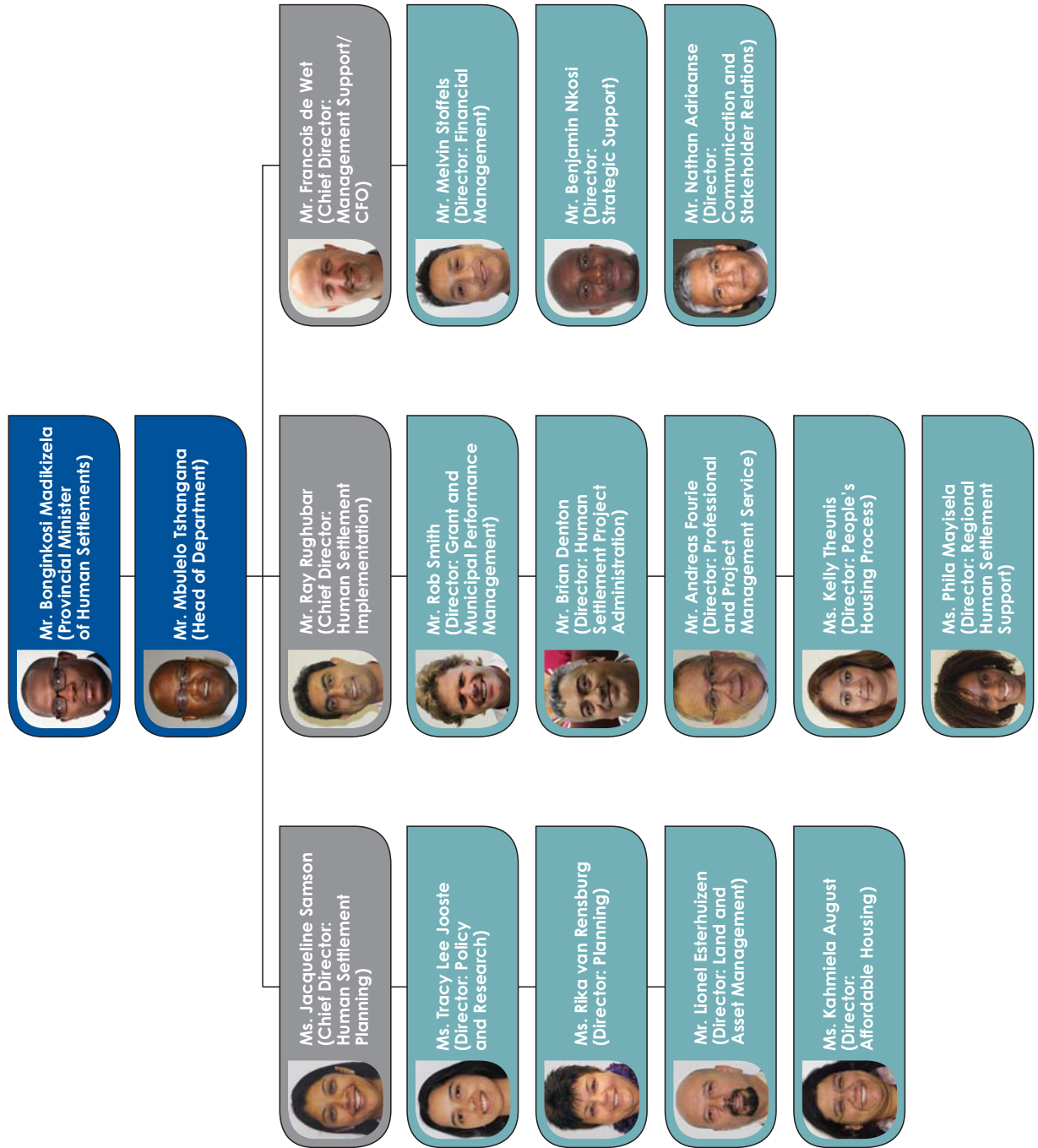
| Programme  | No. of posts | No. of posts filled | Vacancy Rate (%) | No. of posts filled additional to the establishment | No. of pay students filled additional to the establishment |
|--|--------------|---------------------|------------------|---|--|
| <b>Programme 1: Administration</b>                         | 203          | 161                 | 5.9              | 30  | 29   |
| <b>Programme 2: Housing Needs, Research &amp; Planning</b> | 41           | 30                  | 22.5             | 2   | -  |
| <b>Programme 3: Housing Development</b>                    | 178          | 128                 | 16.9             | 20  | -  |
| <b>Programme 4: Asset Management and Property</b>          | 62           | 50                  | 3.2              | 10  | -  |
| <b>Total</b>   | <b>484</b>   | <b>369</b>          | <b>11</b>        | <b>62</b>   | <b>29</b>  |

**Table 5.5 Employment and vacancies by salary bands, 1 April 2013**

| Salary band                                     | No. of posts | No. of posts filled | Vacancy Rate (%) | No. of posts filled additional to the establishment | No. of pay students filled additional to the establishment |
|---|--------------|---------------------|------------------|---|--|
| <b>Lower skilled (levels 1-2)</b>               | 14           | 13                  | 7.1              | 0   | 29   |
| <b>Skilled (level 3-5)</b>                      | 144          | 104                 | 13.2             | 21  | -  |
| <b>Highly skilled production (levels 8-10)</b>  | 178          | 140                 | 12.9             | 15  | -  |
| <b>Highly skilled supervision (levels 9-12)</b> | 131          | 96                  | 8.4              | 24  | -  |
| <b>Senior management (levels 13-16)</b>         | 17           | 16                  | -                | 2   | -  |
| <b>Total</b>                                    | <b>484</b>   | <b>369</b>          | <b>11</b>        | <b>62</b>   | <b>29</b>  |

b. Departmental Structure

Figure 5.3: Organogram of the Senior Management of the Department



### 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 sector<sup>3</sup> 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 within the Department 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. This system includes resources dedicated to assessing the performance reports, verifying and auditing data and holding the senior management team accountable for delivery on a quarterly basis. The system will be updated and aligned to ensure the monitoring and evaluation of the strategic objectives of the provincial government and the strategic plan of the department, as well as the provincial government project management dashboard system. Data integrity and performance auditing remain a challenge.

#### c. Project Management

The Department has implemented a fully-fledged integrated portfolio and project management system which is being operationalised by the Portfolio Management Office (PMO). 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 to be the best run regional government in the world. The department is re-engineering its processes to ensure improved efficiency and effectiveness, and has made significant progress in this regard in 2012/13.

#### d. Information Management

During the 2011/12 and 2012/13 financial years the department replaced the aging technological infrastructure by refreshing both computer hardware and software. The implementation of the 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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<sup>3</sup> It mainly includes banks, developers, and business involved in corporate social investment spending etc.

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.

### **c. Housing Subsidy System**

The Housing Subsidy System (HSS) 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 Performance Management Information System (PERMIS) has been fully implemented. 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 principal, 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. Debtor System**

The Debtor System is a national database and information system that is used to administer loans, sales and rental debtors. 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 and is experiencing problems. This is being dealt with at a very high level.

## **5.3 Description of the strategic planning process**

The Department conducted a strategic planning session in July 2012 and reaffirmed its strategic direction of developing integrated and sustainable human settlements. Thus, the focus was placed on putting measures in place to support the goals and objectives of the Department.

## 6. Strategic Outcome Oriented Goals of the Institution

|  |   |
|--|---|
| <b>Strategic Outcome Oriented Goal 1</b> | Accelerate the provision of housing opportunities including the prioritisation of serviced sites  |
| <b>Goal Statement</b>                    | The Department will prioritise the development of serviced sites – in situ upgrading in order to address the housing demand and meet the Millenium Development Goals (MDG) in respect of basic services. Secondly it will play a strong advocacy and lobbying role to ensure that bulk infrastructure is provided.  |
| <b>Strategic Outcome Oriented Goal 2</b> | Inculcate a sense of ownership, rights and personal responsibility amongst housing beneficiaries, tenants and owners  |
| <b>Goal Statement</b>                    | The Department will research the reasons for lack of ownership of some beneficiaries of housing projects and introduce a comprehensive programme to address the underlying reasons. The Department will also increase its education and awareness campaigns in respect of housing beneficiaries' rights and responsibilities.   |
| <b>Strategic Outcome Oriented Goal 3</b> | Provide a fairer allocation of housing  |
| <b>Goal Statement</b>                    | The Department will introduce a standardised process and system through which beneficiaries are selected.   |
| <b>Strategic Outcome Oriented Goal 4</b> | Optimal use of resources and partnerships   |
| <b>Goal Statement</b>                    | The Department will use the resources that are available for providing housing infrastructure and human settlements more efficiently. The Department will explore leveraging additional sources of funding over and above the MTEF projections for the grants to be provided by national government.  |
| <b>Oriented Goal 5</b>                   | Introduce a co-ordinated approach to human settlement planning through effective Integrated Development Planning.   |
| <b>Goal Statement</b>                    | Recognising that national and provincial goals need to influence, and be influenced by, IDPs at municipal level, the Department will make a concerted effort to ensure that all the Departments and municipalities involved in the delivery of human settlement projects in the province work together in a cooperative and coordinated way.                                |
| <b>Strategic Outcome Oriented Goal 6</b> | Fully functional department capacitated to deliver services   |
| <b>Goal Statement</b>                    | Fully functional Department that is accountable for delivering quality services and which plays a more active role in housing project management. The structures, systems and processes of the Department will be reviewed and reconfigured in order for the Department to play a pro-active role in the initiation of projects and in their implementation and monitoring. |



## **PART B:** Strategic Objective



## PART B: STRATEGIC OBJECTIVES

### 7. Programmes

#### 7.1 Programme 1: Administration

**Purpose:** To provide overall management in the Department in accordance with all applicable acts and policies. This programme consists of two sub-programmes:

**Office of the MEC:** To provide for the functioning of the Office of the MEC

**Corporate Services:** To provide corporate support to the Department and to make limited provision for maintenance and accommodation needs.

#### 7.2 Programme 2: Housing Needs, Research and Planning

**Purpose:** To facilitate and undertake housing delivery and planning. This programme consists of four sub-programmes, namely:

**Administration:** To provide administrative and/ or transversal project management services;

**Policy:** To provide a regulatory framework for housing delivery, develop policy guidelines, proclamation of Acts and Amendments;

**Planning:** To develop provincial Multi-Year Housing Development Plans, properly plan provincial multi-year strategic housing plans; and

**Research:** To conduct research on demand for housing.

#### 7.3 Programme 3: Housing Development

**Purpose:** To provide individual subsidies and housing opportunities, including access to basic services, to beneficiaries in accordance with the housing code. This programme comprises of five sub programmes, namely:

**Administration:** To provide administrative support funded from equitable share;

**Financial Interventions:** To facilitate immediate access to Housing Goods and Services creating enabling environments and providing implementation support;

**Incremental Intervention:** To facilitate access to housing opportunities through a phased process;

**Social and Rental Intervention:** To facilitate access to rental housing opportunities, supporting Urban Restructuring and Integration; and

**Rural Intervention:** To facilitate access to housing opportunities in rural areas.

#### 7.4 Programme 4: Asset Management and Property

**Purpose:** To plan, facilitate and develop integrated and sustainable human settlements. The sub-programmes for this programme are:

**Administration:** To provide administrative support funded from equitable share; and

**Housing Properties Maintenance:** To provide for the maintenance of housing properties.

## 8. Strategic Objectives

### Programme 1: Administration

**Purpose:** To provide overall management in the Department in accordance with all applicable acts and policies. This programme consists of two sub-programmes:

**Office of the MEC:** To provide for the functioning of the Office of the MEC.

**Corporate Services:** To provide corporate support to the Department and to make limited provision for maintenance and accommodation needs.

|  |   |
|--|---|
| <b>Strategic Outcome Oriented Goal</b> | Fully functional department capacitated to deliver services   |
| <b>Strategic Objective</b>             | <b>Create organisational programme management capability</b>  |
| <b>Objective Statement</b>             | The Department will strengthen its ability to plan, initiate and oversee programmes and projects in an integrated way.  |
| <b>Baseline</b>                        | Presently, the Department is very far removed from project implementation because it serves only as the funder of projects. Hence it has limited influence over the initiation of projects, and is unable to properly assess the impact and outcome of projects once initiated. |

### Programme 2: Housing Needs, Research and Planning

**Purpose:** To facilitate and undertake housing delivery and planning. This programme consists of four sub-programmes, namely:

**Administration:** To provide administrative and/or transversal project management services;

**Policy:** To provide a regulatory framework for housing delivery, develop policy guidelines, proclamation of Acts and Amendments;

**Planning:** To develop provincial Multi-Year Housing Development Plans, properly plan provincial multi-year strategic housing plans; and

**Research:** To conduct research on demand for housing.

|  |   |
|--|---|
| <b>Strategic Outcome Oriented Goal</b> | Introduce a coordinated approach for human settlements through effective Integrated Development Planning / Human Settlement Planning  |
| <b>Strategic Objective</b>             | <b>Integrate the work of different departments involved in human settlement development, using the Integrated Development Plans (IDPs) as the basis</b>   |
| <b>Objective Statement</b>             | The Department will create the required capacity in accordance with this process. Furthermore, it will introduce a structure and process that co-ordinates sector departments and other stakeholders involved in infrastructure delivery (a 'war room') to coordinate the project pipeline. |
| <b>Baseline</b>                        | Currently synchrony and synergy between the sector departments and other stakeholders i.e. Eskom etc. is not effective. A culture of fragmentation exists in the planning of integrated human settlements.  |

### Programme 3: Housing Development

**Purpose:** To provide individual subsidies and housing opportunities, including access to basic services, to beneficiaries in accordance with the housing code. This programme comprises of five sub programmes, namely:

**Administration:** To provide administrative support funded from equitable share;

**Financial Interventions:** To facilitate immediate access to Housing Goods and Services creating enabling environments and providing implementation support;

**Incremental Intervention:** To facilitate access to housing opportunities through a phased process;

**Social and Rental Intervention:** To facilitate access to rental housing opportunities, supporting Urban Restructuring and Integration; and

**Rural Intervention:** To facilitate access to housing opportunities in rural areas.

|  |  |
|--|--|
| <b>Strategic Outcome Oriented Goal</b> | Accelerate the provision of housing opportunities including the prioritisation of serviced sites   |
| <b>Strategic Objective</b>             | <b>Upscale the provision and implementation of serviced sites</b>  |
| <b>Objective Statement</b>             | The Department will influence municipalities to increase the proportion of their housing allocation spent on upgrading informal settlements and servicing sites. |
| <b>Baseline</b>                        | With the current equal delivery on serviced sites and top structures, only 15 000 people can be assisted with new housing opportunities per annum.               |

|  |   |
|--|---|
| <b>Strategic Outcome Oriented Goal</b> | Inculcate a sense of ownership, rights and personal responsibility amongst housing beneficiaries, tenants and owners  |
| <b>Strategic Objective</b>             | <b>Increase beneficiary involvement in development of housing opportunities.</b>  |
| <b>Objective Statement</b>             | The Department will identify problems with the implementation of the PHP programme, revise the policy accordingly and put the required mechanisms in place to implement the new policy across the province. The policy's objective will be to enable the Department to increase the percentage of houses built using this instrument. |

|  |  |
|--|--|
| <b>Strategic Outcome Oriented Goal</b> | Inculcate a sense of ownership, rights and responsibility amongst housing beneficiaries, tenants and owners  |
| <b>Strategic Objectives</b>            | <b>Enhancing the supply of new rental housing opportunities and encouraging improved Property Management of rental stock.</b>  |
| <b>Objective Statement</b>             | The Department will provide rental units over the next five years and will produce a rental strategy and operational plan to ensure that rental units are well managed.  |
| <b>Baseline</b>                        | The Department currently spends 6% of its housing grant budget on the Social Housing and Community Residential Units Programmes. These programmes seek to provide rental or co-operative housing options for low income persons. |

**Programme 4: Asset Management and Property**

**Purpose:** To plan, facilitate and develop integrated and sustainable human settlements. The sub-programmes for this programme are:

**Administration:** To provide administrative support funded from equitable share; and

**Housing Properties Maintenance:** To provide for the maintenance of housing properties.

|  |  |
|--|--|
| <b>Strategic Outcome Oriented Goal</b> | Inculcate a sense of ownership, rights and responsibility amongst housing beneficiaries, tenants and owners  |
| <b>Strategic Objective</b>             | <b>To promote security of tenure through effecting transfer to qualifying beneficiaries</b>  |
| <b>Objective Statement</b>             | The Department will determine the backlog in the processing of title deeds of past housing projects and develop a plan to eliminate this backlog. The plan will include preventative measures such as withholding final payments to developers until they have met all their obligations as well as the procurement of additional resources e.g. conveyancers. |
| <b>Baseline</b>                        | There is a considerable backlog in the provision of title deeds to the beneficiaries of state housing projects. Furthermore, developers do not always prioritise title transfers as part of their responsibilities.  |

## 9. Programme Performance Indicators & Annual Targets for 2013/14

### Programme 1: Administration

#### Provincial Performance Indicator Targets for 2013/14

| No.   | Programme performance indicator  | Audited/Actual Performance |         |         |               | Estimated Performance          | Medium-Term Targets            |                                |         |
|-------|--|----------------------------|---------|---------|---------------|--------------------------------|--------------------------------|--------------------------------|---------|
|       |  | 2009/10                    | 2010/11 | 2011/12 | 2012/13       |                                | 2013/14                        | 2014/15                        | 2015/16 |
| 1.1   | Percentage of funded posts vacant  | -                          | -       | 13.7%   | Less than 12% | Less than 10%                  | Less than 10%                  | Less than 10%                  |         |
| 1.2   | Overall level of financial capability maturity achieved in a given year                      | -                          | -       | -       | 3             | 3                              | 3+                             | 4                              |         |
| 1.2.1 | To achieve a level 3 for Supply Chain Management in terms of demand and logistics management | -                          | -       | -       | -             | 3                              | 3+                             | 4                              |         |
| 1.2.2 | To achieve a level 3 for Supply Chain Management in terms of acquisition management          | -                          | -       | -       | -             | 3                              | 3+                             | 4                              |         |
| 1.2.3 | To achieve a level 3 for Supply Chain Management in terms of disposal management             | -                          | -       | -       | -             | 3                              | 3+                             | 4                              |         |
| 1.2.4 | To achieve a level 3 for expenditure management in terms of payment of suppliers             | -                          | -       | -       | -             | 3                              | 3+                             | 4                              |         |
| 1.3   | Provide training to staff in respect of interlinked financial systems                        | -                          | -       | -       | -             | 100% of users trained          | 100% of users trained          | 100% of users trained          |         |
| 1.3.1 | Training provided to existing staff  | -                          | -       | -       | -             | 100% of existing staff trained | 100% of existing staff trained | 100% of existing staff trained |         |
| 1.3.2 | Training provided to new appointees within three months of appointment                       | -                          | -       | -       | -             | 100% of new users trained      | 100% of new users trained      | 100% of new users trained      |         |

## Provincial Performance Indicators Quarterly Target Breakdown for 2013/14

| No.   | Programme performance indicator  | Reporting Period | Annual Target 2013/14          | Quarterly Targets             |                               |                               |                                |
|-------|--|------------------|--------------------------------|-------------------------------|-------------------------------|-------------------------------|--------------------------------|
|       |  |                  |                                | 1st                           | 2nd                           | 3rd                           | 4th                            |
| 1.1   | Percentage of funded posts vacant  | Annually         | Less than 10%                  | -                             | -                             | -                             | Less than 10%                  |
| 1.2   | Overall level of financial capability maturity achieved in a given year                      | Annually         | 3                              | -                             | -                             | -                             | 3                              |
| 1.2.1 | To achieve a level 3 for Supply Chain Management in terms of demand and logistics management | Annually         | 3                              | -                             | -                             | -                             | 3                              |
| 1.2.2 | To achieve a level 3 for Supply Chain Management in terms of acquisition management          | Annually         | 3                              | -                             | -                             | -                             | 3                              |
| 1.2.3 | To achieve a level 3 for Supply Chain Management in terms of disposal management             | Annually         | 3                              | -                             | -                             | -                             | 3                              |
| 1.2.4 | To achieve a level 3 for expenditure management in terms of payment of suppliers             | Annually         | 3                              | -                             | -                             | -                             | 3                              |
| 1.3   | Provide training for staff in respect of interlinked financial systems                       | Annually         | 100% of users trained          | -                             | -                             | -                             | 100% of users trained          |
| 1.3.1 | Training provided for existing staff   | Quarterly        | 100% of existing staff trained | 50% of existing staff trained | 60% of existing staff trained | 80% of existing staff trained | 100% of existing staff trained |
| 1.3.2 | Training provided for new appointees within three months of appointment                      | Annually         | 100% of new users trained      | -                             | -                             | -                             | 100% of new users trained      |

The following table provides a breakdown of the various levels and criteria used to rate the financial capability of Departments.

| Financial Management Capabilities |  |
|-----------------------------------|--|
| Level                             | Criteria   |
| <b>Start – up level (1)</b>       | <ul style="list-style-type: none"> <li>No proper control framework</li> <li>Mandate and functions not clearly understood</li> <li>Roles and functions not clearly separated from other entities</li> </ul>   |
| <b>Developmental Level (2)</b>    | <ul style="list-style-type: none"> <li>A proper internal control framework and financial accounting process have been developed.</li> <li>All elements of an internal control framework required by management are developed and documented. This includes the following:               <ul style="list-style-type: none"> <li>the adequate communication of management framework</li> <li>systems to integrate the management framework</li> <li>provision for maintenance and updating</li> </ul> </li> <li>Lack of implemented controls are looked at in terms of the following categories               <ul style="list-style-type: none"> <li>authorisation (e.g. no proper delegations of responsibilities)</li> <li>policy framework (e.g. documented or approved)</li> <li>independent management reconciliations and monitoring (e.g. a lack of proper framework for performing independent reconciliations and checks)</li> <li>physical security of assets or resources (e.g. no framework for physical security of assets or resources)</li> <li>control environment issues (e.g. lack of capacity)</li> <li>internal audit (no internal audit and no reliance on the work of the internal audit)</li> </ul> </li> </ul> |
| <b>Control level (3)</b>          | <ul style="list-style-type: none"> <li>Focus on compliance and control</li> <li>The internal control framework designed by management is “adequately” implemented. This includes the following:               <ul style="list-style-type: none"> <li>officials with appropriate training and capacity can carry out their functions effectively</li> <li>information reported can be relied upon</li> </ul> </li> <li>Implementation controls that are not functioning appropriately can be broken down into the following categories:               <ul style="list-style-type: none"> <li>authorisation (e.g. delegations of authority not followed by employees)</li> <li>segregation of duties (e.g. segregation of duties not followed during the everyday operations)</li> <li>reconciliations (e.g. reconciliation is not performed as required by the policy document)</li> </ul> </li> </ul>  |
| <b>Information level (4)</b>      | <ul style="list-style-type: none"> <li>Focus on measuring on how resources are used.</li> <li>The economic, efficient and effective utilisation of resources is managed, measured and reflected in reliable financial information.</li> </ul>  |
| <b>Managed level (5)</b>          | <ul style="list-style-type: none"> <li>Focus on balancing efficient and economical use of resources with quality/effectiveness of results achieved</li> <li>Risk management:               <ul style="list-style-type: none"> <li>cost effective utilisation of resources</li> <li>project costing and financing</li> </ul> </li> <li>Continual updating of strategic plans</li> </ul>   |
| <b>Optimising level (6)</b>       | <ul style="list-style-type: none"> <li>Focus on continuous improvement and learning</li> <li>Strategic financial training for non-financial employees</li> <li>Continuous internal assessment of financial management processes, improvements and measurements</li> <li>Full compliance with PFMA/MFMA and other legislation</li> </ul>  |

### Programme 1: Administration

#### Summary of payments and estimates

| Sub-programme<br>R'000              | Outcome            |                    |                    | Medium-term estimate                 |  |                                |         |         |         |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------------------------|--|--------------------------------|---------|---------|---------|
|                                     | Audited<br>2009/10 | Audited<br>2010/11 | Audited<br>2011/12 | Main<br>appro-<br>piation<br>2012/13 | Adjusted<br>appro-<br>piation<br>2012/13 | Revised<br>estimate<br>2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 1. Office of the MEC <sup>a</sup>   | 4 541              | 4 852              | 4 898              | 5 628                                | 5 832                                    | 5 769                          | 5 996   | 6 359   | 6 720   |
| 2. Corporate Services               | 82 778             | 68 680             | 70 866             | 72 695                               | 74 791                                   | 78 510                         | 69 144  | 73 903  | 78 595  |
| <b>Total payments and estimates</b> | 87 319             | 73 532             | 75 764             | 78 323                               | 80 623                                   | 84 279                         | 75 140  | 80 262  | 85 315  |

<sup>a</sup> MEC total remuneration package: R1 652 224 with effect from 1 April 2012.

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.



### Programme 1: Administration

#### Summary of provincial payments and estimates by economic classification

| Economic classification<br>R'000     | Outcome            |                    |                    |                                  | Medium-term estimate                 |                                |  |               |          |         |
|--------------------------------------|--------------------|--------------------|--------------------|----------------------------------|--------------------------------------|--------------------------------|--|---------------|----------|---------|
|                                      | Audited<br>2009/10 | Audited<br>2010/11 | Audited<br>2011/12 | Main<br>appropriation<br>2012/13 | Adjusted<br>appropriation<br>2012/13 | Revised<br>estimate<br>2012/13 | % Change<br>from<br>Revised<br>estimate<br>2012/13 | 2013/14       | 2014/15  | 2015/16 |
| <b>Current payments</b>              | 83 898             | 66 904             | 68 748             | 75 252                           | 75 488                               | 79 243                         |  | <b>70 406</b> | 75 257   | 80 091  |
| Compensation of employees            | 49 988             | 44 180             | 46 165             | 51 577                           | 55 139                               | 57 210                         |  | <b>52 346</b> | 56 312   | 60 283  |
| Goods and services                   | 33 897             | 22 709             | 22 570             | 23 659                           | 20 333                               | 22 017                         |  | <b>18 043</b> | 18 927   | 19 790  |
| Interest and rent on land            | 13                 | 15                 | 13                 | 16                               | 16                                   | 16                             |  | <b>17</b>     | 18       | 18      |
| <b>Transfers and subsidies to</b>    | 411                | 879                | 375                | 425                              | 395                                  | 296                            |  | <b>200</b>    | 249      | 249     |
| Provinces and municipalities         | 10                 | 1                  |                    |                                  |                                      |                                |  |               |          |         |
| Departmental agencies and accounts   |                    |                    | 100                | 100                              | 100                                  | 100                            |  |               | (100.00) |         |
| Non-profit institutions              |                    |                    | 11                 |                                  |                                      |                                |  |               |          |         |
| Households                           | 401                | 878                | 264                | 325                              | 295                                  | 196                            |  | <b>200</b>    | 249      | 249     |
| <b>Payments for capital assets</b>   | 2 835              | 5 257              | 6 397              | 2 646                            | 4 440                                | 4 440                          |  | <b>4 534</b>  | 4 756    | 4 975   |
| Machinery and equipment              | 2 733              | 5 257              | 6 359              | 2 646                            | 4 304                                | 4 304                          |  | <b>4 534</b>  | 4 756    | 4 975   |
| Software and other intangible assets | 102                |                    | 38                 |                                  | 136                                  | 136                            |  |               | (100.00) |         |
|                                      | 175                | 492                | 244                |                                  | 300                                  | 300                            |  |               | (100.00) |         |
| <b>Total economic classification</b> | 87 319             | 73 532             | 75 764             | 78 323                           | 80 623                               | 84 279                         |  | <b>75 140</b> | 80 262   | 85 315  |

## Programme 1: Administration

## Details of transfers and subsidies

| Economic classification<br>R'000            | Outcome            |                    |                    |                                  | Medium-term estimate                 |                                |  |            |         |         |
|---|--------------------|--------------------|--------------------|----------------------------------|--------------------------------------|--------------------------------|--|------------|---------|---------|
|   | Audited<br>2009/10 | Audited<br>2010/11 | Audited<br>2011/12 | Main<br>appropriation<br>2012/13 | Adjusted<br>appropriation<br>2012/13 | Revised<br>estimate<br>2012/13 | % Change<br>from<br>Revised<br>estimate<br>2012/13 | 2013/14    | 2014/15 | 2015/16 |
| <b>Transfers and subsidies to (Current)</b> | 411                | 879                | 375                | 425                              | 395                                  | 296                            |  | <b>200</b> | 249     | 249     |
| Provinces and municipalities                | 10                 | 1                  |                    |                                  |                                      |                                |  |            |         |         |
| Municipalities                              | 10                 | 1                  |                    |                                  |                                      |                                |  |            |         |         |
| Municipalities                              | 10                 | 1                  |                    |                                  |                                      |                                |  |            |         |         |
| Departmental agencies<br>and accounts       |                    |                    | 100                | 100                              | 100                                  | 100                            | (100.00)   |            |         |         |
| Entities receiving transfers                |                    |                    | 100                | 100                              | 100                                  | 100                            | (100.00)   |            |         |         |
| Social Housing Foundation                   |                    |                    | 100                | 100                              | 100                                  | 100                            | (100.00)   |            |         |         |
| Other                                       |                    |                    |                    |                                  |                                      |                                | (100.00)   |            |         |         |
| Non-profit institutions                     |                    |                    | 11                 |                                  |                                      |                                |  |            |         |         |
| Households                                  | 401                | 878                | 264                | 325                              | 295                                  | 196                            | 2.04   | <b>200</b> | 249     | 249     |
| Social benefits                             | 182                | 729                | 244                | 225                              | 225                                  | 196                            | 2.04   | <b>200</b> | 249     | 249     |
| Other transfers to households               | 219                | 149                | 20                 | 100                              | 70                                   |                                |  |            |         |         |

**Programme 2: Housing Needs, Research and Planning**

**Strategic Objective Indicators 2014/15**

| Strategic Objective  | Strategic Objective Performance Indicator  | Strategic Plan Target 2014/15 | Audited/Actual Performance |         |         | Estimated Performance | Medium-Term Targets |         |         |
|--|--|-------------------------------|----------------------------|---------|---------|-----------------------|---------------------|---------|---------|
|  |  |                               | 2009/10                    | 2010/11 | 2011/12 |                       | 2012/13             | 2013/14 | 2014/15 |
| Integrate the work of different departments involved in human settlement development, using the Integrated Development Plans (IDPs) as the basis | Number of planned human settlement (housing) development projects based on IDPs, National and Provincial priorities approved | 225                           | -                          | 54      | 56      | 20                    | 17                  | 20      | 25      |
|  | Number of municipalities capacitated and supported with regard to Human Settlement (housing) development planning            | 16                            | -                          | -       | -       | 14                    | 24                  | 24      | -       |

## Provincial Performance Indicator Targets for 2013/14

| No.             | Programme performance indicator   | Audited/Actual Performance |         |         | Estimated Performance |         |         | Medium-Term Targets |  |  |
|-----------------|---|----------------------------|---------|---------|-----------------------|---------|---------|---------------------|--|--|
|                 |   | 2009/10                    | 2010/11 | 2011/12 | 2012/13               | 2013/14 | 2014/15 | 2015/16             |  |  |
| 2.1             | Number of Acts and/ or policy guidelines approved   | -                          | -       | -       | 1                     | 1       | -       | -                   |  |  |
| 2.2             | A Multi-Year Housing Development Plan/APP developed by October 2013   |                            |         | 1       | 1                     | 1       | 1       | 1                   |  |  |
| 2.3             | Number of human settlement (housing) development projects based on IDP's, National and Provincial priorities approved | -                          | 54      | 56      | 20                    | 17      | 20      | 25                  |  |  |
| 2.4             | Number of municipalities capacitated and supported with regard to Human Settlement (housing) development planning     | -                          | -       | -       | 14                    | 24      | 24      | -                   |  |  |
| <b>Research</b> |   |                            |         |         |                       |         |         |                     |  |  |
| 2.5             | Number of research papers completed   | -                          | -       |         | 1                     | 2       | 2       | 2                   |  |  |

## Provincial Performance Indicators Quarterly Target Breakdown for 2013/14

| No.             | Programme performance indicator   | Reporting Period | Annual Target 2013/14 | Quarterly Targets |     |     |     |
|-----------------|---|------------------|-----------------------|-------------------|-----|-----|-----|
|                 |   |                  |                       | 1st               | 2nd | 3rd | 4th |
| 2.1             | Number of Acts and/ or policy guidelines approved   | Annually         | 1                     | -                 | -   | -   | 1   |
| 2.2             | A Multi-Year Housing Development Plan/APP developed by October 2013   | Annually         | 1                     | -                 | -   | -   | 1   |
| 2.3             | Number of human settlement (housing) development projects based on IDP's, National and Provincial priorities approved | Annually         | 17                    | -                 | -   | -   | 17  |
| 2.4             | Number of municipalities capacitated and supported with regard to Human Settlement (housing) development planning     | Annually         | 24                    | -                 | -   | -   | 24  |
| <b>Research</b> |   |                  |                       |                   |     |     |     |
| 2.5             | Number of research papers completed   | Annually         | 2                     | -                 | -   | -   | 2   |

**Programme 2: Housing Needs, Research and Planning**

**Summary of payments and estimates**

| Sub-programme<br>R'000              | Outcome            |                    |                    |                                     | Medium-term estimate                    |                                |               |   |         |
|-------------------------------------|--------------------|--------------------|--------------------|-------------------------------------|---|--------------------------------|---------------|---|---------|
|                                     | Audited<br>2009/10 | Audited<br>2010/11 | Audited<br>2011/12 | Main<br>appro-<br>pation<br>2012/13 | Adjusted<br>appro-<br>pation<br>2012/13 | Revised<br>estimate<br>2012/13 | 2013/14       | 2014/15                                 | 2015/16 |
| 1. Administration                   | 7 668              | 5 040              | 8 530              | 12 065                              | 9 976                                   | 9 444                          | <b>12 954</b> | 13 976                                  | 14 988  |
| 2. Policy                           | 1 391              |                    |                    |                                     |   |                                |               |   |         |
| 3. Planning                         | 3 010              | 3 777              | 4 049              | 3 622                               | 4 711                                   | 5 243                          | <b>4 025</b>  | 4 281                                   | 4 521   |
| 4. Research                         | 2 504              |                    |                    |                                     |   |                                |               |   |         |
| <b>Total payments and estimates</b> | 14 573             | 8 817              | 12 579             | 15 687                              | 14 687                                  | 14 687                         | <b>16 979</b> | 18 257                                  | 19 509  |
|                                     |                    |                    |                    |                                     |   |                                |               | % Change<br>from<br>Revised<br>estimate |         |
|                                     |                    |                    |                    |                                     |   |                                |               | 2012/13                                 | 2014/15 |
|                                     |                    |                    |                    |                                     |   |                                |               | 2012/13                                 | 2015/16 |
|                                     |                    |                    |                    |                                     |   |                                |               | 37.17                                   | 13 976  |
|                                     |                    |                    |                    |                                     |   |                                |               | (23.23)                                 | 4 281   |
|                                     |                    |                    |                    |                                     |   |                                |               |   | 4 521   |

**Programme 2: Housing Needs, Research and Planning**

**Summary of provincial payments and estimates by economic classification**

| Economic classification<br>R'000     | Outcome            |                    |                    |                                     | Medium-term estimate                    |                                |               |         |         |
|--------------------------------------|--------------------|--------------------|--------------------|-------------------------------------|---|--------------------------------|---------------|---------|---------|
|                                      | Audited<br>2009/10 | Audited<br>2010/11 | Audited<br>2011/12 | Main<br>appro-<br>pation<br>2012/13 | Adjusted<br>appro-<br>pation<br>2012/13 | Revised<br>estimate<br>2012/13 | 2013/14       | 2014/15 | 2015/16 |
| <b>Current payments</b>              | 13 072             | 8 814              | 12 429             | 15 687                              | 14 687                                  | 14 687                         | <b>16 979</b> | 18 257  | 19 509  |
| Compensation of employees            | 10 845             | 7 874              | 11 443             | 14 431                              | 13 431                                  | 13 489                         | <b>15 890</b> | 17 114  | 18 314  |
| Goods and services                   | 2 221              | 940                | 986                | 1 256                               | 1 256                                   | 1 198                          | <b>1 089</b>  | 1 143   | 1 195   |
| Interest and rent on land            | 6                  |                    |                    |                                     |   |                                |               |         |         |
| <b>Transfers and subsidies to</b>    | 1 501              | 3                  | 150                |                                     |   |                                |               |         |         |
| Universities and technikons          | 1 500              |                    |                    |                                     |   |                                |               |         |         |
| Households                           | 1                  | 3                  | 150                |                                     |   |                                |               |         |         |
| <b>Total economic classification</b> | 14 573             | 8 817              | 12 579             | 15 687                              | 14 687                                  | 14 687                         | <b>16 979</b> | 18 257  | 19 509  |

**Programme 2: Housing Needs, Research and Planning**

**Details of transfers and subsidies**

| Economic classification<br>R'000            | Outcome            |                    |                    | Medium-term estimate                 |  |                                |         |         |         |
|---|--------------------|--------------------|--------------------|--------------------------------------|--|--------------------------------|---------|---------|---------|
|   | Audited<br>2009/10 | Audited<br>2010/11 | Audited<br>2011/12 | Main<br>appro-<br>piation<br>2012/13 | Adjusted<br>appro-<br>piation<br>2012/13 | Revised<br>estimate<br>2012/13 | 2013/14 | 2014/15 | 2015/16 |
| <b>Transfers and subsidies to (Current)</b> | 1 501              | 3                  | 150                |                                      |  |                                |         |         |         |
| Universities and technicians                | 1 500              |                    |                    |                                      |  |                                |         |         |         |
| Households                                  | 1                  | 3                  | 150                |                                      |  |                                |         |         |         |
| Social benefits                             | 1                  |                    | 150                |                                      |  |                                |         |         |         |
| Other transfers to households               |                    | 3                  |                    |                                      |  |                                |         |         |         |



**Programme 3: Housing Development****Strategic Objective Indicators 2014/15**

| Strategic Objective  | Strategic Objective Performance Indicator              | Strategic Plan Target 2014/15 | Audited/Actual Performance |         |         | Estimated Performance | Medium-Term Targets |         |         |
|--|--|-------------------------------|----------------------------|---------|---------|-----------------------|---------------------|---------|---------|
|  |  |                               | 2009/10                    | 2010/11 | 2011/12 |                       | 2012/13             | 2013/14 | 2014/15 |
| Upscale the provision and implementation of serviced sites | Number of serviced sites delivered across the Province | 48 657                        | -                          | 3 028   | 8 686   | 10 615                | 6 642               | -       | -       |
| Increase beneficiary involvement of housing opportunities  | Number of PHP units built                              | 21 579                        | 7 039                      | 3 311   | 4 000   | 4 468                 | 3 028               | -       | -       |

<sup>1</sup> The targets for the outer financial year 2014/15 and 2015/16 have not been included as no money has been allocated by National Treasury for the Human Settlement Development Grant (HSDG)

## Provincial Performance Indicator Targets for 2013/14

| No.   | Programme performance indicator  | Audited/Actual Performance |         |         |         | Estimated Performance | Medium-Term Targets |         |         |
|---|--|----------------------------|---------|---------|---------|-----------------------|---------------------|---------|---------|
|   |  | 2009/10                    | 2010/11 | 2011/12 | 2012/13 |                       | 2013/14             | 2014/15 | 2015/16 |
| 3.1   | Total number of new housing units provided to beneficiaries across all housing programmes being utilised by the Province                           | 16 566                     | 14 570  | 11 065  | 15 567  | 11 802                | -                   | -       |         |
| 3.2   | Total number of sites delivered across the Province  | -                          | 3 028   | 8 686   | 10 615  | 6 642                 | -                   | -       |         |
| 3.3   | Total number of human settlements opportunities assisted in terms of CRU upgrades and rectification of stock                                       | -                          | 3 547   | 2 852   | 3 648   | 1 959                 | -                   | -       |         |
| <b>Financial Interventions</b>                                      |  |                            |         |         |         |                       |                     |         |         |
| <i>Individual Housing Subsidies ( R0-R 3 500 Credit Linked)</i>     |  |                            |         |         |         |                       |                     |         |         |
| 3.4   | Number of subsidies disbursed (R0 - R3 500 credit linked)  | -                          | -       | 23      | -       | 50                    | -                   | -       |         |
| <i>Individual Housing Subsidies ( R0-R 3 500 Non-Credit Linked)</i> |  |                            |         |         |         |                       |                     |         |         |
| 3.5   | Number of subsidies disbursed (R0 - R3 500 non-credit linked)  | -                          | 450     | 705     | 450     | 450                   | -                   | -       |         |
| <b>Rectification of Stock</b>                                       |  |                            |         |         |         |                       |                     |         |         |
| 3.6   | Number of housing units rectified, which were constructed post 1994  | -                          | 400     | 508     | 500     | 600                   | -                   | -       |         |
| <b>Incremental Housing Programme</b>                                |  |                            |         |         |         |                       |                     |         |         |
| 3.7   | Number of new sites serviced, which are connected to basic water and sanitation as part of the Integrated Residential Development Programme (IRDP) | -                          | -       | 5 832   | 2 884   | 2 673                 | -                   | -       |         |

Note: The colours indicate the following: ■ Houses ■ Serviced sites ■ Other (rectification, CRU upgrade)

## Provincial Performance Indicator Targets for 2013/14

| No.                              | Programme performance indicator   | Audited/Actual Performance |         |         | Estimated Performance | Medium-Term Targets |         |         |
|----------------------------------|---|----------------------------|---------|---------|-----------------------|---------------------|---------|---------|
|                                  |   | 2009/10                    | 2010/11 | 2011/12 |                       | 2013/14             | 2014/15 | 2015/16 |
| 3.8                              | Number of housing units completed (IRDP Phase 4)  | -                          | 550     | 6 010   | 10 409                | 7 905               | -       | -       |
| 3.9                              | 4Number of sites connected to basic services as part of the Informal Settlements Upgrading Programme (UISP) | -                          | 3 028   | 6 682   | 7 731                 | 3 969               | -       | -       |
| <b>Social and Rental Housing</b> |   |                            |         |         |                       |                     |         |         |
| 3.10                             | Number of housing units completed under the Institutional Subsidy Programme.                                | 344                        | 271     | 60      | 120                   | 407                 | -       | -       |
| 3.11                             | Number of housing units completed under the Social Housing Programme.                                       | 91                         | 578     | -       | 270                   | 200                 | -       | -       |
| 3.12                             | Number of new housing units completed under the Community Residential Units Programme (CRU)                 | -                          | -       | 100     | 300                   | 262                 | -       | -       |
| 3.13                             | Number of existing housing units refurbished under the CRU programme.                                       | -                          | 957     | 1 100   | 1 000                 | 1 359               | -       | -       |
| <b>Peoples Housing Process</b>   |   |                            |         |         |                       |                     |         |         |
| 3.14                             | Number of housing units completed   | 7 039                      | 3 311   | 4 000   | 4 468                 | 3 028               | -       | -       |

Note: The colours indicate the following: ■ Houses ■ Serviced sites ■ Other (rectification, CRU upgrade)

<sup>4</sup> The National indicator refers to the, "number of households serviced connected to basic water and sanitation as part of the Informal Settlements Upgrading Programme (UISP)". The Department would like to recommend that the number of serviced sites be measured instead, as measuring households has proved to be a challenge.

## Provincial Performance Indicators Quarterly Target Breakdown for 2013/14

| No.  | Programme performance indicator   | Reporting Period | Annual Target 2013/14 | Quarterly Targets |       |       |       |
|--|---|------------------|-----------------------|-------------------|-------|-------|-------|
|  |   |                  |                       | 1st               | 2nd   | 3rd   | 4th   |
| 3.1  | Total number of new housing units provided to beneficiaries in the Province across all housing programmes being utilised by the Province        | Quarterly        | 11 802                | 1 688             | 2 185 | 1 913 | 6 016 |
| 3.2  | Total number of sites delivered across the Province   | Quarterly        | 6 642                 | 1 782             | 2 293 | 1 712 | 855   |
| 3.3  | Total number of human settlements opportunities assisted in terms of CRU upgrades and rectification of stock                                    | Annually         | 1 959                 | -                 | -     | -     | 1 959 |
| <b>Financial Interventions</b>                                     |   |                  |                       |                   |       |       |       |
| <i>Individual Housing Subsidies ( R0-R 3500 Credit Linked)</i>     |   |                  |                       |                   |       |       |       |
| 3.4  | Number of subsidies disbursed (R0 - R3 500 credit linked)   | Annually         | 50                    | -                 | -     | -     | 50    |
| <i>Individual Housing Subsidies ( R0-R 3500 Non-Credit Linked)</i> |   |                  |                       |                   |       |       |       |
| 3.5  | Number of subsidies disbursed (R0 - R3 500 non-credit linked)   | Annually         | 450                   | -                 | -     | -     | 450   |
| <b>Rectification of Stock</b>                                      |   |                  |                       |                   |       |       |       |
| 3.6  | Number of housing units rectified, which were constructed post 1994   | Annually         | 600                   | -                 | -     | -     | 600   |
| <b>Incremental Housing Programme</b>                               |   |                  |                       |                   |       |       |       |
| 3.7  | Number of new sites serviced, which are connected basic water and sanitation as part of the Integrated Residential Development Programme (IRDP) | Quarterly        | 2 673                 | 885               | 928   | 594   | 266   |

Note: The colours indicate the following: ■ Houses ■ Serviced sites ■ Other (rectification, CRU upgrade)

## Provincial Performance Indicators Quarterly Target Breakdown for 2013/14

| No.  | Programme performance indicator  | Reporting Period | Annual Target 2013/14 | Quarterly Targets |       |       |       |
|------|--|------------------|-----------------------|-------------------|-------|-------|-------|
|      |  |                  |                       | 1st               | 2nd   | 3rd   | 4th   |
| 3.8  | Number of housing units completed (IRDP Phase 4)   | Quarterly        | 7 905                 | 1 333             | 1 750 | 1 465 | 3 357 |
| 3.9  | Number of sites connected to basic services as part of the Informal Settlements Upgrading Programme (UISP) | Quarterly        | 3 969                 | 897               | 1 365 | 1 118 | 589   |
|      | <b>Social and Rental Housing</b>   |                  |                       |                   |       |       |       |
| 3.10 | Number of housing units completed under the Institutional Subsidy Programme.                               | Annually         | 407                   | -                 | -     | -     | 407   |
| 3.11 | Number of housing units completed under the Social Housing Programme.                                      | Annually         | 200                   | -                 | -     | -     | 200   |
| 3.12 | Number of new housing units completed under the Community Residential Units Programme (CRU)                | Annually         | 262                   | -                 | -     | -     | 262   |
| 3.13 | Number of existing housing units refurbished under the CRU programme.                                      | Annually         | 1 359                 | -                 | -     | -     | 1 359 |
|      | <b>Peoples Housing Process</b>   |                  |                       |                   |       |       |       |
| 3.14 | Number of housing units completed  | Quarterly        | 3 028                 | 355               | 435   | 448   | 1 790 |

Note: The colours indicate the following:  Houses  Serviced sites  Other (rectification, CRU upgrade)

### Programme 3: Housing Development

#### Summary of payments and estimates

| Sub-programme<br>R'000                         | Outcome            |                    |                    |                                       | Medium-term estimate                      |                                |  |           |           |           |
|--|--------------------|--------------------|--------------------|---------------------------------------|---|--------------------------------|--|-----------|-----------|-----------|
|  | Audited<br>2009/10 | Audited<br>2010/11 | Audited<br>2011/12 | Main<br>appro-<br>priation<br>2012/13 | Adjusted<br>appro-<br>priation<br>2012/13 | Revised<br>estimate<br>2012/13 | % Change<br>from<br>Revised<br>estimate<br>2012/13 | 2013/14   | 2014/15   | 2015/16   |
|  | 55 639             | 75 506             | 59 770             |                                       |   |                                |  |           |           |           |
| 1. Administration                              |                    |                    |                    | 58 396                                | 113 784                                   | 112 426                        | (24.36)  | 85 041    | 53 002    | 58 653    |
| 2. Financial Interventions <sup>o</sup>        | 107 374            | 131 530            | 194 805            | 269 259                               | 210 601                                   | 244 975                        | (22.68)  | 189 408   |           |           |
| 3. Incremental Interventions <sup>o</sup>      | 1 264 919          | 1 520 812          | 1 237 054          | 1 135 921                             | 1 154 972                                 | 1 274 068                      | 12.34  | 1 431 291 |           |           |
| 4. Social and Rental Intervention <sup>o</sup> | 124 915            | 287 695            | 206 987            | 320 000                               | 359 607                                   | 206 137                        | 48.09  | 305 272   |           |           |
| 5. Rural Intervention <sup>o</sup>             | 229                |                    |                    |                                       |   |                                |  |           | 1 003 495 | 997 229   |
| 6. Unallocated                                 |                    |                    |                    |                                       |   |                                |  |           |           |           |
| <b>Total payments and estimates</b>            | 1 553 076          | 2 015 543          | 1 698 616          | 1 783 576                             | 1 838 964                                 | 1 837 606                      | 9.44   | 2 011 012 | 1 056 497 | 1 055 882 |

<sup>o</sup> National conditional grant: Human Settlements - R1 925 971 000 (2013/14) i.e. transfer to households: R1 829 672 000, Compensation of employees: R12 020 000, Goods and services: R71 779 000, Transfers and subsidies: R12 500 000, as well as R1 003 495 00

<sup>o</sup> Expanded Public Works Programme Integrated Grant for Provinces: R3 000 000 (2013/14) ie. Compensation of employees: R1 000 000 and Goods and services: R2 000 000.

### Programme 3: Housing Development

#### Summary of provincial payments and estimates by economic classification

| Economic classification<br>R'000            | Outcome            |                    |                    |                    | Main appropriation |           |           | Adjusted appropriation |           |           | Revised estimate |         |         | Medium-term estimate |         |         |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|-----------|-----------|------------------------|-----------|-----------|------------------|---------|---------|----------------------|---------|---------|
|   | Audited<br>2009/10 | Audited<br>2010/11 | Audited<br>2011/12 | Audited<br>2012/13 | 2012/13            | 2012/13   | 2012/13   | 2012/13                | 2012/13   | 2012/13   | 2012/13          | 2012/13 | 2012/13 | 2013/14              | 2014/15 | 2015/16 |
| <b>Current payments</b>                     | 63 763             | 93 795             | 89 520             | 122 868            | 117 868            | 116 481   | 136 340   | 17,05                  | 53 002    | 58 653    |                  |         |         |                      |         |         |
| Compensation of employees                   | 34 517             | 45 502             | 49 768             | 58 673             | 53 673             | 51 993    | 65 603    | 26,18                  | 49 838    | 55 343    |                  |         |         |                      |         |         |
| Goods and services                          | 29 238             | 48 293             | 39 752             | 64 189             | 64 189             | 64 482    | 70 730    | 9,69                   | 3 158     | 3 303     |                  |         |         |                      |         |         |
| Interest and rent on land                   | 8                  |                    |                    | 6                  | 6                  | 6         | 6         | 5,30                   | 7         | 7         |                  |         |         |                      |         |         |
| <b>Transfers and subsidies to</b>           | 1 489 313          | 1 921 748          | 1 609 096          | 1 660 708          | 1 721 096          | 1 721 125 | 1 874 672 | 8,92                   | 1 003 495 | 997 229   |                  |         |         |                      |         |         |
| Provinces and municipalities                | 11 480             | 43 500             | 27 330             | 19 580             | 79 968             | 79 968    | 44 000    | (44,98)                |           |           |                  |         |         |                      |         |         |
| Departmental agencies and accounts          |                    |                    | 501                | 500                | 500                | 500       |           | (100,00)               |           |           |                  |         |         |                      |         |         |
| Universities and technikons                 |                    | 1 500              | 1 000              | 1 000              | 1 000              | 1 000     | 1 000     |                        |           |           |                  |         |         |                      |         |         |
| Public corporations and private enterprises | 1 201              |                    |                    |                    |                    |           |           |                        |           |           |                  |         |         |                      |         |         |
| Non-profit institutions                     | 100                |                    |                    |                    |                    |           |           |                        |           |           |                  |         |         |                      |         |         |
| Households                                  | 1 476 532          | 1 876 748          | 1 580 265          | 1 639 628          | 1 639 628          | 1 639 657 | 1 829 672 | 11,59                  | 1 003 495 | 997 229   |                  |         |         |                      |         |         |
| <b>Total economic classification</b>        | 1 553 076          | 2 015 543          | 1 698 616          | 1 783 576          | 1 838 964          | 1 837 606 | 2 011 012 | 9,44                   | 1 056 497 | 1 055 882 |                  |         |         |                      |         |         |

## Programme 3: Housing Development

## Details of transfers and subsidies

| Economic classification<br>R'000            | Outcome            |                    |                    |  | Main appropriation |           |           | Adjusted appropriation |         |           | Revised estimate |           |         | Medium-term estimate |         |  |
|---|--------------------|--------------------|--------------------|--|--------------------|-----------|-----------|------------------------|---------|-----------|------------------|-----------|---------|----------------------|---------|--|
|   | Audited<br>2009/10 | Audited<br>2010/11 | Audited<br>2011/12 |  | 2012/13            | 2012/13   | 2012/13   | 2012/13                | 2012/13 | 2012/13   | 2012/13          | 2012/13   | 2013/14 | 2014/15              | 2015/16 |  |
| <b>Transfers and subsidies to (Current)</b> | 11 629             | 45 246             | 28 833             |  | 12 500             | 12 500    | 12 500    | 12 529                 |         | 12 000    | (4.22)           |           |         |                      |         |  |
| Provinces and municipalities                | 11 480             | 43 500             | 27 330             |  | 11 000             | 11 000    | 11 000    | 11 000                 |         | 11 000    |                  |           |         |                      |         |  |
| Municipalities                              | 11 480             | 43 500             | 27 330             |  | 11 000             | 11 000    | 11 000    | 11 000                 |         | 11 000    |                  |           |         |                      |         |  |
| Municipalities                              | 11 480             | 43 500             | 27 330             |  | 11 000             | 11 000    | 11 000    | 11 000                 |         | 11 000    |                  |           |         |                      |         |  |
| Departmental agencies and accounts          |                    |                    | 501                |  | 500                | 500       | 500       | 500                    |         | 500       | (100.00)         |           |         |                      |         |  |
| Entities receiving transfers                |                    |                    | 501                |  | 500                | 500       | 500       | 500                    |         | 500       | (100.00)         |           |         |                      |         |  |
| Social Housing Foundation                   |                    |                    | 501                |  | 500                | 500       | 500       | 500                    |         | 500       | (100.00)         |           |         |                      |         |  |
| Universities and technikon                  |                    | 1 500              | 1 000              |  | 1 000              | 1 000     | 1 000     | 1 000                  |         | 1 000     |                  |           |         |                      |         |  |
| Private enterprises                         | 1 201              |                    |                    |  |                    |           |           |                        |         |           |                  |           |         |                      |         |  |
| Other transfers                             | 1 201              |                    |                    |  |                    |           |           |                        |         |           |                  |           |         |                      |         |  |
| Non-profit institutions                     | 100                |                    |                    |  |                    |           |           |                        |         |           |                  |           |         |                      |         |  |
| Households                                  | 49                 | 246                | 2                  |  |                    |           |           | 29                     |         |           | (100.00)         |           |         |                      |         |  |
| Social benefits                             | 49                 | 246                | 2                  |  |                    |           |           | 29                     |         |           | (100.00)         |           |         |                      |         |  |
| <b>Transfers and subsidies to (Capital)</b> | 1 476 483          | 1 876 502          | 1 580 263          |  | 1 648 208          | 1 708 596 | 1 708 596 | 1 708 596              |         | 1 862 672 | 9.02             | 1 003 495 | 997 229 |                      |         |  |
| Provinces and municipalities                |                    |                    |                    |  | 8 580              | 68 968    | 68 968    | 68 968                 |         | 33 000    | (52.15)          |           |         |                      |         |  |
| Municipalities                              |                    |                    |                    |  | 8 580              | 68 968    | 68 968    | 68 968                 |         | 33 000    | (52.15)          |           |         |                      |         |  |
| Municipalities                              |                    |                    |                    |  | 8 580              | 68 968    | 68 968    | 68 968                 |         | 33 000    | (52.15)          |           |         |                      |         |  |
| Households                                  | 1 476 483          | 1 876 502          | 1 580 263          |  | 1 639 628          | 1 639 628 | 1 639 628 | 1 639 628              |         | 1 829 672 | 11.59            | 1 003 495 | 997 229 |                      |         |  |
| Other transfers to households               | 1 476 483          | 1 876 502          | 1 580 263          |  | 1 639 628          | 1 639 628 | 1 639 628 | 1 639 628              |         | 1 829 672 | 11.59            | 1 003 495 | 997 229 |                      |         |  |



**Programme 4: Land and Asset Management****Strategic Objective Indicators 2014/15**

| Strategic Objective  | Strategic Objective Performance Indicator    | Strategic Plan Target 2014/15 | Audited/Actual Performance |         |         | Estimated Performance | Medium-Term Targets |         |         |
|--|--|-------------------------------|----------------------------|---------|---------|-----------------------|---------------------|---------|---------|
|  |  |                               | 2009/10                    | 2010/11 | 2011/12 |                       | 2013/14             | 2014/15 | 2015/16 |
| To promote security of tenure through effecting transfer to qualifying beneficiaries | Number of rental units sold to beneficiaries | 240                           | -                          | -       | -       | 120                   | 120                 | -       | -       |

## Provincial Performance Indicator Targets for 2013/14

| No.  | Programme performance indicator              | Audited/Actual Performance |         |         |         | Estimated Performance | Medium-Term Targets |         |         |       |
|--|--|----------------------------|---------|---------|---------|-----------------------|---------------------|---------|---------|-------|
|  |  | 2009/10                    | 2010/11 | 2011/12 | 2012/13 |                       | 2013/14             | 2014/15 | 2015/16 |       |
| <b>Sale and Transfer of Housing Properties</b> |  |                            |         |         |         |                       |                     |         |         |       |
| 4.1  | Number of rental units sold to beneficiaries | -                          | -       | -       | 120     | 120                   | -                   | -       | -       | -     |
| 4.2  | Number of rental units transferred           | -                          | -       | -       | 60      | 100                   | 60                  | 60      | 60      | 60    |
| <b>Housing Properties Maintenance</b>          |  |                            |         |         |         |                       |                     |         |         |       |
| 4.3  | Number of debtors reduced per financial year | -                          | -       | -       | 1 000   | 1 000                 | 1 000               | 1 000   | 1 000   | 1 000 |

## Provincial Performance Indicators Quarterly Target Breakdown for 2013/14

| No.  | Programme performance indicator              | Reporting Period | Annual Target 2013/14 | Quarterly Targets |     |     |     |
|--|--|------------------|-----------------------|-------------------|-----|-----|-----|
|  |  |                  |                       | 1st               | 2nd | 3rd | 4th |
| <b>Sale and Transfer of Housing Properties</b> |  |                  |                       |                   |     |     |     |
| 4.1  | Number of rental units sold to beneficiaries | Annually         | 120                   | -                 | -   | -   | 120 |
| 4.2  | Number of rental units transferred           | Quarterly        | 100                   | 25                | 25  | 25  | 25  |
| <b>Housing Properties Maintenance</b>          |  |                  |                       |                   |     |     |     |
| 4.3  | Number of debtors reduced per financial year | Quarterly        | 1 000                 | 150               | 150 | 350 | 350 |

**Programme 4: Land and Asset Management**

**Summary of payments and estimates**

| Sub-programme<br>R'000               | Outcome            |                    |                    |                                       | Medium-term estimate                      |                                |               |         |         |
|--------------------------------------|--------------------|--------------------|--------------------|---------------------------------------|---|--------------------------------|---------------|---------|---------|
|                                      | Audited<br>2009/10 | Audited<br>2010/11 | Audited<br>2011/12 | Main<br>appro-<br>priation<br>2012/13 | Adjusted<br>appro-<br>priation<br>2012/13 | Revised<br>estimate<br>2012/13 | 2013/14       | 2014/15 | 2015/16 |
| 1. Administration                    | 37 005             | 15 339             | 17 194             | 19 679                                | 19 679                                    | 20 736                         | <b>21 279</b> | 19 423  | 21 405  |
| 2. Housing Properties<br>Maintenance | 9 360              | 51 889             | 30 247             | 23 629                                | 33 629                                    | 30 274                         | <b>24 221</b> | 24 162  | 21 372  |
| <b>Total payments and estimates</b>  | 46 365             | 67 228             | 47 441             | 43 308                                | 51 010                                    | 51 010                         | <b>45 500</b> | 43 585  | 42 777  |
|                                      |                    |                    |                    |                                       |   |                                |               | (10.80) |         |

**Programme 4: Land and Asset Management**

**Summary of provincial payments and estimates by economic classification**

| Economic classification<br>R'000     | Outcome            |                    |                    |                                  | Medium-term estimate                 |                                |               |         |         |
|--------------------------------------|--------------------|--------------------|--------------------|----------------------------------|--------------------------------------|--------------------------------|---------------|---------|---------|
|                                      | Audited<br>2009/10 | Audited<br>2010/11 | Audited<br>2011/12 | Main<br>appropriation<br>2012/13 | Adjusted<br>appropriation<br>2012/13 | Revised<br>estimate<br>2012/13 | 2013/14       | 2014/15 | 2015/16 |
| <b>Current payments</b>              | 26 548             | 34 731             | 32 446             | 33 308                           | 36 008                               | 33 710                         | <b>36 080</b> | 34 346  | 34 155  |
| Compensation of employees            | 11 964             | 13 976             | 14 960             | 16 094                           | 16 294                               | 16 294                         | <b>17 721</b> | 15 086  | 16 181  |
| Goods and services                   | 14 583             | 20 755             | 17 486             | 17 214                           | 19 714                               | 17 416                         | <b>18 359</b> | 19 260  | 17 973  |
| Interest and rent on land            | 1                  |                    |                    |                                  |                                      |                                |               |         |         |
| <b>Transfers and subsidies to</b>    | 19 817             | 32 497             | 14 995             | 10 000                           | 17 300                               | 17 300                         | <b>9 420</b>  | 9 239   | 8 622   |
| Provinces and municipalities         | 19 671             | 32 497             | 14 995             | 10 000                           | 17 300                               | 17 300                         | <b>9 420</b>  | 9 239   | 8 622   |
| Households                           | 146                |                    |                    |                                  |                                      |                                |               |         |         |
| <b>Total economic classification</b> | 46 365             | 67 228             | 47 441             | 43 308                           | 53 308                               | 51 010                         | <b>45 500</b> | 43 585  | 42 777  |

**Programme 4: Land and Asset Management**

**Details of transfers and subsidies**

| Economic classification<br>R'000            | Outcome            |                    |                    |                                       | Medium-term estimate                      |                                |              |         |         |
|---|--------------------|--------------------|--------------------|---------------------------------------|---|--------------------------------|--------------|---------|---------|
|   | Audited<br>2009/10 | Audited<br>2010/11 | Audited<br>2011/12 | Main<br>appro-<br>priation<br>2012/13 | Adjusted<br>appro-<br>priation<br>2012/13 | Revised<br>estimate<br>2012/13 | 2013/14      | 2014/15 | 2015/16 |
| <b>Transfers and subsidies to (Current)</b> | 19 817             | 32 497             | 14 995             | 10 000                                | 17 300                                    | 17 300                         | <b>9 420</b> | 9 239   | 8 622   |
| Provinces and municipalities                | 19 671             | 32 497             | 14 995             | 10 000                                | 17 300                                    | 17 300                         | <b>9 420</b> | 9 239   | 8 622   |
| Municipalities                              | 19 671             | 32 497             | 14 995             | 10 000                                | 17 300                                    | 17 300                         | <b>9 420</b> | 9 239   | 8 622   |
| Municipalities                              | 19 671             | 32 497             | 14 995             | 10 000                                | 17 300                                    | 17 300                         | <b>9 420</b> | 9 239   | 8 622   |
| Households                                  | 146                |                    |                    |                                       |   |                                |              |         |         |
| Social benefits                             | 146                |                    |                    |                                       |   |                                |              |         |         |

## 10. Risk Management

The following risks have been identified for the 2013/14 financial year:

### Programme 1: Administration

| Risk  | Mitigator  |
|---|--|
| <b>Strategic Objective</b> Create organizational programme management capability  |  |
| Material misstatement of Annual Financial Statements impacts on the stated audit opinion and could be attributed to a lack of financial reporting controls.   | <ol style="list-style-type: none"> <li>1. Action plan with the follow up procedure on AFS issues</li> <li>2. Coordination is done with internal control and Internal Audit on a quarterly basis to the Audit Committee</li> <li>3. Follow up will be done on SCOPA (Standing Committee on Public Accounts) resolutions</li> </ol>                            |
| Incorrect / inappropriate goods and services procured or contracts awarded results in irregular expenditure and is due to deficiencies in adjudication and needs analysis process                             | <ol style="list-style-type: none"> <li>1. The Department will ensure compliance with existing measures</li> <li>2. Identify and address the gaps within the procurement process</li> <li>3. Timeframes will be determined on the progress of the investigation as conducted by Internal Control</li> <li>4. Discipline the transgressing official</li> </ol> |
| Fruitless and wasteful expenditure impacts on transparency issues and is due to non compliance with rules and regulations   | <ol style="list-style-type: none"> <li>1. The Department will ensure compliance with existing measures</li> <li>2. Identify and address the gaps within the procurement process</li> <li>3. Timeframe will be determined on the progress of the investigation as conducted by Internal Control</li> <li>4. Discipline the transgressing official</li> </ol>  |
| Inappropriate procurement methods applied (abuse of emergency and limited bidding delegations and splitting of orders impacts on transparency issues and is due to non-compliance with rules and regulations) | <ol style="list-style-type: none"> <li>1. Discipline the transgressing official</li> <li>2. Proper procurement plans need to be devised ahead of time</li> </ol>   |
| Delay in procuring and supply of goods orders impacts on efficiency of operations and is due to non compliance with rules and regulations   | <ol style="list-style-type: none"> <li>1. Regular monitoring within the SCM process needs to be improved</li> <li>2. Monitor trend analysis of previous year's activities</li> </ol>   |

**Programme 2: Housing Needs, Research and Planning**

| Risk   | Mitigator  |
|--|--|
| <b>Strategic Objective: Integrate the work of different departments involved in human settlement development, using the Integrated Development Plans (IDPs) as the basis</b>   |  |
| Inaccurate information collection and management of data at municipal levels impairs the beneficiary selection process for housing projects as well as planning future developments, and is due to no standardized management system across the municipalities | 22 of 24 B municipalities have implemented a standardized provincial Housing Demand Database with proper controls. Last two to be rolled out in 2012/13.   |
| Ineffective policy development process impacts on relevant policy issues and is due to a lack of capacitated standard operating procedures within the policy process   | <ol style="list-style-type: none"> <li>1. Benchmarking practices</li> <li>2. Consultation with stakeholders</li> <li>3. Develop a policy development process</li> <li>4. Develop a business process for policy and research</li> </ol> |
| Misalignment of different funding streams impacts on accomplishment of delivery targets and is due to limited integrated planning amongst three spheres of government  | Coordinate with other funding sources. This is a long term intervention and changes will only be seen over time  |

**Programme 3: Housing Development**

| Risk  | Mitigator  |
|---|--|
| <b>Strategic Objective: Upscale the provision of serviced sites</b>                                       |  |
| Delay in approval of project applications<br>Timeous processing of payments to developers and contractors | Professional Resource Teams (PRTs) and RMs to assist municipalities with packaging projects for approval prior to the start of financial year.<br>Establishment of the Portfolio Management Office;<br>appointment of PRTs |

| Risk  | Mitigator   |
|---|---|
| <b>Strategic Objective: Enhancing the supply of new rental housing opportunities and encouraging improved property management of rental stock</b> |   |
| Insufficient long term monitoring capacity with regards to rental stock (public and institutionally managed) i.r.o. oversight                     | <ol style="list-style-type: none"> <li>1. Dedicated official assigned to do oversight in terms of roles and responsibilities and implement proposed interventions</li> <li>2. Complaints management follow ups</li> <li>3. Roll out of rental strategy</li> </ol> |

| Risk  | Mitigator  |
|---|--|
| <b>Strategic Objective: Increase beneficiary involvement in the development of housing opportunities</b>  |  |
| <p>Subsidised funding for the PHP (People's Housing Process) not used for its intended purpose</p> <p>Institutional arrangements not applied optimally in the People's Housing Process mechanism prevents the accomplishment of pre-determined deliverables</p> | <ol style="list-style-type: none"> <li>1. Development of a revised approach to the implementation of People's Housing Policy for the Western Cape to govern and regulate the PHP processes</li> <li>2. Municipalities are assigned as Account Administrators</li> <li>3. Monthly reconciliations are requested from all Account Administrators</li> <li>4. National Housing Act (Act No. 107 of 1997)</li> <li>5. Housing Code (2009)</li> </ol> <ol style="list-style-type: none"> <li>1. Enhanced capacity for Project management of PHP projects</li> <li>2. Appointment of PRT specifically for PHP</li> <li>3. Recruitment of CTAs as Quality Assurers / PMS on PHP projects</li> </ol> |

#### **Programme 4: Asset Management and Property**

| Risk   | Mitigator  |
|--|--|
| <b>Strategic Objective: To promote the security of tenure through effecting transfer to qualifying beneficiaries</b>   |  |
| <p>Lack of effective property maintenance due to a lack of an asset management strategy resulting in the devaluation of the property as it enters a state of disrepair</p> | <ol style="list-style-type: none"> <li>1. Assessment of strategic options of management of rental stock</li> <li>2. Department has embarked on a bid proposal for specialist to advise on optimal asset management options /strategy (e.g. disposals, acquisitions, transfers, valuations, etc.) and interim arrangements</li> </ol> |





## **PART C:** Links to Other Plans

## LINKS TO OTHER PLANS

### 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 has not been decided 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.

### Conditional grants

| Name of Grant         | Human Settlement Development Grant  |
|-----------------------|---|
| Purpose               | To finance the funding requirements of national housing programmes<br>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.  |

| Name of Grant         | Expanded Public Works Programme Integrated Grant to Provinces  |
|-----------------------|--|
| Grant Manager         | Senior Manager: EPWP Coordination  |
| Purpose               | To incentivise provincial departments to expand work creation efforts through the use of labour intensive delivery methods in the following identified focus areas, in compliance with the EPWP guidelines: <ul style="list-style-type: none"> <li>• road maintenance and the maintenance of buildings</li> <li>• low traffic volume roads and rural roads</li> <li>• other economic and social infrastructure</li> <li>• tourism and cultural industries</li> <li>• sustainable land based livelihoods</li> <li>• waste management</li> </ul> |
| Performance indicator | Increased number of people employed and receiving income through the EPWP.<br>Increased average duration of the work opportunities created.  |
| Continuation          | Grant scheduled to continue until the end of the 2013/14 financial year, subject to review.<br>The allocations for 2014/15 and 2015/16 are provisional and subject to Cabinet's decision on the continuation of the programme beyond 2014  |
| Motivation            | To improve the quality of life of poor people and increase social stability through engaging the previously unemployed in paid and productive activities.<br>Reduced levels of poverty.<br>Contribute towards increased levels of employment.<br>Improved opportunities for sustainable work through experience and learning gained.   |

### Public entities

Western Cape Housing Development Fund (unlisted)

### Public private partnerships

None



# ANNEXURES

## ANNEXURES

### **Annexure A: Technical Indicator Descriptions for Strategic Objectives**

The Technical Indicator Descriptions will be published on the Departmental website.

### **Annexure B: National Prescribed Indicators Not Applicable**

| Indicator   | Motivation  |
|---|---|
| <b>Programme 2</b>  |   |
| 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. |
| <b>Programme 4</b>  |   |
| Number of rental units devolved to municipalities in terms of Section 15 of the Housing Act, 1997 | Rental units will only be devolved to Social Housing Institutions (SHIs), while land and property will be devolved to municipalities.         |

### **Annexure C: Indicators in 5-Year Strategic Plan No Longer Applicable**

None.

**Annexure D: Municipal Allocation Business Plans**

| Municipality                 | Planned Targets 2013/14 |        |
|------------------------------|-------------------------|--------|
|                              | Sites                   | Houses |
| <b>Cape Town</b>             | 0                       | 5 137  |
| <b>Departmental Projects</b> | 1 200                   | 1 000  |
| <b>Breede Valley</b>         | 229                     | 486    |
| <b>Drakenstein</b>           | 42                      | 944    |
| <b>Langeberg</b>             | 258                     | 60     |
| <b>Stellenbosch</b>          | 56                      | 536    |
| <b>Witzenberg</b>            | 179                     | 318    |
| <b>Cape Agulhas</b>          | 139                     | 217    |
| <b>Overstrand</b>            | 105                     | 211    |
| <b>Swellendam</b>            | 115                     | 200    |
| <b>Theewaterskloof</b>       | 456                     | 294    |
| <b>Beaufort West</b>         | 115                     | 178    |
| <b>Laingsburg</b>            | 0                       | 39     |
| <b>Prince Albert</b>         | 331                     | 51     |
| <b>Bitou</b>                 | 333                     | 647    |
| <b>George</b>                | 600                     | 183    |
| <b>Hessequa</b>              | 46                      | 0      |
| <b>Kannaland</b>             | 0                       | 0      |
| <b>Knysna</b>                | 310                     | 278    |
| <b>Mossel Bay</b>            | 409                     | 302    |
| <b>Oudtshoorn</b>            | 300                     | 161    |
| <b>Berg River</b>            | 88                      | 32     |
| <b>Cederberg</b>             | 313                     | 0      |
| <b>Matzikama</b>             | 0                       | 178    |
| <b>Saldanha Bay</b>          | 674                     | 200    |
| <b>Swartland</b>             | 344                     | 150    |
| <b>TOTALS</b>                | 6 642                   | 11 802 |

## Annexure A

### Technical Indicator Descriptions for Strategic Objectives

#### Programme 1: Administration

**Strategic Goal:** To facilitate delivery through sound administration

**Strategic Objective:** Fully functional department capacitated to deliver on its mandate

|                                  |  |                  |                  |                  |
|----------------------------------|--|------------------|------------------|------------------|
| <b>Indicator title</b>           | 1.1 Percentage of funded post vacant   |                  |                  |                  |
| <b>Short definition</b>          | Filling of all vacant funded posts to ensure that the Department is fully equipped to deliver on its mandate   |                  |                  |                  |
| <b>Purpose/importance</b>        | Ensure that all vacant posts are timeously filled  |                  |                  |                  |
| <b>Source/collection of data</b> | Monthly vacancy report   |                  |                  |                  |
| <b>Annual Targets</b>            | <b>2011/12</b>   | <b>2012/13</b>   | <b>2013/14</b>   | <b>2014/15</b>   |
|                                  | -  | Less than 12%    | Less than 10%    | Less than 10%    |
| <b>Quarterly Target</b>          | <b>Quarter</b>   | <b>Quarter 2</b> | <b>Quarter 3</b> | <b>Quarter 4</b> |
|                                  | -  | -                | -                | Less than 10%    |
| <b>Method of calculation</b>     | Stats obtain from DOTP that will indicate the vacancy against the funded posts on the establishment taking into consideration contract appointments carried against funded posts |                  |                  |                  |
| <b>Data limitations</b>          | None   |                  |                  |                  |
| <b>Type of indicator</b>         | Output   |                  |                  |                  |
| <b>Calculation type</b>          | Non -Cumulative  |                  |                  |                  |
| <b>Reporting cycle</b>           | Annually   |                  |                  |                  |
| <b>New indicator</b>             | No   |                  |                  |                  |
| <b>Desired performance</b>       | To achieve the target as indicated   |                  |                  |                  |
| <b>Linkages to other plans</b>   | None   |                  |                  |                  |
| <b>Indicator responsibility</b>  | Director: Financial Management   |                  |                  |                  |

**Strategic Goal:** To facilitate delivery through sound administration

**Strategic Objective:** Fully functional department capacitated to deliver on its mandate

|                                  |  |                  |                  |                  |
|----------------------------------|--|------------------|------------------|------------------|
| <b>Indicator title</b>           | 1.2 Overall level of financial capacity maturity achieved in a given year (MPAT)                               |                  |                  |                  |
| <b>Short definition</b>          | Achieve Financial Management Maturity in terms of compliance and control for authorisation and reconciliations |                  |                  |                  |
| <b>Purpose/importance</b>        | To achieve a level of control in terms of financial management capability standards                            |                  |                  |                  |
| <b>Source/collection of data</b> | CGRO to be used for quarterly reporting and MPAT to be used for annual reporting                               |                  |                  |                  |
| <b>Annual Targets</b>            | <b>2011/12</b>   | <b>2012/13</b>   | <b>2013/14</b>   | <b>2014/15</b>   |
|                                  | -  | -                | 3                | 3+               |
| <b>Quarterly Target</b>          | <b>Quarter 1</b>   | <b>Quarter 2</b> | <b>Quarter 3</b> | <b>Quarter 4</b> |
|                                  | -  | -                | -                | 3                |
| <b>Method of calculation</b>     | Dependant of the assessment of Provincial Treasury in terms of CGRO  |                  |                  |                  |
| <b>Data limitations</b>          | None   |                  |                  |                  |
| <b>Type of indicator</b>         | Output   |                  |                  |                  |
| <b>Calculation type</b>          | Non -Cumulative  |                  |                  |                  |
| <b>Reporting cycle</b>           | Annually   |                  |                  |                  |
| <b>New indicator</b>             | No   |                  |                  |                  |
| <b>Desired performance</b>       | To achieve the target as indicated   |                  |                  |                  |
| <b>Linkages to other plans</b>   | CGRO   |                  |                  |                  |
| <b>Indicator responsibility</b>  | Director: Financial Management   |                  |                  |                  |

|                                  |   |
|----------------------------------|---|
| <b>Indicator title</b>           | 1.2.1 To achieve a level 3 for Supply Chain Management in terms of demand and logistics management  |
| <b>Short definition</b>          | The Department must have a procurement plan in place that meets Treasury requirements. In addition, the department must implement processes for setting inventory levels, placing orders, receiving, inspection and issuing goods                             |
| <b>Purpose/importance</b>        | The Department must procure goods and services, based on a needs assessment and specifications of goods and services. This is linked to a departmental budget, while managing the entire process of logistics   |
| <b>Source/collection of data</b> | <ul style="list-style-type: none"> <li>• Procurement plan</li> <li>• Proof that procurement plan was submitted on time</li> <li>• Documented logistical process (SOP)</li> <li>• Reports on receiving and issuing goods (e.g. LOGIS or equivalent)</li> </ul> |

| Annual Targets                  | 2011/12  | 2012/13   | 2013/14   | 2014/15   |
|---------------------------------|--|-----------|-----------|-----------|
|                                 | -  | -         | 3         | 3+        |
| Quarterly Target                | Quarter 1  | Quarter 2 | Quarter 3 | Quarter 4 |
|                                 | -  | -         | -         | 3         |
| <b>Method of calculation</b>    | Dependent on the implementation of the source / collection of data |           |           |           |
| <b>Data limitations</b>         | None   |           |           |           |
| <b>Type of indicator</b>        | Output   |           |           |           |
| <b>Calculation type</b>         | Non- Cumulative  |           |           |           |
| <b>Reporting cycle</b>          | Annually   |           |           |           |
| <b>New indicator</b>            | Yes  |           |           |           |
| <b>Desired performance</b>      | To achieve the target as indicated                                 |           |           |           |
| <b>Linkages to other plans</b>  | CGRO and MPAT  |           |           |           |
| <b>Indicator responsibility</b> | Director: Financial Management                                     |           |           |           |

| <b>Indicator title</b>           | 1.2.2 To achieve a level for Supply Chain Management in terms of acquisition management  |           |           |           |
|----------------------------------|--|-----------|-----------|-----------|
| <b>Short definition</b>          | The Department must have a supplier database in place which meets National Treasury requirements. Bid Committees must be in place and meet when required. Codes of Conduct must be signed by Bid Committee members and SCM practitioners   |           |           |           |
| <b>Purpose/importance</b>        | The Department must have processes in place for the effective and efficient management of the entire acquisition process   |           |           |           |
| <b>Source/collection of data</b> | <ul style="list-style-type: none"> <li>• Sample of supplier database per commodity</li> <li>• Advertisement to register suppliers</li> <li>• Bid Committee appointment letters for all 3 committees (specification, evaluation and adjudication)</li> <li>• Sample of 3 attendance registers per committee</li> <li>• Signed Codes of Conduct by Bid Committee members and SCM practitioners (sample of at least 3)</li> </ul> |           |           |           |
| Annual Targets                   | 2011/12  | 2012/13   | 2013/14   | 2014/15   |
|                                  | -  | -         | 3         | 3+        |
| Quarterly Target                 | Quarter 1  | Quarter 2 | Quarter 3 | Quarter 4 |
|                                  | -  | -         | -         | 3         |
| <b>Method of calculation</b>     | Dependent on the implementation of the source / collection of data   |           |           |           |
| <b>Data limitations</b>          | None   |           |           |           |
| <b>Type of indicator</b>         | Output   |           |           |           |
| <b>Calculation type</b>          | Non-Cumulative   |           |           |           |
| <b>Reporting cycle</b>           | Annually   |           |           |           |
| <b>New indicator</b>             | Yes  |           |           |           |
| <b>Desired performance</b>       | To achieve the target as indicated   |           |           |           |
| <b>Linkages to other plans</b>   | CGRO & MPAT  |           |           |           |
| <b>Indicator responsibility</b>  | Director: Financial Management   |           |           |           |



**Strategic Goal:** To facilitate delivery through sound administration

**Strategic Objective:** Fully functional department capacitated to deliver on its mandate

|                                  |   |                  |                  |                  |
|----------------------------------|---|------------------|------------------|------------------|
| <b>Indicator title</b>           | 1.2.3 To achieve a level 3 for Supply Chain Management in terms of disposal management  |                  |                  |                  |
| <b>Short definition</b>          | <p>The following processes must be implemented to ensure proper disposal:</p> <ul style="list-style-type: none"> <li>• Disposal committee appointed and disposal meetings to be held</li> <li>• The Department must have a disposal strategy / policy, which is implemented</li> <li>• The Department must maintain a database of redundant assets</li> </ul> |                  |                  |                  |
| <b>Purpose/importance</b>        | The Department must have a strategy or policy in place to dispose of unserviceable, redundant or obsolete goods   |                  |                  |                  |
| <b>Source/collection of data</b> | <ul style="list-style-type: none"> <li>• Disposal strategy / policy documents</li> <li>• Appointment letters of Disposal Committee</li> <li>• Attendance registers of Disposal Committee meetings (last 3 meetings)</li> <li>• Minutes of Disposal Committee (last 3 meetings)</li> <li>• Report on redundant unserviceable and obsolete assets</li> </ul>    |                  |                  |                  |
| <b>Annual Targets</b>            | <b>2011/12</b>  | <b>2012/13</b>   | <b>2013/14</b>   | <b>2014/15</b>   |
|                                  | -   | -                | 3                | -                |
| <b>Quarterly Target</b>          | <b>Quarter 1</b>  | <b>Quarter 2</b> | <b>Quarter 3</b> | <b>Quarter 4</b> |
|                                  | -   | -                | -                | 3                |
| <b>Method of calculation</b>     | Dependent on the implementation of the source / collection of data  |                  |                  |                  |
| <b>Data limitations</b>          | None  |                  |                  |                  |
| <b>Type of indicator</b>         | Output  |                  |                  |                  |
| <b>Calculation type</b>          | Non   |                  |                  |                  |
| <b>Reporting cycle</b>           | Annually  |                  |                  |                  |
| <b>New indicator</b>             | Yes   |                  |                  |                  |
| <b>Desired performance</b>       | To achieve the target as indicated  |                  |                  |                  |
| <b>Linkages to other plans</b>   | CGRO & MPAT   |                  |                  |                  |
| <b>Indicator responsibility</b>  | Director: Financial Management  |                  |                  |                  |

**Strategic Goal:** To facilitate delivery through sound administration

**Strategic Objective:** Fully functional department capacitated to deliver on its mandate

|                                  |  |                  |                  |                  |
|----------------------------------|--|------------------|------------------|------------------|
| <b>Indicator title</b>           | 1.2.4 To achieve a level 3 for expenditure management in terms of payment of suppliers   |                  |                  |                  |
| <b>Short definition</b>          | The Department must submit monthly exception reports to Treasury on payments of suppliers and should have an invoice tracking system   |                  |                  |                  |
| <b>Purpose / Importance</b>      | Effective and efficient process for the payment of suppliers   |                  |                  |                  |
| <b>Source/collection of data</b> | <ul style="list-style-type: none"> <li>• Exception reports for the previous months in the current financial year</li> <li>• Business processes of the invoice tracking system</li> </ul> |                  |                  |                  |
| <b>Annual Targets</b>            | <b>2011/12</b>   | <b>2012/13</b>   | <b>2013/14</b>   | <b>2014/15</b>   |
|                                  | -  | -                | 3                | 3+               |
| <b>Quarterly Target</b>          | <b>Quarter 1</b>   | <b>Quarter 2</b> | <b>Quarter 3</b> | <b>Quarter 4</b> |
|                                  | -  | -                | -                | 3                |
| <b>Method of calculation</b>     | Dependent on the implementation of the source / collection of data   |                  |                  |                  |
| <b>Data limitations</b>          | None   |                  |                  |                  |
| <b>Type of indicator</b>         | Output   |                  |                  |                  |
| <b>Calculation type</b>          | Non-Cumulative   |                  |                  |                  |
| <b>Reporting cycle</b>           | Annually   |                  |                  |                  |
| <b>New indicator</b>             | Yes  |                  |                  |                  |
| <b>Desired performance</b>       | To achieve the target as indicated   |                  |                  |                  |
| <b>Linkages to other plans</b>   | CGRO & MPAT  |                  |                  |                  |
| <b>Indicator responsibility</b>  | Director: Financial Management   |                  |                  |                  |

|                                  |   |                  |                       |                       |
|----------------------------------|---|------------------|-----------------------|-----------------------|
| <b>Indicator title</b>           | 1.3 Provide training to staff in respect of interlinked financial systems   |                  |                       |                       |
| <b>Short definition</b>          | To ensure that all staff are fully trained in respect of the various financial systems such as BAS and LOGIS          |                  |                       |                       |
| <b>Purpose/importance</b>        | To ensure that new system users and existing users attend formal training in respect of the various financial systems |                  |                       |                       |
| <b>Source/collection of data</b> | Attendance registers for the courses attended   |                  |                       |                       |
| <b>Annual Targets</b>            | <b>2011/12</b>  | <b>2012/13</b>   | <b>2013/14</b>        | <b>2014/15</b>        |
|                                  | -   | -                | 100% of users trained | 100% of users trained |
| <b>Quarterly Target</b>          | <b>Quarter 1</b>  | <b>Quarter 2</b> | <b>Quarter 3</b>      | <b>Quarter 4</b>      |
|                                  | -   | -                | -                     | 100% of users trained |
| <b>Method of calculation</b>     | Number of attendance registers for the courses attended   |                  |                       |                       |
| <b>Data limitations</b>          | None  |                  |                       |                       |
| <b>Type of indicator</b>         | Output  |                  |                       |                       |
| <b>Calculation type</b>          | Non-Cumulative  |                  |                       |                       |
| <b>Reporting cycle</b>           | Annually  |                  |                       |                       |
| <b>New indicator</b>             | Yes   |                  |                       |                       |
| <b>Desired performance</b>       | To achieve the target as indicated  |                  |                       |                       |
| <b>Linkages to other plans</b>   | CGRO  |                  |                       |                       |
| <b>Indicator responsibility</b>  | Director: Financial Management  |                  |                       |                       |

**Strategic Goal:** To facilitate delivery through sound administration

**Strategic Objective:** Fully functional department capacitated to deliver on its mandate

|                                  |   |                               |                                |                                |
|----------------------------------|---|-------------------------------|--------------------------------|--------------------------------|
| <b>Indicator title</b>           | 1.3.1 Training provided for existing staff  |                               |                                |                                |
| <b>Short definition</b>          | To ensure that all existing staff are fully trained in respect of the various financial systems such as BAS and LOGIS |                               |                                |                                |
| <b>Purpose/importance</b>        | To ensure that existing system users attend formal training to enhance capacity                                       |                               |                                |                                |
| <b>Source/collection of data</b> | Attendance registers for the courses attended   |                               |                                |                                |
| <b>Annual Targets</b>            | <b>2011/12</b>  | <b>2012/13</b>                | <b>2013/14</b>                 | <b>2014/15</b>                 |
|                                  | -   | -                             | 100% of existing staff trained | 100% of existing staff trained |
| <b>Quarterly Target</b>          | <b>Quarter 1</b>  | <b>Quarter 2</b>              | <b>Quarter 3</b>               | <b>Quarter 4</b>               |
|                                  | 50% of existing staff trained   | 60% of existing staff trained | 80% of existing staff trained  | 100% of existing staff trained |
| <b>Method of calculation</b>     | Number of attendance registers for the courses attended   |                               |                                |                                |
| <b>Data limitations</b>          | None  |                               |                                |                                |
| <b>Type of indicator</b>         | Output  |                               |                                |                                |
| <b>Calculation type</b>          | Non-Cumulative  |                               |                                |                                |
| <b>Reporting cycle</b>           | Quarterly   |                               |                                |                                |
| <b>New indicator</b>             | Yes   |                               |                                |                                |
| <b>Desired performance</b>       | To achieve the target as indicated  |                               |                                |                                |
| <b>Linkages to other plans</b>   | CGRO  |                               |                                |                                |
| <b>Indicator responsibility</b>  | Director: Financial Management  |                               |                                |                                |

|                                  |  |                  |                           |                           |
|----------------------------------|--|------------------|---------------------------|---------------------------|
| <b>Indicator title</b>           | 1.3.2 Training provided for new appointees within three months of appointment                                |                  |                           |                           |
| <b>Short definition</b>          | To ensure that all staff are fully trained in respect of the various financial systems such as BAS and LOGIS |                  |                           |                           |
| <b>Purpose/importance</b>        | To ensure that new system users attend formal training within a 3 month period of their appointment          |                  |                           |                           |
| <b>Source/collection of data</b> | Attendance registers for the courses attended  |                  |                           |                           |
| <b>Annual Targets</b>            | <b>2011/12</b>   | <b>2012/13</b>   | <b>2013/14</b>            | <b>2014/15</b>            |
|                                  | -  | -                | 100% of new users trained | 100% of new users trained |
| <b>Quarterly Target</b>          | <b>Quarter 1</b>   | <b>Quarter 2</b> | <b>Quarter 3</b>          | <b>Quarter 4</b>          |
|                                  | -  | -                | -                         | 100% of new users trained |
| <b>Method of calculation</b>     | Number of attendance registers for the courses attended  |                  |                           |                           |
| <b>Data limitations</b>          | None   |                  |                           |                           |
| <b>Type of indicator</b>         | Output   |                  |                           |                           |
| <b>Calculation type</b>          | Non-Cumulative   |                  |                           |                           |
| <b>Reporting cycle</b>           | Annually   |                  |                           |                           |
| <b>New indicator</b>             | Yes  |                  |                           |                           |
| <b>Desired performance</b>       | To achieve the target as indicated   |                  |                           |                           |
| <b>Linkages to other plans</b>   | CGRO   |                  |                           |                           |
| <b>Indicator responsibility</b>  | Director: Financial Management   |                  |                           |                           |

The following table provides a breakdown of the various levels and criteria used to rate the financial capability of Departments.

| Financial Management Capabilities |  |
|-----------------------------------|--|
| Level                             | Criteria   |
| Start - up level (1)              | No proper control framework, mandate and functions not clearly understood, roles and functions not clearly separated from other entities   |
| Developmental Level (2)           | <ul style="list-style-type: none"> <li>• A proper internal control framework and financial accounting processes have been developed.</li> <li>• All elements of an internal control framework required by management are developed and documented. This includes the following: <ul style="list-style-type: none"> <li>- the adequate communication of management framework</li> <li>- systems to integrate the management framework</li> <li>- provision for maintenance and updating</li> </ul> </li> <li>• Lack of implemented controls are looked at in terms of the following categories <ul style="list-style-type: none"> <li>- authorisation (e.g. no proper delegations of responsibilities)</li> <li>- policy framework (e.g. not documented or approved)</li> <li>- independent management reconciliations and monitoring (e.g. a lack of proper framework for performing independent reconciliations and checks)</li> <li>- physical security of assets or resources (e.g. no framework for physical security of assets or resources)</li> <li>- control environment issues (e.g. lack of capacity)</li> <li>- internal audit (no internal audit and no reliance on the work of the internal audit)</li> </ul> </li> </ul> |
| Control level (3)                 | <ul style="list-style-type: none"> <li>• Focus on compliance and control</li> <li>• The internal control framework designed by management is "adequately" implemented. This includes the following: <ul style="list-style-type: none"> <li>- officials with appropriate training and capacity can carry out their functions effectively</li> <li>- information reported can be relied upon</li> </ul> </li> <li>• implementation controls that are not functioning appropriately can be broken down into the following categories: <ul style="list-style-type: none"> <li>- authorisation (e.g. delegations of authority not followed by employees)</li> <li>- segregation of duties (e.g. segregation of duties not followed during the everyday operations)</li> <li>- reconciliations (e.g. reconciliation is not performed as required by the policy document)</li> </ul> </li> </ul>  |
| Information level (4)             | <ul style="list-style-type: none"> <li>• Focus on measuring on how resources are used.</li> <li>• The economic, efficient and effective utilisation of resources is managed, measured and reflected in reliable financial information.</li> </ul>  |
| Managed level (5)                 | <ul style="list-style-type: none"> <li>• Focus on balancing efficient and economical use of resources with quality/effectiveness of results achieved</li> <li>• Risk management: <ul style="list-style-type: none"> <li>- cost effective utilisation of resources</li> <li>- project costing and financing</li> </ul> </li> <li>• Continual updating of strategic plans</li> </ul>   |
| Optimising level (6)              | <ul style="list-style-type: none"> <li>• Focus on continuous improvement and learning</li> <li>• Strategic financial training for non-financial employees</li> <li>• Continuous internal assessment of financial management processes, improvements and measurements</li> <li>• Full compliance with PFMA/MFMA and other legislation</li> </ul>  |

## Programme 2: Housing Needs Research and Planning

**Strategic Goal:** Introduce a coordinated approach for human settlements through effective Integrated Development Planning / Human Settlement Planning

**Strategic Objective:** Integrate the work of different departments involved in human settlement development, using the Integrated Development Plans as the basis

|                                  |  |                  |                  |                  |
|----------------------------------|--|------------------|------------------|------------------|
| <b>Indicator title</b>           | 2.1 Number of Acts passed and/or policy guideline approved   |                  |                  |                  |
| <b>Short definition</b>          | The Department strives to review the Acts and/ or policy guidelines that govern the Department. This includes the development of new guidelines on topics identified as strategic and relevant |                  |                  |                  |
| <b>Purpose/importance</b>        | To ensure that the housing delivery policy instruments are in line with National and Provincial strategies as well as best practice  |                  |                  |                  |
| <b>Source/collection of data</b> | Number of reviewed Acts and/or reviewed/new policy guidelines signed off by the HOD: Human Settlements   |                  |                  |                  |
| <b>Annual Targets</b>            | <b>2011/12</b>   | <b>2012/13</b>   | <b>2013/14</b>   | <b>2014/15</b>   |
|                                  | -  | 1                | 1                | 1                |
| <b>Quarterly Target</b>          | <b>Quarter 1</b>   | <b>Quarter 2</b> | <b>Quarter 3</b> | <b>Quarter 4</b> |
|                                  | -  | -                | -                | 1                |
| <b>Method of calculation</b>     | Number of Acts passed and/or new guidelines developed  |                  |                  |                  |
| <b>Data limitations</b>          | None   |                  |                  |                  |
| <b>Type of indicator</b>         | Output   |                  |                  |                  |
| <b>Calculation type</b>          | Non-Cumulative   |                  |                  |                  |
| <b>Reporting cycle</b>           | Annual   |                  |                  |                  |
| <b>New indicator</b>             | No   |                  |                  |                  |
| <b>Desired performance</b>       | To achieve the target as indicated   |                  |                  |                  |
| <b>Linkages to other plans</b>   | National Department of Human Settlements Indicator   |                  |                  |                  |
| <b>Indicator responsibility</b>  | Director: Policy and Research  |                  |                  |                  |

|                                  |  |  |  |  |
|----------------------------------|--|--|--|--|
| <b>Indicator title</b>           | 2.2 A Multi-Year Housing Development Plan/APP developed by October 2013  |  |  |  |
| <b>Short definition</b>          | To develop a Multi- Year Housing Development Plan/APP to effectively plan and manage human settlement development based on pre-determined targets  |  |  |  |
| <b>Purpose/importance</b>        | 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 and financial targets |  |  |  |
| <b>Source/collection of data</b> | Copy of final Multi-Year Housing Plan, signed by the HOD or email of electronic submission. This includes copies of the draft submitted  |  |  |  |

| Annual Targets           | 2011/12                                     | 2012/13                             | 2013/14                              | 2014/15                       |
|--------------------------|---|-------------------------------------|--------------------------------------|-------------------------------|
|                          |   | 1                                   | 1                                    | 1                             |
| Quarterly Target         | Quarter 1                                   | Quarter 2                           | Quarter 3                            | Quarter 4                     |
|                          | -   | First Draft Multi-Year Housing Plan | Second Draft Multi-Year Housing Plan | Final Multi-Year Housing Plan |
| Method of calculation    | Number of reports delivered by the deadline |                                     |                                      |                               |
| Data limitations         | None  |                                     |                                      |                               |
| Type of indicator        | Output                                      |                                     |                                      |                               |
| Calculation type         | Non-cumulative                              |                                     |                                      |                               |
| Reporting cycle          | Annual                                      |                                     |                                      |                               |
| New indicator            | No  |                                     |                                      |                               |
| Desired performance      | To achieve the target as indicated          |                                     |                                      |                               |
| Linkages to other plans  | NDoHS indicator                             |                                     |                                      |                               |
| Indicator responsibility | Director : Provincial Planning              |                                     |                                      |                               |

**Strategic Goal:** Introduce a coordinated approach for human settlements through effective Integrated Development Planning / Human Settlement Planning

**Strategic Objective:** Integrate the work of different departments involved in human settlement development, using the Integrated Development Plans as the basis

|                                  |  |                  |                  |                  |
|----------------------------------|--|------------------|------------------|------------------|
| <b>Indicator title</b>           | 2.3 Number of planned human settlement (housing) development projects based on IDP and, National and Provincial Priorities approved  |                  |                  |                  |
| <b>Short definition</b>          | To ensure that all viable project applications received are approved timeously and conforms to Nationally / Provincially approved housing programmes and aligned to municipal IDPs |                  |                  |                  |
| <b>Purpose/importance</b>        | Contributes to the delivery of human settlements and ultimately expenditure of DORA allocations  |                  |                  |                  |
| <b>Source/collection of data</b> | List of Project in IDP; Final project approval list (N6). Alignment to PSO6; Outcome 8   |                  |                  |                  |
| <b>Annual Targets</b>            | <b>2011/12</b>   | <b>2012/13</b>   | <b>2013/14</b>   | <b>2014/15</b>   |
|                                  | -  | 20               | 17               | 20               |
| <b>Quarterly Target</b>          | <b>Quarter 1</b>   | <b>Quarter 2</b> | <b>Quarter 3</b> | <b>Quarter 4</b> |
|                                  | -  | -                | -                | 17               |
| <b>Method of calculation</b>     | Number of projects approved  |                  |                  |                  |
| <b>Data limitations</b>          | Credible Project Pipelines, vagueness of IDP project information   |                  |                  |                  |
| <b>Type of indicator</b>         | Output   |                  |                  |                  |
| <b>Calculation type</b>          | Cumulative   |                  |                  |                  |
| <b>Reporting cycle</b>           | Annual   |                  |                  |                  |
| <b>New indicator</b>             | No   |                  |                  |                  |
| <b>Desired performance</b>       | To achieve target as indicated   |                  |                  |                  |
| <b>Linkages to other plans</b>   | NDoHS indicator, Departmental Business Plan  |                  |                  |                  |
| <b>Indicator responsibility</b>  | Director: Provincial Planning  |                  |                  |                  |

**Strategic Goal:** Introduce a coordinated approach for human settlements through effective Integrated Development Planning / Human Settlement Planning

**Strategic Objective:** Integrate the work of different departments involved in human settlement development, using the Integrated Development Plans as the basis

|                                  |   |                  |                  |                  |
|----------------------------------|---|------------------|------------------|------------------|
| <b>Indicator title</b>           | 2.4 Number of municipalities capacitated and supported with regards to human settlement (housing) development planning  |                  |                  |                  |
| <b>Short definition</b>          | Render support to municipalities to strengthen human settlement planning abilities  |                  |                  |                  |
| <b>Purpose/importance</b>        | To improve long-term planning and the quality and credibility of Municipal HSPs through the implementation of training and support programmes. These municipal capacitation programmes will create an enabling environment for municipalities to develop sustainable and integrated human settlements |                  |                  |                  |
| <b>Source/collection of data</b> | Type of support includes BESP; HSP, pipelines, IDP process. Source collection data includes agenda, minutes, PowerPoint presentations, Councillor Training Reports, Human Settlement Training Programme report, and signed attendance registers of the training courses                               |                  |                  |                  |
| <b>Annual Targets</b>            | <b>2011/12</b>  | <b>2012/13</b>   | <b>2013/14</b>   | <b>2014/15</b>   |
|                                  | -   | 14               | 24               | 24               |
| <b>Quarterly Targets</b>         | <b>Quarter 1</b>  | <b>Quarter 2</b> | <b>Quarter 3</b> | <b>Quarter 4</b> |
|                                  | -   | -                | -                | 24               |
| <b>Method of calculation</b>     | The total number of municipalities capacitated through the various support programmes offered   |                  |                  |                  |
| <b>Data limitations</b>          | None  |                  |                  |                  |
| <b>Type of indicator</b>         | Output  |                  |                  |                  |
| <b>Calculation type</b>          | Cumulative  |                  |                  |                  |
| <b>Reporting cycle</b>           | Annual  |                  |                  |                  |
| <b>New indicator</b>             | No  |                  |                  |                  |
| <b>Desired performance</b>       | To achieve target as indicated  |                  |                  |                  |
| <b>Linkages to other plans</b>   | NDoHS indicator   |                  |                  |                  |
| <b>Indicator responsibility</b>  | Director: Provincial Planning   |                  |                  |                  |



**Strategic Goal:** Introduce a coordinated approach for human settlements through effective Integrated Development Planning / Human Settlement Planning

**Strategic Objective:** Integrate the work of different departments involved in human settlement development, using the Integrated Development Plans as the basis

|                                  |   |                  |                  |                  |
|----------------------------------|---|------------------|------------------|------------------|
| <b>Indicator title</b>           | 2.5 Number of new research papers completed   |                  |                  |                  |
| <b>Short definition</b>          | To produce research papers exploring matters pertaining to sustainable human settlement development   |                  |                  |                  |
| <b>Purpose/importance</b>        | To keep abreast of industry developments with regards to sustainable human settlement development   |                  |                  |                  |
| <b>Source/collection of data</b> | Research papers signed off by Director and/or Chief Director. This also includes research outsourced to other institutions, as well as research conducted by other institutions that the Department participated in |                  |                  |                  |
| <b>Annual Targets</b>            | <b>2011/12</b>  | <b>2012/13</b>   | <b>2013/14</b>   | <b>2014/15</b>   |
|                                  | -   | 1                | 2                | 2                |
| <b>Quarterly Target</b>          | <b>Quarter 1</b>  | <b>Quarter 2</b> | <b>Quarter 3</b> | <b>Quarter 4</b> |
|                                  | -   | -                | -                | 2                |
| <b>Method of calculation</b>     | Number of research papers produced  |                  |                  |                  |
| <b>Data limitations</b>          | None  |                  |                  |                  |
| <b>Type of indicator</b>         | Output  |                  |                  |                  |
| <b>Calculation type</b>          | Cumulative  |                  |                  |                  |
| <b>Reporting cycle</b>           | Annual  |                  |                  |                  |
| <b>New indicator</b>             | No  |                  |                  |                  |
| <b>Desired performance</b>       | To achieve the targets as indicated   |                  |                  |                  |
| <b>Linkages to other plans</b>   | NDoHS indicator   |                  |                  |                  |
| <b>Indicator responsibility</b>  | Director: Policy and Research   |                  |                  |                  |

### Programme 3: Housing Development

**Strategic Goal:** Accelerate the provision of housing opportunities including the prioritisation of serviced sites and provision of housing units

**Strategic Objective:** Upscale the provision and implementation of housing opportunities including the prioritisation of serviced sites and provision of housing units

|                                   |  |                  |                  |                  |
|-----------------------------------|--|------------------|------------------|------------------|
| <b>Indicator title</b>            | 3.1 Total number of new housing units completed in the Province across all housing programmes being utilised by the Province   |                  |                  |                  |
| <b>Short definition</b>           | The total number of new housing units signed off as complete or practically complete by the department's Works Inspectorate and Project Managers, and the municipal project manager. The indicator also includes the total number of housing units transferred to beneficiaries under the individual subsidy programme |                  |                  |                  |
| <b>Purpose/importance</b>         | To measure the impact of the provision of housing units funded by the Department   |                  |                  |                  |
| <b>Source /collection of data</b> | Certificates signed by Works Inspectors Deeds register records in respect of individual subsidy approvals  |                  |                  |                  |
| <b>Annual Targets</b>             | <b>2011/12</b>   | <b>2012/13</b>   | <b>2013/14</b>   | <b>2014/15</b>   |
|                                   | 12 640   | 15 567           | 11 802           | -                |
| <b>Quarterly Target</b>           | <b>Quarter 1</b>   | <b>Quarter 2</b> | <b>Quarter 3</b> | <b>Quarter 4</b> |
|                                   | 1 688  | 2 185            | 1 913            | 6 016            |
| <b>Method of calculation</b>      | Total houses delivered on all projects in the Province will be calculated based on the number of housing units certified as complete and ready for occupation. This includes the title deeds of individual subsidy funded houses   |                  |                  |                  |
| <b>Data limitations</b>           | Dependent on accurate reporting on PMO database  |                  |                  |                  |
| <b>Type of indicator</b>          | Output   |                  |                  |                  |
| <b>Calculation type</b>           | Cumulative   |                  |                  |                  |
| <b>Reporting cycle</b>            | Quarterly  |                  |                  |                  |
| <b>New indicator</b>              | No   |                  |                  |                  |
| <b>Linkages to other plans</b>    | NDoHS indicator, Departmental Business Plan , PSO6, National Outcome 8   |                  |                  |                  |
| <b>Desired performance</b>        | To achieve the target as indicated   |                  |                  |                  |
| <b>Indicator responsibility</b>   | Chief Director: Human Settlement Implementation  |                  |                  |                  |

**Strategic Goal:** Accelerate the provision of housing opportunities including the prioritisation of serviced sites and the provision of housing units

**Strategic Objective:** Upscale the provision and implementation of housing opportunities including the prioritisation of serviced sites and provision of housing units

|                                  |   |                  |                  |                  |
|----------------------------------|---|------------------|------------------|------------------|
| <b>Indicator title</b>           | 3.2 Total number sites delivered across the Province  |                  |                  |                  |
| <b>Short definition</b>          | Total number of sites is calculated based on the percentage progress of civil works recorded by the appointed consulting engineer, and confirmed by the Departments project manager |                  |                  |                  |
| <b>Purpose/importance</b>        | Increased access to engineering services on all serviced sites. These services include roads, water and sanitation and storm water systems  |                  |                  |                  |
| <b>Source/collection of data</b> | Certificates signed by Project Managers supported by progress reports submitted by the consulting engineer  |                  |                  |                  |
| <b>Annual Targets</b>            | <b>2011/12</b>  | <b>2012/13</b>   | <b>2013/14</b>   | <b>2014/15</b>   |
|                                  | 6 682   | 8 731            | 6 642            | -                |
| <b>Quarterly Target</b>          | <b>Quarter 1</b>  | <b>Quarter 2</b> | <b>Quarter 3</b> | <b>Quarter 4</b> |
|                                  | 1 782   | 2 293            | 1 712            | 855              |
| <b>Method of calculation</b>     | Total number of sites multiplied by percentage work done  |                  |                  |                  |
| <b>Data limitations</b>          | Depends on accurate reporting on the project managers . Information provided by project managers is not always clear  |                  |                  |                  |
| <b>Type of indicator</b>         | Output indicator  |                  |                  |                  |
| <b>Calculation type</b>          | Cumulative  |                  |                  |                  |
| <b>Reporting cycle</b>           | Quarterly   |                  |                  |                  |
| <b>New indicator</b>             | No  |                  |                  |                  |
| <b>Desired performance</b>       | To achieve the target as indicated  |                  |                  |                  |
| <b>Linkages to other plans</b>   | Provincial Strategic Objective 6, Departmental Business Plan  |                  |                  |                  |
| <b>Indicator responsibility</b>  | Chief Director: Human Settlements Implementation  |                  |                  |                  |

**Strategic Goal:** Accelerate the provision of housing opportunities including the prioritisation of serviced sites and provision of housing units

**Strategic Objective:** Upscale the provision and implementation of housing opportunities including the prioritisation of serviced sites and provision of housing units

|                                  |  |                  |                  |                  |
|----------------------------------|--|------------------|------------------|------------------|
| <b>Indicator title</b>           | 3.3 Total number of households assisted in terms of CRU upgrades and rectification of houses built with state funding  |                  |                  |                  |
| <b>Short definition</b>          | Total number of housing opportunities provided and housing interventions implemented in terms of the CRU upgrades and rectification of state financed houses   |                  |                  |                  |
| <b>Purpose/importance</b>        | To facilitate the improvement of state financed residential properties to assist households who wish to enhance their houses by actively contributing towards the building of their own houses. To facilitate the provision of secure, stable rental tenure for lower income person/households |                  |                  |                  |
| <b>Source/collection of data</b> | Practically completed signed certificates signed from the developer. Works inspectors' progress report indication individual erven and Report from municipalities  |                  |                  |                  |
| <b>Annual Targets</b>            | <b>2011/12</b>   | <b>2012/13</b>   | <b>2013/14</b>   | <b>2014/15</b>   |
|                                  | 1 200  | 4 511            | 1 959            | -                |
| <b>Quarterly Target</b>          | <b>Quarter 1</b>   | <b>Quarter 2</b> | <b>Quarter 3</b> | <b>Quarter 4</b> |
|                                  | -  | -                | -                | 1 959            |
| <b>Method of calculation</b>     | The total number of households assisted is the sum of the amounts provided in sections 3.6 (rectification programme) and 3.12 (CRU upgrades)   |                  |                  |                  |
| <b>Data limitations</b>          | Depends on accurate reporting by project managers  |                  |                  |                  |
| <b>Type of indicator</b>         | Output   |                  |                  |                  |
| <b>Calculation type</b>          | Cumulative   |                  |                  |                  |
| <b>Reporting cycle</b>           | Annual   |                  |                  |                  |
| <b>New indicator</b>             | No   |                  |                  |                  |
| <b>Desired performance</b>       | To achieve the target as indicated   |                  |                  |                  |
| <b>Linkages to other plans</b>   | Departmental Business Plan   |                  |                  |                  |
| <b>Indicator responsibility</b>  | Chief Director: Human Settlement Implementation  |                  |                  |                  |

**Strategic Goal:** Accelerate the provision of housing opportunities including the prioritisation of serviced sites and the provision of housing opportunities.

**Strategic Objective:** Upscale the provision and implementation of housing opportunities including the prioritisation of serviced sites and provision of housing units

### Financial Interventions

#### Individual Housing Subsidies (R0 – R3 500 Credit linked)

|                                  |  |                  |                  |                  |
|----------------------------------|--|------------------|------------------|------------------|
| <b>Indicator title</b>           | 3.4 Number of subsidies disbursed (R0 – R3 500 credit linked)  |                  |                  |                  |
| <b>Short definition</b>          | Number of subsidies provided to beneficiaries who satisfy the criteria of the housing subsidy and qualify for assistance from financial institutions   |                  |                  |                  |
| <b>Purpose/importance</b>        | To provide access to state assistance where qualifying households wish to acquire an existing vacant serviced residential stand linked to a house construction contract or an existing house through an approved mortgage loan |                  |                  |                  |
| <b>Source/collection of data</b> | Proof that the property has been transferred which will also serve as proof to effect payment  |                  |                  |                  |
| <b>Annual Targets</b>            | <b>2011/12</b>   | <b>2012/13</b>   | <b>2013/14</b>   | <b>2014/15</b>   |
|                                  | -  | -                | 50               | -                |
| <b>Quarterly Target</b>          | <b>Quarter 1</b>   | <b>Quarter 2</b> | <b>Quarter 3</b> | <b>Quarter 4</b> |
|                                  | -  | -                | -                | 50               |
| <b>Method of calculation</b>     | Number of person applying for subsidy after accessing a mortgage loan  |                  |                  |                  |
| <b>Data limitations</b>          | Approvals in one financial year might only be effected, i.e. transfer only take place in the ensuing financial year  |                  |                  |                  |
| <b>Type of indicator</b>         | Output   |                  |                  |                  |
| <b>Calculation type</b>          | Cumulative   |                  |                  |                  |
| <b>Reporting cycle</b>           | Annual   |                  |                  |                  |
| <b>New indicator</b>             | No   |                  |                  |                  |
| <b>Desired performance</b>       | To achieve the target as indicated   |                  |                  |                  |
| <b>Linkages to other plans</b>   | Departmental Business Plan   |                  |                  |                  |
| <b>Indicator responsibility</b>  | Director: Grant and Subsidy approval   |                  |                  |                  |

**Individual Housing Subsidies (R0 – R3 500 Non - Credit linked)**

|                                  |  |                  |                  |                  |
|----------------------------------|--|------------------|------------------|------------------|
| <b>Indicator title</b>           | 3.5 Number of subsidies disbursed (R- – R3 500 non-credit linked)  |                  |                  |                  |
| <b>Short definition</b>          | Number of subsidies provided to beneficiaries who satisfy the criteria of the housing subsidy and qualify for assistance from financial institutions and personal contribution, if required. |                  |                  |                  |
| <b>Purpose/importance</b>        | To provide access to state assistance where qualifying household wish to acquire an existing house linked to a house construction contract or to acquire an existing house                   |                  |                  |                  |
| <b>Source/collection of data</b> | Proof that that the property in question has been transferred, which will also serve as proof to effect payment  |                  |                  |                  |
| <b>Annual Targets</b>            | <b>2011/12</b>   | <b>2012/13</b>   | <b>2013/14</b>   | <b>2014/15</b>   |
|                                  | -  | -                | 450              | -                |
| <b>Quarterly Target</b>          | <b>Quarter 1</b>   | <b>Quarter 2</b> | <b>Quarter 3</b> | <b>Quarter 4</b> |
|                                  | -  | -                | -                | 450              |
| <b>Method of calculation</b>     | Number of persons applying for subsidy to a maximum as allowable in terms of the budget  |                  |                  |                  |
| <b>Data limitations</b>          | Approvals in one financial year may only be effected; i.e. transfers only take place in the ensuing financial year   |                  |                  |                  |
| <b>Type of indicator</b>         | Output   |                  |                  |                  |
| <b>Calculation type</b>          | Cumulative   |                  |                  |                  |
| <b>Reporting cycle</b>           | Annual   |                  |                  |                  |
| <b>New indicator</b>             | No   |                  |                  |                  |
| <b>Desired performance</b>       | To achieve the target as indicated   |                  |                  |                  |
| <b>Linkages to other plans</b>   | Departmental Business Plan   |                  |                  |                  |
| <b>Indicator responsibility</b>  | Director: Grant and Subsidy Approval   |                  |                  |                  |

**Rectification of stock**

|                                  |  |                  |                  |                  |
|----------------------------------|--|------------------|------------------|------------------|
| <b>Indicator title</b>           | 3.6 Number of housing units, rectifies in terms of the Rectification of Stock programme  |                  |                  |                  |
| <b>Short definition</b>          | The number of houses rectified, based on the rectification of stock programme  |                  |                  |                  |
| <b>Purpose/importance</b>        | To facilitate the improvement of state financed residential properties created through State housing programme interventions that are still in ownership of the public sector institution and/or that were disposed to beneficiaries |                  |                  |                  |
| <b>Source/collection of data</b> | Practically completed certificates signed by the developer, municipal officials and works inspectors. Works inspectors progress reports to indicate individual erven   |                  |                  |                  |
| <b>Annual Targets</b>            | <b>2011/12</b>   | <b>2012/13</b>   | <b>2013/14</b>   | <b>2014/15</b>   |
|                                  | -  | -                | 600              | -                |
| <b>Quarterly Target</b>          | <b>Quarter 1</b>   | <b>Quarter 2</b> | <b>Quarter 3</b> | <b>Quarter 4</b> |
|                                  | -  | -                | -                | 600              |
| <b>Method of calculation</b>     | The number of houses rectified is based on rectification of the houses identified by municipalities  |                  |                  |                  |
| <b>Data limitations</b>          | None   |                  |                  |                  |
| <b>Type of indicator</b>         | Output   |                  |                  |                  |
| <b>Calculation type</b>          | Cumulative   |                  |                  |                  |
| <b>Reporting cycle</b>           | Annual   |                  |                  |                  |
| <b>New indicator</b>             | No   |                  |                  |                  |
| <b>Desired performance</b>       | To achieve the target as indicated   |                  |                  |                  |
| <b>Linkages to other plans</b>   | Departmental Business Plan   |                  |                  |                  |
| <b>Indicator responsibility</b>  | Director: Professional Services and Provincial Projects  |                  |                  |                  |

**Strategic Goal:** Accelerate the provision of housing opportunities including the prioritisation of serviced sites and the provision of housing units

**Strategic Objective:** Upscale the provision and implementation of housing opportunities including the prioritisation of serviced sites and provision of housing units

### Incremental Housing Programme

|                                  |  |                  |                  |                  |
|----------------------------------|--|------------------|------------------|------------------|
| <b>Indicator title</b>           | 3.7 Number of new sites <sup>1</sup> connected to basic water and sanitation as part of the Integrated Residential Development Programme (IRDP)      |                  |                  |                  |
| <b>Short definition</b>          | Number of serviced erven signed off with services accepted by the municipal engineer   |                  |                  |                  |
| <b>Purpose/importance</b>        | To facilitate the development of integrated human settlements in well located areas that provide access to amenities, including places of employment |                  |                  |                  |
| <b>Source/collection of data</b> | Consulting engineer's summary report, certificates signed by project managers and Regional managers and payment certificates                         |                  |                  |                  |
| <b>Annual Targets</b>            | <b>2011/12</b>   | <b>2012/13</b>   | <b>2013/14</b>   | <b>2014/15</b>   |
|                                  | -  | -                | 2 673            | -                |
| <b>Quarterly Target</b>          | <b>Quarter 1</b>   | <b>Quarter 2</b> | <b>Quarter 3</b> | <b>Quarter 4</b> |
|                                  | 885  | 928              | 594              | 266              |
| <b>Method of calculation</b>     | Total number of sites multiplied by percentage of work done  |                  |                  |                  |
| <b>Data limitations</b>          | Depends on accurate reporting by project managers and engineers  |                  |                  |                  |
| <b>Type of indicator</b>         | Output   |                  |                  |                  |
| <b>Calculation type</b>          | Cumulative   |                  |                  |                  |
| <b>Reporting cycle</b>           | Quarterly  |                  |                  |                  |
| <b>New indicator</b>             | No   |                  |                  |                  |
| <b>Desired performance</b>       | To achieve the target as indicated   |                  |                  |                  |
| <b>Linkages to other plans</b>   | Departmental Business Plan   |                  |                  |                  |
| <b>Indicator responsibility</b>  | Director: Region 2 and Region 3  |                  |                  |                  |

<sup>1</sup> The national indicator refers to 'households', however, this is not measurable, therefore it has been changed to 'sites'.



|                                  |  |                  |                  |                  |
|----------------------------------|--|------------------|------------------|------------------|
| <b>Indicator title</b>           | 3.8 Number of housing units completed (IRDP Phase 4)   |                  |                  |                  |
| <b>Short definition</b>          | The total number of new housing units signed off as complete or practically complete by the department's Works Inspectorate and Project Managers, and the municipal project manager  |                  |                  |                  |
| <b>Purpose/importance</b>        | To facilitate the development of integrated human settlements in well located areas that provide access to amenities, including places of employment   |                  |                  |                  |
| <b>Source/collection of data</b> | Practically completed certificate from the developer (indicating the actual erf number), as well as a completion certificate issued by the developer. The completion certificate is only issued when the top structure is practically complete |                  |                  |                  |
| <b>Annual Targets</b>            | <b>2011/12</b>   | <b>2012/13</b>   | <b>2013/14</b>   | <b>2014/15</b>   |
|                                  | 6 010  | 10 409           | 7 905            | -                |
| <b>Quarterly Target</b>          | <b>Quarter 1</b>   | <b>Quarter 2</b> | <b>Quarter 3</b> | <b>Quarter 4</b> |
|                                  | 1 333  | 1 750            | 1 465            | 3 357            |
| <b>Method of calculation</b>     | Total number of top structures certified as practically complete and complete by the engineer  |                  |                  |                  |
| <b>Data limitations</b>          | Dependent on accurate reporting on the PMU database  |                  |                  |                  |
| <b>Type of indica</b>            | Output   |                  |                  |                  |
| <b>Calculation type</b>          | Cumulative   |                  |                  |                  |
| <b>Reporting cycle</b>           | Quarterly  |                  |                  |                  |
| <b>New indicator</b>             | No   |                  |                  |                  |
| <b>Desired performance</b>       | To achieve the target as indicated   |                  |                  |                  |
| <b>Linkages to other plans</b>   | Departmental Business Plan   |                  |                  |                  |
| <b>Indicator responsibility</b>  | Director: Region 2 and Region 3  |                  |                  |                  |

|                                  |  |                  |                  |                  |
|----------------------------------|--|------------------|------------------|------------------|
| <b>Indicator title</b>           | 3.9 Number of sites connected to basic services as part of the Informal Settlements Upgrading Programme (UISP) |                  |                  |                  |
| <b>Short definition</b>          | Number of serviced erven signed off with services accepted by the municipal engineer                           |                  |                  |                  |
| <b>Purpose/importance</b>        | To upgrade the living conditions of the poor by providing access to basic services and housing                 |                  |                  |                  |
| <b>Source/collection of data</b> | Consulting engineers summary report, certificates signed by project managers and Regional managers             |                  |                  |                  |
| <b>Annual Targets</b>            | <b>2011/12</b>   | <b>2012/13</b>   | <b>2013/14</b>   | <b>2014/15</b>   |
|                                  | 6 682  | 8 731            | 3 969            | -                |
| <b>Quarterly Target</b>          | <b>Quarter 1</b>   | <b>Quarter 2</b> | <b>Quarter 3</b> | <b>Quarter 4</b> |
|                                  | 897  | 1 365            | 1 118            | 589              |
| <b>Method of calculation</b>     | Total number of sites multiplied by percentage of work done  |                  |                  |                  |
| <b>Data Limitations</b>          | Depends on accurate reporting on PMO database  |                  |                  |                  |
| <b>Type of indicator</b>         | Output   |                  |                  |                  |
| <b>Calculation type</b>          | Cumulative   |                  |                  |                  |
| <b>Reporting cycle</b>           | Quarterly  |                  |                  |                  |
| <b>New indicator</b>             | No   |                  |                  |                  |
| <b>Desired performance</b>       | To achieve the target as indicated   |                  |                  |                  |
| <b>Linkages to other plans</b>   | NDoHS indicator, Provincial Strategic Objective 6, Departmental Business Plan                                  |                  |                  |                  |
| <b>Indicator responsibility</b>  | Director: Region 2 and Region 3  |                  |                  |                  |

**Strategic Goal:** Inculcate a sense of ownership, rights and responsibility amongst housing beneficiaries, tenants and owners

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

### Social and Rental Housing

|                                  |   |                  |                  |                  |
|----------------------------------|---|------------------|------------------|------------------|
| <b>Indicator title</b>           | 3.10 Number of housing units completed under the Institutional Subsidy Programme  |                  |                  |                  |
| <b>Short definition</b>          | Number of units constructed in predominantly a high density "block" development. Units are owned and managed by an Institution (either offering permanent rental or rent-to-own options to tenants), which must be accredited in terms of the Social Housing Act (16 of 2008)   |                  |                  |                  |
| <b>Purpose/importance</b>        | Units are predominantly developed in a higher density block. No single unit is practically completed and / or fit for occupation until the entire block is built (i.e., no person can take occupancy of first floor units while the third floor is still being built)   |                  |                  |                  |
| <b>Source/collection of data</b> | <ul style="list-style-type: none"> <li>• Monthly progress reports submitted by the Institution;</li> <li>• Signed Quarterly Performance Evidence Certificates submitted by DoHS Works Inspectors and Project Managers to Grant Management;</li> <li>• The signed quarterly certificates submitted by the Directorate: PPMS</li> <li>• Signed completion certificates received from PPMS</li> </ul>  |                  |                  |                  |
| <b>Annual Targets</b>            | <b>2011/12</b>  | <b>2012/13</b>   | <b>2013/14</b>   | <b>2014/15</b>   |
|                                  | -   | 120              | 407              | -                |
| <b>Quarterly Target</b>          | <b>Quarter 1</b>  | <b>Quarter 2</b> | <b>Quarter 3</b> | <b>Quarter 4</b> |
|                                  | -   | -                | -                | 407              |
| <b>Method of calculation</b>     | Units must reach practical completion to be considered for "counting". Unit completion is counted as/and when block completion occurs. Percentage completion is not converted into numbers, as all units within a "block" must be completed in order for any single unit within that block to be considered complete  |                  |                  |                  |
| <b>Data limitations</b>          | <p>The signed quarterly certificates are submitted by the Directorate: PPMS after site inspections to determine practical completion of each block (which could in turn consist of a number of units)</p> <p>It is important to note that, as this is a rental initiative, a unit is not necessarily tied to a single person for any finite time. Trying to thus equate beneficiaries to specific units is not the Departmental function, but that of the Institution (as regulated by the SHRA)</p> <p>"Block" development means that consideration needs to be given to potential percentage variances in targets reached across quarters, as the units may all come "online" at the same time at a single point within a quarter</p> |                  |                  |                  |
| <b>Type of indicator</b>         | Output  |                  |                  |                  |
| <b>Calculation type</b>          | Cumulative  |                  |                  |                  |
| <b>Reporting cycle</b>           | Annual  |                  |                  |                  |
| <b>New indicator</b>             | No  |                  |                  |                  |
| <b>Desired performance</b>       | To achieve the target as indicated  |                  |                  |                  |
| <b>Linkages to other plans</b>   | Departmental Business Plan  |                  |                  |                  |
| <b>Indicator responsibility</b>  | Director: Affordable Housing  |                  |                  |                  |

|                                  |   |                  |                  |                  |
|----------------------------------|---|------------------|------------------|------------------|
| <b>Indicator title</b>           | 3.11 Number of housing units completed under the Social Housing Programme   |                  |                  |                  |
| <b>Short definition</b>          | Development of affordable rental housing units for persons earning between R1 500 – R7 500 by a Social Housing Institution (SHI) in a high density “block” development. Units are owned or long-term leased and managed by the Institution, which must be accredited in terms of the Social Housing Act (16 of 2008)  |                  |                  |                  |
| <b>Purpose/importance</b>        | Units are predominantly developed in a higher density block. No single unit is practically completed and / or fit for occupation until the entire block is built (i.e., no person can take occupancy of first floor units while the third floor is still being built)   |                  |                  |                  |
| <b>Source/collection of data</b> | <ul style="list-style-type: none"> <li>• Monthly progress reports submitted by the Institution;</li> <li>• Signed Quarterly Performance Evidence Certificates submitted by DoHS Works Inspectors and Project Managers to Grant Management;</li> <li>• The signed quarterly certificates submitted by the Directorate: PPMS</li> <li>• Signed completion certificates received from PPMS</li> </ul>  |                  |                  |                  |
| <b>Annual Targets</b>            | <b>2011/12</b>  | <b>2012/13</b>   | <b>2013/14</b>   | <b>2014/15</b>   |
|                                  | -   | 270              | 200              | -                |
| <b>Quarterly Target</b>          | <b>Quarter 1</b>  | <b>Quarter 2</b> | <b>Quarter 3</b> | <b>Quarter 4</b> |
|                                  | -   | -                | -                | 200              |
| <b>Method of calculation</b>     | Units must reach practical completion to be considered for “counting”. Unit completion is counted as/and when block completion occurs. Percentage unit completion is not converted into numbers, as all units within a “block” must be completed in order for any single unit within that block to be considered complete   |                  |                  |                  |
| <b>Data limitations</b>          | <p>Funding for Social Housing comes from three different streams and requires all three funding streams to come online before a project is set to go. No project is placed on the pipeline without the funding commitment but the administration of arranging the cementing of funding in alignment with dates is sometimes problematic for quarterly specific performance</p> <p>The signed quarterly certificates are submitted by the Directorate: PPMS after site inspections to determine practical completion of each block (which could in turn consist of a number of units)</p> <p>It is important to note that, as this is a rental initiative, a unit is not necessarily tied to a single person for any finite time. Trying to thus equate beneficiaries to specific units is contradictory to the goals of rental housing investment, which creates sustainable rental opportunities for housing multiple beneficiaries recurrently. Our role is to facilitate the development of stock. Monitoring of Property and tenancy management is the responsibility and a regulatory function of the SHRA</p> |                  |                  |                  |
| <b>Type of indicator</b>         | Output  |                  |                  |                  |
| <b>Calculation type</b>          | Cumulative  |                  |                  |                  |
| <b>Reporting cycle</b>           | Annual  |                  |                  |                  |
| <b>New indicator</b>             | No  |                  |                  |                  |
| <b>Desired performance</b>       | To achieve the target as indicated  |                  |                  |                  |
| <b>Linkages to other plans</b>   | Departmental Business Plan  |                  |                  |                  |
| <b>Indicator responsibility</b>  | Director: Affordable Housing  |                  |                  |                  |

|                                  |   |                  |                  |                  |
|----------------------------------|---|------------------|------------------|------------------|
| <b>Indicator title</b>           | 3.12 Number of new housing units completed under the Community Residential Units programme (CRU)  |                  |                  |                  |
| <b>Short definition</b>          | Development of low-income rental housing units for persons earning between R800 – R3 500 by Municipalities in a high density “block” development. Units are owned, managed and maintained by the Municipality   |                  |                  |                  |
| <b>Purpose/importance</b>        | Units are predominantly developed in a higher density block. No single unit is practically completed and / or fit for occupation until the entire block is built (i.e., no person can take occupancy of first floor units while the third floor is still being built)   |                  |                  |                  |
| <b>Source/collection of data</b> | <ul style="list-style-type: none"> <li>• Monthly progress reports submitted by the Institution;</li> <li>• Signed Quarterly Performance Evidence Certificates submitted by DoHS Works Inspectors and Project Managers to Grant Management;</li> <li>• The signed quarterly certificates submitted by the Directorate: PPMS</li> <li>• Signed completion certificates received from PPMS</li> </ul>  |                  |                  |                  |
| <b>Annual Targets</b>            | <b>2011/12</b>  | <b>2012/13</b>   | <b>2013/14</b>   | <b>2014/15</b>   |
|                                  | 100   | 300              | 262              | -                |
| <b>Quarterly Target</b>          | <b>Quarter 1</b>  | <b>Quarter 2</b> | <b>Quarter 3</b> | <b>Quarter 4</b> |
|                                  | -   | -                | -                | 262              |
| <b>Method of calculation</b>     | Units must reach practical completion to be considered for “counting”. Unit completion is counted as/and when block completion occurs. Percentage unit completion is not converted into numbers, as all units within a “block” must be completed in order for any single unit within that block to be considered complete   |                  |                  |                  |
| <b>Data limitations</b>          | <p>The signed quarterly certificates are submitted by the Directorate: PPMS after site inspections to determine practical completion of each block (which could in turn consist of a number of units)</p> <p>It is important to note that, as this is a rental initiative, a unit is not necessarily tied to a single person for any finite time. Trying to thus equate beneficiaries to specific units is contradictory to the goals of rental housing investment, which creates sustainable rental opportunities for housing multiple beneficiaries recurrently. Our role is to facilitate the development of stock: Hands-on property and tenancy management is the responsibility of the Municipality</p> |                  |                  |                  |
| <b>Type of indicator</b>         | Output  |                  |                  |                  |
| <b>Calculation type</b>          | Cumulative  |                  |                  |                  |
| <b>Reporting cycle</b>           | Annual  |                  |                  |                  |
| <b>New indicator</b>             | No  |                  |                  |                  |
| <b>Desired performance</b>       | To achieve the target as indicated  |                  |                  |                  |
| <b>Linkages to other plans</b>   | Departmental Business Plan  |                  |                  |                  |
| <b>Indicator responsibility</b>  | Director: Affordable Housing  |                  |                  |                  |

|                                  |   |                  |                  |                  |
|----------------------------------|---|------------------|------------------|------------------|
| <b>Indicator title</b>           | 3.13 Number of existing housing units refurbished or upgraded under the CRU programme   |                  |                  |                  |
| <b>Short definition</b>          | Upgrading or refurbishment of existing affordable rental housing units for persons earning between R800 – R3 500 by Municipalities. Units are located within a high density "block" development. Units are owned, managed and maintained by the Municipality and are currently occupied by existing tenants   |                  |                  |                  |
| <b>Purpose/importance</b>        | No single unit in the existing block is practically completed and / or fit for occupation until upgrading of the entire block is complete (i.e., no person can take occupancy of first floor units while the third floor is still being refurbished)  |                  |                  |                  |
| <b>Source/collection of data</b> | <ul style="list-style-type: none"> <li>• Monthly progress reports submitted by the Institution;</li> <li>• Signed Quarterly Performance Evidence Certificates submitted by DoHS Works Inspectors and Project Managers to Grant Management;</li> <li>• The signed quarterly certificates submitted by the Directorate: PPMS</li> <li>• Signed completion certificates received from PPMS</li> </ul>  |                  |                  |                  |
| <b>Annual Targets</b>            | <b>2011/12</b>  | <b>2012/13</b>   | <b>2013/14</b>   | <b>2014/15</b>   |
|                                  | 1100  | 1000             | 1 359            | -                |
| <b>Quarterly Target</b>          | <b>Quarter 1</b>  | <b>Quarter 2</b> | <b>Quarter 3</b> | <b>Quarter 4</b> |
|                                  | -   | -                | -                | 1 359            |
| <b>Method of calculation</b>     | Upgrade of units must reach practical complete to be considered for "counting". We count unit completion as/and when block completion occurs. Percentage unit completion is not converted into numbers, as all units within a "block" must be completed in order for any single unit within that block to be considered complete  |                  |                  |                  |
| <b>Data limitations</b>          | <p>The signed quarterly certificates are submitted by the Directorate: PPMS after site inspections to determine practical completion of each block (which could in turn consist of a number of units)</p> <p>It is important to note that, as this is a rental initiative, a unit is not necessarily tied to a single person for any finite time. Trying to thus equate beneficiaries to specific units is contradictory to the goals of rental housing investment, which creates sustainable rental opportunities for housing multiple beneficiaries recurrently. Our role is to facilitate the development of stock: Hands-on property and tenancy management is the responsibility of the Municipality</p> |                  |                  |                  |
| <b>Type of indicator</b>         | Output  |                  |                  |                  |
| <b>Calculation type</b>          | Cumulative  |                  |                  |                  |
| <b>Reporting cycle</b>           | Annual  |                  |                  |                  |
| <b>New indicator</b>             | No  |                  |                  |                  |
| <b>Desired performance</b>       | To achieve the target as indicated  |                  |                  |                  |
| <b>Linkages to other plans</b>   | Departmental Business Plan  |                  |                  |                  |
| <b>Indicator responsibility</b>  | Director: Affordable Housing  |                  |                  |                  |

**Strategic Goal:** Inculcate a sense of ownership, rights and personal responsibility amongst housing beneficiaries, tenants and owners

**Strategic Objective:** Increase beneficiary involvement in development of housing opportunities

### Peoples Housing Process (PHP)

|                                  |   |                  |                  |                  |
|----------------------------------|---|------------------|------------------|------------------|
| <b>Indicator title</b>           | 3.14 Number of housing units completed under the People Housing Process programme (PHP)                                     |                  |                  |                  |
| <b>Short definit</b>             | Encourage beneficiary participation in the design and building of their neighbourhood and homes through the PHP programme   |                  |                  |                  |
| <b>Purpose/importance</b>        | To inculcate a sense of ownership and personal responsibility within communities by the active involvement of beneficiaries |                  |                  |                  |
| <b>Source/collection of data</b> | Departmental and municipal progress reports   |                  |                  |                  |
| <b>Annual Targets</b>            | <b>2011/12</b>  | <b>2012/13</b>   | <b>2013/14</b>   | <b>2014/15</b>   |
|                                  | 4000  | 4468             | 3 028            | -                |
| <b>Quarterly Target</b>          | <b>Quarter 1</b>  | <b>Quarter 2</b> | <b>Quarter 3</b> | <b>Quarter 4</b> |
|                                  | 355   | 435              | 448              | 1 790            |
| <b>Method of calculation</b>     | To be confirmed   |                  |                  |                  |
| <b>Data limitations</b>          | Accuracy and credibility of information   |                  |                  |                  |
| <b>Type of indicator</b>         | Cumulative  |                  |                  |                  |
| <b>Calculation type</b>          | Output  |                  |                  |                  |
| <b>Reporting cycle</b>           | Quarterly   |                  |                  |                  |
| <b>New indicator</b>             | No  |                  |                  |                  |
| <b>Desired performance</b>       | To achieve the target as indicated  |                  |                  |                  |
| <b>Linkages to other plans</b>   | Departmental Business Plan  |                  |                  |                  |
| <b>Indicator responsibility</b>  | Director: Region1 and PHEP  |                  |                  |                  |

## 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 through effecting transfer to qualifying beneficiaries

### Sale and Transfer of Housing Properties

|                                  |   |                  |                  |                  |
|----------------------------------|---|------------------|------------------|------------------|
| <b>Indicator title</b>           | 4.1 Number of rental units sold to beneficiaries  |                  |                  |                  |
| <b>Short definition</b>          | To enable the tenant to become the owner of the unit he/ she is currently renting   |                  |                  |                  |
| <b>Purpose/importance</b>        | To inculcate a sense of ownership and accountability in beneficiaries.  |                  |                  |                  |
| <b>Source/collection of data</b> | Deed of sale signed by the Department as the seller and the tenants as the purchaser  |                  |                  |                  |
| <b>Annual Targets</b>            | <b>2011/12</b>  | <b>2012/13</b>   | <b>2013/14</b>   | <b>2014/15</b>   |
|                                  | -   | 120              | 120              | -                |
| <b>Quarterly Target</b>          | <b>Quarter 1</b>  | <b>Quarter 2</b> | <b>Quarter 3</b> | <b>Quarter 4</b> |
|                                  | -   | -                | -                | 120              |
| <b>Method of calculation</b>     | Number of rental units sold to beneficiaries is calculated based on the total number of signed deeds of sale finalised by 31 March 2014 |                  |                  |                  |
| <b>Data limitations</b>          | None  |                  |                  |                  |
| <b>Type of indicator</b>         | Output  |                  |                  |                  |
| <b>Calculation type</b>          | Cumulative  |                  |                  |                  |
| <b>Reporting cycle</b>           | Annual  |                  |                  |                  |
| <b>New indicator</b>             | No  |                  |                  |                  |
| <b>Desired performance</b>       | To achieve the target as indicated  |                  |                  |                  |
| <b>Linkages to other plans</b>   | NDoHS indicator   |                  |                  |                  |
| <b>Indicator responsibility</b>  | Director: Supply Chain and Asset Management   |                  |                  |                  |



|                                  |   |                  |                  |                  |
|----------------------------------|---|------------------|------------------|------------------|
| <b>Indicator title</b>           | 4.2 Number of rental units transferred  |                  |                  |                  |
| <b>Short definition</b>          | The registration of the property into the name of purchaser that would indicate his/her entitlement to the property |                  |                  |                  |
| <b>Purpose/importance</b>        | To monitor the completion of sales agreements   |                  |                  |                  |
| <b>Source/collection of data</b> | Count all title deeds issues in favour of purchases of Departmental units<br>31 March 2014                          |                  |                  |                  |
| <b>Annual Targets</b>            | <b>2011/12</b>  | <b>2012/13</b>   | <b>2013/14</b>   | <b>2014/15</b>   |
|                                  | -   | -                | 100              | -                |
| <b>Quarterly Target</b>          | <b>Quarter 1</b>  | <b>Quarter 2</b> | <b>Quarter 3</b> | <b>Quarter 4</b> |
|                                  | 25  | 25               | 25               | 25               |
| <b>Method of calculation</b>     | Count of all title deeds issues in favour of purchases of departmental units<br>by 31 March 2014                    |                  |                  |                  |
| <b>Data limitations</b>          | Delay of updating of Deeds web information  |                  |                  |                  |
| <b>Type of indicator</b>         | Output  |                  |                  |                  |
| <b>Calculation type</b>          | Non-Cumulative  |                  |                  |                  |
| <b>Reporting cycle</b>           | Quarterly   |                  |                  |                  |
| <b>New indicator</b>             | No  |                  |                  |                  |
| <b>Desired performance</b>       | To achieve the target as indicated  |                  |                  |                  |
| <b>Linkages to other plans</b>   | NDoHS indicator   |                  |                  |                  |
| <b>Indicator responsibility</b>  | Director: Supply Chain and Asset Management   |                  |                  |                  |

**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

### Household Properties Maintenance

|                                  |  |                  |                  |                  |
|----------------------------------|--|------------------|------------------|------------------|
| <b>Indicator title</b>           | 4.3 Number of debtors reduced per financial year                       |                  |                  |                  |
| <b>Short definition</b>          | To reduce the number of debtors in terms of the phasing out program    |                  |                  |                  |
| <b>Purpose/importance</b>        | To facilitate the closure of the Western Cape Housing Development Fund |                  |                  |                  |
| <b>Source/collection of data</b> | National Debtor System: Debtor List                                    |                  |                  |                  |
| <b>Annual Targets</b>            | <b>2011/12</b>   | <b>2012/13</b>   | <b>2013/14</b>   | <b>2014/15</b>   |
|                                  | -  | 1000             | 1000             | 1000             |
| <b>Quarterly Target</b>          | <b>Quarter 1</b>   | <b>Quarter 2</b> | <b>Quarter 3</b> | <b>Quarter 4</b> |
|                                  | 150  | 150              | 350              | 350              |
| <b>Method of calculation</b>     | Cumulative   |                  |                  |                  |
| <b>Data limitations</b>          | None   |                  |                  |                  |
| <b>Type of indicator</b>         | Output   |                  |                  |                  |
| <b>Calculation type</b>          | Cumulative   |                  |                  |                  |
| <b>Reporting cycle</b>           | Quarterly  |                  |                  |                  |
| <b>New indicator</b>             | No   |                  |                  |                  |
| <b>Desired performance</b>       | NdoHS indicator  |                  |                  |                  |
| <b>Linkages to other plans</b>   | To provide for Human Settlement Development                            |                  |                  |                  |
| <b>Indicator responsibility</b>  | Director: Financial Services   |                  |                  |                  |

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