HUMAN SETTLEMENTS

DIRECTORATE EXECUTIVE SUMMARY OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2020/21

Executive Director: Nolwandle Gqiba
Contact person: Andre Kermis and Jodie Kenny

Website (for detailed SDBIP): http://www.capetown.gov.za/
VISION OF THE CITY

To be an opportunity city that creates an enabling environment for economic growth and job creation, and to provide assistance to those who need it most. To deliver quality services to all residents in line with the City’s citizen-centric focus as one of the key principles in delivering its services. To serve the citizens of Cape Town as a well-governed and corruption-free administration.

In pursuit of this vision, the City’s mission is as follows:

- To contribute actively to the development of its environment, human and social capital
- To offer high-quality services to all who live in, do business in or visit Cape Town as a tourist
- To be known for its efficient, effective and caring government

This is a one-year plan, giving effect to the IDP and the budget. It sets out the strategies/action plans in quantifiable outcomes that will be implemented over the 2020/21 financial year. It considers what was set out in the IDP. It indicates what the Directorate needs to do to deliver on the IDP objectives, how this will be done, what the outcomes will be, what processes will be followed, and what inputs will be used.

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The Directorate was established in terms of the institutional macrostructure in December 2018 and has been operationalised on 1 January 2019. It was "constituted to improve the delivery of housing opportunities in well-located areas which require dedicated structural support and a clearer strategic and operational link between informal settlement upgrades, backyard services, formal housing delivery, and enhanced housing provision through the market".

The executive summary of the Human Settlements Directorate’s Service Delivery and Budget Implementation Plan 2020/21 provides an overview of delivery by the core service delivery departments of the Directorate, namely:

- Public Housing
- Housing Development
- Informal Settlements
- Operational Policy and Planning

The Directorate’s Service Delivery and Budget Implementation Plan (SDBIP) is developed in alignment with the City’s new term of office Integrated Development Plan (IDP) and other primary strategies, as well as the 2020/21 budget, and further unpacked in the line department’s business plans and SDBIPs to ensure effective and efficient service delivery.

Key objectives of the Directorate are as follows:

- To facilitate and develop sustainable integrated human settlements.
- To integrate the delivery of housing opportunities with the objectives and deliverables of the rest of the City, thereby ensuring that these contribute to the creation of a compact city and optimal use of facilities.
- To improve informal settlements and backyard precincts incrementally and create a better quality living environment, rather than merely providing shelter.
- To manage and maintain the City of Cape Town’s rental assets strategically.
- To promote and ensure meaningful partnerships with private sector and community-based stakeholders towards the development of affordable housing.

Key priorities of the Directorate in relation to the new term of office IDP are:

- Excellence in service delivery
- Economic inclusion
- Mainstreaming basic service delivery to informal settlements and backyards

Increasing urbanisation and the integration of related functions will address the need for more opportunities across the housing ladder through better planning and urban management. Therefore, it was proposed that these functions be consolidated within a portfolio with dedicated senior management and organisational structure.

The new Human Settlements Directorate is to be guided by the Metropolitan Spatial Development Framework (MSDF) and the Transit-Oriented Development (TOD) Strategic Framework in enabling spatial transformation.

The overall purpose and service mandate of the Directorate is to contribute and lead towards the City's development of integrated sustainable human settlements by improving the performance of the overall living and built environment of communities within the City of Cape Town, and balancing quantity with quality housing opportunities, with specific focus on improving the livelihood of the poor.

The Housing Act (107 of 1997), places an obligation on the City, as part of its process of integrated development planning, to take all reasonable and necessary steps within the framework of the National and Provincial Housing Policy to ensure that:

- The inhabitants of its area of jurisdiction have access to adequate housing on a progressive basis;
- Conditions not conducive to the health and safety of the inhabitants of its area of jurisdiction are prevented or removed; and
- Services in respect of water, sanitation, electricity, roads, stormwater drainage and transport are provided in a manner which is economically efficient.

In addition, the City is required to:

- Set housing delivery goals in respect of its area of jurisdiction;
- Identify and designate land for housing development that is financially and socially viable;
- Promote the resolution of conflicts arising in the housing development process;
- Initiate, plan, co-ordinate, facilitate, promote and enable appropriate housing development in its area of jurisdiction;
- Provide bulk engineering services, and revenue-generating services insofar as such services are not provided by specialist utility suppliers; and
- Plan and manage land use and development for human settlements.

In the absence of a human settlements strategy, the key focus and mission of the Directorate will be the following:

- Facilitate and develop sustainable integrated human settlements;
- Integrate the delivery of the basket of housing opportunities with the rest of the City to ensure compacting of the city and optimal use of facilities;
- Incremental improvement of informal settlements and backyards and the creation of a better quality living environment and not only shelter;
- Management and maintenance of city rental stock; and
- Leading in the social and economic development of disadvantaged areas to ensure quality of life and the environment are improved.

In May 2016, the City of Cape Town adopted the Transit-Oriented Development (TOD) Strategic Framework, which sets a transit-led development agenda at all levels of the built environment. Transit-Oriented Development (TOD) is a data-driven strategic founding strategy that underpins all development for the City of Cape Town, whether in response to growth or urbanisation. TOD is also to be the Spatial Transformation Strategy for the City of Cape Town. It is transit-led and can be manifested through densification, intensification, upgrading and infill within the urban fabric, so as to consolidate the urban fabric in the right places and make it more efficient, for the benefit of the citizens of Cape Town.

Like many other cities in the world, we continue to experience rapid urbanisation as more and more people move to Cape Town in search of opportunities, and with it comes numerous challenges.
3. LEGISLATIVE IMPERATIVES

- Constitution of the Republic of South Africa
- Accreditation Framework as prescribed in the National Housing Code
- Division of Revenue Act
- Housing Act 107 of 1997/Housing Code
- Municipal Finance Management Act
- Breaking new ground plan on sustainable human settlements
- Integrated Development Plan:
  - Built Environment Performance Plan
  - Spatial Development Framework
  - Citywide Infrastructure Plan
- Outcome 8 and 6 - Human settlements
- Approved Council policies

4. STRATEGIC ALIGNMENT TO THE IDP

DIRECTORATE ALIGNMENT TO THE OBJECTIVES AND PROGRAMMES

<table>
<thead>
<tr>
<th>CARING CITY</th>
<th>SAFE CITY</th>
<th>WELL-RUN CITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objectives:</strong> 1.1 Excellence in service delivery</td>
<td><strong>Objectives:</strong> Safe communities</td>
<td><strong>Objectives:</strong> Operational sustainability</td>
</tr>
<tr>
<td><strong>Programmes:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Housing programme:</td>
<td></td>
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<tr>
<td>- Densification project</td>
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<tr>
<td>- New housing development project</td>
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<tr>
<td>- Social housing safety project</td>
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</tr>
<tr>
<td><strong>Objectives:</strong> 3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers</td>
<td></td>
<td></td>
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<tr>
<td><strong>Programmes:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Basic service delivery programme</td>
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<tr>
<td>- Human settlements programme</td>
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<tr>
<td>- Informal settlements services project</td>
<td></td>
<td></td>
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<tr>
<td>- Reducing city ownership of rental stock</td>
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</tr>
</tbody>
</table>
The Directorate consists of four main departments. Herewith a brief overview of their purposes and objectives:

### 5.1. INFORMAL SETTLEMENTS

The Informal Settlements Department’s key purpose and mandate is the strategic management implementation of upgrading projects for informal settlements. Secondly, the provision of water and sanitation services to backyarders on Council-owned land as a priority across the City of Cape Town. Lastly, directing the implementation of strategic support (operational and functional) to informal settlements, community facilitation, preventative measures, and monitoring functions relating to all informal settlements.

The City’s informal settlement programme is funded through national grants, while the servicing of the informal settlements is funded with partial recovery of costs from the National Equitable Share. It is also responsible for the incremental upgrade of informal settlements, as well as the development of an overall strategy for the medium to long-term implementation programme, which will be aligned to the Human Settlement Strategy once adopted by Council.

In 2020/21, the departmental focus will primarily remain the same and is not limited to the following:

- The initiative of providing basic services to backyard dwellers in city rental units will still be rolled out across the city where such installations are possible. Further areas for service installation have been identified.
- Improvement of service delivery to existing backyard dwellings at city rental units by providing households with access to basic municipal services, e.g. the provision and maintenance of water, sanitation, electricity and refuse removal services.

### 5.2. HOUSING DEVELOPMENT

The core function of this department is to facilitate and develop sustainable integrated human settlements in alignment with the National Housing Code, the City’s Spatial Development Framework, and the City’s Transit-Oriented Development Framework. This is done by managing the initiation, planning and implementation of integrated human settlement projects and facilitating the development of social facilities and amenities. Furthermore, this department is responsible for the development of new, integrated, formal housing/townships linked to a range of national programmes. Its responsibilities also include the transformation of hostels, land reform and land restitution within Cape Town. The nature of work undertaken by the department attracts a large proportion of the Urban Settlements Development Grant (USDG) and Human Settlements Development Grant (HSDG) budget.
The development of integrated human settlements requires a transversal approach. The Human Settlement Project pipeline has to align, therefore, with the forward planning and budgeting of a broad range of departments across all spheres of government.

In 2020/21, the departmental focus will be mainly, but not limited to, the following:
- 3 086 serviced sites
- 4 255 top structures

5.3. PUBLIC HOUSING

The Home Ownership, Tenancy Management and Staff Housing Department is responsible to direct, manage and control the operations with regard to the transfer of the City’s public housing assets, as well as for tenancy transfer and management. The department is also responsible for the development and implementation of maintenance plans by assessing conditions, maintenance costing and rollout. The department also manages and administers properties envisaged to be retained as operational staff housing.

In 2020/21, the departmental focus will be mainly, but not limited to, the following:
- Automation of rental administrative processes
- Management of reactive and planned maintenance in line with health and safety regulations at City-owned rental dwellings and hostels
- Development of C3 process flow for expediting repair and maintenance requests
- It will further focus to develop and manage business processes linked to tenancy management and the provision of a customer-focused service at housing estate offices

5.4. OPERATIONAL POLICY AND PLANNING

This department will form part of the new proposed Human Settlements Structure with the core objective to provide strategic support in the implementation of human settlement programmes. This will be achieved through the development of human settlements operational strategies and policies that inform human settlement plans and programmes. Furthermore, this department is responsible for strategic identification and acquisition of land for human settlement purposes, as well as focus on beneficiary and tenure administration.

In 2020/21, the departmental focus will be mainly, but not limited to, the following:
- Number of deeds of sale agreements signed with identified beneficiaries within City-owned rental stock
- Reviewing of the Human Settlement Plan
- Professional support in relation to Housing Strategy and sector plans

NOTE: No SDBIP has been developed for this department.

(The Head of the Department position is in process.)

6. PERFORMANCE PROGRESS AND OUTCOMES

6.1. PAST YEAR’S PERFORMANCE

As per the first half (second quarter) of the 2019/20 financial year, the following progress has been made:
- 152 sites were recorded against a target of 500 for the second quarter. Valhalla Park is an example of such a project. The department is confident that with the additional security measures in place, the site target of 1 770 for the 2020/21 financial year will be reached.
- The Housing Development Department is on track to reach the top structure target and has delivered 1 492 of the 3 375 target within the first and second quarters of this financial year.
- Dedicated internal project managers and professional teams have been appointed to start the planning process to fast-track the implementation of five major projects which will be delivered in the outer years. These projects are Annandale, ACSA-Symphony Way, Blue Berry Hill, Pelican Park Phase 2 and Vlakteplaas.
- The progress on milestones towards the development and implementation of an Asset Management Plan for the first and second quarters of the 2019/20 financial year has achieved 50% of the allocated budget. The plan is currently under review and a PO has been issued to the consultant on 8 February 2020.
- Number of sites serviced in the informal settlements (incremental housing and reblocking): 383 (target: 200).
- Number of service points (toilet and tap with hand basin) provided to backyarders: 363 (target: 250).

6.2. AREAS OF BUSINESS IMPROVEMENT

* Located in departmental business plans

Various areas of intervention have been identified in order to enable value-add to the City, but also to build a strong, professional team. The following is a selection of the most important initiatives to be driven by the Directorate:
- To build a high-performance work environment - Increase workforce resiliency
- Improve staff morale and stability within the organisation
- Enhancement of project management and monitoring systems
- Appointment of a panel of contractors that can be used to construct top structures
- To improve customer relations/client service with all tenants
- The Directorate will continue working on implementing the improved standards for services in informal settlements and backyarders. Operational processes will be reviewed to facilitate alignment with the area-based model and achieving a turnaround time on service requests in alignment with standards as contained in the service departments’ customer charters.
### 7. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

<table>
<thead>
<tr>
<th>PARTNER/STAKEHOLDERS</th>
<th>ROLES AND RESPONSIBILITIES</th>
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</thead>
<tbody>
<tr>
<td><strong>Internal</strong></td>
<td></td>
</tr>
<tr>
<td>Council</td>
<td>Decision making, political oversight and monitoring</td>
</tr>
<tr>
<td>City Manager</td>
<td>Decision making and administrative oversight</td>
</tr>
<tr>
<td>City departments</td>
<td>Participate in information/knowledge management forums and corporate projects; end-user representative for each department</td>
</tr>
<tr>
<td>Immovable property asset user departments</td>
<td>All departments that utilise fleet services</td>
</tr>
<tr>
<td>Executive Mayor</td>
<td>Key partners in the execution of immovable property assets performance measurement, remedial strategy development and remedial plan execution</td>
</tr>
<tr>
<td><strong>External</strong></td>
<td></td>
</tr>
<tr>
<td>Trade unions</td>
<td>Decision making and political leadership</td>
</tr>
<tr>
<td>National, provincial and local government entities</td>
<td>Industrial relations</td>
</tr>
<tr>
<td>Citizens of Cape Town</td>
<td>Information sharing; users of information</td>
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<td>Registered institutions to support social housing</td>
<td>Recipients of services</td>
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<tr>
<th>PORTFOLIO COMMITTEES</th>
<th>OVERSIGHT ROLE</th>
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<tbody>
<tr>
<td>Transversal committees</td>
<td>Working groups</td>
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<tr>
<td></td>
<td>Urbanisation working group (Social cluster BEPP/growth/infrastructure capacities working group economic cluster)</td>
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### 8. RESOURCES

#### 8.1. STAFF

Directorate organogram:

- OFFICE OF THE EXECUTIVE DIRECTOR
- EXECUTIVE DIRECTOR: HUMAN SETTLEMENTS
- SHARED SERVICES MANAGERS: Finance, KiPP, Support Services, Project Management Office
- DIRECTOR: OPERATIONAL STRATEGY, POLICY AND PLANNING
- DIRECTOR: PUBLIC HOUSING
- DIRECTOR: HOUSING DEVELOPMENT
- DIRECTOR: INFORMAL SETTLEMENTS

HUMAN SETTLEMENTS DIRECTORATE:
Filled posts: 789, Vacant posts: 133, Total posts: 922
8.2. LEAD AND CONTRIBUTING DIRECTORATE/DEPARTMENT

The Directorate is the lead Directorate for undermentioned objectives/indicators, and is responsible to inform contributing directorates/departments of the deliverables.

<table>
<thead>
<tr>
<th>ALIGNMENT TO THE IDP</th>
<th>CORPORATE OBJECTIVE</th>
<th>LINK TO PROGRAMME</th>
<th>INDICATOR REFERENCE NO (CSC, CIRCULAR, ETC)</th>
<th>LEAD (L)/ CONTRIBUTING (C) DIRECTORATE</th>
<th>INDICATOR (TO INCLUDE UNIT OF MEASURE)</th>
<th>RESPONSIBLE PERSON</th>
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<tbody>
<tr>
<td>SFA 3: Caring city</td>
<td>3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers</td>
<td>Human Settlements</td>
<td>Reviewed and approved Human Settlement Plan</td>
<td>Executive Director: Nolwandle Gqiba Contact: 064 757 4730</td>
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<tr>
<td>SFA 3: Caring city</td>
<td>3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers</td>
<td>Human Settlements</td>
<td>Number of deeds of sale agreements signed with identified beneficiaries within City-owned rental stock</td>
<td>Director: Public Housing Malibongwe Dyiki Contact: 021 400 4235</td>
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<tr>
<td>SFA 3: Caring city</td>
<td>3.1 Excellence in service delivery</td>
<td>Human Settlements</td>
<td>3.G Number of human settlement opportunities (top structures)</td>
<td>Director: Housing Development Rayan Rughubar Contact: 021 400 9326</td>
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<tr>
<td>SFA 3: Caring city</td>
<td>3.1 Excellence in service delivery</td>
<td>Human Settlements</td>
<td>3.H Number of human settlement opportunities (formal sites serviced)</td>
<td>Director: Housing Development Rayan Rughabar Contact: 021 400 9325</td>
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<tr>
<td>SFA 3: Caring city</td>
<td>3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers</td>
<td>Human Settlements</td>
<td>3.N Number of sites serviced in the informal settlements (incremental housing and reblocking)</td>
<td>Director: Informal Settlements Riana Pretorius Contact: 021 400 4585</td>
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<tr>
<td>SFA 3: Caring city</td>
<td>3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers</td>
<td>Basic service delivery programme</td>
<td>3.L Number of service points (toilet and tap with hand basin) provided to backyarders</td>
<td>Director: Informal Settlements Riana Pretorius Contact: 021 400 4586</td>
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8.3. OUTSOURCE SERVICES

No services have been identified for outsourcing purposes.

8.4. PUBLIC PARTICIPATION PLAN

Undermentioned public participation levels or approaches will be utilised by the Directorate.

<table>
<thead>
<tr>
<th>PARTICIPATION LEVEL OR APPROACH</th>
<th>CITYWIDE (ALL AREAS)</th>
<th>SUBCOUNCIL OR AREA SPECIFIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Informing the public by providing information to help them understand the issues, options and solutions.</td>
<td>Yes</td>
<td>As and when required</td>
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<tr>
<td>Consulting with the public to obtain their feedback on alternatives or decisions.</td>
<td>Yes</td>
<td>As and when required</td>
</tr>
<tr>
<td>Involving the public to ensure their concerns are considered, particularly in the development of projects/programmes within their local area and to identify their preferred solution.</td>
<td>Yes</td>
<td>As and when required</td>
</tr>
<tr>
<td>Empowering the public by placing final decision-making authority in their hands, where required.</td>
<td>Yes</td>
<td>As and when required</td>
</tr>
</tbody>
</table>

8.5. FINANCIAL INFORMATION

Past financial year’s performance, i.e. 2019/20:

☑ Capital spend: 94% (target 90%)
☑ Operating spend: 78% (target 95%)
☑ Repairs and maintenance spend: 81% (target 95%)
☑ Training budget spend: 105% (target 95%)

The following achievements have been accomplished by the Directorate:

☑ Number of sites serviced in the informal settlements (incremental housing and reblocking): 1 448 (target: 1 480)
☑ Number of service points (toilet and tap with hand basin) provided to backyards: 164 (target: 780)
☑ Number of deeds of sale agreements signed with identified beneficiaries per annum provided to informal settlements: 683 (target: 600)
Risks to achieving revenue projections, any expected major shifts in revenue patterns, and any planned alternative sources of revenue

Rental income is under pressure as a result in the growth of outstanding rental debt. Appropriate debt management measures to be put in place to address this situation.

Major features of expenditure, including highlighting discretionary and non-discretionary expenditure

The Directorate’s major category of expenditure will be repairs and maintenance on various projects in respect of the City’s rental units.

8.6. MAJOR PROJECTS ALIGNED TO PPPM (IDP LINKAGE)

Significant capital projects to be undertaken over the medium term include, amongst others:

- Imizamo Yethu housing project (CRU top structures)
- Beacon Valley housing project
- Macassar BNG housing project
- Harare Khayelitsha
- Maroela South
- ACSA Symphony Way housing project
- Annandale housing project
- Blue Berry Hill
- Darwin Road
- Mahama Infill Khayelitsha
- Pelican Park Phase 2
- Vlakteplaas
- Informal settlement upgrade - Enkanini
- Internal services: Monwabisi Park
- Imizamo Yethu IS emergency project
- Informal settlement upgrade: Barney Molokwana, Khaye
- Informal settlement upgrade: Driftsands
- CRU electrical upgrade project
- Major upgrading of housing rental stock
- Installation of rental stock submeters as part of the water resilience programme

9. RISK ASSESSMENT

Management, with the assistance of the Integrated Risk Management (IRM) Department, have applied their minds and due care has been taken to ensure that risks which could impact on them not achieving the Directorate’s objectives are identified, addressed and managed on a day-to-day basis in accordance with the City’s approved IRM Policy and IRM Framework.

Risk registers are utilised as a management tool in order to manage identified risks of the Directorate. The risks identified and rated equal to or above the Council-approved risk acceptance level will be reported to the Executive Management Team (EMT). The Executive Director to inform/discuss the Directorate’s risks with the relevant Mayoral Committee member on a six-monthly basis.
10. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SDBIPs

<table>
<thead>
<tr>
<th>PILLAR</th>
<th>CORPORATE OBJECTIVE</th>
<th>INDICATOR (TO INCLUDE UNIT OF MEASURE)</th>
<th>ANNUAL TARGET 2019/20 30 JUN 2020</th>
<th>30 SEPT 2020 Q1</th>
<th>31 DEC 2020 Q2</th>
<th>31 MAR 2021 Q3</th>
<th>30 JUN 2021 Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.0 SFA 3: Caring city</td>
<td>Housing Implementation</td>
<td>3.1 Excellence in service delivery</td>
<td>3.0 Number of human settlement opportunities (top structures)</td>
<td>2 565</td>
<td>495</td>
<td>1 135</td>
<td>1 815</td>
</tr>
<tr>
<td>3.1 SFA 3: Caring city</td>
<td>Housing Implementation</td>
<td>3.1 Excellence in service delivery</td>
<td>3.1 Number of human settlement opportunities (formal sites serviced)</td>
<td>785</td>
<td>495</td>
<td>795</td>
<td>3 172</td>
</tr>
<tr>
<td>3.2 SFA 3: Caring city</td>
<td>Informal Settlements</td>
<td>3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers</td>
<td>3.2 Number of sites serviced in the informal settlements (incremental housing and reblocking)</td>
<td>854</td>
<td>0</td>
<td>400</td>
<td>800</td>
</tr>
<tr>
<td>3.3 SFA 3: Caring city</td>
<td>Informal Settlements</td>
<td>3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers</td>
<td>3.3 Number of service points (toilet and tap with hand basin) provided to backyarders</td>
<td>300</td>
<td>0</td>
<td>100</td>
<td>200</td>
</tr>
</tbody>
</table>

Corporate scorecard indicators: 3.1H: Number of human settlement opportunities (formal sites serviced), and 3.1G: Number of human settlement opportunities (top structures) 2020/21 quarter four targets to be reviewed and amended during the Dec 2020/Jan 2021 mid-year adjustment process.


11. AUTHORISATION

The undersigned do hereby indicate their agreement with the contents of this document and the outcomes.
### 12. APPENDICES

**2020/21 Human Settlements Service Delivery and Budget Implementation Plan (SDBIP)**

<table>
<thead>
<tr>
<th>REGION</th>
<th>PROGRAMME</th>
<th>POLICY AREA</th>
<th>USE TO PROGRAMME</th>
<th>PHYSICAL OBJECTIVES</th>
<th>INTEGRATION (ACROSS COUNCILS)</th>
<th>DASHBOARD</th>
<th>ANNUAL TARGET</th>
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<td><strong>CSC 3.G</strong></td>
<td>Human Settlements</td>
<td>Corporate Services</td>
<td>Number of human settlements transferred to eligible beneficiaries (to include the formal and informal sites)</td>
<td>Human Settlements Plan</td>
<td>New</td>
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<td><strong>CSC 3.H</strong></td>
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<td>Corporate Services</td>
<td>Number of human settlements transferred to eligible beneficiaries (formal sites serviced)</td>
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<td>Number of human settlements (formal and informal) reblocked</td>
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<td>1,448</td>
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**ANNUAL TARGET:**
- Approved Human Settlements Plan
- New
- New
- New

**REFERENCES & CONTACTS:**
- Executive Director: Nolwandle Gqiba (064 757 4730)
- Director: Housing Development Rayan Rughubar (021 400 9325)
- Director: Public Housing Malibongwe Dyiki (021 400 4235)
- Director: Informal Settlements Riana Pretorius (021 400 4585)
<table>
<thead>
<tr>
<th>Measure</th>
<th>Year</th>
<th>Responsible Person</th>
<th>Attainment</th>
<th>Target</th>
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<tr>
<td>1.3 Economic inclusion 1.3.a Corporate Services Number of unemployed</td>
<td>2020</td>
<td>SFA 1: Ntubane</td>
<td>27</td>
<td>27</td>
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<tr>
<td></td>
<td>2021</td>
<td>Director: Gillian Kenhardt</td>
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<td>15</td>
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<td>2022</td>
<td>Contact person - sfa 1</td>
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<td>27</td>
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<tr>
<td>3.1.a Percentage adherence to Citywide service requests</td>
<td>2020</td>
<td>SFA 3: Pat Lockwood</td>
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<td></td>
<td>2021</td>
<td>Director: Zukiswa Mandlana</td>
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<td>90%</td>
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<td>2022</td>
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<td>2020</td>
<td>SFA 4: Sabelo Hlanganisa</td>
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<td>Director: Zukiswa Mandlana</td>
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<td>≤ 5%</td>
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<tr>
<td></td>
<td>2022</td>
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<td>≤ 5%</td>
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<td>2020</td>
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<td></td>
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<td>Director: Paulo Scholtz</td>
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<td>5.1 Operational sustainability % of assets verified</td>
<td>2020</td>
<td>SFA 6: Lynn Fortune</td>
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<tr>
<td></td>
<td>2021</td>
<td>Manager: Demand and Disposal Management</td>
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<td>100%</td>
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<tr>
<td></td>
<td>2022</td>
<td>Contact person - sfa 6</td>
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<td>5.1 Operational sustainability Percentage of declarations of interest completed</td>
<td>2020</td>
<td>SFA 7: Manager: Investor Relations</td>
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<td>5.1 Operational sustainability Percentage of external audit actions completed as per audit action plan</td>
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<td>SFA 8: Chief: Risk, Ethics and Governance</td>
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<td></td>
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Note: Director HR: Lele Sithole, Director: Gillian Kenhardt, Director: Zukiswa Mandlana, Contact person - Yolanda Scholtz, Contact person - sfa 1, Contact person - sfa 3, Contact person - sfa 4, Contact person - sfa 5, Contact person - sfa 6, Contact person - sfa 7, Contact person - sfa 8.