

# **LOCAL GOVERNMENT AND HOUSING**

## **Strategic Plan**

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**2009 – 2014**

**Gauteng**

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# FOREWORD

Once again, the 22 April 2009 marked a watershed in the history of South Africa. Our efforts to provide houses to South Africans and to provide participatory democracy through local government resonated well with the masses of our people. Going forward the department should better position itself to make a meaningful contribution with the provision of integrated and sustainable communities within Gauteng.

On behalf of the Department of Local Government and Housing, let me express our sincere gratitude to my predecessors Nomvula Mokonyane now Premier and Qedani Mahlangu for their sterling work in the Departments. The merger of the Department of Local Government and Housing is meant to mainstream and ensure the provision of essential services to improve the lives of ordinary people. We can do this if we work together, focused on our priorities as guided by the Manifesto of the ruling party. The decision to merge the two departments was not taken lightly. It was informed by our collective vision underpinned by the need to provide better services and quality products to our communities. In addition, there is a need to work very closely, in an integrated manner, with all our stakeholders.

President Jacob Zuma is on record for saying that ours is not to mushroom houses over any piece of land but to build human settlements and cohesive communities where people can lead their lives in dignity. On local government he said “municipalities are the first door that our people knock on when they need assistance from government”. It is this wisdom that guides us as we on a daily basis discharge our tasks to meet our department’s mandate. It must be borne in mind that urban as our province may be, it is plagued a large footprint of urban poverty who ironically co exist along very opulent neighbourhoods. Our challenge is how to organise municipalities that are able to provide all services that are central to the dignity of our people to both the poor and the rich alike. How to position the department to turn our old townships into human settlements and to create future communities where people of all incomes can coexist in the same space

The transformation and development of local government that started in 2000 is worth-noting. Its implementation followed a phased approach, which includes the following: Establishment, Consolidation and Sustainability. The first phase was to see new structures and systems set up, the second was to ensure that these structures and systems take root and are fully embedded. The last phase would see municipalities becoming viable and self-sustainable. These phases involved the development and implementation of key governance, financial and service delivery policies, systems and processes. The developments were also underpinned by a local government fiscal framework that included the sharing of the nationally raised revenue (Equitable Share); locally raised revenue (MPRA, Service Charges) and a number of conditional grants.

After taking stock of where we come from and where we are the national department has now put together what a turnaround strategy for local government. This strategy will inform our work in each municipality around the province as we continue to improve on critical areas of service delivery. In essence, the objective is to ensure that Local Democracy, Governance and Accountability, Financial Viability and Accountability are strengthened across all municipalities in Gauteng. In line with the above commitment, the Department will over the next five years provide support to municipalities in respect of the implementation of the Municipal Finance Management Act; Local Economic Development; Local Democracy and Public Participation and Community Development Worker Programme, Expanded Public Works Programme as well as Infrastructure development across Gauteng. It is also envisaged that the Department will work closely with other sector departments and key stakeholders to ensure co-ordinated and integrated development planning, monitoring, evaluation and reporting on the above-mentioned performance areas. In this way, the Department can ensure effective vertical and horizontal alignment of the Municipal Integrated Development Plans with National and Provincial priorities and programmes. The Department will continue to work closely with the Planning Commission and Monitoring and Evaluation Committee at provincial level.

Also, the Department plans to ensure that in the next five years both the Provincial Inter-Governmental Framework as well as the Public Participation Framework are approved and implemented across Gauteng. Gauteng also services rural communities and, within that, traditional communities. Through the introduction of provincial legislation on traditional leadership, the province will over the next five years, strive to uphold the integrity of these cultures. In addition, the Department will ensure that the Traditional Leadership Institutions become better aligned and integrated into the Inter-Governmental Relationship space and practice of the province.

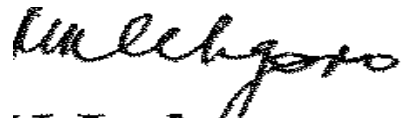
Evidence suggests that there are widespread conditions of insecure tenure in the metropolitan areas impacting on the urban poor. We must turn this around because when urban poor have access to secure tenure, chances are that they tend to invest in the improvement of their homes and neighbourhoods.

Further, the Department is still committed to eradicate informal settlements, formalize hostels through the provision of basic infrastructure for our people. The main objective is to ensure that we provide quality and sustainable housing for our citizens. To ensure human settlements are a major driver in developing Gauteng as a Globally Competitive City Region, the following key Priorities Programmes will be implemented:

- Eradication of Informal Settlements
- Mixed-Housing Development
- Alternative Tenure
- Urban Renewal
- 20 Prioritised Townships Programme (20 PTP)

We have now succeeded in building a fully fledged Housing Demand Database. It guides us on what are the housing needs in the province, it guides us on how to plan and we can use it as a tool for research.

We look forward to interacting with the legislature on our Strategic Plan for 2009-2014.



**MK Lekgoro**

**Member of the Executive Council: Department of Local Government and Housing**

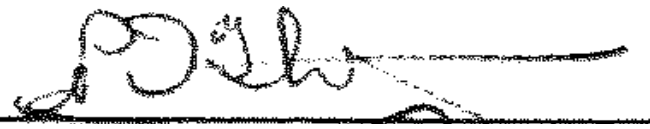
**Date: 26.02.2010**

# OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

Was developed by the management of the Department of Local Government and Housing under the guidance of Mr. MK Lekgoro and takes into account all the relevant policies, legislation and other mandates for which the Department of Local Government and Housing is responsible and accurately reflects the strategic goals and objectives which the Department of Local Government and Housing will endeavour to achieve over the period 2009-2014.

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**Chief Director: Housing Needs, Research and Planning**

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**Approved by:**  
**Mr MK Lekgoro**  
**Executive Authority**

**Signature:** 

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## Acronyms and Abbreviations

AIDS	Acquired Immunodeficiency Syndrome	FBS	Free Basic Services
ANC	African National Congress	FBW	Free Basic Water
BAS	Basic Accounting System	FIMS	Financial Information Management System
BBBEE	Broad Based Black Economic Empowerment	GAAP	Generally Accepted Accounting Practices
BCP	Business Continuity Processes	GCR	Global City Region
BNG	Breaking New Ground	GDP	Gross Domestic Product
CDWs	Community Development Workers	GPF	Gauteng Partnership Fund
DBSA	Development Bank of South Africa	GPG	Gauteng Provincial Government
DFEA	Department of Finance and Economic Affairs	GRAP	Generally Recognised Accounting Practices
DLG	Department of Local Government	GSDF	Gauteng Spatial Development Framework
DM	Disaster Management	GSSC	Gauteng Shared Service Centre
DPLG	Department of Provincial and Local Government	HIV	Human Immunodeficiency Virus
DRP	Disaster Recovery Procedures	HOD	Head of Department
DVC	Digital Video Conference	HR	Human Resources
EAP	Employee Assistance Programme	IDP	Integrated Development Plans
EMMA	Electronic Municipal Monitoring Assistance	IGR	Intergovernmental Relations
EPWP	Expanded Public Works Programme	IGSDF	Intergovernmental Service Delivery Forums
ESTA	Extension of Security of Tenure Act	IHSHSG	Integrated Human Settlements Housing Subsidy Grant
EXCO	Executive Council	IPM	Individual Performance Management
FBE	Free Basic Electricity	KM	Knowledge Management

LED	Local Economic Development	PCBTT	Provincial Capacity Building Task Team
LTA	Labour Tenant Act	PDMC	Provincial Disaster Management Centre
LGAC-AAT	Local Government Accounting Certificate-Accelerated Artisan Training	PFMA	Public Finance Management Act
LGTAS	Local Government Turn-around Strategy	PGDS	Provincial Growth and Development Strategy
LM	Local Municipality	PIE	Prevention of Illegal Eviction
MEC	Member of the Executive Council	PIER	Public Information Education and Relations
MFMA	Municipal Finance Management Act	POBA	Public Office Bearers Act
MHDP	Municipal Housing Development Plans	PMS	Performance Management System
MIDP	Municipal Integrated Development Plans	PWDs	People with Disabilities
MIG	Municipal Infrastructure Grant	REP	Revenue Enhancement Programme
MPAC	Municipal Public Accounts Committees	RPL	Recognition of Prior Learning
MSA	Municipal Systems Act	SALGA	South African Local Government Association
MTEF	Medium Term Expenditure Framework	SDBIP	Service Delivery and Budget Implementation Plan
NBCR	Nuclear, Biological, Chemical Response	SETA	Sector Education Training Authority
NHDA	National Housing Development Agency	SHIs	Social Housing Institutions
NSDP	National Spatial Development Perspective	SLAs	Service Level Agreements
NYS	National Youth Service	SMMEs	Small, Medium and Micro Enterprises
OHS	Occupational Health and Safety	ToR	Terms of Reference
OPCA	Operation Clean Audit	TSC	Technical Steering Committee
PAIA	Promotion of Access to Information Act	USAR	Urban Search and Rescue
PCF	Premier's Co-ordinating Forum	VCT	Voluntary Counselling and Testing
		20PTP	20 Prioritised Township Programme

## **PART A: STRATEGIC OVERVIEW**

The Local Government and Housing's areas of focus are informed by the demands of its mandate and the environment. We are driven by our commitment to strengthen our support to local government and the roll-out of houses to all who need them. In this regard we will accelerate, refocus and sharpen programmes of support across all the mandated areas of the department. The process of shifting gear will also incorporate the integration and alignment of all programmes across the different branches of the Department. We have chosen the following areas as the basis upon which our strategy is built.

**Service Delivery and Development Targets** - Accelerating programmes to address historical backlogs in both housing and infrastructure and increase access to services and basic infrastructure remains a key priority. Through a programme focusing on service and housing delivery we will coordinate efforts to ensure that targets are met. This will also include a focus on traditional communities in the context of the Traditional Leadership and Governance Framework Act, 2003 (Act No. 41 of 2003)

**Capacity Building and Hands on Support** - Our mandate to support municipalities through interventions that build the municipal institutions and its human resources capacity is crucial to ensure that local government is developed as a viable sphere of government. With regards to the Local Government Turn-around Strategy (LGTAS), the Department will provide support in the implementation of 15 Municipal TAS, co-ordinate the involvement of national and provincial sector departments and other support institutions (e.g. SALGA, DBSA, SETA etc.) to local government and participate in the identification and review of LG legislation and policy that impact negatively on LG. In this regard, the process of hands-on support to municipalities will be accelerated.

**Public Participation** - It is imperative that government introduces programmes that give practical expression to the constitutional principle of public participation. We are therefore committed to developing and implementing broader programmes that focus on public participation.

**Stakeholder Mobilisation** - Stakeholder mobilisation has been an implicit and explicit part of the way the Department does its business. This has, however, not been driven by any systematic approach or institutional mechanism. We will therefore develop specific capability to ensure that stakeholder mobilisation is formally incorporated into our model of operation and management.

**Monitoring, Reporting and Evaluation** - Accountable governance is a national imperative. Key elements of this process include the capacity to monitor and report on performance, evaluate the results obtained through the Department's programmes, and communicate the successes and challenges in a manner that demonstrates accountability and builds credibility among citizens and stakeholders. Based on the guidance given from the Monitoring and Evaluation Unit within the Presidency, monitoring, reporting and evaluation of the programmes of the Department and of the municipalities within our jurisdiction will be clearly communicated and the information will be up to date and informative.

**Knowledge Management and Innovation** - We will adopt innovative models around knowledge management, a programme of research and innovation that will inform and improve service delivery models. Knowledge management and the process of building capacity through shared learning will be central to the notion of innovation. To this end, our Department will therefore tackle the challenge of service delivery through knowledge management and innovation.

## **1 Vision**

We are an accountable Department which builds integrated, sustainable communities that enjoy a good quality of life through promoting participatory governance.

## **2 Mission**

We lead the provision of human settlements and coordinate the effective functioning of local government to promote sustained development in communities.

## **3 Values**

We have adopted a set of values that are informed by the Batho Pele (People First) principles of the South African Public Service and, as an organisation; our specific focus is on the following:

- Respect
- Integrity
- Responsibility
- Accountability
- Fairness

## **4 Legislative and other mandates**

The core mandate of the Department is to ensure the provision of housing and the effective functioning of local government across the province in order to build sustainable communities and facilitate shared and equitable social and economic growth and development.

### **4.1 Constitutional mandates**

Our mandate is derived from chapters 3, 6 and 7 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996). Section 26 of the Constitution guarantees the right to have access to housing. The State is mandated to take steps to achieve the progressive realization of this right. Schedule 4A makes the Housing function a concurrent national and provincial legislative competence. It provides that where the function in Schedule 4A and 5A can best be administered locally, a provincial or national department could by agreement assign/delegate such function to a municipality provided that the municipality has capacity and resources to do the function. Based on our revised core mandate and on the broader mandate derived from the Constitution, ultimately the primary role of the Gauteng Provincial Department of Local Government and Housing is to provide capacity support to the municipalities and to promote and facilitate the provision of adequate housing in its province. In this regard, some of the core functions of our department include the following:

- Develop a Gauteng Provincial Government specific local government support and housing development policies that will strengthen local government service delivery, provide houses for all and generally build sustainable communities.
- Ensure that the Gauteng Provincial Government's local government support and housing development policies are integrated into the province's short, medium and long term plans developed by the Gauteng Planning Commission.
- Develop and implement programmes and projects that give effect to Gauteng Provincial Government's local government support and housing policies and plans; as reflected in its short, medium and long-term plans.
- Provide key support services to local government in respect of implementation of the Municipal Finance Management Act (MFMA); Local Economic Development (LED); Community Development Workers (CDW); Expanded Public Works Programme (EPWP) and infrastructure development programmes funded through the Municipal Infrastructure Grant (MIG).
- Advise on, and approve Integrated Development Plans (IDPs).
- Manage the housing delivery process and transform settlements, especially the 20 PTPs into sustainable and vibrant communities.
- Provide key housing services in respect of subsidies, rental housing policies, etc.

## **4.2 Legislative mandates**

### **The Housing Act, 1997 (Act No. 107 of 1997)**

Through its legislation, existing and future, and the Housing Code, the Department of Housing is carrying out its legislative imperative as set out in the Housing Act, 1997. Section 2 of the Housing Act, 1997 (Act No. 107 of 1997) compels all three spheres of government to give priority to the needs of the poor in respect of housing development (section 2(1) (a)). In addition all 3 spheres of government must ensure that housing development:

- (i) provides as wide a choice of housing and tenure options as is reasonably possible;
- (ii) is economically, fiscally, socially and financially affordable and sustainable;
- (iii) is based on integrated development planning; and
- (iv) is administered in a transparent, accountable and equitable manner, and upholds the practice of good governance (Section 2(1) (c)).

### **Housing Development Agency Act, 2008 (Act No. 23 of 2008)**

To help with the fast tracking of land acquisition and housing development services for the purpose of creating sustainable human settlements and to ensure a centrally coordinated planning and budgeting of infrastructure required for housing development.

### **Social Housing Act, 2008 (Act No. 16 of 2008)**

To establish and promote a sustainable social housing environment, to define the functions of National, Provincial and Local government in respect of social housing, to administer national housing programmes applicable to social housing, including the approval and allocation of capital grants and to establish a regulatory body (Social Housing Regulatory Authority) that will:

- accredit social housing institutions and
- advise the Minister on social housing matters.

### **Prevention of Illegal Eviction from and Unlawful Occupation of Land Act, (Act 19 of 1998, Amended)**

To identify the applicability of the legislation in terms of categories of persons and to prohibit certain actions in respect of unlawful occupation of land and to create offences thereto.

### **The Housing Consumers Protection Measures Act of 1998**

The Act provides for the establishment of a statutory regulating body for home builders. The National Home Builders Registration Council will register every builder and regulate the home building industry by formulating and enforcing a code of conduct. The implementation of the Act is monitored continuously.

### **The Rental Housing Act, 1999 (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. Provincial housing departments are establishing Rental Housing Tribunals.

### **Local Government: Municipal Structures Act No. 117 of 1998**

The Act provides for the establishment of municipalities in accordance with the requirements relating to categories and types of municipalities. It establishes criteria for determining the category of municipality to be established in an area. It defines the types of municipalities that may be established within each category. It provides for an appropriate division of functions and powers between categories of municipalities. It provides for the regulation of the internal systems, structures and office-bearers of municipalities. It provides for appropriate electoral systems.

### **Local Government: Municipal Systems Act No. 32 of 2000**

This Act provides for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities, and ensure universal access to essential services that are affordable to all. The Act defines the legal nature of a municipality as including the local community within the municipal area, working in partnership with the municipality's political and administrative structures. The Act provides for the manner in which municipal powers and functions are exercised and performed to provide for community participation; to provide for the core processes of planning, performance management, resources mobilisation and organisational change which underpin the notion of developmental local government. The Act provides for a framework for local public administration and human resource development. The Act puts in place a framework to empower the poor by ensuring that municipalities put in place service tariffs and credit control policies that take their needs into account. The Act provides a framework for the provision of services, service delivery agreements and municipal service districts to provide for credit control and debt collection. The Act establishes a framework for support, monitoring and standard setting by other spheres of government in order to progressively build local government into an efficient, frontline development agency, capable of integrating the activities of all spheres of government for the overall social and economic upliftment of communities in harmony with their local natural environment. The Act provides for legal matters pertaining to local government.

### **Local Government: Municipal Finance Management Act No. 56 of 2003**

The objects of this Act is to secure sound and sustainable management of the fiscal and financial affairs of municipalities and municipal entities by establishing norms and standards and other requirements for; ensuring transparency, accountability and appropriate lines of responsibility in the fiscal and financial affairs of municipalities and municipal entities. The Act establishes norms and standards for the management of the revenue, expenditure, assets and liabilities, and financial dealings of municipalities and municipal entities. The Act provides norms and standards for the budgetary and financial planning processes and the co-ordination of those processes with the processes of organs of state in other spheres of government. The Act furthermore, provides norms and standards for borrowing, the handling of financial problems in municipalities, supply chain management and other financial matters.

#### **Local Government: Municipal Property Rates Act No. 6 of 2004**

This Act regulates the power of a municipality to impose rates on property and to exclude certain properties from rating in the national interest. The Act makes provision for municipalities to implement a transparent and fair system of exemptions, reductions and rebates through their rating policies. The Act makes provision for fair and equitable valuation methods of properties; it makes provision for an objections and appeal process.

#### **Disaster Management Act No. 57 of 2002**

The Act provides for an integrated and co-ordinated disaster management policy that focuses on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness and rapid and effective responses to disaster and post disaster recovery. The Act provides for the establishment of national, provincial and municipal disaster management centres. It furthermore provides for disaster management volunteers.

#### **Traditional Leadership and Governance Framework Act No. 41 of 2003**

The Act provides for the recognition of traditional communities as well as the establishment and recognition of traditional councils. The Act provides a statutory framework for leadership positions within the institutions of traditional leadership. The Act provides for the functions and roles of traditional leaders, the removal from office of traditional leaders, and a house of traditional leaders. It provides for dispute resolution and the establishment of the Commission on Traditional Leadership Disputes and Claims. It provides for a code of conduct as well as amendment to the Remuneration of Public Office Bearers Act.

#### **Gauteng City Improvement District Act No. 12 of 1997**

The Act provides procedures for the formation and independent management of city improvement districts to fund the provision of services in addition to those which a municipality ordinarily provides, in order to facilitate investment in the city improvement districts. The Act has as its objective the prevention of further degeneration of cities, and the promotion of economic growth and sustainable development within cities.

#### **Rationalisation of Local Government Affairs Act No. 10 of 1998**

The Act provides for the Rationalisation of the legislative and administrative framework for the local sphere of government.

### **Gauteng Type of Municipalities Act No. 3 of 2000**

The Act determines the types of municipalities that can be established in the province.

### **Gauteng Privileges and Immunities of Councillors Act No. 1 of 2002**

The Act defines the privileges and immunities of councillors.

### **Gauteng Land Administration Act No. 11 of 1996**

The Act provides for the acquisition and disposal of land owned by the Gauteng Provincial Government.

## **4.3 Policy mandates**

### **Housing Allocation Demand Database Policy**

- i) To obtain relevant and accurate data for housing planning purposes through verification and updating of applicants information;
- (ii) To formulate a comprehensive housing allocation framework that accommodates previously disadvantaged groups and special needs categories

### **The Global City Region (GCR) Perspective**

The GCR Perspective seeks to promote Gauteng's development agenda by positioning the province as a globally competitive city region. The key objective is to reduce unemployment and poverty by promoting economic growth, integrated strategies and joint planning between the different spheres of government. Among the key priorities are safety and an integrated transport network. The Global City Region strategy also seeks to address inequality and uneven development in the province.

### **The National Spatial Development Perspective (NSDP)**

The NSDP has been a key mechanism of Government to reconfigure the apartheid spatial relations and implement spatial priorities in ways that meet the stated goal of providing basic services to all and to alleviate poverty and inequality. The NSDP recognises the burden of unequal and inefficient spatial arrangements placed on

communities, especially the poor who, for example, have to bear significant transport costs to commute long distances to and from work. Similarly, the Provincial Growth and Development Strategy (PGDS), and the Municipal Integrated Development Plans (IDPs) have been central programmes of Government's response to its stated aim of growing the economy and addressing the needs of the largest number of poor people.

The four principles of the NSDP are as follows:-

- Rapid economic growth that is sustained and inclusive in order to achieve poverty alleviation
- Fixed investment should be focused in localities of economic growth or economic potential
- Projects and programmes to address poverty and provision of basic services in areas where low economic potential exists
- Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link with main centres.

### **Breaking New Ground (BNG) Policy**

The BNG Strategy builds on the housing policy outlined in the 1994 White Paper on Housing to ensure that settlements are sustainable and habitable in line with the basic original goal of delivering affordable housing. The priorities of the plan are to:-

- accelerate delivery of housing within the context of sustainable human settlements;
- housing delivery as a catalyst for job creation and economic growth
- provide quality housing and to turn homes into assets;
- promoting social cohesion and improving quality of life

### **National Housing Code**

The Housing Code is a comprehensive document that sets out the overall vision for housing in South Africa. It sets out the linkages between various policy programmes. It is the home for all National Policy, current and future. It was recently revised to ensure:-

- Alignment with the BNG strategy;
- accommodate changes effected since 2000; and
- convert the Programmes into flexible, less prescriptive provisions and guidelines.

## **Local Government Turn-around Strategy**

The LGTAS is aimed at counteracting the forces that undermine the Local Government system including those municipalities who have evidence of performance failures, difficult social and economic circumstances to manage. The LGTAS seeks to implement a comprehensive but differentiated programme of action to reach the objective of ensuring that municipalities can meet the basic service needs of communities. This objective requires supporting interventions in performance and professionalism, process, efficiencies and clean government. It will also require that partnerships between local government, communities and civil society are strengthened.

### **4.4 Relevant court rulings**

#### **JOHNSON MATOTوبا AND OTHERS AND EKURHULENI MUNICIPALITY, DEPARTMENT OF LOCAL GOVERNMENT AND HOUSING AND NATIONAL HUMAN SETTLEMENTS: CASE NO. CCT 31/09**

#### **PROCEEDINGS IN THE HIGH COURT**

This is an application brought by Johnson Matotoba (the Applicant) on behalf of Harry Gwala Informal Settlement community against Ekurhuleni Municipality (the Respondent) for basic services pending the final determination by Department of Local Government and Housing on whether Harry Gwala can be developed as a whole into a formal township.

This application was initially brought before the High Court under Case No. 08/17815 against Ekurhuleni Municipality only for the following orders that:

1. Pending the decision on whether the Harry Gwala Informal Settlement shall be upgraded in situ, Ekurhuleni is ordered to comply with its constitutional and statutory obligations in terms of sections 26 and 27 of the Constitution of the Republic of South Africa, 1996 and Chapters 12 and 13 of the Housing Code read with section 9(1) of the Housing Act, 1997, that it provide to Harry Gwala Informal Settlement, the following basic interim services, immediately:
  - 1.1 Communal water Taps;
  - 1.2 Temporary Sanitation Facilities (One VIP Toilet per one family);
  - 1.3 Refuse Removal Facilitation and
  - 1.4 High Mast Lighting in key areas to enhance community safety and access by emergency vehicles.

This application was heard in the High Court before his Lordship Mr Justice Epstein, and judgment was handed down on 24 March 2009. Mr Justice Epstein ordered for order No. 1.1 and 1.3 above and dismissed orders 1.2 and 1.4 as set out above.

## **PROCEEDING IN THE CONSTITUTIONAL COURT**

The Applicant then took the matter on appeal to the Constitutional court under case No. CCT 31/09 appealing the ruling by the High Court and asked for the following orders:

1. Temporary Sanitation Facilities (one VIP Toilet per one family); and
2. High Mast Lighting in key areas to enhance community safety and access by emergency vehicles.

The applicant's argument is that the High Court erred in not granting these orders and that these are interim services which all informal settlements around South Africa are and should be entitled to pending their development into formal townships.

The constitutional court has on its own accord joined the Executive Council for Local Government and Housing, Gauteng, the National minister of Human Settlements and the Director-General of the National Department of Human Settlements as Respondents and to file their papers in the matter. This application was heard before the Constitutional Court on 15 September 2009 and judgment in the matter was reserved.

In essence there is no Constitutional Court ruling on this matter as yet, but should the Constitutional Court find against Ekurhuleni Municipality, Executive Council for Local Government and Housing, Gauteng, the National Minister of Human Settlements and the Director-General of the National Department of Human Settlements it will mean that all Informal Settlements in South Africa will be entitled to all temporary interim services as requested by Harry Gwala Informal settlement whether the said Informal Settlement will be developed into a formal Township or not. Should that be the case it will have a far reaching financial implication to service delivery as a whole.

## **YELLOW STAR PROPERTIES 1020 (PTY) LIMITED v DEPARTMENT OF DEVELOPMENT PLANNING AND LOCAL GOVERNMENT (CASE NO: 597/07) [2009] 25 (27 March 2009)**

This matter has a somewhat lengthy history of litigation between the parties. At the heart of the dispute is a certain piece of immovable property more fully described as "the remaining extent of Erf 137 Dunkeld West" ("the property").

## **PROCEEDINGS IN THE HIGH COURT**

Yellow Star Properties ("the Applicant") and the Department of Development Planning and Local Government ("the Respondent") had entered into a deed of sale in terms of which the Applicant purchased the property, which was incorrectly valued at R300 000, for R452 900. The Applicant then paid a deposit of R45 200, in

fulfilment of their obligation. The disposition of this property was done under the mistaken impression that the property vested in the Gauteng Provincial Government (“GPG”), the Respondent being the administrator of the relevant Act, the Gauteng Land Administration Act 11 of 1996.

After having discovered that the land is vested with National Government and not GPG, GPG did not transfer the land as in terms of the deed of sale. Furthermore GPG require an Item 28(1) of Schedule 6 of the Constitution certificate from National Government to be able to transfer the land to the Applicant. National Government refused to issue this certificate. On this background, the Applicant then launched an application in the then Pretoria High Court under case number 15278/01, in which it sought an order:

1. Compelling the Minister to issue a certificate in terms of Item 28 of Schedule 6 of the Constitution and to provide the Registrar of deeds with such certificate, and
2. Compelling the Registrar to effect transfer upon receiving such certificate.

A certificate was handed in during the hearing and Van Der Walt J only ordered that the Registrar transfer the property upon receipt of “the certificate”. The “certificate” handed in the proceedings was of no assistance as it still showed National Government as the owner of the land and not GPG. Unfortunately the certificate reflecting GPG as owner was never issued by National Government. In the meantime, the Applicant heard that the property was being subdivided and brought another application to have the subdivision interdicted and to compel the Respondent to have the property transferred to the Applicant. The application was dismissed. The judge also declared the deed of sale void ab initio, as GPG could not transfer land which is not vested to it.

The applicant then brought another action, a contractual claim against the Respondent, accusing it of having repudiated the deed of sale by its failure or refusal to transfer the property. The Respondent then raised two special pleas. The court upheld the two special pleas and the action was dismissed on the same basis in that the contract was void from its inception and that the Respondent could not transfer land that did not belong to GPG.

The Applicant launched an application for leave to appeal at the High Court and the application was dismissed.

### **PROCEEDINGS IN THE SUPREME COURT OF APPEAL**

The Applicant then launched an application for leave with the Supreme Court of Appeal to try and have the matter overturned. The SCA found that both special pleas were correctly upheld by the High Court. The court held that there was no merit in the Applicant’s appeal as GPG cannot transfer land not vested in it. The application for leave to appeal was therefore dismissed.

## 4.5 Planned policy initiatives

The Department plans to continue and initiate the following policies:

**Inclusionary Housing Policy:** To allow for affordable housing to become an integral part of commercially-driven private developments aimed at higher income groups. (Policy has not yet been approved. National is in the process of consultation). The Inclusionary Housing Bill is in the process of being drafted, as part of the Premier's commitments.

**Densification Policy:** To develop a framework that would deal with densification issues counter to increased urban sprawl densification of strategic areas in and around economic and transport nodes. (Ongoing consultation with stakeholders)

**Policy on Special Needs:** To develop a policy that would respond to challenges faced by people with special needs in housing (Consultation ongoing)

**Relocation Policy:** To provide a relocation framework to be utilized in instances that would require relocation of communities (Consultation ongoing)

**Rental Housing strategy:** To provide a strategic focus that would stimulate housing provision at scale, address affordability and access for lower income groups in rental stock (Consultation ongoing)

**Sustainable Human Settlement Strategy:** To provide a framework that will allow residents of Gauteng to constructively engage with government in order to access a wider range of facilities and benefits that can satisfy their fundamental human needs.

**Oversight and Accountability Models at Municipal Level:** To develop a policy on the full-time or part-time position of the members of the oversight committees in Gauteng municipalities (Municipal Public Accounts Committees - MPACs).

**Service Delivery Norms and Standards:** To develop a policy on the minimum service delivery norms and standards for the Gauteng City Region (GCR)

## 5 Situational analysis

### 5.1 Performance environment

- **Service Delivery Environment**

Gauteng Province is one of the 9 provinces in South Africa and the smallest in size with approximately 1, 4% of South Africa's land area or 16 548 square kilometres. The discovery of gold in the 19<sup>th</sup> century in Johannesburg and in the East Rand has made Gauteng one of the biggest contributor of Gross Domestic Product (GDP) nationally and continentally. It is claimed that it contributes 33% of GDP to the national economy and a phenomenal 10% to the GDP of the entire African continent<sup>1</sup>.

Gauteng is the most urbanized province with almost 97% of its people living in the urban areas. It is the only province with more than one of the six Metros in South Africa, and is home to Johannesburg, Tshwane and Ekurhuleni Metropolitan Municipalities, with Johannesburg as its capital city. It is host to four major financial institutions and Africa's largest Stock market known as Johannesburg Stock Exchange.

- **Province and Its Population**

With a proximity of only 16 548 hectares and a population of 10.5 million people, Gauteng is the most populous province in South Africa. The population has been growing rapidly as a result of migration and natural growth. According to Statistics South Africa, in 2001 the average Gauteng population constituted 20.5% of the total South African population and in 2007 was at 21.5%.

- **Gauteng's Economy in Perspective**

A contributor of 33% of the country's GDP and is seen as an engine of regional economy and a gateway to the rest of the continent. Apart from being the host of various financial institutions and world renowned stock market, Gauteng boasts huge manufacturing industries such as iron and steel, fabricated and metal products, food, machinery, electrical machinery, vehicles parts and chemical products.

Even though the province is 97% urban, the agricultural sector is one of the largest in the country. Here the agricultural sector is geared towards providing the cities and towns of the province with fresh agricultural products daily. According to the website "SouthAfrica.info" a large area of the province falls within the so-called Maize triangle. The districts of Heidelberg hold important agricultural land, where ground-nuts, sunflowers, cotton and sorghum are produced<sup>2</sup>. With the agricultural products and food processing about R10 billion is generated into the provincial economy.

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<sup>1</sup> [http://www.southafrica.info/ess\\_info/sa\\_glance/geography/gauteng.htm](http://www.southafrica.info/ess_info/sa_glance/geography/gauteng.htm)

<sup>2</sup> [http://www.southafrica.info/ess\\_info/sa\\_glance/geography/gauteng.htm](http://www.southafrica.info/ess_info/sa_glance/geography/gauteng.htm)

Technologically it is emerging as one of the successful regions in the continent. It boasts the best telecommunications and technology, five major television stations and a highest concentration of radio, internet and print media in the continent. With such economic might, Gauteng attracts many skilled and unskilled labourers into the province. The 2000 business survey identified Gauteng as one of the 46<sup>th</sup> global hub of technological innovation. Most of the businesses in the province are organized in different business chambers representing regions of the province.

- **Migration**

In both absolute and relative terms, Gauteng has had the fastest growing population, followed by KZN and the Western Cape, which experienced the second largest absolute and relative population increases respectively. Gauteng is affected by in-migration and migration. Millions of migrants from neighbouring countries settle in Gauteng in pursuit of economic and employment opportunities, which ultimately impacts negatively on infrastructure and service delivery. These statistics show again that these patterns will continue as Gauteng remains a destined choice for many job seekers.

## **5.2 Organisational environment**

The former Departments of Housing and Local Government were merged during the 2009/10 financial year, as a result of the reconfiguration of GPG Departments. The structure of the merged Department will only be finalised by 31 March 2010.

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

Three core elements required for success, detailed below were followed in developing the strategy:

- *Research and Discovery*

A detailed review of the existing strategies and plans were carried out, In addition interviews were conducted with a small selection of participants prior to the workshop.

- *Design and Development*

Following the initial Research and Discovery-Needs Analysis phase, the strategy workshop programme was designed and developed, together with the content and all materials required for facilitating the workshop.

- *Workshop Facilitation and Report Writing*

Four experienced facilitators carried out the facilitation of the workshop. All the Facilitators who facilitated the workshop sessions have expertise in strategic planning, development of strategic plans as per the PFMA requirements and development of annual budgets. Facilitators were supported by support personnel, who handle all their administrative requirements.

The strategic planning process was informed by the various documents reviewed by the team and was based on the ANC Freedom Charter, the South African Constitution and key pieces of legislation (listed earlier) and the ANC 2009 Election Manifesto. The above named documents were then supplemented with President Zuma's state of the nation address and the Premier of Gauteng's state of the province address.

The workshop ran over a period of one and half days, starting around 10H00 on 31st July 2009 and ending around 14H30 on 01st August 2009 at the Emperors Palace Conference Centre in Ekurhuleni. Due to the time constraint delegates had to work late on the first night of the workshop.

Following the workshop, the inputs were incorporated into a draft document, which was circulated to key stakeholders for comment and input by the strategic planning team. An additional workshop with the leadership team of the department from the MEC to the Chief Directors was facilitated to further flesh out the outcomes of the first workshop and these inputs and comments were included into the document, until it is finally signed off by the HOD and MEC.

## **6 Strategic goals of the department**

Seven Key Strategic Priorities, adopted from the ANC's 2009 Election Manifesto, drives the delivery plan of the Gauteng Province. They are:

- Creating decent work and building a growing, inclusive economy
- Promoting quality education and skills development
- Better health care for all
- Stimulating rural development and food security
  
- Intensifying the fight against crime and corruption
- Strengthening the developmental state and good governance
- Building cohesive and sustainable communities

We have built our Strategic Goals, set out below, around three of the seven GPG Strategic Priorities namely, ‘creating decent work and an inclusive economy’, ‘strengthening the developmental state...’ and ‘building cohesive and sustainable communities’.

The four Strategic Goals set out below have guided the development of this strategy and the setting of the performance indicators and milestones.

- Build cohesive and sustainable communities by ensuring that innovative services and infrastructure are provided to create sustainable human settlements
- Strengthen the Developmental State by enhancing participatory governance and building the capacity and capability of local government to achieve its constitutional mandate
- Build an inclusive economic environment which is conducive to the creation of decent work
- Strengthen and align the Department’s organisational capacity and capability to deliver on its mandate

<b>Strategic Goal 1</b>	Cohesive and sustainable communities
<b>Goal statement</b>	Build cohesive and sustainable communities by ensuring that innovative services and infrastructure are provided to create sustainable human settlements
<b>Justification</b>	Creation of sustainable human settlement
<b>Links</b>	<ul style="list-style-type: none"> <li>• Creation of human settlements within/in proximity of social and economic services and amenities as per the Gauteng Growth and Development Strategy and Global City Region Perspective</li> <li>• Eradication of informal settlements by 2014</li> <li>• Provision of adequate housing as per BNG policy</li> </ul>

<b>Strategic Goal 2</b>	Strengthen the Developmental State
<b>Goal statement</b>	Strengthen the Developmental State by enhancing participatory governance and building the capacity and capability of local government to achieve its constitutional mandate
<b>Justification</b>	Deepening democracy by promoting participatory governance and building the capacity and capability of local government to improve service delivery.
<b>Links</b>	<ul style="list-style-type: none"> <li>• Develop a Gauteng Provincial Government specific local government support and housing development policies that will strengthen local government service delivery,</li> <li>• Ensure that the Gauteng Provincial Government’s local government support and housing development policies, programmes and projects are developed, integrated and implemented into the province’s short, medium and long term plans developed by the Gauteng Planning Commission.</li> <li>• Provide key support services to local government in respect of implementation of the Municipal Finance Management Act (MFMA); Local Economic Development (LED); Community Development Workers (CDW); Expanded Public Works Programme (EPWP), Siyenza Manje Programme and infrastructure development programmes funded through the Municipal Infrastructure Grant (MIG)</li> <li>• To develop, implement and monitor a system that will aid the sustainable facilitation, coordination, support and monitoring of the preparation and implementation of Integrated Development Plans and processes as it impacts on and influences the harmonisation and alignment of planning through all three spheres of government.</li> </ul>

<b>Strategic Goal 3</b>	Inclusive economic environment for job creation
<b>Goal statement</b>	Build an inclusive economic environment which is conducive to the creation of decent work
<b>Justification</b>	Creating decent work and building a growing, inclusive economy
<b>Links</b>	<p>Management and facilitation of projects aimed at job creation through the implementation of key policies and programmes:</p> <ul style="list-style-type: none"> <li>• Broad Based Black Economic Empowerment (BBBEE);</li> <li>• Preferential Procurement Framework;</li> <li>• Small Medium and Micro-Enterprises (SMME) Development;</li> <li>• Local Economic Development (LED);</li> <li>• Expanded Public Works Programme (EPWP) and</li> <li>• Socio-Economic Integration of vulnerable groups.</li> </ul>

<b>Strategic Goal 4</b>	Development of internal capacity
<b>Goal statement</b>	Strengthen and align the Department's organisational capacity and capability to deliver on its mandate
<b>Justification</b>	Creating a healthy, skilled and productive work force
<b>Links</b>	Promoting quality education and skills development through bursaries, scholarships, capacity building initiatives and training opportunities.

## PART B: STRATEGIC OBJECTIVES

### 7 Programme Structure and Purpose

Due to the merging of the two Departments, the programme structured will only be finalised on 31 March 2010. Thus the description of each programme is not possible at this stage, within this document.

#### 7.1 Strategic objectives

The following Strategic Objectives drive the main programmes, sub-programmes and actions of the department:

- **Build cohesive and sustainable communities by ensuring that innovative services and infrastructure are provided to create sustainable human settlements**
  - Provide and develop integrated infrastructure for the creation of cohesive communities
  - Acquire, manage and develop, suitable and well located land (incl. state-owned) for the creation of sustainable human settlements
  - Provide and facilitate the development of innovative and quality housing solutions

<b>Strategic Objective</b>	Integrated infrastructure for the creation of cohesive communities
<b>Objective statement</b>	Provide and develop integrated infrastructure for the creation of cohesive communities
<b>Baseline</b>	This is a new departmental objective and hence current baseline does not exist.
<b>Justification</b>	Misalignment of Integrated Development Plans. Lack of socio economic integration of marginalised communities.
<b>Links</b>	The coordination and integration of all provincial and local government infrastructure plans and the budgets through the Planning Commission The development of a provincial Spatial Development Plan, including integrated human settlement plan. Draft legislation on inclusionary housing policy to promote integrated communities

<b>Strategic Objective</b>	Land management
<b>Objective statement</b>	Acquire, manage and develop, suitable and well located land (incl. state-owned) for the creation of sustainable human settlements
<b>Baseline</b>	This is a new departmental objective and hence current baseline does not exist.
<b>Justification</b>	Shortage of suitable and well located land for housing Illegal land use
<b>Links</b>	Development, approval and implementation of the integrated land management plan The Land Management Directorate is involved with GPG municipalities - supporting housing projects, Education department – identifying and purchasing school plots; Eskom, Sasol, Rand Water and Telkom for servitude access. Also linked to Asset Register for audit purposes.

<b>Strategic Objective</b>	Innovative and quality housing solutions
<b>Objective statement</b>	Provide and facilitate the development of innovative and quality housing solutions
<b>Baseline</b>	This is a new departmental objective and hence current baseline does not exist.
<b>Justification</b>	Lack of sustainable approaches to housing delivery
<b>Links</b>	Mainstreaming of alternative building technologies in housing delivery and ensuring customer education on the new technologies The DLG&H in conjunction with DWAE and municipalities have finalized the provincial water demand management business plan. The implementation plan is also finalized and requires funding. Rand Water Board is currently implementing projects in two local municipalities on WDM on behalf of the province The Gauteng Integrated Energy strategy has been finalized. Partnerships have been developed with the German sponsored Enerkey Programme and Italgest (Italian Investor) for solar energy. Provincial Departments, Municipalities, local and foreign academic institutions, Business, NGOs, CBOs, public and Eskom have also been involved in the process.

- **Strengthen the Developmental State by enhancing participatory governance and building the capacity and capability of local government to achieve its constitutional mandate**

- Deepen Participatory Democracy Processes and strengthen its Institutions at the local sphere of government
- Strengthen Institutions of Governance, Service Delivery and capacity within municipalities
- Develop and advance the regulatory environment for sustainable human settlements and local government

<b>Strategic Objective</b>	Deepen Participatory Democracy Processes
<b>Objective statement</b>	Deepen Participatory Democracy Processes and Strengthen its Institutions at the local sphere of government
<b>Baseline</b>	This is a new departmental objective and hence current baseline does not exist.
<b>Justification</b>	Lack of ward committee capacitation and community participation at the local sphere of government
<b>Links</b>	Development, implementation and monitoring of a ward committee governance strategy and plan Strengthen intergovernmental interface and coordination with communities Implementation of ward committee skills and capacity building programme

<b>Strategic Objective</b>	Strengthening capacity within municipalities
<b>Objective statement</b>	Strengthen Institutions of Governance, Service Delivery and capacity within municipalities
<b>Baseline</b>	This is a new departmental objective and hence current baseline does not exist.
<b>Justification</b>	Lack of capacity within municipalities to ensure effective service delivery and good governance
<b>Links</b>	Municipal institutional support and development

<b>Strategic Objective</b>	Strengthening the regulatory environment.
<b>Objective statement</b>	Develop and advance the regulatory environment for sustainable human settlements and local government
<b>Baseline</b>	This is a new departmental objective and hence current baseline does not exist.
<b>Justification</b>	Lack of regulatory enforcement
<b>Links</b>	Develop, support and monitor the implementation of by law enforcement Framework for municipalities Development and implementation of relevant housing and local government policies

- **Build an inclusive economic environment which is conducive to the creation of decent work**

- Develop and implement a strategy on creating decent work in the housing and local government sector that would contribute at least 60,000 sustainable jobs by 2014
- Develop and implement a structured engagement programme with local government, organised communities and other stakeholders to support the creation of an inclusive economic environment which is conducive to the creation of decent work

<b>Strategic Objective</b>	Creating decent work
<b>Objective statement</b>	Develop and implement a strategy on creating decent work in the housing and local government sector that would contribute at least 60,000 sustainable jobs by 2014
<b>Baseline</b>	This is a new departmental objective and hence current baseline does not exist.
<b>Justification</b>	Increasing levels of unemployment and poverty Lack of integration of vulnerable groups within the mainstream economy
<b>Links</b>	Development, approval and implementation of the strategy to create decent work. Creation of 60 000 jobs by 2014 Train vulnerable groups on business development skills within the construction industry

<b>Strategic Objective</b>	Engagement with stakeholders for the creation of an inclusive economic environment
<b>Objective statement</b>	Develop and implement a structured engagement programme with local government, organised communities and other stakeholders to support the creation of an inclusive economic environment which is conducive to the creation of decent work
<b>Baseline</b>	This is a new departmental objective and hence current baseline does not exist.
<b>Justification</b>	Lack of co-ordination of sector initiative targeted at economic development
<b>Links</b>	Promotion of the local economy and entrepreneurship through infrastructure development Implementation of the EPWP programme Revision of the provincial LED strategy to grow the economy and create decent work

- **Strengthen and align the Department’s organisational capacity and capability to deliver on its mandate**

- Implement a Human Resource Development Strategy
- Develop the departmental service delivery business model
- Create a consultative and participative environment for customers and stakeholders
- Finalise the integration of the two branches to deliver effectively against the departmental mandate

<b>Strategic Objective</b>	Human Resource Strategy
<b>Objective statement</b>	Implement a Human Resource Development Strategy
<b>Baseline</b>	This is a new departmental objective and hence current baseline does not exist.
<b>Justification</b>	Lack of capacity
<b>Links</b>	Development, approval and implementation of a Human Resource Strategy and plan

<b>Strategic Objective</b>	Service e Delivery Model
<b>Objective statement</b>	Develop the departmental service delivery business model
<b>Baseline</b>	This is a new departmental objective and hence current baseline does not exist.
<b>Justification</b>	Lack of an integrated service delivery model
<b>Links</b>	Undertake business processes review and mapping Implementation of approved business processes to improve delivery of quality services and products

<b>Strategic Objective</b>	Stakeholder management
<b>Objective statement</b>	Create a consultative and participative environment for customers and stakeholders
<b>Baseline</b>	This is a new departmental objective and hence current baseline does not exist.
<b>Justification</b>	Increasing service delivery protests Lack of meaningful engagement with stakeholders as a result of an ineffective communications strategy
<b>Links</b>	Develop, approve and implement a stakeholder mobilisation plan Promote functional and responsive stakeholder structures and forums

<b>Strategic Objective</b>	Merger of two Department
<b>Objective statement</b>	Finalise the integration of the two branches to deliver effectively against the departmental mandate
<b>Baseline</b>	This is a new departmental objective and hence current baseline does not exist.
<b>Justification</b>	Lack of integration in sectoral service delivery
<b>Links</b>	Finalise the Departmental structure by 31 March 2010 Fully merged Department delivering against its mandate

## High level strategies, outcomes, performance indicators and milestones

**Build cohesive and sustainable communities by ensuring that innovative services and infrastructure are provided to create sustainable human settlements**

Strategic Objectives	<ol style="list-style-type: none"> <li>1. Provide and develop integrated infrastructure for the creation of cohesive communities</li> <li>2. Acquire, manage and develop, suitable and well located land (incl. state-owned ) for the creation of sustainable human settlements</li> <li>3. Provide and facilitate the development of innovative and quality housing solutions</li> </ol>
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Strategic Objective	Sub-Programme / Project	Key Actions/Activities	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance Target			Outer 2 yrs Performance Target
					Y1	Y2	Y3	
Provide and develop integrated infrastructure for the creation of cohesive communities	Rural Housing Development	Rural Infrastructure Development and Upgrades	No. of service sites improved/upgraded	450		300	150	0
	Rural Housing Development	Rural Infrastructure Development and Upgrades	No. of housing units completed	886		333	553	0
	Urban Renewal	Development of a Master Plan	Implemented Urban Renewal Master Plan for Winterveldt and Marabastad	Implemented Urban Renewal Master Plan for Winterveldt and Marabastad	Approved Master Plan	Implementation	Implementation	Conduct impact assessment and MTEF review of the Master Plan

Strategic Objective	Sub-Programme / Project	Key Actions/Activities	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance Target			Outer 2 yrs Performance Target
					Y1	Y2	Y3	
Provide and develop integrated infrastructure for the creation of cohesive communities		Conclude existing (Alex, Everton and Bekkersdal) Urban Renewal Programmes	Completion of existing Urban Renewal Programmes	Completion of existing Urban Renewal Programmes	Implementation of existing Master Plan finalised	Implementation of existing Master Plan finalised	Impact assessment of implemented programmes conducted	
	Inner-city Redevelopment	Development of master plans for all Gauteng Cities	Implementation of approved inner-city redevelopment strategy across Gauteng cities	Implementation of approved inner-city redevelopment strategy across Gauteng cities	Research and development of suitable interventions and fundable plans	Approved strategy and implementation commenced	Implementation	Implementation and impact assessment
			No. of stands serviced for Urban Renewal	1250		600	650	0
			No. of houses built fro Urban Renewal	1100		200	900	0
	20 PTP	Development of plans focussing on additional 4 townships	No. of townships upgraded through targeted interventions	4 townships upgraded through targeted interventions	approved master plans for 4 townships	upgrade of 1 township through targeted intervention	upgrade of 1 township through targeted intervention	upgrade of 2 township through targeted intervention

Strategic Objective	Sub-Programme / Project	Key Actions/Activities	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance Target			Outer 2 yrs Performance Target
					Y1	Y2	Y3	
Acquire, manage and develop, suitable and well located land (incl.state-owned ) for the creation of sustainable human settlements		Develop, approve and implement precinct plans	Implemented Precinct Plans	10 Precinct developments completed	Approved Precinct Plans	3 Precinct developments completed	3 Precinct developments completed	4 Precinct developments completed
		Mobilise additional funds	Rand value of additional funds secured	R5bn	R1bn	R1bn	R1bn	R2bn
		Continuation of existing 20 PTP (Revised focused strategy and plans. Basket of services for the further upgrading of 20 PTP. Address all the directives. One township per municipality)	No. of townships upgraded	10 townships fully upgraded	10 townships (continuation of upgrading)	10 townships (continuation of upgrading)	10 townships (continuation of upgrading)	10 townships fully upgraded
	Rural Housing Development	Restore security of tenure for farm workers and rural households	No. of land parcels procured for on-farm housing development	4	0	1	1	2

Strategic Objective	Sub-Programme / Project	Key Actions/Activities	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance Target			Outer 2 yrs Performance Target
					Y1	Y2	Y3	
Acquire, manage and develop, suitable and well located land (incl.state-owned ) for the creation of sustainable human settlements	Development Planning	Develop, approve and implement Land Management Plan	Implemented Land Management Plan	Implemented Land Management Plan	Approved Land Management Plan	Land Management Plan implemented	Land Management Plan implemented	Impact and MTEF Review of the Land Management Plan
		Develop, approve and implement suitable funding mechanism for the Land Plan	Implemented funding grant for the land management plan	Implemented funding grant for the land management plan	Current funding mechanisms reviewed	Approved funding grants for Land Plan	Approved funding grant implemented	Monitoring and evaluation
	Land Management	Update the Gauteng Land asset register	Annually updated Gauteng land asset register	5 updates of the Gauteng land asset register	1 update of the Gauteng land asset register	1 update of the Gauteng land asset register	1 update of the Gauteng land asset register	2 updates of the Gauteng land asset register
	Land Management	Implementation of the land acquisition programme	No. of land parcels acquired in terms of the Acquisition plan	100 land parcels acquired in terms of the Acquisition plan	20 land parcels acquired in terms of the Acquisition plan	20 land parcels acquired in terms of the Acquisition plan	20 land parcels acquired in terms of the Acquisition plan	40 land parcels acquired in terms of the Acquisition plan
			Analyse GPG vacant land portfolio	Implemented GPG land portfolio plan	None	Implemented GPG land portfolio plan	Implemented GPG land portfolio plan	Monitoring of GPG land portfolio plan

Strategic Objective	Sub-Programme / Project	Key Actions/Activities	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance Target			Outer 2 yrs Performance Target
					Y1	Y2	Y3	
Acquire, manage and develop, suitable and well located land (incl. state-owned ) for the creation of sustainable human settlements		Amendment of the land disposal policy in line with the new mandate	Reviewed and Approved Land Disposal Policy	Approved and Implemented Reviewed Land Disposal Policy	Existing Land Disposal Policy Reviewed Approved Revised Land Disposal Policy	Revised Land Disposal Policy implemented	Revised Land Disposal Policy implemented	Impact and MTEF Review of the Disposal Policy
			No. of properties disposed as guided by the GPG portfolio plan	100 properties disposed as guided by the GPG portfolio plan	20 properties disposed as guided by the GPG portfolio plan	20 properties disposed as guided by the GPG portfolio plan	20 properties disposed as guided by the GPG portfolio plan	40 properties disposed as guided by the GPG portfolio plan
	Safeguarding GPG immovable property		No. of properties inspected to safeguard GPG vacant land	500 inspections	100 inspections	100 inspections	100 inspections	200 inspections
			No. of cases identified and dealt with to safeguard GPG vacant land	25 cases investigated	5 cases investigated	5 cases investigated	5 cases investigated	10 cases investigated
			Upgrading of the Assets software	Complete & reliable functional asset register	Update asset register	Complete & reliable functional asset register	Continuous maintenance of the asset register	Continuous maintenance of the asset register

Strategic Objective	Sub-Programme / Project	Key Actions/Activities	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance Target			Outer 2 yrs Performance Target
					Y1	Y2	Y3	
Acquire, manage and develop, suitable and well located land (incl. state-owned ) for the creation of sustainable human settlements			Approved vesting plan No. of properties vested with GPG	800 properties vested	160 properties vested	Approved vesting plan 160 properties vested	160 properties vested	320 properties vested
		Granting Servitudes	No. of servitudes granted	50 servitudes granted	10 servitudes granted	10 servitudes granted	10 servitudes granted	20 servitudes granted
Provide and facilitate the development of innovative and quality housing solutions	Mixed Housing Development	Develop, approve and implement a Provincial integrated bulk infrastructure Plan	Implemented Bulk Infrastructure Plan	Implementation of the plan	Alignment of the relevant sector plans in the municipal IDPs with housing development	Approve bulk infrastructure plan and commence implementation in 1 district & 1 Metro	Implementation in 1 District and 1 Metro	Implementation in 1 District and 1 Metro and M&E
		Implementation of mixed housing developments on well located land	No. of sites serviced	30895	3179	1426	13690	12600
			No. of housing units completed	39704	4142	3609	16944	15009
			No. of projects utilising ABT	15	3	3	3	6

Strategic Objective	Sub-Programme / Project	Key Actions/Activities	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance Target			Outer 2 yrs Performance Target
					Y1	Y2	Y3	
Provide and facilitate the development of innovative and quality housing solutions			No. of units completed	380		80	100	200
	Eradication of Informal settlements	Eradication of identified informal settlements	No. of sites completed with permanent services	28190	5948	4465	6833	10944
			No. of housing units completed	72322	15253	9752	16052	31265
			No. of units constructed	1710		800	50	860
	Alternative Tenure	Development of Rental Stock and provision of alternative tenure options	No. of social housing units completed	5412	739	511	1341	2821
			No. of housing units completed for backyard rental housing	1511	941	180	390	0
			No. of community residential units constructed	10710	1184	990	2702	5834
			No. of Planned houses (Opicap)	32502		233	8380	23889
	Waste/ water management system	Identification of the best technological and cost effective options for waste	No. of municipalities implementing waste water management systems and projects	All municipalities implementing best	Approved document on best technological and cost	Best technological and cost effective options	Best technological and cost effective options	Best technological and cost effective options

Strategic Objective	Sub-Programme / Project	Key Actions/Activities	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance Target			Outer 2 yrs Performance Target
					Y1	Y2	Y3	
Provide and facilitate the development of innovative and quality housing solutions		water management		technologies for Alternative waste water management	effective options	implemented in 4 municipalities	implemented in 4 municipalities	implemented in 4 municipalities
	Gauteng Integrated energy strategy	Develop, approve and implement a Gauteng integrated energy strategy	No. of alternative energy projects implemented across all municipalities	35 alternative energy projects implemented across all municipalities	Approved strategy and implementation plan	5 alternative energy projects implemented	10 alternative energy projects implemented	20 alternative energy projects implemented
		Installation of solar geysers	No. of reports on the installation of solar geysers installed by municipalities by 2014	18 000 solar geysers installed by 2014	Progress report on 3 600 solar geysers installed by municipalities	Progress report on 3 600 solar geysers installed by municipalities	Progress report on 3 800 solar geysers installed by municipalities	Progress report on 7000 solar geysers installed by municipalities

**Strengthen the Developmental State by enhancing participatory governance and building the capacity and capability of local government to achieve its constitutional mandate**

Strategic Objectives	<ol style="list-style-type: none"> <li>1. Deepen Participatory Democracy Processes and Strengthen its Institutions at the local sphere of government</li> <li>2. Strengthen Institutions of Governance, Service Delivery and capacity within municipalities</li> <li>3. Develop and advance the regulatory environment for sustainable human settlements and local government</li> </ol>
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Strategic Objectives	Sub-Programme/Project	Key Actions	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance			Outer 2 years Performance Target
					Y1	Y2	Y3	
Deepen Participatory Democracy Processes and Strengthen its Institutions at the local sphere of government	Ward Committee Capacitation	Development of Ward Committee Governance Strategy and Plan; Ward Committee Skills and Capacity Building Programme Implemented; Strengthen Inter-governmental Interface and Coordination; Monitor	% of fully functional Ward Committees	100 % fully functional Ward Committees	25 % fully functional Ward Committees  Ward committee Governance and Strategy Plan in place	50% fully functional Ward Committees	75% fully functional Ward Committees	100% fully functional Ward Committees  Impact of Ward Committee decisions assessed

Strategic Objectives	Sub-Programme/Project	Key Actions	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance			Outer 2 years Performance Target
					Y1	Y2	Y3	
Strengthen Institutions of Governance, Service Delivery and capacity within municipalities	Community Development Worker Programme	Review the CDW institutional model taking cognisance of CDW impact assessment report; Strengthen Integrated Service Delivery Forum mobilisation of community	Functional CDW Model and Programme	Approved CDW model and Programme	Approved Impact assessment report on CDW model and Programme  Ward profiles reviewed and updated	Recommendations implemented	Monitoring functionality of approved model	Monitoring functionality of approved model
			Established oversight committees in all municipalities	Functioning oversight committees in all municipalities		Functioning oversight committees in all municipalities		
	Municipal Integrated Development Plans	Development of an engagement strategy to ensure compliance	No. of municipalities with approved IDPs	All municipalities in the Province	All municipalities in Gauteng to have timeously approved IDPs	All municipalities in Gauteng to have timeously approved IDPs	All municipalities in Gauteng to have timeously approved IDPs	All municipalities in Gauteng to have timeously approved IDPs

Strategic Objectives	Sub-Programme/Project	Key Actions	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance			Outer 2 years Performance Target
					Y1	Y2	Y3	
Strengthen Institutions of Governance, Service Delivery and capacity within municipalities		Continued implementation of the July to July Roadmap	No. of municipal IDPs reflecting aligned budgets from all three spheres of government	All municipalities in the Province	Provincial budgets to appear in all municipal IDPs	All municipalities in Gauteng to reflect aligned budgets from all three spheres of government	All municipalities in Gauteng to reflect aligned budgets from all three spheres of government	All municipalities in Gauteng to reflect aligned budgets from all three spheres of government.
		Develop a strategy to assess IDP implementation to aid with effective monitoring and evaluation of service delivery of capital projects in the Province	Assessment of effective implementation of the IDP in line with the budget (for all three spheres of government)	All government departments that are reflected in an IDP as implementing projects through approved budgets	IDP analysis to be conducted in conjunction with SDBIPs to assess the level of IDP implementation from the 2008/09 budget year	IDP analysis to be conducted in conjunction with SDBIPs to assess the level of IDP implementation from the 2009/10 budget year	IDP analysis to be conducted in conjunction with SDBIPs to assess the level of IDP implementation from the 2010/11 budget year	IDP analysis to be conducted in conjunction with SDBIPs to assess the level of IDP implementation from the 2011/12 budget year
	Local Government Capacity Building	Develop LG capacity building and skills development strategy and plan	No. of people with critical and scarce skills trained across all municipalities	1500 people with critical and scarce skills trained across all municipalities	Strategy and implementation plan developed 500 people trained	500 people trained and mentored	500 people trained and mentored	Monitoring and evaluation of capacity building strategy

Strategic Objectives	Sub-Programme/Project	Key Actions	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance			Outer 2 years Performance Target
					Y1	Y2	Y3	
Strengthen Institutions of Governance, Service Delivery and capacity within municipalities	Municipal accountability and oversight	Finalise the evaluation on Joburg Pilot  Roll out of model to other municipalities  Monitor efficacy of Oversight Model	Oversight model fully implemented across all Municipalities	Oversight model fully implemented across all Municipalities  Functional section 79 Committees in all Municipalities	Evaluation of COJ pilot  Oversight Model implemented in Tshwane & Ekurhuleni	Oversight Model implemented in Sedibeng  Evaluation of Tshwane and Ekurhuleni roll outs	Oversight model implemented in Westrand  Evaluation of Sedibeng roll out	Oversight model fully implemented across all Municipalities  Functional Section 79 committees
		Finalise the evaluation of MPACs	Fully functional MPACs	Fully functional MPACs in all Municipalities	MPACs evaluated	Approved recommendations of the MPAC study implemented	Fully Functional MPACs in all Municipalities	Fully Functional MPACs in all Municipalities
	Merafong Incorporation	Finalisation of implementation protocols Finalisation of service delivery agreements Identification of projects	Full incorporation of Merafong	Complete incorporation of Merafong into Gauteng Provincial Government	Incorporation of Merafong	Full incorporation of Merafong		

Strategic Objectives	Sub-Programme/Project	Key Actions	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance			Outer 2 years Performance Target
					Y1	Y2	Y3	
Strengthen Institutions of Governance, Service Delivery and capacity within municipalities	Institutional Re-configuration of Local Government (Metro System)	Metsweding incorporated into Tshwane EXCO decision on the integration of Metsweding District into the City of Tshwane; Training, Capacitation Community Outreach and Communication Strategy and Plan developed	Metsweding fully incorporated into Tshwane metro	Metsweding fully incorporated into Tshwane metro	Implementation plan for Metsweding incorporation into Tshwane approved; Metsweding incorporation commenced	Metsweding incorporation continued	Metsweding incorporation completed	

Strategic Objectives	Sub-Programme/Project	Key Actions	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance			Outer 2 years Performance Target
					Y1	Y2	Y3	
Strengthen Institutions of Governance, Service Delivery and capacity within municipalities								
		Conclude a research study on the Norms and Standards for Service Delivery	Norms and Standards developed for Metro system of government	Norms and Standards developed for Metro system of government	Finalised norms and standards study	Implementation of norms and standards		

Strategic Objectives	Sub-Programme/Project	Key Actions	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance			Outer 2 years Performance Target
					Y1	Y2	Y3	
Strengthen Institutions of Governance, Service Delivery and capacity within municipalities	Traditional Leadership Support and Management Programme	Finalisation of traditional leadership legislation  Establish traditional leaderships structures  Strengthening partnerships with traditional leaders	Fully established and functional Traditional Leadership Structures	Fully integrated traditional institutions in Gauteng	Traditional leadership & governance bill legislated  At least 1 traditional structure established	All Functional traditional leaderships structures established  Capacity building of Traditional Leadership Structures to respond to the prescript of National Legislation	All traditional leaderships structures evaluated  Implementation of recommendation from the evaluation study commenced	Recommendation from the evaluation study implemented  Fully integrated traditional institutions in Gauteng
			Provincial IGR framework developed	Strengthened co-operative governance through well functioning IGR Forums/Structures	Evaluation of IGR structures at municipal level	Provide input to provincial IGR framework and evaluate performance of municipal IGR forums	Formulate Monitoring Framework  Align IGR Structures  Establish a IGR practitioners forum  Host annual IGR Conference	Monitor implementation of IGR structures at municipal level  Host quarterly IGR Practitioners seminars  Host annual IGR Conference

Strategic Objectives	Sub-Programme/Project	Key Actions	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance			Outer 2 years Performance Target
					Y1	Y2	Y3	
Strengthen Institutions of Governance, Service Delivery and capacity within municipalities	Municipal Monitoring and Evaluation (M&E) and Reporting	Departmental M&E Framework approved	Municipalities complying to approved M&E Framework	All Municipalities complying to approved M&E Framework	80% of Municipalities complying fully to the approved Framework	All municipalities complying to approved M&E Framework	Review efficacy of M&E Framework	
	Disaster Management Centre	NBCR capacity identified. Deployment protocols complete.	Approved provincial NBCR and USAR Systems implemented	Approved provincial NBCR and USAR Systems implemented	First phase of NBCR and USAR completed	2nd phase of NBCR and USAR completed	Review of NBCR and USAR systems	Recommendations from review implemented
			Full interoperability amongst PDMC and disaster management centers in the province	Effective management of major events		Effective management of major events, election, presidential inauguration & FIFA Confederations Cup.	Effective management of major events	Effective management of major events

Strategic Objectives	Sub-Programme/Project	Key Actions	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance			Outer 2 years Performance Target
					Y1	Y2	Y3	
Strengthen Institutions of Governance, Service Delivery and capacity within municipalities			No. of municipalities supported with standardised HR Framework/ Strategy and guidelines	All municipalities implementing HR framework/ strategy	Finalisation of Municipal Generic HR Framework HRD Strategy and implementation guidelines for replication in targeted LMs	3 municipalities targeted for implementation of HR framework/ strategy	5 municipalities targeted for implementation of HR framework/ strategy	All municipalities implementing HR framework/ strategy
			No. of municipalities supported to implement Performance Management System(PMS)	All municipalities implementing PMS successfully	Completion of PMS audit report	PMS support to 4 municipalities prioritised in the audit report	PMS support to 4 municipalities	PMS support to 7 municipalities Monitoring and evaluation
			Institutionalizing (Batho Pele)	Institutionalizing (Batho Pele) in all municipalities	Provincial team of Batho Pele specialist established and trained  Development of draft provincial service delivery framework	Support 3 LMs to deliver service delivery standards for implementation	Support 5 LMs to deliver service delivery standards for implementation	Support 7 LMs to deliver service delivery standards for implementation  Monitoring and evaluation

Strategic Objectives	Sub-Programme/Project	Key Actions	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance			Outer 2 years Performance Target
					Y1	Y2	Y3	
Strengthen Institutions of Governance, Service Delivery and capacity within municipalities			No of Municipalities targeted for Management support intervention	Deployment of management support in targeted municipalities to implement the LGTAS	Deployment of management support in Ekurhuleni and Emfuleni	Deployment of management support in Ekurhuleni and Emfuleni (LGTAS)	Deployment of management support in targeted municipalities to implement the LGTAS	Deployment of management support in targeted municipalities to implement the LGTAS  Monitoring and evaluation
	Provincial Capacity Building Task Team (PCBTT)	Support Municipalities to implement the Integrated Capacity Building Framework	Implemented Integrated Capacity Building Framework for all municipalities	Support all Municipalities to implement the Capacity Building Programmes	7 municipalities supported to implement Capacity Building Programmes	8 municipalities supported to implement Capacity Building Programmes	Monitor impact of Capacity Building Programmes	Review the functionality of PCBTT
	Financial Management: Capacity Building Programme	Learners Placed in Accounting Technician Learnership in targeted Municipalities	No. of learners and youth placed in Accounting Technician Learnership Local Government Accounting Certificate-Accelerated Artisans Training (LGAC-AAT) in targeted municipalities	250 Learners and youth completed LGAC-AAT training in targeted municipalities.	50 learners and youth completed LGAC-AAT training	50 learners and youth completed LGAC-AAT training	50 learners and youth completed LGAC-AAT training	100 learners and youth completed LGAC-AAT training

Strategic Objectives	Sub-Programme/Project	Key Actions	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance			Outer 2 years Performance Target
					Y1	Y2	Y3	
Strengthen Institutions of Governance, Service Delivery and capacity within municipalities		Officials placed in Local Government Accounting Certificate (LGAC) training in targeted municipalities	No. of officials placed under LGAC training in targeted municipalities.	900 Officials completed LGAC-AAT training in targeted municipalities	100 Officials completed LGAC-AAT training	100 Officials completed LGAC-AAT training	300 Officials completed LGAC-AAT training	400 Officials completed LGAC-AAT training
			No. of Municipal officials registered on a Learnership Programme on Internal Audit Functions	30 officials registered on a Learnership Programme on Internal Audit Functions	10 officials registered on a Learnership Programme on Internal Audit Functions	10 officials continue training on a Learnership Programme on Internal Audit Functions	10 officials registered on a Learnership Programme on Internal Audit Functions	10 officials continue training and 10 officials registered on a Learnership Programme on Internal Audit Functions
			No. of officials to RPL and provided with advanced internal auditing training	70 officials to RPL and registered on advanced internal auditing programme	20 officials to RPL and registered on advanced internal auditing programme	20 officials to RPL and registered on advanced internal auditing programme	10 officials to RPL and registered on advanced internal auditing programme	20 officials to RPL and registered on advanced internal auditing programme

Strategic Objectives	Sub-Programme/Project	Key Actions	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance			Outer 2 years Performance Target
					Y1	Y2	Y3	
Strengthen Institutions of Governance, Service Delivery and capacity within municipalities	Municipal Oversight Function: Capacity Building Programme	Training of MPAC members	No. of MPAC members trained	120 MPAC members trained	30 MPAC members trained	30 MPAC members trained	30 MPAC members trained	30 MPAC members trained
	Technical Capacity Building	Training municipal officials in Project Management	No. of municipal officials trained in project management	200 officials trained on Project management	35 officials trained on Project management	25 officials trained on Project management	40 officials trained on Project management	100 officials trained on Project management
	Women's Mentorship Programme on identified areas	Training of Women councillors in municipalities	No. of mentees matched with suitable mentors	500 mentees matched with mentors	100 mentees matched with suitable mentors	Impact assessment conducted	200 mentees matched with suitable mentors	200 mentees matched with suitable mentors
			No of women councillors trained	400 trained women councillors	100 women councillors trained	Impact assessment conducted	150 trained women councillors	150 trained women councillors Impact assessment
	Batho Pele Training	Training municipal officials in Batho Pele	No. of municipal officials trained in Batho Pele Change Management and Project Khaedu	150 Municipal officials trained in various Batho Pele programmes	30 officials trained in various Batho Pele programmes	30 Municipal officials trained in various Batho Pele programmes	30 Municipal officials trained in various Batho Pele programmes	60 Municipal officials trained in various Batho Pele programmes

Strategic Objectives	Sub-Programme/Project	Key Actions	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance			Outer 2 years Performance Target
					Y1	Y2	Y3	
Strengthen Institutions of Governance, Service Delivery and capacity within municipalities	Provincial Capacity Development Strategy and Management Plan	Finalisation and approval of Strategy and Business Plan	Approved Provincial Capacity Development Strategy and Management Plan	Approved and implemented comprehensive strategy	Finalisation and approval of the strategy	Implementation of a strategy	Implementation of a strategy and monitoring and evaluation	Implementation and Review
	Certificate Programme in Housing Policy Development and Management	Recruitment and selection of course participants	No. of officials competent in Housing Policy Development and Management	100 Officials competent in Housing Policy Development and Management	20 Officials competent in Housing Policy Development and Management	20 Officials competent in Housing Policy Development and Management	20 Officials competent in Housing Policy Development and Management	40 Officials competent in Housing Policy Development and Management
	Review of Good Urban Governance Course	Draft Terms of Reference Signing of SLA with service provider	No. of officials competent in Good Urban Governance	200 Officials competent in Good Urban Governance	0	50	50	100
	National Housing Scholarship Programme	Recruitment and selection of potential candidates  Submit approved list to National	No. of Learners approved on National Housing Scholarship Programme to undertake housing related studies	50 Learners from Gauteng approved on National Housing Scholarship Programme to undertake housing related studies	10 Learners from Gauteng approved on National Housing Scholarship Programme to undertake housing studies	10 Learners from Gauteng approved on National Housing Scholarship Programme to undertake housing related studies	10 Learners from Gauteng approved on National Housing Scholarship Programme to undertake housing related studies	20 Learners from Gauteng approved on National Housing Scholarship Programme to undertake housing related studies

Strategic Objectives	Sub-Programme/Project	Key Actions	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance			Outer 2 years Performance Target
					Y1	Y2	Y3	
Strengthen Institutions of Governance, Service Delivery and capacity within municipalities	Accreditation of Municipalities to perform housing functions	Capacity assessment for level two Approval of level two business plans	Approval of municipalities on level one and two by MEC	All three Metros fully accredited to perform housing functions (subject to political resolutions)	Metros accredited on level one and two and monitoring of performance	Metros accredited on level one and two and monitoring of performance	Monitoring of performance	Review
	Municipal Finance		No. of municipalities that are implementing the Document Management Operation Clean Audit initiative	All municipalities implementing the Document Management Operation Clean Audit initiative	Document management reprioritised to implement the Revenue Enhancement and Debt Management project in Merafong	Implementation of Document Management Systems Phase 2 OPCA initiative in 4 municipalities	Implementation of Document Management Systems Phase 2 OPCA initiative in 4 municipalities	Implementation of Document Management Systems Phase 2 OPCA initiative in 4 municipalities
			Implementation of OPCA support for MPAC members	All MPAC members supported with OPCA		Coordination of MPAC support project in all municipalities	Coordination of MPAC support project in all municipalities	Coordination of MPAC support project in all municipalities

Strategic Objectives	Sub-Programme/Project	Key Actions	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance			Outer 2 years Performance Target
					Y1	Y2	Y3	
Strengthen Institutions of Governance, Service Delivery and capacity within municipalities			Implementation of OPCA performance information support projects	Implementation of OPCA performance information support projects in all LMs	Workshopped 14 LMs on requirement of AG in terms of Performance Information	Performance information support projects	Performance information support projects	Performance information support projects in all municipalities
	Municipal Finance		Implementation of financial management interventions (SAICA)	Financial management interventions in all LMs	Hands on support provided to municipalities in relation to MFMA compliance, resolution of and AG issues	Hands on support provided to municipalities in relation to MFMA compliance, resolution of and AG issues	Hands on support provided to municipalities in relation to MFMA compliance, resolution of AG issues and implementation of LGTAS	Hands on support provided to municipalities in relation to MFMA compliance, resolution of AG issues and implementation of LGTAS
			Implementation of internal audit functions and audit committees capacitating through shared services	Internal audit functions and audit committees capacitating through shared services in all municipalities	Conduct study on Shared Services and establishment of Shared Services Centres in municipalities:	Internal audit functions and audit committees capacitating through shared services in one district	Internal audit functions and audit committees capacitating through shared services in one district	Internal audit functions and audit committees capacitating through shared services in all municipalities

Strategic Objectives	Sub-Programme/Project	Key Actions	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance			Outer 2 years Performance Target
					Y1	Y2	Y3	
Strengthen Institutions of Governance, Service Delivery and capacity within municipalities			Support to all municipalities to improve the outcomes of the AG audit	All municipalities supported to improve the outcomes of the AG audit	Support provided to 4 municipalities to improve the Financial statements	Support to improve the quality of financial statements: Compilation of monthly financials in municipalities receiving qualified audits	Support to improve the quality of financial statements: Compilation of monthly financials in municipalities receiving qualified audits	Support to improve the quality of financial statements: Compilation of monthly financials in municipalities receiving qualified audits
	Municipal Finance		Provision of support to all municipalities on AG issues	Provision of support to all municipalities on AG issues	Support Provided to eliminate the AG issues reported in the FY07/8 AG report in 4 LMs	Addressing/eliminating AG issues support	Addressing/eliminating AG issues support	Addressing/eliminating AG issues support
			No. of municipalities implementing asset management projects	All LMs implementing asset management projects	Asset management projects in 3 LMs	Asset management projects in 3 municipalities	Asset management projects in 3 municipalities	Asset management projects in 3 municipalities
			No. of municipalities supported with compliance to GRAP 17	All municipalities supported with compliance to GRAP 17	3 LMs supported with compliance to GRAP 17	3 LMs supported with compliance to GRAP 17	3 LMs supported with compliance to GRAP 17	3 LMs supported with compliance to GRAP 17

Strategic Objectives	Sub-Programme/Project	Key Actions	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance			Outer 2 years Performance Target
					Y1	Y2	Y3	
Strengthen Institutions of Governance, Service Delivery and capacity within municipalities	Municipal Finance		No. of Municipalities supported with implementation of the Revenue and Debt management model  %municipal debt reduced  No. of Revenue Management established	All municipalities supported with implementation of the Revenue and Debt management model  Minimum 50% debt reduction  Revenue and debt Management entities established in 2 metros and 2 districts	Phase 1 of the Implementation of the Revenue and Debt management model completed.  Phase 2 commenced	7 LMs implementing Revenue and Debt management model  20% debt reduction	8 LMs implementing Revenue and Debt management model  50% debt reduction  Establishment of Revenue and debt Management entities in 2 metros and 2 districts	All municipalities implementing Revenue and Debt management model  50% debt reduction
	HIV and AIDS Support, Monitoring and Evaluation	Monitor and evaluate the HIV and AIDS programme  Monitor HIV and AIDS grant	Effective monitoring of municipal HIV and AIDS programmes	Effective and efficient monitoring of municipal HIV and AIDS programme	Approved and implemented municipal HIV and AIDS programme	All 15 municipalities implementing the HIV and AIDS Programme  Review the HIV and AIDS municipal door to door programme	All 15 municipalities complying to the HIV and AIDS programme	Review of the HIV and AIDS programme

Strategic Objectives	Sub-Programme/Project	Key Actions	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance			Outer 2 years Performance Target
					Y1	Y2	Y3	
Strengthen Institutions of Governance, Service Delivery and capacity within municipalities	Mainstreaming of Youth, Gender and People with disabilities (PWDs)	Develop Youth, Gender and PWDs guidelines	Mainstreaming of Youth, Gender and PWDs in all municipalities	All municipalities capacitated and mainstreaming Youth, Gender and PWDs programmes	Youth, Gender and PWDs guidelines developed and implemented	Capacity building programme roll out in all municipalities	Mainstreaming of Youth, Gender and PWDs in all municipalities	Mainstreaming of Youth, Gender and PWDs in all municipalities
		Support municipalities to implement the guidelines				Support municipalities in mainstreaming gender, youth and PWDs programmes		
		Monitor the implementation of guidelines	Capacity and skills development programme implemented for vulnerable groups			Impact assessment report on women councillor skills training and mentorship programme		Review the implementation of capacity building programme (impact assessment )

Strategic Objectives	Sub-Programme/Project	Key Actions	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance			Outer 2 years Performance Target
					Y1	Y2	Y3	
Develop and advance the regulatory environment for sustainable human settlements and local government	Reconfiguration of powers and functions	Finalise a way forward on the review of the allocation of Powers and Functions	Allocations of Powers and functions (delegation of authority between spheres of Government)	Allocations of powers and functions completed.	Approval of revised report and recommendations to EXCO  Implementation of recommendations commenced	Implementation of recommendations	Implementation of recommendations completed	Allocations of powers and functions completed
	Municipal By-laws Enforcement Programme	Support Municipalities to establish Municipal Courts to enforce bylaws;	Key enforcement structures and processes implemented	All By-law enforcement structures and processes evident in all Municipalities	Review all Municipal By-Laws	To put a strategic framework in place to ensure by-law enforcements	Capacity building and communication of by-laws	Capacity building and communication of by-laws  Monitor impact of reviewed by-laws and enforcement
	Policy	Development and implementation policies	Approved policies	Policies fully implemented	Draft policy developed	Approved policies	Implementation of policies	

Strategic Objectives	Sub-Programme/Project	Key Actions	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance			Outer 2 years Performance Target
					Y1	Y2	Y3	
Develop and advance the regulatory environment for sustainable human settlements and local government	Research	Conduct research	Approved report on Promotion and access to tenure security for rural communities of Gauteng	Implemented Policy	Approved report on Promotion and access to tenure security for rural communities of Gauteng	Draft policy on Promotion and access to tenure security for rural communities of Gauteng	Approved policy on Promotion and access to tenure security for rural communities of Gauteng	Implemented Policy on Promotion and access to tenure security for rural communities of Gauteng
	Disaster Management Centre	Consultative workshops with stakeholders.	Effective monitoring system for emergency service responsiveness	Effective monitoring system for emergency service responsiveness implemented	Approved Provincial Fire Safety Regulations, norms and standards	Effective monitoring system for emergency service responsiveness implemented	Review of monitoring system for emergency service responsiveness completed	Recommendations from review implemented

**Build an inclusive economic environment which is conducive to the creation of decent work**

Strategic Objectives	<ol style="list-style-type: none"> <li>1. Develop and implement a strategy on creating decent work in the housing and local government sector that would contribute at least 60,000 sustainable jobs by 2014</li> <li>2. Develop and implement a structured engagement programme with local government, organised communities and other stakeholders to support the creation of an inclusive economic environment which is conducive to the creation of decent work</li> </ol>
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Strategic Objectives	Sub-Programme/Project	Key Actions	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance Target			Outer 2 yrs Performance Target
					Y1	Y2	Y3	
Develop and implement a strategy on creating decent work in the housing and local government sector that would contribute at least 60,000 sustainable jobs by 2014	Mixed housing development	Development of strategy with minimum requirements for contractors on EPWP and labour content of public infrastructure investment	Approved and implemented strategy	100 % implementation	Decent work strategy developed	Strategy on decent work approved and implementation commenced	Implementation of the strategy	100% Implementation and review of the strategy
	Alternative tenure							
	Eradication of informal settlements	Approval of the strategy on decent work	No. of municipalities adhering to requirements	15 Municipalities	0	3 metro municipality	3 districts adhering to the requirements	9 locals adhering to the requirements
	20 PTP	Implementation of the strategy to create decent work	No. of jobs created	Create no less than 60,000 by end of year 5	0	12000	18000	30000
	Urban renewal programme							
	Municipal Infrastructure Support							

Strategic Objectives	Sub-Programme/Project	Key Actions	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance Target			Outer 2 yrs Performance Target
					Y1	Y2	Y3	
Develop and implement a structured engagement programme with local government, organised communities and other stakeholders to support the creation of an inclusive economic environment which is conducive to the creation of decent work	Mixed housing development	Promote Local Economy and entrepreneurship through Infrastructure development	% of local labour created through SMMEs	70 % of local labour workforce		50% of workforce should be local labour on all projects	60% of workforce should be local labour on all projects	70% of workforce should be local labour on all projects
	Alternative tenure							
	Eradication of informal settlements	Involve local contractors and SMMEs in infrastructure development						
	20PTP							
	Urban renewal programme		Implement Plato SMMEs Project to all municipalities	Implement Plato SMMEs Project to all municipalities	Develop and professionalize 120 SMMEs as per the developed project plan	Develop and professionalize 120 SMMEs as per the developed project plan	Implementation of the Plato SMME project second intake of SMMEs Develop and professionalize 120 SMMEs	Completion of the implementation of the second plan Develop and professionalize 120 SMMEs
	Municipal Infrastructure Support	Implementation of EPWP	% of labour intensive projects	20% of labour intensive projects	Minimum 20% of your project should go to labour	Minimum 20% of your project should go to labour.	Minimum 20% of your project should go to labour	Minimum 20% of your project should go to labour

Strategic Objectives	Sub-Programme/Project	Key Actions	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance Target			Outer 2 yrs Performance Target	
					Y1	Y2	Y3		
Develop and implement a structured engagement programme with local government, organised communities and other stakeholders to support the creation of an inclusive economic environment which is conducive to the creation of decent work		To monitor the project value allocated to EPWP	% of project value allocated to EPWP	15% of project value allocated to EPWP	15% of project value allocated to EPWP	15% of project value allocated to EPWP	15% of project value allocated to EPWP	15% of project value allocated to EPWP annually	
		Revise current provincial LED strategy with a view to achieve decent work and growing economy	Individual Municipal LED strategies aligned with the GDS	Implementable LED strategy for Gauteng	Revised LED Strategy	Approved provincial LED strategy	Implementation	Implementation Monitoring and Evaluation	
	Ensure that requisite contract, technical, professional skills, etc, are transferred to the local contractors and labour force		Ensure that requisite contract, technical, professional skills, etc, are transferred to the local contractors and labour force	% of local contractors and labour force mentored	40 % of local contractors and labour force mentored	10 % of local contractors and labour force mentored	20 % of local contractors and labour force mentored	30 % of local contractors and labour force mentored	40 % of local contractors and labour force mentored
				% of local contractors appointed beyond contracted period	5% of local contractors appointed beyond contract period	1.5% of local contractors appointed beyond contract	2.5% of local contractors appointed beyond contract period	3.5% of local contractors appointed beyond contract period	5% of local contractors appointed beyond contract period
		PRTs mentoring local contractors	Approved skills Development Programme -	100% implementation of the skills development programme	Development of the skills development programme	Approval and incorporation into contracts	Implementation	100% implementation of the programme	

Strategic Objectives	Sub-Programme/Project	Key Actions	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance Target			Outer 2 yrs Performance Target
					Y1	Y2	Y3	
Develop and implement a structured engagement programme with local government, organised communities and other stakeholders to support the creation of an inclusive economic environment which is conducive to the creation of decent work	Socio economic integration of vulnerable groups	Target the development of designated groups as contractors and labour	% of the targeted group per project	Per project Black ownership 70% Local Partners 40% SMMEs 50% Participation of People with Disabilities 5% Women 30% Youth 5%	Per project: Black ownership 40% Local Partners 20% SMMEs 10% Participation of People with Disabilities 2% Women 5% Youth 2%	Per project: Black ownership 50% Local Partners 25% SMMEs 20% Participation of People with Disabilities 3% Women 10% Youth 3%	Per project: Black ownership 60% Local Partners 30% SMMEs 30% Participation of People with Disabilities 4% Women 20% Youth 4%	Per project annually: Black ownership 70% Local Partners 40% SMMEs 50% Participation of People with Disabilities 5% Women 30% Youth 5%
		To facilitate the National Youth Service (NYS) Programme on housing and construction	Number of youth successfully trained on the NYS Programme	200 learners	40	40	40	80
	To train vulnerable groups on Business Development	No. of members from vulnerable groups trained on construction and business	100	(Of the 100 people trained in 2009/10, 10 People with Disabilities	10 PWDs placed in the incubator programme	10 PWDs profiled	10 PWDs exit strategy	

Strategic Objectives	Sub-Programme/Project	Key Actions	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance Target			Outer 2 yrs Performance Target
					Y1	Y2	Y3	
Develop and implement a structured engagement programme with local government, organised communities and other stakeholders to support the creation of an inclusive economic environment which is conducive to the creation of decent work	Municipal Infrastructure support	Conduct an assessment on the impact of 20 PTP, MIG and IHSMSG in growing the economy	Approved Impact assessment report on 20 PTP, MIG and IHSMSG	Approved Impact assessment report on 20 PTP, MIG and IHSMSG	Baseline study	Analysis of socio economic trends	Approved report	Implement Impact assessment report on 20 PTP, MIG and IHSMSG

**Strengthen and align the Department’s organisational capability and performance to deliver on its mandate**

Strategic Objectives	<ol style="list-style-type: none"> <li>1. Implement a Human Resource Development Strategy</li> <li>2. Develop the departmental service delivery business model</li> <li>3. Create a consultative and participative environment for customers and stakeholders</li> <li>4. Finalise the integration of the two branches to deliver effectively against the department mandate</li> </ol>
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Strategic Objective	Sub-Programme/Project	Key Actions	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance Target			Outer 2 yrs Performance Target
					Y1	Y2	Y3	
Implement a Human Resource Development Strategy		Develop approve and implement a Human Resources Strategy and Plan	Implemented HRD Strategy and plan	HRD Strategy and plan implemented	Approved HRD strategy	Implementation plan commenced	HRD strategy implemented and monitoring commenced	Monitoring and review of HRD strategy
Develop the departmental service delivery business model		Undertake Business Processes Review and Mapping  Implementation of approved business processes	Improved delivery of quality services and products implemented	Improved efficiency and effectiveness	Approved Departmental Business Processes with aligned Value Chains throughout the Department	Approved Departmental Business Processes and Value Chains implemented	Approved Departmental Business Processes and Value Chains monitored for efficiency and effectiveness	Departmental Business Processes that are compliant to the ISO 9000 Standards

Strategic Objective	Sub-Programme/Project	Key Actions	Performance Measure/Indicator	Five Year Performance Target	Three Year Performance Target			Outer 2 yrs Performance Target
					Y1	Y2	Y3	
Create a consultative and participative environment for customers and stakeholders		Develop, approve and implement a Stakeholder Mobilisation Plan	Functional and responsive stakeholder structures or forums	Implemented Stakeholder Mobilisation Plan	Approved Stakeholder Mobilisation Plan	Stakeholder Management Plan implemented	Monitoring and Evaluation of Stakeholder Mobilisation Plan	Functional and responsive stakeholder structures or forums in place
Finalise the integration of the two branches to deliver effectively against the Department mandate			Fully merged Department delivering against its mandate	Fully merged Department delivering against its mandate	Form and functions of organisation approved	Functions and organisation form implementation commenced	New organisation fully implemented	Organisational improvement

## 7.2 Resource considerations

Since the programme structure will only be finalised by 31 March 2010, it is not possible at this stage to outline resource considerations per programme.

## 7.3 Risk management

Since the programme structure will only be finalised by 31 March 2010, it's not possible at this stage to outline risks per programme, thus we have identified key risks for each strategic objective.

Strategic Goal	Strategic Objective	Risk Identified	Mitigating Measures
<p>1. <b>Build cohesive and sustainable communities by ensuring that innovative services and infrastructure are provided to create sustainable human settlements</b></p>	<p>1.1 Provide and develop integrated infrastructure for the creation of cohesive communities</p>	<p><b>Budget Constraints due to:</b></p> <ul style="list-style-type: none"> <li>• Limited allocation of the Integrated Conditional Grant</li> <li>• Increase in cost of Building Material</li> </ul> <p><b>Rapid Urbanization, population growth and in-migration into Gauteng due to:</b></p> <ul style="list-style-type: none"> <li>• Poverty , economic and employment opportunities</li> <li>• Political instability from neighboring countries</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy to source additional funding from Private Sector, Sister Departments, Local Municipality and Donor funding</li> <li>• Policy Framework to curb the sprawl of informal settlement and enforcement of by-laws</li> </ul>
	<p>1.2 Acquire, manage and develop, suitable and well located land (incl. state-owned) for the creation of sustainable human settlements</p>	<p><b>Lack of suitable and well located land for housing development due to:</b></p> <ul style="list-style-type: none"> <li>• Privately owned land which is sold at the highest price</li> <li>• Most suitable land is situated outside the urban edge</li> <li>• Most of the Gauteng land is dolomite</li> <li>• Municipalities selling land to the highest bidder of the Private Sector.</li> </ul>	<ul style="list-style-type: none"> <li>• Purchase of private owned land.</li> <li>• SLA with Housing Development Agency to source land on behalf of the Department</li> <li>• Prioritisation of state owned land for housing development - impose moratorium on the sale of state land.</li> <li>• Proactive identification of land in strategic locations (Pocket of land).</li> </ul>
	<p>1.3 Provide and facilitate the development of innovative and quality housing solutions</p>	<p><b>In ability to provide and facilitate the development of innovative and quality housing solution due to:</b></p> <ul style="list-style-type: none"> <li>• Non acceptance of new housing solution by the community</li> <li>• Difficulty in confirmation of quality standards of the new housing solution</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance consumer education</li> <li>• Confirmation of standard with relevant bodies</li> </ul>

Strategic Goal	Strategic Objective	Risk Identified	Mitigating Measures
<p>2 <b>Strengthen the Developmental State by enhancing participatory governance and building the capacity and capability of local government to achieve its constitutional mandate</b></p>	<p>2.1 Deepen Participatory Democracy Processes and Strengthen its Institutions at the local sphere of government</p>	<p><b>Poor municipal consultation processes due to:</b></p> <ul style="list-style-type: none"> <li>• Lack of stakeholder buy-in</li> <li>• Communities impatience with government’s lack of service delivery</li> <li>• Ward delimitation</li> </ul>	<ul style="list-style-type: none"> <li>• Approved communication strategy to undertake focused engagements with stakeholder groups.</li> <li>• Enhancement of Political Steering Committees</li> <li>• New CDW Institutional Model</li> </ul>
	<p>2.2 Strengthen Institutions of Governance, Service Delivery and capacity within municipalities</p>	<p><b>Lack of stakeholder confidence due to:</b></p> <ul style="list-style-type: none"> <li>• Political interference and political opportunism</li> <li>• Lack of implementation, alignment and understanding of provincial IGR framework.</li> <li>• Non implementation of legislative mandates in relation to issues of corporate governance principles</li> </ul>	<ul style="list-style-type: none"> <li>• All Ward Committees fully functional and well resourced.</li> <li>• Enhanced oversight functions in all municipalities</li> <li>• Provide financial Capacity through Operation Clean Audit</li> <li>• Enhance the implementation of Functional IGR structures and systems to ensure alignment in planning cycles of different spheres of government</li> <li>• Allocation of powers and functions.</li> <li>• Enforce relevant legislation to ensure good governance</li> </ul>
	<p>2.3 Develop and advance the regulatory environment for sustainable human settlements and local government</p>	<p><b>Inability to comply with environmental regulatory framework due to:</b></p> <ul style="list-style-type: none"> <li>• Non compliance with laws, regulations and policies</li> </ul> <p>Lack of coordination with internal and external stakeholders</p>	<ul style="list-style-type: none"> <li>• By-law enforcement structures and processes</li> <li>• Develop a strategy to work with sister Departments on environmental issues</li> </ul>

Strategic Goal	Strategic Objective	Risk Identified	Mitigating Measures
<b>3. Build an inclusive economic environment which is conducive to the creation of decent work</b>	3.1 Develop and implement a strategy on creating decent work in the housing and local government sector that would contribute at least 60,000 sustainable jobs by 2014	<b>Inability to create decent work due to:</b> <ul style="list-style-type: none"> <li>• Lack of Legislative Framework on decent work</li> <li>• Insufficient funding to deliver on set targets</li> </ul>	<ul style="list-style-type: none"> <li>• Develop internal strategy framework on decent work</li> </ul>
	3.2 Develop and implement a structured engagement programme with local government, organised communities and other stakeholders to support the creation of an inclusive economic environment which is conducive to the creation of decent work	<b>Lack of buy-in from stakeholders due to:</b> <ul style="list-style-type: none"> <li>• Fractured community structures</li> <li>• Political interference</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced Community Participation Strategy</li> </ul>

Strategic Goal	Strategic Objective	Risk Identified	Mitigating Measures
<b>4.Strengthen and align the department's organisational capacity and capability to deliver on its mandate</b>	4.1. Implement a Human Resource Development Strategy	<b>Inability to implement a Human Resource Strategy due to:</b> <ul style="list-style-type: none"> <li>• Insufficient Developmental capacity and skills to deliver against set targets</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Human Resource Development Strategy</li> <li>• Develop measures and campaign for skills recruitment and retention</li> <li>• Integrate e-governance and e-learning</li> <li>• Institutionalize Life Strategy Coaching Programmes</li> <li>• Institutionalize GCR Academy through alignment of human resource initiatives</li> <li>• Enhance the promotion of healthy lifestyles among employees</li> </ul>
	4.2. Develop the Departmental service delivery business model	<b>Inability to implement the Local Government and Housing Value due to:</b> <ul style="list-style-type: none"> <li>• Delays in Merger processes</li> </ul>	<ul style="list-style-type: none"> <li>• Development of the Value Chain Strategy</li> <li>• Enhance Merger Action Plans</li> </ul>
	4.3. Create a consultative and participative environment for customers and stakeholders	<b>Lack of structured engagement processes due to:</b> <ul style="list-style-type: none"> <li>• Accessibility</li> <li>• Centralized customer services</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Stakeholder Engagement Strategy</li> <li>• Regionalization of services</li> </ul>
	4.4. Finalise the integration of the two branches to deliver effectively against the Departmental mandate	<b>Inability to integrate the two branches due to:</b> <ul style="list-style-type: none"> <li>• Uncertainties which comes with change</li> </ul>	<ul style="list-style-type: none"> <li>• Project Merger Team</li> </ul>

## PART C: LINKS TO OTHER PLANS

### 8 Links to the long-term infrastructure and other capital plans

Table: Links to long-term infrastructure plan

No	Project name	Programme	Municipality	Outputs	Medium Term Estimates		
					2010/11	2011/12	2012/13
<b>1. New and replacement assets (R thousand)</b>							
	MIG workshops/conferences	MIG and Capital Infrastructure Programmes	All municipalities	Action plan	0.5 million	0.57 million	0.65 million
	number of households with alternative sanitation		Identified municipalities	No. of toilets installed	0.2 million	0.25 million	0.25 million
	Merafong backlog study		Merafong	Backlog study report and implementation plan	0.5 million	0.5 million	0.5 million
	Sanitation backlogs study assessment		All municipalities	Backlog study report and implementation plan	0.5 million	0.5 million	0.5 million
	Free basic services implementation campaigns		All municipalities		0.5 million	0.5 million	0.5 million
	master plans for 4 municipalities	20 PTP	4 identified municipalities	Expenditure report, site visit and technical report	12 million	13 million	14 million
	leak detection, PRV installation, metering, education awareness and campaigns	Water Demand Management	All municipalities	Expenditure report, site visit, technical report and 15 % savings in water loss report	10 million	10 million	10 million
	installation of solar geysers	Gauteng Integrated Energy	All municipalities	Progress report and reduction in electricity loss report	0.5 million	0.6 million	0.7 million
	alternative renewable energy for winterveldt		Tshwane	Alternative energy supply	6 million	3 million	

	energy loss	Gauteng Integrated Energy	All municipalities	Technical report	10 million	11 million	12 million
	Annual energy summit and public awareness campaigns		All municipalities	Action plan	2 million	2 million	2 million
	Energy audit for all provincial govt		All municipalities	Audit reports	2 million	2 million	2 million
	Smart metering pilot		All municipalities	No. of meters installed	3 million	2 million	2 million
	compilation of infrastructural master plans	Master plans for infrastructure	All municipalities	Progress report and master plans			
	Investigate sustainable building technologies for housing			Technical report	2 million	2 million	2 million
<b>Total new and replacement assets</b>					<b>49.2 million</b>	<b>47.92 million</b>	<b>47.1 million</b>
<b>2. Maintenance and repairs (R thousand)</b>							
<b>3. Upgrade and additions (R thousand)</b>							
	Rietsspruit waste water treatment works	Waste water treatment works	Emfuleni	Business plans, technical report, progress report and expenditure report,	2 million	2 million	2 million
	Leeukuil waste water treatment works		Emfuleni		2 million	2 million	2 million
	Sebokeng waste water treatment works		Emfuleni		2 million	2 million	2 million
	Sedibeng Regional sanitation Scheme		Emfuleni		1 billion	1 billion	1 billion
	Badirile waste water treatment works		Randfontein		1 million	1 million	1 million
	Percy Stewart waste water treatment works		Mogale		10 million	10 million	10 million
	Ekangala waste water treatment works		Kungwini		10 million	10 million	10 million
	Refilwe waste water treatment works		Nokeng		5 million	5 million	5 million
	Rayton Sewer works		Nokeng		5 million	5 million	5 million

	Efficient waste/water management systems		All municipalities	Implementation plan, technical report, expenditure and progress report	10 million	10 million	10 million
	Solid waste	Solid waste	All municipalities	Planned progress report and expenditure	15 million	15 million	15 million
	Storm water	Storm water	All municipalities	Planned technical progress report and expenditure	10 million	10 million	10 million
<b>Total upgrades and additions</b>					<b>1.495 billion</b>	<b>1.495 billion</b>	<b>1.495 billion</b>
<b>4. Rehabilitation, renovations and refurbishments (R thousand)</b>							
<b>5. Other</b>							
	Technical skills support and mentorship	Technical support	All municipalities	Monthly progress report, no. of students and graduates mentored	2million	2million	2million
	EPWP training and monitoring			No. of municipalities implementing and no. of work opportunities created	1million	1million	1million
<b>Total Other</b>					<b>3 million</b>	<b>3 million</b>	<b>3 million</b>

- The function of long-term infrastructure planning will be transferred to Infrastructure Development in due course.
- There is no information for outputs in the previous financial years as well as budgets associated therewith

## 9 Conditional grants

<b>Name of grant</b>	Integrated Housing and Human Settlement Development Grant (IHAHSD)
<b>Purpose</b>	To finance the implementation of National Housing Programmes, for the creation of sustainable human settlements.
<b>Performance indicator</b>	<ul style="list-style-type: none"> <li>• 2 housing instruments supporting financial interventions.</li> <li>• 7 housing instruments assisting incremental housing programmes</li> <li>• 3 housing instruments enhancing social and rental housing</li> <li>• 1 housing instrument supporting rural housing Development for sustainable human settlements</li> </ul>
<b>Continuation</b>	At least the next 20 years
<b>Motivation</b>	<ul style="list-style-type: none"> <li>• The provision of housing to the poor is a national priority</li> <li>• The housing development is viewed as an initiative through which projects and programmes can be funded that are in support of the housing investment being made in an effort to create viable communities living in sustainable integrated human settlements</li> </ul>

## **10 Public entities**

### **XHASA ACCOUNTING & TECHNICAL CENTRE (XHASA ATC)**

The winding up of Xhasa ATC was initiated in February 2008. The estimated costs for the voluntary winding-up for the Department are R20.723 million. This amount is required to effect all necessary payments and preliminary claims from creditors of the entity. The above-mentioned estimated costs are still subject to confirmation by the liquidator via legislated processes and are required in the current financial year

### **GAUTENG PARTNERSHIP FUND (GPF)**

The Gauteng Partnership Fund (a schedule 3 C listed Public Entity) is currently in a process of merging with the Gauteng Fund (entity of the Provincial Department of Finance). Over the next 3 financial years (2010-2013), the GPF requires a budget of R650m from the Department of Local Government and Housing in order to fulfill its mandate.

Name of public entity	Mandate	Outputs	Current annual budget (R thousand)	Date of next evaluation
Gauteng Partnership Fund	<p>Normalise the Social Housing Market in Gauteng through innovative funding interventions (it is a mechanism to entice capital market investment into this market);</p> <p>Provide enhanced gearing for private commercial funding;</p> <p>Facilitate private bank funding into this sector;</p> <p>Form partnerships to address blockages and bottlenecks across the entire lower-cost housing service delivery value chain; and</p> <p>Facilitate integrated developments as per the sustainable human settlements policy framework.</p>	<p>Reduced capital costs for projects and assisted SHIs to fund their own growth.</p> <ul style="list-style-type: none"> <li>• Committed Value - R120m</li> <li>• Facilitated Units - 2250</li> <li>• Completed Units – 1000</li> </ul> <p>Rental Housing - enhanced debt to equity ratio for companies in projects so they can raise commercial funding</p> <ul style="list-style-type: none"> <li>• Committed Value - R12m</li> <li>• Facilitated Units – 400</li> <li>• Completed Units – 300</li> <li>• Debt to Equity ratio of 70:30</li> </ul> <p>Social Housing Fund - reduced cost to capital on projects linked to subsidies</p> <ul style="list-style-type: none"> <li>• Committed Value - R30m</li> <li>• Facilitated Units- 750</li> <li>• Completed Units - 500</li> <li>• Reduced cost of rentals from going market to subsidised - 15%</li> </ul> <p>SHEF - shared financial risk with financial institutions in equity funding for sustainable integrated developments</p> <ul style="list-style-type: none"> <li>• Committed Value - R50m</li> <li>• Facilitated Units – 4000</li> <li>• Completed Units – 700</li> <li>• Leverage value - R700m</li> </ul>	R35 960 474	Annual evaluation as per financial year

## 11 Public-private partnerships

The Department of Local Government and Housing does not have any Public Private Partnerships. However many strategic partners assist the Department in fulfilling its mandate of ensuring the provision of the effective functioning of local government. Some of the Department's associates include the following organizations:

- Association of Accounting Technicians (AAT)
- Development Bank of South Africa (DBSA)
- Education Training (EDU)
- Electricity Distribution Industry (EDI)
- ESKOM
- Johannesburg and Tshwane Housing Company
- Municipal Demarcation Board
- National Energy Regulator of South Africa (NERSA)
- National Home Builders Registration Council (NHBRC)
- National Housing Finance Corporation (NHFC)
- National Urban and Reconstruction Agency (NURCHA)
- People's Housing Partnership Trust (PHPT)
- Rand Water
- Rural Housing Loan Fund (RHLF)
- SERVCON
- Social Housing Foundation (SHF)
- South African Institute of Chartered Accountants (SAICA)
- South African Institute of Civil Engineers
- South African Local Government Association (SALGA)
- South African Management Development Institute
- State Information and Technology Agency (SITA)
- Statistics South Africa (Stats SA)
- Thubelisha Homes