



KWAZULU-NATAL PROVINCE

HUMAN SETTLEMENTS
REPUBLIC OF SOUTH AFRICA



PRESENTATION TO PORTFOLIO COMMITTEE OF HUMAN SETTLEMENTS

REVISED STRATEGIC PLAN FOR 2020/21 – 2024/25

5 SEPTEMBER 2020

GROWING KWAZULU-NATAL TOGETHER



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INTRODUCTION AND BACKGROUND

The Department of Human Settlements has revised its Strategic Plan 2025 and APP 2020/21 as a result of the budget cuts necessitated by the Covid 19 pandemic. Whilst the plans were tabled in March 2020 they have been retabled on the 24th August 2020. A diagnostic exercise (situational analysis) was undertaken in reviewing these plans.

The department remains committed to contribute to socio economic development through its various programmes. A Strategic Plan Review session was held on the 30th July 2020 and resolutions taken to guide operations towards the achievement of the departmental strategic thrust. The problem statement, vision, mission and the desired impact remain unchanged. New indicators have been included in the APP.



INTRODUCTION AND BACKGROUND...

STRATEGIC PLAN REVIEW SESSION - 30 JULY 2020

- Reprioritizing the budget, fast tracking of projects through the District Development Model,
- High level long term plan to direct integrated human settlements development, aligned with the District Development Model
- Consumer Education as a Key Strategic Pillar
- Informal Settlements Upgrade Roll-Out Plan
- Strategy to unblock challenges in the implementation of the Social Housing Plan
- CRU Roll out Plan
- Roll-Out Plan on Emergency Housing
- The review of the organisational structure to take into effect the DDM, Integrated Human Settlements Development, drive and focus on upgrading Human Settlements as well as taking over the Developer Status from municipalities
- Strengthened relations with key stakeholders to fast track the FLISP programme
- Transversal risks to be taken to the Provincial Profile
- Revision of procurement plans to promote Radical Economic Transformation.
- Organisational Structure

INTRODUCTION AND BACKGROUND

LINKAGES TO PLANS

Constitutional and Legislative Mandates

NDP, PGDS, Government Priorities

MTSF, PGDP, Government Priorities, KZN MSP, IDP

5-Year Strategic Plan

with Vision, Mission and Values

5-year targets, budget and programme and strategic objectives
per programme with 5-year targets

Annual Performance Plan

Breaks down 5-year strategic
plan into key strategic outputs
measured through “Programme
Performance Indicators” with
annual and MTEF targets

Operational Plans and Performance agreements



POLICIES AND MANDATES

- National and Provincial Priorities
- Relevant legislative and Policy mandates
- Climate Change Initiatives
- Institutional Policies and Strategies
 - KwaZulu-Natal Informal Settlement Eradication Strategy
 - KwaZulu-Natal Rental Housing Strategy
 - KwaZulu-Natal Anti-Land Invasion and Monitoring Strategy



POLICIES AND MANDATES...

Medium Term Strategic Framework (MTSF) Human Settlement Sector Priorities for 2019/20 – 2024/25

- Work closely with the private sector to develop major development projects that brings together economic nodes, human settlements, smart technologies and public transportation that impact on spatial transformation. These include building at least one new South Africa city of the future;
- Transform the property market to promote access to urban opportunity and social integration through access to well-located, affordable housing and decent shelter, thereby reversing urban fragmentation and highly inefficient sprawl;
- Improve the alignment of housing provision with other public investments and service provision, including schools and health facilities and transport networks, complementing more integrated residential, industrial and commercial development;
- Release land at the disposal of the state for site and service to afford households the opportunity to build and own their own home;
- Transform the composition and functioning of the property industry and accelerate legislative measures to eliminate speculative behaviour, including the establishment of a Property Sector Ombudsman;
- Address the title deeds backlog, along with associated institutional and capacity gaps, to ensure that the transfer of title deeds move with higher speed;
- Develop a more coherent and inclusive approach to land by developing overarching principles for spatial development; and
- Revise the regulations and incentives for housing and land use management.



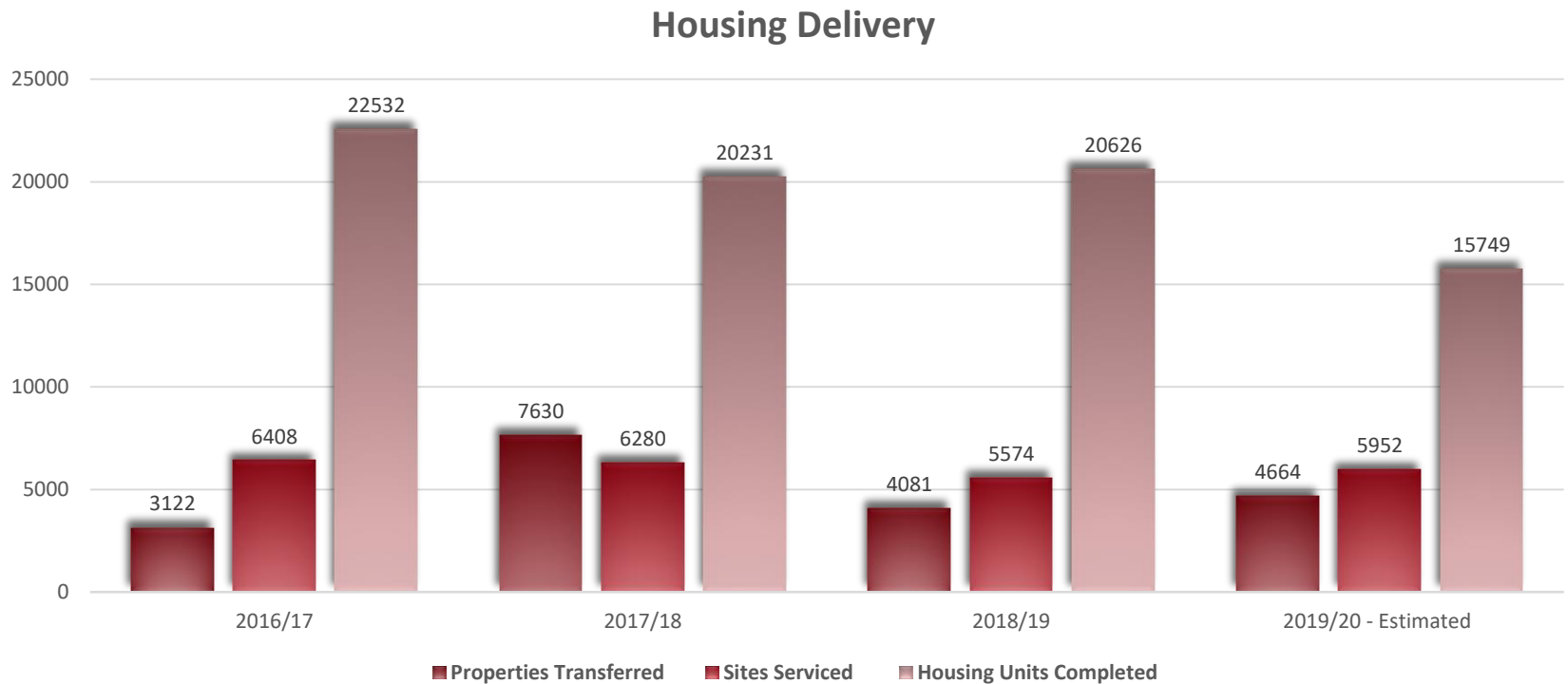
SITUATIONAL ANALYSIS

- **Performance Delivery Environment**
- **Internal Environment**
- **External Environment**



SITUATIONAL ANALYSIS...

Performance Delivery Environment





SITUATIONAL ANALYSIS...

Informal Settlements per Metropolitan/District area

Metropolitan area/District	Number of Informal Settlements	Number of Structures
eThekwini	730	310,613
Amajuba	7	3,032
Harry Gwala	9	5,197
Ilembe	22	15,783
King Cetshwayo	8	1,531
Ugu	10	3,979
uMgungundlovu	115	29,170
uMkhanyakude	5	12,910
uMzinyathi	8	1,854
uThukela	8	3646
Zululand	15	5452
Total	937	393,167



SITUATIONAL ANALYSIS...

Key challenges with human settlement delivery include the following:

- IRDP projects has not fully resulted in the creation of integrated and sustainable human settlements;
- Large scale rural housing projects are not following the full planning process of creating integrated sustainable human settlements;
- Limited Bulk Infrastructure to fast track the IRDP and Catalytic Projects in all secondary cities;
- Lack of a Funding Model to undertake IRDP /Catalytic projects;
- There is limited financial resources from the equitable share to appoint professional staff. Hence Contract staff are appointed utilizing Operational Capital Budget (OSCAP) funding; and
- The organisational structure not aligned to support the mandate and strategy of human settlements.

Interventions to address the above include:

- The repackaging of current IRDP projects that are in planning to address all land use and the allocation of serviced residential stands and top structures to persons who do not qualify for subsidies at a varied cost depending on the income and profile of the households;
- Strengthening relations with the ITB to package sustainable human settlements in economic nodal areas within rural areas;
- Strengthening stakeholder relations for better integration and prioritization of bulk infrastructure for priority nodal areas through the DDM Model
- Funding model and cross-subsidizing to address housing needs for all income groups;
- Better integration with planning and social/rental housing programmes;
- Organisational structure to be aligned to support the mandate and strategy of human settlements;
- A holistic and integrated Housing Consumer Education strategy to address the duplication of functions and pooling of resources;



SITUATIONAL ANALYSIS

- **Management of Informal Settlements**

Urban development through integrated and sustainable human settlements development to marginalized communities to achieve equity and prosperity.

- **Security of Tenure**

Targeted at housing projects that were either constructed prior 1994 going up to those housing projects completed on or before the 31 March 2014. The programme is in line with the Freedom Charter clause, which promotes the provision of houses, security and comfort. The fast tracking of the issuing of title deeds is intended not only to facilitate entry into the economy by homeowners but also to provide dignity of full ownership.

The title deeds backlog countrywide stands at 800,000 and in the Province it is 150,648 (comprising 23,215 for the pre-1994 and 127,433 for the post-1994). For the period 2015/16 to 2019/20 a total of over 23 665 (inclusive of both pre and post 1994) title deeds have been issued.

Challenges associated with beneficiary administration/formalization and regularization, township establishment and opening of township registers, land acquisition in R293 townships, settlement of outstanding debt on utilities of rates and services have all impacted on the slow progress made towards addressing the backlog.



SITUATIONAL ANALYSIS

- **Radical Economic Transformation**

Public Procurement has been identified as a prime vehicle for driving the radical economic transformation agenda of the Government.

- **Integrated Planning**

Spatial targeting and equity, economic competitiveness and environmental sustainability through:

- The provision of liveable neighbourhoods;
- The promotion of access to adequate housing;
- A functional residential property market; and
- Facilitating the access to well-located land for human settlement developments within the identified priority Development areas as guided by the KZN HSMSP.



SITUATIONAL ANALYSIS...

- **Catalytic Projects**

- Catalytic projects will contribute to the principles of the PGDP by providing housing opportunities to people at the low end of the housing market.
- The Department has eight catalytic projects that are strategically located to maximise the investment potential of the Province with the eThekwin, Umhlathuze, Newcastle and iLembe areas. The total estimated yield of these projects is 114,460.

- **Strategic Partnerships**

- Strengthened relations with key stakeholders: ITB, municipalities, other government departments and organs of state, Community Based Organisations (CBO) and financial institutions.
- PGDP Action Work Group 11 includes the Housing Development Agency (HDA), COGTA, Accredited Municipalities, District Municipalities, ITB, Water Authorities and CBOs / Non-Governmental Organisations (NGOs) such as the Federation of Urban and Rural Poor, and ABM.
- DDM

- **COVID-19 Impact**

The Department has identified key risk areas for focussed intervention. Initiatives to mitigate against the COVID-19 pandemic will therefore be intensified within the Thekwini metropolitan area, together with the province's major secondary cities: uMsunduzi/Pietermaritzburg, uMhlathuze, Alfred Duma, Newcastle, Ray Nkonyeni and KwaDukuza. Places with the highest human settlements needs will be prioritised.



SITUATIONAL ANALYSIS...

Internal Environment Analysis

- Business Continuity Processes are in place to mitigate Impact of Covid 19 in the workplace.
- Department undertook to ensure that key risks areas were identified and that the re-engineering of business processes were adapted to the new normal.
- A comprehensive back to work readiness strategy has been developed that contains basic measures to mitigate against the transmission of COVID -19 in the workplace
- Relevant policies reviewed, risk assessment conducted and stringent safety measures within the workplace
- **Human Capital Management**
 - Reviewed organisational structure estimated to be in place by March 2021. to support the DDM and reclaiming the developer status.
 - Among others, a dedicated unit to address Informal Settlements
 - The implementation of the HR Plan and the Service Delivery Improvement Plan will support the core functions of the Department in the achievement of the Department's mandate.
- **Governance Issues**
 - Risk Strategy, Risk Policy and a Fraud Prevention Plan, drive the promotion of good governance.
 - The management and monitoring of Financial Disclosures, including Gifts and Donation is crucial in achieving sound governance practices.
 - Audit Strategy Meetings also are a critical tool for controls, measures and systems to be implemented to mitigate the risks of recurring audit findings.



SITUATIONAL ANALYSIS...

- **External Environment Analysis**
 - Impact of Covid 19
 - Demographic Characteristics and Population Profile
 - Unemployment
 - Housing needs
 - Urbanisation
 - Lack of integrated planning and funding model



SITUATIONAL ANALYSIS...

MUNICIPALITY	NUMBER OF INFORMAL SETTLEMENTS	TOTAL NUMBER OF HOUSEHOLDS
ETHEKWINI	523	208 434
AMAJUBA	7	2490
HARRY GWALA	11	4067
ILEMBE	21	9847
KING CETSHWAYO	8	1055
UGU	10	3494
UMGUNGUNDLOVU	109	28394
UMKHANYAKUDE	4	1670
UMZINYATHI	7	1006
UTHUKELA	8	5340
ZULULAND	13	2550
TOTAL	721	268 347



STRATEGIC OVERVIEW

Problem Statement

Inadequate inter-governmental and stakeholder collaboration has led to the delivery of human settlements in areas that are remote from economic activities and opportunities, making a marginal impact in the provision of sustainable livelihoods through human settlements.

Vision

To restore dignity and provide access to sustainable livelihoods through collaborated, equitable, decent and integrated human settlements.

Mission

To transform human settlements into liveable neighbourhoods through integrated human settlements programmes in areas with major economic opportunities and empowerment of all designated groups.

Impact statement

Sustainable livelihoods through transformed human settlements



STRATEGIC OVERVIEW...

The outcomes are responsive to the following Medium Term Strategic Framework (MTSF) priority areas:

- Priority 1 Economic Transformation and Job Creation;
 - Priority 4: Spatial Integration, Human Settlements and Local Government; and
 - Priority 6: A Capable, Ethical and Developmental State.
-
- In terms of the revised Framework for Strategic Plans and APPs effective from 15th November 2019, the focus is on the impact (i.e. desired change) that the Department wishes to attained over a long term period and on the medium to intermediate results (i.e. outcomes) that need to be achieved in order to bring about this change. The desired impact and outcomes are reflected in the five-year strategic plan whilst the immediate deliverables (i.e. outputs) are reflected in the APP . Inputs/activities to achieve this are reflected in the Annual Operational Plan.



STRATEGIC FOCUS

1. Invest HS grants in priority development areas to promote spatial integration, transformation and consolidation – **DDM**
2. Accelerate the upgrading of informal settlements to improve the living conditions of households
3. Support the participation of low- and middle-income households in the residential property market
4. Increased access to adequate housing through
Programmes for rental
Programmes for ownership together with tenure consolidation
Programmes to enhance access to affordable housing finance
Increased access to basic services and other neighbourhood infrastructure
5. Strengthen consumer protection



STRATEGIC FOCUS ...

Mitigating the impact of COVID-19

1. Informal settlements sanitisation programme, education campaigns and Personal Hygiene Interventions
2. Intensify the serviced sites programme
3. Provide interim bulk services ensuring sufficient water in all areas
4. Prioritise implementation of the Land Assembly Strategy and Land Release Programme and IRDP (FLISP, Affordable Rental, Rural Housing, etc.)
5. Establish temporary residential areas (TRAs) to de-cant dense communities:
6. Identify public land and land preparation
7. Planned Informal Settlements & Upgrading of Informal Settlements
8. Sanitization of offices and provision of PPEs; and
9. Strengthen the emergency housing programme



OUTCOMES AND 5 YEAR INDICATORS

Outcome	Outcome Indicator	Baseline	Five Year Target
1. Improved good governance	A clean audit outcome	Unqualified audit outcome	5
2. Spatial transformation through multi-programme integration	Number of catalytic projects implemented	5	7
	Number of projects implemented within the gazetted PDAs	New indicator	51
3. Adequate housing and improved quality living environment	Number of informal settlements upgraded	New indicator	5
	Number of BNG houses delivered through housing programmes of the housing code	101,403	76,396
	Number of serviced sites delivered through housing programmes of the housing code	29,558	27,017
4. Improved Security of Tenure	Number of title deeds registered (pre-1994 and post 1994)	22,815	139,662
5. Economically transformed human settlements sector	Number of economically empowered companies of designated groups	New indicator	150



RISKS MITIGATION PLAN

Outcome	Key Risk	Risk Mitigation
Improved good governance	Lack of appropriate information technology systems to assist the department meeting its business objective.	Develop and implement the IT Strategy (GWEA) and ICT Governance Framework
	Non-compliance with Supply Chain Management prescripts in the procurement of goods and services.	Effective implementation of Supply Chain Management prescripts in the procurement of goods and services. Monitor and investigate all unauthorised and irregular expenditure recorded in Irregular Expenditure Register in applying consequence management.
	Unstable allocation of budgets are hindering the Department in meeting its objectives	Monitor and implement stringent cost cutting measures on equitable share. Monitoring and implementation of approved business plans
	Organizational Structure not aligned to the service delivery model	Finalise organisational structure and align to district delivery model Review and approved Human Resource Plan to address the changes in the organizational demands.
	Lack of provision for pandemic in Business Continuity Plan (Covid-19)	Update Business Continuity Plan to include focus on managing pandemics.
	Delivery disruptions by (criminal) syndicates	Increase Security Cluster initiatives Promote Community-based action and initiatives



RISKS MITIGATION PLAN

Outcome	Key Risk	Risk Mitigation
Spatial transformation through multi-programme integration	Lack of integrated planning across spheres of government	Ensure co-operative governance and the co-ordination of the department's projects with other government spheres
	Effects of global warming and climate change on the human settlement patterns.	The development of a policy guideline to address climate change
	Delays and high costs associated with housing developments adversely affect service delivery	Innovative technology initiatives to be investigated and implemented for quicker and more cost effective delivery
	Decrease in allocated budgets to initiate, plan and package new projects.	To prioritize projects in terms of contractual commitments
	Delays with the eradication of informal settlements	Request for additional ring fenced funding for planning initiatives.
		Prioritization of planning and initiation of projects to address informal settlements are to be undertaken
	Insufficient bulk infrastructure funding	Focus on development of nodal areas to stimulate economic development and opportunities to curb effects of urbanization
		Lobby with National Department of Human Settlements to amend funding model
	No database of Housing Needs Register at Municipalities	Develop a Housing Needs Database at all Municipalities in the Province.
	Adjustments to Priorities within delivery programmes for the MTEF and beyond impacted by Covid-19 pandemic	Finalise housing allocation policy in line with Provincial allocation policy at all Municipalities in the Province
		Prioritize investment of Human Settlements conditional grants in priority development areas to promote spatial integration, transformation and consolidation



RISKS MITIGATION PLAN

Adequate housing and improved quality living environment	Quality of information available with regard to Human Settlements planning	Initiate a planning programme that will ensure that the information used in planning is sufficiently comprehensive, up to date and accurate in order to adequately plan for the short and long term housing programmes
	Lack of integrated planning across spheres of government	Ensure co-operative governance and the co-ordination of the department's projects with other government spheres
	Delays with the implementation of the OSS Programme	More effective monitoring mechanisms to be implemented to monitor targets against delivery
		Reprioritize conditional grant's, capital budgets to create income earning opportunities through existing programmes to address mass employment:
		<ul style="list-style-type: none"> a) Building and maintenance of community-level infrastructure b) Community level initiatives where households build their own homes with minimum government involvement
	Increase in economic depression impacted by COVID-19 pandemic for the MTEF period	<p>Assurance that the transformation agenda is geared to deliver a post-Covid-19 economic sector, which should be inclusive, broad based and equitable. Specifically, focus is directed at:</p> <ul style="list-style-type: none"> a. Property market transformation through the applicable legislation, Property Practitioners Act,(2019) b. Revival and transformation of the Construction and home building industry



RISKS MITIGATION PLAN

Adequate housing and improved quality living environment	Adjustments to Priorities within delivery programmes for the MTEF and beyond impacted by Covid-19 pandemic	Accelerate the upgrading of informal settlements to improve the living conditions of households
		Drive initiatives to support the participation of low- and middle-income households in the residential property market
		Promote increased access to adequate housing through <ul style="list-style-type: none">– programmes for rental– Programmes for ownership together with tenure consolidation– Programmes to enhance access to affordable housing finance– Increased access to basic services and other neighbourhood infrastructure
		Strengthen consumer protection
	Inadequate database of designated groups	Enhance the database of designated groups



RISKS MITIGATION PLAN

Economically empowered designated groups	Inadequate incubation programmes to promote the economic empowerment of designated groups	To create additional incubation programmes promote the economic empowerment of designated groups
	Lack of an EPWP Strategy	Develop and implement an EPWP Strategy
	Delays in transfers of title deeds by the State Attorney	Engage the services of private conveyancers to transfer title deeds to qualifying beneficiaries.
	Lack of a strategy to address the title deed restoration programme	Develop and implement a strategy to address the title deed restoration programme



RISKS MITIGATION PLAN

Improved security of tenure	Municipalities inability to write off debt impedes the transfer of title deed to beneficiaries	Innovative methods need to be devised and implemented by municipalities to secure debt
	Delays in transfers of title deeds by the State Attorney	Engage the services of private conveyancers to transfer of title deeds qualifying beneficiaries.
	Delays with the issuing of compliance certification by municipalities	To establish stakeholder forums to address the issuing of compliance certification by municipalities
	Lack of a strategy to address the title deed restoration programme	Develop and implement a strategy to address the title deed restoration programme
Adequate housing and improved quality living environment	Land invasions on land parcels in Departmental property register.	To fast track projects on vacant land.
		Fast track the devolution of properties to municipalities.

THANK YOU

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