



HOUSING DEPARTMENT

BUSINESS PLAN

20
21/22



a world class African city

Table of Contents

	Page
1. Executive Summary	2
2. Strategic overview	3
2.1 Environmental Analyses	5
2.2 Growth Development Strategy 2040	8
2.3 Housing Department Strategic Alignment	10
2.4 Advancing the strategic intent of the Government of Local Unit (GLU)	10
2.5 Accelerating service delivery pillars	11
2.6 SWOT.....	12
2.7 PESTLE	13
2.8 Strategic response	14
2.9 Response to COVID 19	15
3. Communication and Stakeholder management	16
4. Implementation and Performance Overview	19
4.1 Past performance highlights	19
4.2 Key performance areas	20
4.3 Service Standards	20
4.4 Municipal Financial Management Act (MFMA) Circular 88	21
4.5 Circular 88 planning Reforms	22
4.6 Upgrading of the Informal Settlement Programme (UISP).....	24
4.7 Housing Department corporate scorecard	25
4.8 Corporate Scorecard Work Breakdown	27
5. Technical Indicator Description	30
6. Financial Impact	33
6.1 Operational expenditure	33
7. Management and Organizational Structures	40
8. Risk Management.....	40

Executive Summary

The Department of Housing plays a critical role in transforming the lives of communities for the better by developing housing interventions that enable improvements to the living environments of communities. However, the global outbreak of the COVID-19 pandemic has upended life as we know it and the trajectories, we had originally anticipated need to be reconsidered. This has propelled us to respond with urgency by accommodating the housing needs of our most vulnerable citizens and putting measures in place to protect people from the impact of the pandemic. The pandemic will have lasting effects on society as a whole and as such, we are now more than ever compelled to revisit the plans we had originally laid out and respond innovatively towards delivering housing in new ways and at a faster pace.

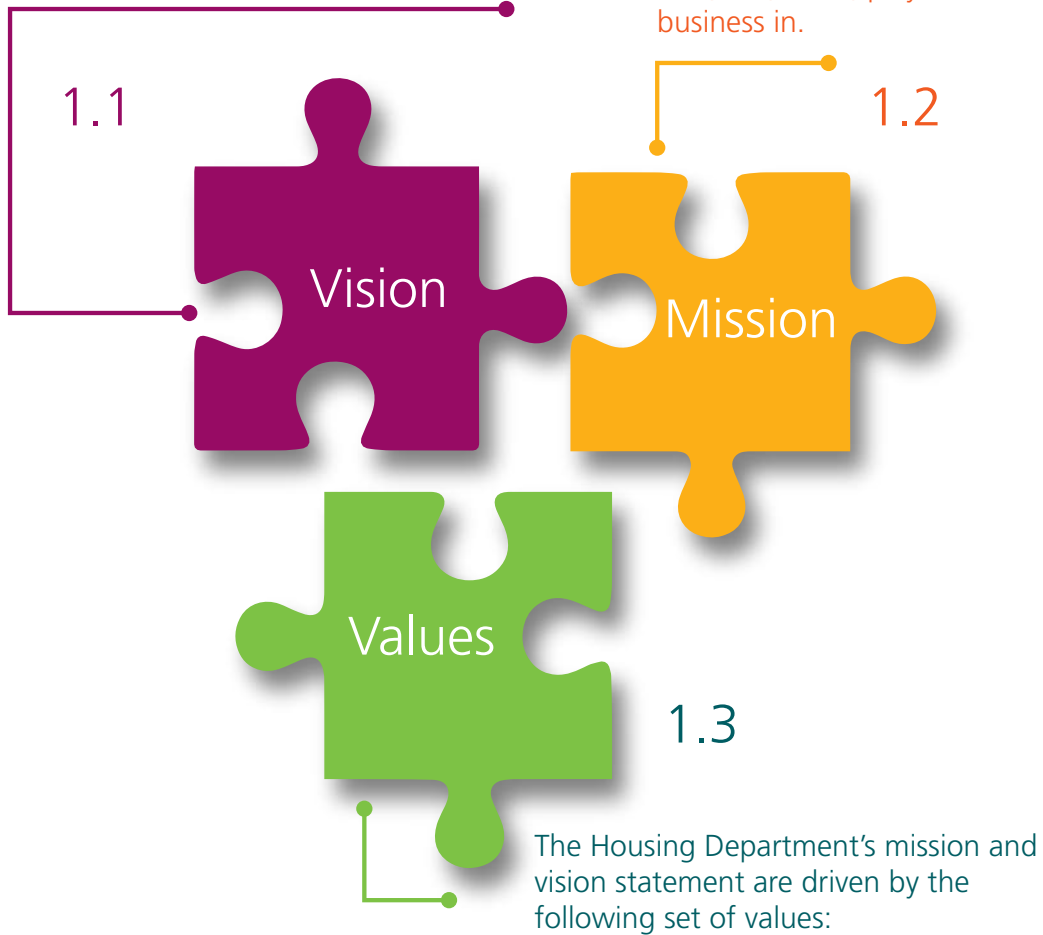
Some of the most persistent challenges in public sector housing is the continuous proliferation of informal settlements, overcrowding in the public hostels, the non-regulated backyard rental, inner city hijacked and derelict buildings, increasing housing waiting list, and homeless people. In order to tackle the housing demand, an increased focus on vertical and horizontal interventions is required. In the face of the myriad of challenges faced by Johannesburg as the economic center of South Africa, the Department of Housing remains committed towards engaging our residents and developing housing opportunities that address the current backlogs and demands for housing. Further impeding on the demand for housing is the persistent spatial inequality, which invariably has exacerbated tenure insecurity amongst the most vulnerable groups within our society by isolating a large majority of citizens far from places of economic opportunities. Our housing solutions thus need to be tailored in a manner that addresses these persistent impediments towards housing delivery and spatial transformation by creating safe and liveable human settlements for our communities.

The focus on driving a collective strategic agenda through the Government of Local Unity (GLU) requires improvements in service delivery and institutional efficiencies within the City. This necessitates the Department to accelerate service delivery as part of the 2021/2022 business plan indicators and the MTEF targets by advancing the six pillars of the Accelerated Service Delivery model with specific emphasis on Infrastructure Repair and Preventative Maintenance. There is also a requirement to focus on the National Treasury Circular 88 and the Upgrading of Informal Settlements Programme (UISP). The Circular 88 and the UISP are new reforms that are intended to reshape local government planning.

The Department remains committed to responding to the demand by delivering high quality housing units but currently this endeavor is limited by the funding the City receives from the Gauteng Provincial Government on the Human Settlements Development Grant (HSDG). The grant has been reduced and therefore decreases the number of housing opportunities that can be delivered by City of Johannesburg. There are various funding models that the housing department will attempt to explore to ensure that it increases the number of housing deliverables in order to tackle the backlog. Therefore, the Department will strive towards advancing its governance and planning efficiencies by driving a culture of high performance and excellence.

A diversified provision of sustainable human settlements for citizens of Johannesburg.

To improve the quality of lives of our beneficiaries, creating neighborhoods that people love, live, work, play and do business in.



1.4 Core Mandate/Purpose/Objective

The Housing Department derives its mandate from the following:

The Constitution of the Republic of South Africa, 108 of 1996, (Specific reference to Section 26 and Chapter 7, Part A and B, Section 156, subsection 4), which stipulates that

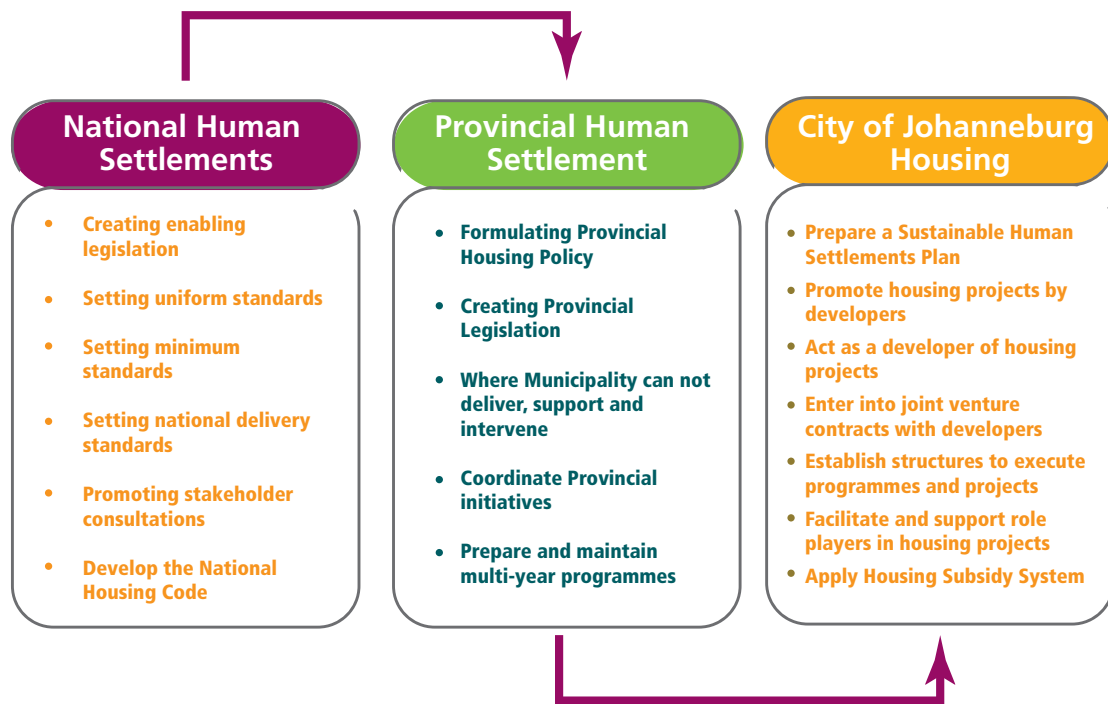
- Everyone has the right to have access to adequate housing
- The State must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of this right.
- No one may be evicted from their home, or have their home demolished, without an order of court made after considering all the relevant circumstances. No legislation may permit arbitrary evictions.
- The national government and provincial governments must assign to a municipality, by agreement and subject to any conditions, the administration of a matter listed in Part A of Schedule 4 or Part A of Schedule 5 which necessarily relates to local government, if—
(a) that matter would most effectively be administered locally; and (b) the municipality has the capacity to administer it.

The Housing Act, 107 of 1997, as amended, (Part 1, General Principles, Section 4, (6). The Code shall be binding on the provincial and local spheres of Government.), Section 10 of the Housing Act defines how municipalities must be accredited for the ***“administration of national housing programmes by municipalities.”***

The City of Johannesburg was accredited to administer national housing programmes as defined by the Housing Code of 2009 on the 04 March 2011. The Housing Code, 2009 defines accreditation in terms of the delegated authority to exercise functions relating to the administration of National Housing Programmes at the municipal sphere. The City of Johannesburg Municipality is enabled to plan and implement some housing developmental functions but still requires additional capacity in line with its level 2 accreditation status to take on the ensuing functions.

Another related policy is the Comprehensive Housing Plan for the Development of Sustainable Human Settlements (Breaking New Ground) on the section on Accreditation of Municipalities which is focussed on the development of integrated communities through the development of sustainable human settlements. This strategy also emphasises reinforces the accreditation of metropolitan municipalities and their role as developers in their area of jurisdiction.

The current White Paper ***“Towards a policy foundation for the development of human settlements legislation”*** defines the role of the Municipalities, Metros in particular, as developers of sustainable human settlements. This White Paper is intended to culminate into the development of the Human Settlements Act.



2.1 Environmental Analyses

- **Insufficient housing delivery:** The current housing demand far outweighs the supply, evident in sprawling informal settlements, an overcrowded inner city, and mushrooming backyard shacks in township neighborhoods. The target of new housing delivery is on the upper end of the market; very little is being developed in the ‘affordable’ GAP market.
- **Rapid urbanization and urban sprawl:** Johannesburg occupies only about 1 644 km² land area in coverage, making it one of the highest concentrations of people, economic activities, and poverty in the country. Its high population growth rate is partly attributed to the high rate of urbanization it experiences.
- **Limited capacity to meet this demand:** As the economic center not only of the country, but also the continent, Johannesburg has experienced a development boom in the recent past. In light of the government’s recent focus on infrastructure delivery, large-scale construction firms are more likely to focus on these big infrastructure projects than on the delivery of subsidized and affordable housing.
- **Increasing cost of supply:** These supply constraints, together with the rising cost of land, is making the delivery of subsidized housing much more expensive than the actual subsidy that is available in terms of national policy. As a result, the City is being called on to top-up the subsidy amount to afford delivery on well-located land and to a standard that is acceptable. This will undermine our capacity to deliver to the scale required because the budget simply will not be available.

STRATEGIC ANALYSES

- **Very expensive housing:** The property market has seen prices double and triple over the past five years and the costs of newly built housing has escalated. This has made housing unaffordable to many city residents and the vast majority of first time buyers. A key component of the high cost of new housing is the cost of land, which has also increased exponentially in recent years. In the context of rising unemployment and high levels of income poverty in the City, the cost of housing has become increasingly difficult for Johannesburg households to bear. There is a need to create opportunities for people to move out of subsidized housing when their income improves. However, the current profile of available housing in the city makes this impossible.
- **Housing is not a financial asset to many:** As a result of this, our residents' homes are not the financial assets we expect them to be. This is manifest in two ways. First, low income people who move into a new home that they own (such as a subsidized unit, or an old township unit that has been transferred into their name) are unlikely to move out over the course of their lives as middle-income people in the former white suburbs might. The opportunity that housing offers to enhance wealth through the trading up process is not being realised. Second, where a household does need to realise the financial value of their home – for instance, to pay for unexpected funeral costs, we are seeing the informal sale of housing for cash, for much less than replacement value.
- **Unsustainable public housing:** Finally, our inherited rental housing portfolio has been running at a loss, charging unsustainable rentals (given operational costs) which are not being collected efficiently. This ongoing drain on our resources is undermining our capacity to direct resources at our other housing delivery Programmes. At the same time, there are very real affordability constraints among the existing tenants, as well as other city residents. We cannot expect the very poor to afford market-related rentals in our city; nor can we expect them to afford the costs of home ownership that arise through the allocation of a subsidized housing unit. An intermediate, affordable option must be identified for our city's poorest households.
- **Complexity of the market (lack of homogeneity):** On the one hand, the high levels of poverty in the City demand significant subsidized housing delivery, and it is likely that for the most part, this will be the responsibility of the State. Certainly, the City will need to take the lead in addressing informal settlements in its jurisdiction, and the likelihood of their continued growth. On the other hand, the gaps in the housing ladder mean that households who are outside the subsidy-eligibility threshold are disadvantaged, in some ways less able to address their housing needs than those who earn less but can access a subsidy. Critically, the gaps in the housing ladder need to be filled in and housing construction valued between R35 000 and at least R141 000, if not all the way up to the average of the next size house – R471 065 – must increase substantially. This suggests a need for a shift or broadening of focus to include policy that seeks to promote the development of affordable, non-subsidised housing.

- **Continued proliferation of informality** i.e. informal settlements, informal backyard structures, and hijacked buildings in older centres, inter alia. Heavy reliance on the subsidy mechanism as its primary housing finance instrument. **The State is** largely the **sole provider of shelter in the low-income end of the market**. It subsidizes all critical inputs and phases in the housing delivery chain (from land to services to top-structure), an approach that has proven too costly over time. Costly in the sense that it has not assisted resolve the backlog (there are still people who applied for subsidy in 1996/97, 23 years on). Informality has also consolidated **the distorted and dysfunctional spatial structure of the city**, and has not helped diversify housing typologies, and tenure options available to those in the low-income market.
- Moreover, there is **minimal interest of Private Sector Housing Developers** to provide Low Income Housing units. The success of this fraternity in the middle- and high-income markets implies capacity and skill sets to supply at scale. The low profit margin in the low-income market account partly for the focus on the other markets, and has meant **limited risk-sharing** between the private and the public sectors in the low-income market.
- The state has consequently failed to deliver housing at the right speeds, qualities and quantities to meet the **growing and changing demand**. The **residential property market** has continued to be **fragmented**, with different funding instruments and delivery mechanisms, priorities and allocation criteria, and reflected in varying degrees of formality and informality.
- **Access** to and **affordability of well-located land** (including land in the infrastructure/amenities-rich inner city and other old centres) for housing development, the prevalent entitlement to land in the periphery and buildings in the core (Informal Settlements/Squatting) has meant that housing development has in the past years consolidated rather than reverse the disjunctive spatial patterns set in motion by apartheid planning.
- In aspiring towards becoming a more resilient organisation, it is evident that housing delivery **cannot occur in isolation and the strategies that are adopted need to be responsive to the current global challenges** which have highlighted existing threats such as COVID 19 or any other future pandemic outbreaks. The current housing strategy emphasizes that in addition to the City, the private sector and individuals are also part of the housing delivery solution. This is a significant challenge and opportunity for the City in that it will require a different approach to measuring success. Success must be defined in number of housing opportunities facilitated – not just those directly delivered by the City. It will also require that the City changes its focus from housing delivery to one of housing performance. The performance of Johannesburg's housing sector must be maximized if the delivery challenge is to be overcome and if housing is to contribute towards the objectives of poverty alleviation for Johannesburg's residents, and sustainable development for the City itself.

2.2 Growth Development Strategy (GDS) 2040

The GDS Roadmap specifies the approach to be adopted by the City of Johannesburg in implementing the specific outcomes that are defined in this long term strategy. According to the GDS outcome 2, provide a *resilient, liveable, sustainable urban environment – underpinned by infrastructure supportive of a low-carbon economy*. The related outputs by 2040 are that the majority of Johannesburg's settlements will be sustainable and liveable. The City will have established greater capacity to absorb new entrants and existing residents into a functioning housing system, where all can find a place to live (irrespective of their incomes), that offers good quality of life and is connected to the requisite social amenities. In the short to medium-term, the City will work to put informal settlements onto a path of sustainability. This involves a commitment to a self-build process, and towards ensuring a mix of incomes in existing settlements, while ensuring access to social amenities such as transport, clinics, libraries, public squares and theatres. The big question will always remain whether will we ever eradicate informal settlements? It is unlikely, given that demand follows supply and hence the upgrading of these settlements, within the conversation of resource sustainability realities. By 2040, Johannesburg will have significantly changed its apartheid city landscape, by targeting spatial investment in new areas of growth that provide for better integration of land-use functions and space. Inclusivity will be supported through the implementation of careful planning that allows for flow, interaction, and greater densification.

The GDS 2040 is underpinned by 6 principles which is the eradication of poverty, building and growing an inclusive economy, social inclusion through support and enablement, building sustainable human settlements, ensuring resource security and environmental sustainability and good governance. The Housing Department will contribute significantly towards development of sustainable human settlements by ensuring that by 2040 the majority of Johannesburg's settlements will be compact, sustainable and liveable where all can find a place which offers good quality of life and access to work and social amenities such as clinics, libraries, public squares and theatres.

The Housing Department will further contribute to the GDS 2040 outcome 2: Provide a resilient, liveable, sustainable urban environment – underpinned by infrastructure supportive of a low carbon economy by targeting to deliver on the roadmap attached to the human settlement interventions over 2021-2040:

- High-density housing creating opportunities for the SMME sector and small-scale operators in the informal economy
- Productive land use and economic activities in areas where transport infrastructure –both rail and road – are already present or being planned
- Stronger spatial coordination linked to broader regional focus
- Ensure that corridors are linked to broader competitiveness corridors
- Spatially coordinated focus on resource deprived areas
- Achieve major concentrations of jobs and housing, which can be easily accessed from nearby neighbourhoods and communities, and are linked by a highly efficient, high-capacity transportation network.

- Efficient land utilization- encourage the use of innovative techniques to provide a broader range of housing types for all income levels and housing needs.
- No new informal settlements (The department will prioritise the Upgrading of existing informal settlements)
- Refurbishment of city owned flats, retirement villages and hostels
- Expand the supply and range of housing, including affordable units and Serviced sites, in centres throughout the City region.
- Prioritise high-rise / multi story mixed income public housing
- Provide safe spaces and shelters for the homelessness
- Achieve spatial transformation vision of creating an integrated & spatially just city
- Ensure greater access and mobility through linked and coordinated spatial approach
- Provide a range of housing types and choices to meet the housing needs of all income levels and demographic groups within the region
- Achieve and sustain — through preservation, rehabilitation and new development
- A sufficient supply of housing to meet the needs of low-income, moderate-income, middle-income, and special needs individuals
- Households that are equitably and rationally distributed throughout the region

2.3 Housing Department’ Strategic Alignment

National Development Plan	Transformation, Modernization and Re-industrialization (MTR)	Growth Development Strategy	Housing Business Plan
Transforming Human Settlements	Expansion of basic services infrastructure and access	Basic services and infrastructure to all settlements regardless of state of formality	Provision of the basic services to informal settlements in the City with the intent to upgrade the informal settlements.
		Implementation through the Corridors of Freedom to reverse apartheid spatial planning	Building houses closer to Transit Oriented Development (ToD)
	New Post-Apartheid Cities	Mixed Income Development	Building fully subsidized Breaking New Ground (BNG) housing, Financial Linked Individual Subsidy Programme (FLISP) and subsidized rental
	Modernization of Human Settlements	Hostel Management	Refurbishment of Housing Stock including Hostels, Flats and Old Age Rentals
		Gap Market Housing	Financial Linked Individual Subsidy Programme to address the beneficiaries that do not qualify for BNG and Bonded houses.

2.4 Advancing The Strategic Intent of The Government of Local Unity

The Department has aligned its strategic approach to that of the Government of Local Unity (GLU) to advance the new priorities of the current administration. The GLU is focused on driving the imperatives of integrated human settlements in the City of Johannesburg. This is indicative that the new government aims to address the housing backlog in Johannesburg driven by the increasingly high demand for housing. This is a result of urban migration from people seeking economic opportunities in the City. The Growth Development Strategy 2040 is an aspirational strategy that defines the type of society the City aspires towards by 2040. The Strategy reinstates the City’s focus in confronting the past injustices created during apartheid, by working towards a democratic, non-racial, non-sexist and just City while simultaneously confronting present and future challenges as they emerge. According to the GDS 2040 it seeks to create a liveable City underpinned by a common set of guiding principles that further entrenches the focus on the development of sustainable human settlements. This is to ensure that residents of the City have an improved quality of life tied to their ability to access key infrastructure such as transportation, water, sanitation, ICT, food, clean air, affordable housing, meaningful employment, and green parks and spaces.

Mayoral Priority	Housing GLU Programmes	Housing Day to day
Integrated Human Settlement	Refurbishment of Hostel, Flats and Old Age Rentals	Repairs and maintenance of public housing stock
	Upgrading of informal settlements	Enumeration of informal settlements
	Mixed Housing Opportunities (Mega Projects)	SMME support and creating EPWP opportunities
	Site and serviced stands (Rapid land release)	Bulk Infrastructure
	Acquisition of land for future developments	Development and packaging of housing projects
	Issuing of title deeds to beneficiaries	Upgrading of gravel roads
	Transparent and integrated waiting list	Allocation of the beneficiaries on the housing waiting list

2.5 Accelerating Service Delivery Pillars

No.	Pillar	GLU Priority	Focus areas
1	Infrastructure repair and preventative maintenance	Sustainable Service Delivery	Repairs and maintenance of Public Housing Stock (Hostels, Old Age Homes and Flats) Refurbishment of Public Housing Stock (Hostels, Old age Home and Flats) Re-development of Hostels
2	Waste Management / Environmental Protection	Sustainable Service Delivery	Waste collection and cleanliness in Hostels
3	Shelter and Accommodation	Integrated Human Settlements	Informal settlements upgrade, Site and serviced stands (Rapid Land Release), construction of mixed housing and Temporary Relocation Units
4	(By)Law Enforcement	Safer City	Prevention of land invasions in conjunction with the JMPD and SAPS
5	Job Creation	Job Opportunity and Creation	Create short-term labour opportunities through service delivery operations, co-production and integration of local artisans into housing repairs and maintenance programmes
6	Communication and Stakeholder engagement	Active and Engaged Citizenry	Develop a communication and community facilitation plan to promote and profile the work of the Department. Promote housing programmes and achievements on social media and other communication platforms.

2.6 Strength Weaknesses Opportunities Threats (SWOT)

Strengths	Weaknesses
<ul style="list-style-type: none"> • Experience in championing mixed housing developments. Ability to conceptualize, package and implement mixed housing developments. • Healthy relations with the stakeholders (business, and civil society): will enable the Department to shape patterns of delivery in a larger portion of the residential property market in line with the City's short, medium to long-term vision for housing in the City. • Intellectual capacity and institutional memory. 	<ul style="list-style-type: none"> • No strategic planning session/s and inadequate Information Management Systems • Weak organisational capacity and design. Less accountability and weak oversight persists. Current staff resources are not utilized optimally. Current operational capacity is at less than 50%. No strategy, has led to misaligned roles and responsibilities. • Non-existent data management and 'no source of truth.' • No data integrity, paper based systems, non-existent data management leading to maladministration, lack of financial oversight and systems failure. No source of truth resulting in inability to measure performance and exercise effective governance. • Low morale and ineffective beneficiary management
Opportunities	Threats
<ul style="list-style-type: none"> • Institutional Review Process: to align capacities to expand the mandate of the Department resulting from Accreditation and the City's priority programmes • Direct capital budget injection (Urban Settlements Development Grant) from National Department of Human Settlements: better planning/budgeting and faster housing delivery • Introduction of the Finance Linked Individual Subsidy Programme (FLISP): critical instrument in attending to the gap market • The development of the Draft White Paper for Human Settlements, to improve delivery, that will culminate in the development of a Human Settlements Act in accordance with the government's trajectory outlined in the NDP. • Availability of the land and packaging for the future development for housing opportunities. 	<ul style="list-style-type: none"> • Land markets: the dynamics of land markets make for high initial and life-cycle costs for provision of housing; and contribute to unaffordable strategic land prices; amounting to continued location of low-cost housing projects in the periphery of the city. • Affordability levels: the available rental programmes are unable to cater for some sections of the low to middle income markets, allowing for informal delivery methods and finance to thrive. • Continuous change of leadership resulting in lack of continuity. Leadership changes has resulted in constant change of implementation strategies in a short space of time. • Slow economic growth and rising unemployment: ability to pay for housing and services; which will affect the revenue base of the City and capacity to deliver at scale and speed. • High in-migration rates: over and above the existing backlog, the growing demand places an added burden on the City to deliver on housing targets. • Impact of the COVID-19 pandemic will impede on the Departments' ability to meet service delivery targets and perform optimally.

2.7 PESTLE

Political	Economical	Social
<ul style="list-style-type: none"> Emerging strategic framework from National Government. Emphasis on the upgrading of informal settlements, transfer of properties, and serviced sites Change in political priorities with change in political term 	<ul style="list-style-type: none"> Increase in unemployment rate especially as a result of the impact of Covid19 on businesses and amongst the youth which is resulting in an increase demand for subsidized housing Ever increasing cost of developing a housing unit and related infrastructure. Increase in job retrenchments resulting in loss of income and repossession of mortgaged and bonded houses by banks which results in additional burden towards the need for alternative typologies such as serviced stands and affordable rental housing. Decrease in funding for housing development as a result of the unfavourable economic outlook. 	<ul style="list-style-type: none"> Emergence of new family formations also places a burden on housing delivery. Provision of houses to child- headed households. Lack of knowledge by beneficiaries to recognize subsidized houses as assets which results in beneficiaries selling houses for short-term gains.
Technological	Legal	Environment
<ul style="list-style-type: none"> Pressure of the Industrial Revolution 4.0 on the Department to have an automated system for planning, budgeting monitoring, reporting and evaluating programmes and projects Support from National Government for the development of alternative housing typologies (Alternate building material) Working from home arrangements as a result of the lockdown regulations attached to curbing the spread of the COVID-19 pandemic. Virtual meeting platforms and adapting to new ways or working. 	<ul style="list-style-type: none"> Evictions in the inner City requiring alternative accommodations Management of land invasions Prohibitive legislation and policies. Adhering to disaster management Act regulations Introduction of PHDA's which mandates the development of all human settlements projects within the gazetted areas 	<ul style="list-style-type: none"> The introduction of an environmental friendly way of building houses. Provision of electricity in informal settlements off the grid or mixed energy solutions. Underground mining creates unstable land conditions. COVID 19 virus or other disease outbreak that can prevent rapid development.

2.8 Strategic response

The Department will be implementing a turnaround strategy, which entails a consistent and sustained change management process. The objectives are to address the critical problems facing the Department. The implementation consists of five components:

Development of Housing 2040: 10-yr strategic plan and online strategic business decision making tool in consultation with Group ICT.

Organisational renewal: optimising existing staff resources, greater resource efficiencies, driving effectiveness, centralised Programme and Project Management Office (PMO) strengthened roles and responsibilities.

Housing Data Management System: 'one source of truth' centralised data management and intelligent performance monitoring system. Effective data governance and accountability. The introduction of the City's wide SAP system will address these gaps.

Change Management: cultural and behavioural change, improved governance, enhanced beneficiary centric delivery and fostering a high-performance culture.

The following are the identified Priority Housing Development Areas (PHDA) in the City of Johannesburg's for future development. This is a 20-year plan, aligned to the City of Johannesburg's 2040 strategy. The Department will be focusing its housing investments in the following five PHDA's in line with identified National PHDA's. However, the fifth PHDA will not be implemented fully in the first ten years, with the plan to review after each five year of delivery. Whilst these 5 PHDA's will be a major focus for housing development the Department will also ensure the priorities are adhered to and implemented across the City. These PHDA's are:

- Johannesburg Inner City
- Main Reef Road Corridor
- Alexandra Node
- Johannesburg South
- Lanseria/Diepsloot Corridor

2.9 Response to COVID 19

In accordance with the directives issued in the addresses by President Cyril Ramaphosa concerning the management and containment of the spread of the Coronavirus there was a need for all government spheres to work together in slowing down the spread of Covid-19 virus.

The National Department of Human Settlements delivered Cabinet's resolution on the de-densification of informal settlements; construction of Temporary Relocation Areas (TRAs) with immediate effect; and relocation of residents from high-risk areas to the temporary emergency units - allocating over 340 million rand from the USDG fund towards the project for construction of the TRAs. The Emergency Housing Programme is being implemented in terms of the Disaster Management Act, 2002 (Act No. 57 of 2002) as a result of the spread of the COVID 19 pandemic.

- The Emergency Housing Programme is implemented in various circumstances including when - residents reside in conditions that pose immediate threats to life, health and safety, such as the pandemic that is currently a challenge.
- Relocation to a TRA can be provided on a temporary or permanent basis, and where households can be resettled in the future when a permanent solution becomes available. (Category 3.1 -3.3 Emergency Housing Programme).

Johannesburg has proven to be one of the epicenters of the virus in Gauteng with the yielding several high-density areas with a significant population located in informal settlements. The City of Johannesburg has without hesitation agreed to come on board to ensure the full implementation of the relocation project through its Housing Department, Housing Development Agency and JOSHCO. The Department put in place various measures to curb the impact of the spread of the virus amongst those residents living in informal settlement who are at high risk of contracting and spreading the virus. The City has thus prioritised the relocation of families and people living in high-risk environments to newly constructed Temporary Relocation Areas. The Human Settlement National Command Centre declared the state of emergency on high-density areas. The areas that were identified as high density with the purpose to de-densify (TRA) areas into Temporary Relocation Units are in Alexandra (Marlboro), Diepsloot, Ivory Park and Madala hostel.

Furthermore, the department will continue to apply working from home approached as according to the National Disaster Act as promulgated by National Cooperative Governance and Traditional Affairs (CoGTA). Working remotely has become the embedded working culture of the department. This signify adopting the new normal of outcomebased performance. The department will continue with the approach of working from home to prevent the spread of COVID 19.



3. COMMUNICATION AND COMMUNICATION AND STAKEHOLDER MANAGEMENT

3.1 Background and rationale

The communication plan is based on the current environmental factors influencing the stakeholder engagement context from a Housing Department perspective and the sector we operate in. From the perspective of the Housing Department, there is a need to continually communicate with our stakeholders about the programmes that we deliver on. We also continually must educate beneficiaries, especially our community members of the City about how to access our services and also to promote the work that we do as a Department. In the Human Settlements or Built Environment sector, there is also a need to profile and share best practices with our peers across the sector. The Department has also developed a 2040 Human Settlement Strategy and this needs to be profiled to attract the correct partnerships needed to achieve the shift we are embarking on as a Department. There is also a drive to move communications from a back-office support function to a strategic role, being the face of change in the way the Department operates.

3.2 Communication objectives

- To foster good relations between the Department and its stakeholders.
- To educate and inform stakeholders about our service offering.
- To promote the work done by the department.

3.3 How these objectives will be achieved:

- By increasing accessibility of information to all stakeholders.
- By taking an active role in initiatives aimed at promoting the work that we do as a Department e.g. taking part in exhibitions and industry competitions
- By running road shows and campaigns city-wide
- By staging successful Housing Department events
- Improving our footprint on social media

3.4 Stakeholders

3.4.1 City of Johannesburg Communities across all 7 demarcated regions

3.4.2 External Stakeholders

Central to the communication strategy is engaging, recognizing and acknowledging the importance of the Department's major stakeholder, the constituents of the City of Joburg.

3.4.3 Other External Stakeholders

- National and Provincial Government
- Private Developers
- Academic Institutions
- Civil Society/ Interest Groups
- Private property Sector
- Media

3.5 Internal Stakeholders

The Housing Strategy views **Housing employees** as major internal stakeholders whose attitudes and needs are taken into account and measured alongside those of external stakeholders. According to the strategy, employees are viewed as ambassadors for the organization and they are equally important in being messengers for communication in terms of corporate image and identity.

3.6 Messengers, Audience and Channels

3.6.1 Messengers

- Executive Mayor of the City of Joburg
- MMC for Housing
- ED Housing
- Housing Spokesperson.

3.6.2 Audience

- Constituents of the City of Joburg
- Media
- All other Stakeholders (Beneficiaries, NGO's etc)

3.6.1 Channels

- Publications
- Press conferences
- Press statements
- Events
- Media buying



3.7 Communication Action Plan

OBJECTIVE	PROGRAM	ACTIVITIES
To foster good relations between the Department and its stakeholders	Publications	Development and distribution of a bi-annual external newsletter and quarterly newsletter
	Events	Host an annual housing summit
	Media Tour	Host bi-annual media tours to housing developments
	Stakeholder Management and Hospitality Events	Host key stakeholders at 2 key events scheduled in the City
Separator		
To educate and inform stakeholders about our service offering.	Housing Seminars	Stage FLISP seminar promoting our developments to potential clients.
	Media Liaison	Issue articles on aligned to service delivery projects undertaken
	Community Engagements	MMC walking the talk through continuous engagements with communities. Working together to deliver sustainable human settlements
	Program targeted activations (e.g. title deeds blitz at taxi ranks)	Targeted campaign specific activations carried out throughout the City
	Advertising	Adverts on title deeds, FLISP and other programmes offered by the Department advertised in the local newspapers
Separator		
To promote the work done by the department.	Publications	Quarterly internal newsletter
	Events Management	Develop and implement a calendar of events aligned to the project's implementation plan
	Social Media	Maintain social media pages for the Department and keep them updated



4. Implementation and Performance Overview

4.1 Past performance highlights

4.1.1 The Department has achieved 59 percent against the overall corporate performance for 2019/20.

4.1.2 In 2019/20 there were 1610 title deeds issues to beneficiaries against the target of 2000.

4.1.3 9,08 km of road was completed this financial year against the target of 9km.

4.1.4 The Department further achieved 2029 mixed housing against the target of 2008.

4.1.5 The Department managed to spend 102% of the Opex budget.

4.1.6 There were 2 old age homes, 4 block of flats and 4 hostels refurbished for the financial year.

KPI	2016/17		2017/18		FY 2018/19		2019/20	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Number of Houses built	2190	3418	2800	2103	927	408	2008	2029
Title deeds issued	3900	3694	3000	3957	2000	1610	3818	1445
Number of informal settlements enumerated			181	71	181	84	181	0
Site and serviced stands	200	0	200	0	200	0	800	0
Number of the temporary Emergency Accommodation			200	218			220	240
Upgrading of the informal settlement (2019/20 informal settlement layout plans)	1500 households	2732 households	10 Informal Settlements	3 Informal Settlements	10 Informal Settlements	0	04	1
Number of kilometers of road constructed					25km	24,658 km	8,741 km	9,08km
No. of staff	452		425		410		369	
Vacancy Rate	52,45%		59,25%		62,64 %		66.9%	

4.2 Key performance areas

KPA No.	Key Performance Area
1	Enumeration and classification of informal settlements (in terms of NUSP or equivalent classification)
2	Upgrading and management of informal settlements
3	Construction of mixed housing units
4	Construction of serviced sites
5	Registration and issuing of title deeds (subsidised stands and rental units) to the beneficiaries
7	Refurbishment of flats, old age rentals and hostels
9	Construction of Alternative Housing units within the inner city
10	Acquisition of land for human settlements developments
11	Kilometers of roads upgraded
12	Number of Temporary Relocation Units constructed in high risk areas

4.3 Service Standards

Core Service	Service Level Standard
Response to Group Legal and Contracts on new eviction matters, where City is joined to provide TEA.	Written response to Group Legal and Contracts within 7 days of receiving a request.
Title deed registration	Within 21 days from lodgment date
Issuing of title deeds	<6 months

4.4 Municipal Financial Management Act (MFMA) Circular 88

National Treasury has introduced Circular 88 to South African metropolitan municipalities as part of the new reporting and planning reforms. The objective of the planning and reporting reforms is to measure metros with a common yardstick. There are common indicators that metros are required to include in the SDBIP and report on them on a quarterly basis. Thus, out of the 103 output indicators that are provided by the Circular 88, the housing will report on eight (8) performance indicators. The Housing Department on a quarterly basis will report on the identified Key Performance Indicators to National Treasury through Group Strategy, Policy Coordination and Relations. Below are the Circular 88 indicators that will be reported on a quarterly basis.

4.4.1 Smart City Initiatives

The Department has initiated a process of installing gas geysers at all new housing developments. As a result of this initiative the Department received a Sustainable Cities and Human Settlement award for South Hills Mixed housing development. The award was based on the adoption of a mixed-use housing development approach which incorporated green and smart development practices. The Department will continue in exploring and developing other smart and green initiatives through the identification of alternative new technologies for faster, greener housing construction.

The Department has developed a process to link the integrated housing waiting list with the National and Provincial databases to ensure that beneficiaries can easily access and view their status on the list. The integrated list will be comprised of the beneficiaries who applied for RDP houses and other housing stock of the Department such as old age rentals.

4.4.2 Co-Production

There is no single formula for co-production but there are general principles that define it. One of the key factors is to build the existing capabilities and encourage people working together to achieve a common goal. The Department has targeted and begun with the refurbishment of five hostels, these hostels are Madala Hostel, Dube, Helen Joseph, Nancefield and Meadowlands hostels. The intention through the service provider was to integrate the resident of hostels into the hostel refurbishment programme. This was aimed at creating employment opportunities for local communities and develop of skills the residents enabling them to become agents of change. Refurbishment will not only change the structure of the hostels but even the people lives.

4.5 Circular 88 planning Reforms

KPI No.	Key Performance Indicator	Ref No	Baseline	2021/22 Target	Quarterly target		Performance		2021/22 budget per projects R 000						Lead department
					Q1	Q2	Q3	Q4	Total budget		Quarterly Budget Capex and Opex		target		
									Capex	Opex	Q1	Q2	Q3	Q4	
1	Number of subsidised housing units constructed using various Human Settlements Programme	HS1.11	2029	1100	0	250	700	1100	-	-	-	-	-	-	Housing
2	Number of serviced sites	HS1.12	0	1057	0	0	0	1057	R 10 000	-	R250	R500	R750	R10 000	Housing
3	Number of informal settlements assessed (enumerated and classified)	HS1.31	10	40	10	20	33	40	R446 375	-	R 89	R 267	R 536	446 375	Housing
4	Number of informal settlements upgraded to Phase 2	HS1.32	0	13	0	2	4	13	R446 375	-	R 89	R 267	R 536	446 375	

KPI No.	Key Performance Indicator	Ref No	Baseline	2021/22 Target	Quarterly target		Performance		2021/22 budget per projects R 000						Lead department
					Q1	Q2	Q3	Q4	Total budget		Quarterly Budget Capex and Opex			target	
									Capex	Opex	Q1	Q2	Q3	Q4	
5	Number of informal settlements upgraded to Phase 3	HS1.3	0	2	0	0	0	2	R446 375	-	R 89	R 267	R 536	446 375	Housing
6	Number of title deeds registered to beneficiaries	HS2.11	2025	2800	400	1200	1400	2800		R15,578	R3 731	R 7 461	R 11 191	R15,578	Housing
7	Hectares of land acquired for human settlements in Priority Housing Development Areas*	HS1.13	New Indicator	8.2 ha	0	0	0	8.2 ha	R 10 000	-	0	0	0	10 000	Housing
8	Number of FLISP opportunities in the affordable gap market.	HS2.11	422	500	0	50	150	500	-	-	-	-	-	-	Housing

* The funding is not sufficient to accurier 164.5 ha of land in Rooderpoort as part of the PHDA

4.6 Upgrading of the Informal Settlement Programme (UISP)

No	Outcome indicator	Output Indicators	Ref No	Baseline 2019/20	2021/22 Targets	Quarterly Targets				Total Budget R 000		Quarterly budget R 000				Lead Department/ Entity
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4	
1	Increase in the number of serviced sites	Number of serviced sites delivered in relevant housing programmes	4.1	0	1057	0	0	0	1057	R10 000	-	R250	R500	R750	R10 000	Housing
2	Increase in land provision for informal settlements upgrading, subsidized housing or mixed use developments in support of approved human settlements and other urban developments	Hectares of well-located land acquired for development of housing opportunities	4.1	0	8.2 ha.	0	0	0	8.2 ha.							Housing

4.7 Housing Department Corporate Scorecard

KPI No.	Key Performance Indicator	Baseline 2019-20	2021-22 target	2020-21 Quarterly Performance targets				Total budget						Means of verification
				Q1	Q2	Q3	Q4	R 000		Quarterly R 000		Budget		Evidence
								Capex	Opex	Q1	Q2	Q3	Q4	
1	Upgrading of infrastructure in the informal settlement to phase 2	0	13	0	2	4	4	R446 375	-	R 89	R 267	R 536	446 375	Letters of approval from MOE's
2	Number of mixed housing units constructed	2029	1100	0	250	700	1100	-	-	-	-	-	-	Provincial quality inspection report, or letter of confirmation from Developers
3	Number of serviced sites developed	0	1057	0	0	0	1057	10 000	-	R250	R500	R750	R10 000	Completion Certificates
4	Number of title deeds issued to the beneficiaries	2025	2800	400	1200	2400	2800	-	R15,578	R3 731	R7 461	R11 191	R15,578	Title deeds issuing register or Certification of receipt for title deeds.
5	Number of repairs and maintenance completed for housing stock units repaired (hostels, flats, old age rentals)	506	2150	100	300	1000	2000	-	R141,314	R35 328	R70 657	R105 985	R141 314	Happy letters / completion certificate
6	Number of Alternative Housing units constructed within the inner city 1	232	200	0	0	0	200	R 38 696	-	0	R7 739	R 15 478	R 38 696	Completion certificates

KPI No.	Key Performance Indicator	Baseline 2019-20	2021-22 target	2020-21 Quarterly Performance targets				Total budget						Means of verification
				Q1	Q2	Q3	Q4	R 000		Quarterly R 000		Budget		Evidence
								Capex	Opex	Q1	Q2	Q3	Q4	
7	Kilometers of roads upgraded	11,04 km	15.5km	0 km	0km	10km	15.5km	R 276 688	-	R55337	R 110675	R 166 012	R 276 688	Completion certificates
8	Percentage of departmental capital budget spent	91%	95%	25%	40%	75%	95%	R 1163759	-	R 232 751	R 465 503	R 698 255	R 1 105 571	SAP report
9	Percentage of departmental operational budget spent	98%	98%	25%	45%	75%	98%		R1208301	R 302 075	R 543 735	R 724 980	R 1184 134	SAP report
10	Number hostels refurbished	5	5	0	3	4	5	R 65 000		R 13 000	R 26000	R 39 000	61750	Happy letters or completion certificates
11	Number flats refurbished	8	8	2	4	6	8							Happy letters or completion certificates
12	Number old age rentals refurbished	4	5	0	2	3	5	R 25 000	-	R 5 000	R10 000	R 15 000	R 23 750	Completion certificates
13	Percentage of valid departmental invoices paid within 30 days of invoice date	95%	95%	95%	95%	95%	95%	-	-	-	-	-	-	Group finance payment records

4.8 Corporate Scorecard Work Breakdown

Key Performance Indicator (KPI)	Annual Target	Scope of Work	Areas	Number units/ households
Upgrading of infrastructure in the informal settlement to Phase 2	13	Finalizing land investigation, application for township establishment (township application), surveyor general plan, Land surveying and detailed engineering designs and De-densification /resettlements or realignment	Drieziek Ext 5 taxi rank	420
			Hospital Hill	1660
			Klipspruit Ext 7	1600
			Poortjie	817
			Slovo Park (Nancefield)	1074
			Rugby Club	1045
			Heavenly Valley	85
			Princess Plot	1210
			Bottom Compound	161
			Kya Sands	1860
			Amarasta	200
			Organic Compound	507
			Meriting	569
Number of mixed units constructed	1100	Construction of top structure units	Lufhereng	600
			Riverside (Diepsloot)	500
Number of serviced sites developed	1057	Development of the site and services.	Zandspruit	701
			Princess Plot	106
			Goudrand	250
Number of title deeds issued to the beneficiaries	2800	Submission of Application by beneficiaries requesting Title Deed Processing of submitted applications and appointment of conveyancers Appointment of Conveyancer and lodgment to Deed Office Handed over of Title Deeds to beneficiaries	Region B	
			Vredepark	203
			Newclare	500
			Westbury	400
			Claremont	588
			Region F	
			Bellavista	336
			Moffat View	84
			Region G	
			Eldorado Park	228
New Developments	689			
Number of repairs and maintenance completed for housing stock (hostels, flats, senior homes)	2000	Regions B, C, D, E, F & G	Emergencies and urgent works in all housing facilities	2000

Key Performance Indicator (KPI)	Annual Target	Scope of Work	Areas	Number units/ households
Number of hostels refurbished	5	Phase 1: Refurbishment of vandalized.	Dube Hostel	78
		Phase 2A: Refurbishment of vandalized, 112 units anticipated completion October 2021	Nancefield Hostel	112
		Phase 2B: Civil Infrastructure for Meadowlands Hostel. Anticipated completion November 2021	Meadowlands	200
		Demolish dilapidated blocks with asbestos roofs. Construct 70 new units	Lifateng Hostel	70
		Replace roofs	Helen Joseph Hostel	-
Number of Flats refurbished	08	Plumbing: relocating galvanized sewer stacking from inside to outside using PVC	George and Gregory Flats	-
		Electrical work: rewire whole block 3-storeys	Umfolozzi Court	-
		Replacing asbestos, and disposing of it. Designing and construction of new IBR Corrugate sink roofs.	Chiawelo Flats	-
		Stormwater, paving and curbing	Alex Flats, Phase 1 Block D, E, F, H	-
		1) Replacing roofs, ceilings and gutters	Cairngorm court, Bellavista	-
		2) Replace roof, gutters, ceilings	Curtis Court, Jeppestown	-
			Duikerhof, Bellavista	-
			Phutaditjaba	-
Number of old age rentals refurbished	5	Install Surveillance cameras on all floors. Refurbish laundry room and buy new washing machines and dryers. Coin operated. Install security doors into (21 doors) storeroom	Donavan McDonald Old Age Home	-
		Guard Houses, replace roofs, tiling and painting, area lighting	Northam Place Old Age Home (Females)	-
		Replaced collapsed fence	Riverlea Old Age Home	-
		Boundary wall, repair roof tiles and ridges, gutters	Nivarna Old Age Home	-
		Structural: Staircases, landing, spall repairs, Painting, gutters, plumbing.	Market Street	

Key Performance Indicator (KPI)	Annual Target	Scope of Work	Areas	Number units/ households
Number of Alternative Housing units constructed within the inner city	200 units	Convert existing 9-storey warehouse to 200 Affordable rental units to	Marily House (Erf 80 Stafford)	200
Number of roads upgraded	15.5KM	Upgrading of gravel roads to surfaced/tarred roads	Ennerdale South	0.5 km
		Upgrading of gravel roads to surfaced/tarred roads	Lufhereng	5 km
		Upgrading of gravel roads to surfaced/tarred roads	Cosmo City/ Malibongwe	5 km
		Upgrading of gravel roads to surfaced/tarred roads	Lakeside	1 km
		Upgrading of gravel roads to surfaced/tarred roads	Drieziek Ext 3	0.5 km
		Upgrading of gravel roads to surfaced/tarred roads	Drieziek Ext 4	0.5 km
		Upgrading of gravel roads to surfaced/tarred roads	Drieziek Ext 5	0.5 km
		Upgrading of gravel roads to surfaced/tarred roads	Vlakfontein	0.5 km
		Upgrading of gravel roads to surfaced/tarred roads	Kanana Park 3, 4, 5	0.5 km
		Upgrading of gravel roads to surfaced/tarred roads	Kanana Park ext	0.5 km
		Upgrading of gravel roads to surfaced/tarred roads	Tshepisong	1 km



5. TECHNICAL KPI DESCRIPTION

KPI NO.	KPI	SHORT DEFINITION	SOURCE / COLLECTION OF DATA	TYPE OF INDICATOR	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR
1.	Upgrading of infrastructure in the informal settlement to phase 2	Upgrading of infrastructure in informal settlements entails the final detailed engineering plan approved by the applicable Municipal Entities.	Letters of approval from the MOE's	Input indicator	Cumulative	Quarterly	Revised Indicator
2.	Number of mixed housing units constructed	Mixed housing units includes subsidized rental units, FLISP units and fully subsidized (BNG) units. This is the tripartite agreement with the province to pay the developer directly.	Number of housing units built from the different housing typologies. Dilapidated housing units revamped and redeveloped.	Output indicator	Cumulative	Annually	Revised Indicator
3.	Number of serviced sites developed	The development of serviced sites entails a process of creating sites, providing all engineering services in line with existing prescripts.	Land/stands that have basic services such as roads, water, electricity and sanitation	Output indicator	The KPI will be measured by the number of stands provided with access to roads, water and electricity	Annually	The target is the same as previous financial year.
4.	Number of title deeds issued to beneficiaries	Title deeds issued to rightful beneficiaries and signed for.	Title deeds issuing register or certification of receipt for title deeds.	Output indicator	The KPI will be measured by the number of title deeds issued to beneficiaries	Quarterly	The target is higher than the previous financial year.

KPI NO.	KPI	SHORT DEFINITION	SOURCE / COLLECTION OF DATA	TYPE OF INDICATOR	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR
5.	Number of repairs and maintenance completed for housing stock (hostels, flats and old age rentals)	Minor repair work and maintenance of housing stock on damaged or broken property items.	The information will be sourced through the invoices paid or completion certificates issued.	Output indicator	Cumulative	Quarterly	The KPI is not new and the target is higher the previous financial year
6.	Number of Alternative Housing units constructed within the inner city	Provision of alternative accommodation to individuals and households at risk of homelessness. The approach is aimed at ultimately facilitating the movement to and maintaining permanent housing (independent living).	Number of units constructed to provide alternative housing	Output indicator	The calculation of the KPI will be based on the units provided by the project	Quarterly	Existing indicator
7.	KM of roads upgraded	The KPI is measured by the lane kilometre of gravel roads upgraded to tarred roads in old townships areas and greenfield housing developments	measured length (in kilometer) of roads resurfaced/ upgraded	Output indicator	Cumulative	Quarterly	Existing indicator

KPI NO.	KPI	SHORT DEFINITION	SOURCE / COLLECTION OF DATA	TYPE OF INDICATOR	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR
8.	Percentage of departmental capital budget spent	The percentage spent of the capital funds provided on the MTEF	SAP system	Input indicator	Cumulative	Quarterly	Existing indicator The target is higher than the previous years.
9.	Percentage of departmental operational budget spent	Percentage spent on the operational budget of the department	SAP system	Input indicator	Cumulative	Quarterly	Existing indicator The target is equal to the previous financial year
10.	Number of hostels refurbished	Structural enhancement of the hostels	Invoice or completion certificate	Output indicator	Cumulative	Quarterly	Existing indicator The target is higher than the previous financial year
11.	Number of Temporary Relocation Units constructed in high-risk area.	Temporary Relocation units are Temporary housing structures built to address immediate or urgent need for alternative shelter for beneficiaries	Temporary housing structures	Input indicator	Cumulative	Quarterly	Existing indicator
12.	Number of the valid invoices paid within 30 days	KPI measures number of days it takes for valid invoices to be paid to service providers	Purchasing order, invoice and SAP system	Output indicator	Cumulative	Quarterly	Existing indicator The target is equal to the previous financial year
13.	Number flats refurbished	Structural enhancement of the flats	Invoice or completion certificate	Output indicator	Cumulative	Quarterly	Existing indicator The target is equal to the previous financial year

6. Financial Impact

6.1 Operational expenditure

Description	YTD Actual Dec 2020 R 000	Full Year Forecast 2020/21 R 000	Approved Budget 2020/21 R 000	Change R 000	Revised Budget 2020/21 R 000	Draft Budget 2021/22 R 000	% Incr.	Draft Budget 2022/23 R 000	% Incr.	Draft Budget 2023/24 R 000
Property rates	-24 925	-55 543	-55,543		-55,543	-57,988	4.4	-60,597	4.5	-63,324
Other revenue	-22 919	-33 209	-33,209		-33,209	-34,671	4.4	-36,231	4.5	-36,861
Other Internal Revenue	-1 859	-11 184	-11,184		-11,184	-12,363	5.2	-12,981	5.0	-13,564
Total Revenue	-49 703	-100 505	-100,505	0	-100,505	-105,022	4.5	-109,809	4.6	-114,749
Employee related cost	90 991	194,909	187,397	7 000	194 397	204,651	4.3	227,612	4.4	237,864
Debt impairment	43 955	94,227	94,227		94,227	98,373	4.4	102,800	4.5	107,220
Depreciation	191 371	318,314	313,114		313,114	326,891	4.4	341,601	4.5	356,290
Other materials	36	825	825		825	868	5.2	903	4.0	939
Contracted services	29 526	203,574	178,874	25,000	203,574	212,328	4.4	221,997	4.4	231,982
Transfers and Subsidies paid					0					
Other Expenditure	123 036	215,365	202,865	12,200	215,365	224,416	4.3	233,965	4.4	244,493
Internal Expenditure	19 882	133,507	133,507		133,507	140,774	5.4	148,243	5.3	154,913
Total Expenditure	498 747	1,1607,721	1,110,809	44 200	1,155,009	1,208,301	4.5	1,277,121	4.5	1,333,701
Surplus / (Deficit)	-549 500	-1,170,226	-1,211,314	-44 200	-1,255,514	-1,313,323		-1,386,930		-1,448,450

6.2 Capital expenditure

Project ID	Project Name	Key Performance Area	Total Original Budget 2020/2021	Adjustment Budget 2020/2021	Total Revised Budget 2020/2021	Total Draft Budget 2021/2022	Total Draft Budget 2022/2023	Total Draft Budget 2023/2024
4255	Land Acquisition for Housing New Bulk Infrastructure JOHANNESBURG F City Wide	Acquisition of land for human settlements developments	10,000.00		10,000.00	10,000.00	-	-
2755	Site and Services - Formalisation of informal settlements across the City. Renewal Bulk Infrastructure JOHANNESBURG F City Wide	Construction of serviced sites	5,000.00	6,286.00	11,286.00	10,000.00	-	80,000.00
3456	COSMO CITY PHASE 2 (MALIBONGWE RIDGE) New Bulk Infrastructure COSMO CITY C Regional	Construction of Subsidisedsub-subsidised housing units	71,000.00	(4,000.00)	67,000.00	40,000.00	46,750.00	100,000.00
3457	Diepsloot Redevelopment Northern Farms New Bulk Infrastructure DIEPSLOOT A.H. A Regional	Construction of Subsidisedsub-subsidised housing units	62,000.00	40,000.00	102,000.00	30,000.00	20,000.00	30,000.00
2683	Fleurhof Mixed Development (Bulk and internal infrastructure) New Bulk Infrastructure FLEURHOF C Ward	Construction of Subsidisedsub-subsidised housing units	74,000.00	58,000.00	132,000.00	30,000.00	38,720.00	80,000.00
2889	Goudrand Rental Development New Bulk Infrastructure GOUDRAND C Ward	Construction of Subsidisedsub-subsidised housing units	20,000.00	-	20,000.00	20,000.00	20,000.00	80,000.00

Project ID	Project Name	Key Performance Area	Total Original Budget 2020/2021	Adjustment Budget 2020/2021	Total Revised Budget 2020/2021	Total Draft Budget 2021/2022	Total Draft Budget 2022/2023	Total Draft Budget 2023/2024
2566	Lufhereng Mixed Development (Bulk, Link & Internal Infrastructure Roads, Storm Water Management Systems, Sewer & Water for 24 000 houses)	Construction of Subsidisedsub-subsidised housing units	89,000.00	140,000.00	229,000.00	50,000.00	55,000.00	80,000.00
2671	South Hills Housing Mixed Development New RDP Houses SOUTH HILLS F Ward	Construction of Subsidisedsub-subsidised housing units	59,000.00		59,000.00	30,000.00	40,000.00	80,000.00
3186	Lehae Ext 1: Development of Bulk Link and Internal Infrastructure	Construction of Subsidisedsub-subsidised housing units	30,000.00	30,000.00	60,000.00	30,000.00	40,000.00	52,000.00
2548	Inner City Upgrading (Transitional/Emergency and Rental Stock) Renewal Rental Flats JOHANNESBURG F Regional	Construction of Temporary Emergency Accommodation (TEA) units within the Inner City	30,000.00		30,000.00	38,696.00	20,000.00	90,000.00
4010	Perth Empire Corridor (Housing) Renewal Corridors of Freedom Intervention WESTBURY B Regional	Construction of Temporary Emergency Accommodation (TEA) units within the Inner City	-		-	-	-	-
2893	Diepkloof Hostel Renewal Bulk Infrastructure DIEPKLOOF EXT.10 D Ward	Hostel Upgrade	16,000.00	(14,000.00)	2,000.00	10,000.00	-	10,000.00
2751	Dube Hostel Renewal Building Alterations DUBE EXT.2 D Ward	Hostel Upgrade	5,000.00	8,100.00	13,100.00	15,000.00	30,000.00	20,000.00

Project ID	Project Name	Key Performance Area	Total Original Budget 2020/2021	Adjustment Budget 2020/2021	Total Revised Budget 2020/2021	Total Draft Budget 2021/2022	Total Draft Budget 2022/2023	Total Draft Budget 2023/2024
2771	Helen Josephs Refurbishment and Upgrading of Women's Hostel Renewal Building Alterations ALEX-ANDRA EXT.52 E Ward	Hostel Upgrade	10,000.00		10,000.00	20,000.00	20,000.00	30,000.00
22183	Madala Hostel Redevelopment	Hostel Upgrade	10,000.00	(10,000.00)	-	50,000.00	10,000.00	10,000.00
2752	Meadowlands Hostel Renewal Building Alterations MEADOWLANDS D Ward	Hostel Upgrade	10,000.00	(9,100.00)	900.00	20,000.00	20,000.00	20,000.00
2769	Refurbishment and Upgrading of M2 Hostel Renewal Building Alterations ALEX-ANDRA EXT.52 E	Hostel Upgrade	3,000.00	(3,000.00)	-	-	-	10,000.00
22758	Stock, Flats and Old-Age Home Upgrading	Refurbishment of Flats and retirement villages	42,874.00	-	42,874.00	25,000.00	17,294.00	80,000.00
2565	Braamfischerville Ext 12&13:Roads and Stormwater Management Systems including a Pedestrian Bridge New Bulk Infrastructure BRAM FISCHERVILLE EXT.13 C Ward	Upgrading and Surfacing of Roads	5,500.00		5,500.00	15,500.00	16,275.00	62,300.00
6571	Bramfischerville Ext 7 & 8 New Bulk Infrastructure	Upgrading and Surfacing of Roads	10,000.00	(1,500.00)	8,500.00	11,188.00	20,000.00	30,000.00

Project ID	Project Name	Key Performance Area	Total Original Budget 2020/2021	Adjustment Budget 2020/2021	Total Revised Budget 2020/2021	Total Draft Budget 2021/2022	Total Draft Budget 2022/2023	Total Draft Budget 2023/2024
6581	Drieziek Ext 4 - New Bulk Infrastructure	Upgrading and Surfacing of Roads	15,000.00	(9,000.00)	6,000.00	10,000.00	20,000.00	20,000.00
3207	Drieziek Ext.3 (2989) New Bulk Infrastructure DRIEZ-IEK EXT.3 G Ward	Upgrading and Surfacing of Roads	15,000.00	(8,000.00)	7,000.00	10,000.00	20,000.00	35,000.00
3208	Drieziek Ext.5 (1540) New Bulk Infrastructure DRIEZ-IEK EXT.5 G Ward	Upgrading and Surfacing of Roads	15,000.00	(6,000.00)	9,000.00	10,000.00	20,000.00	25,000.00
3211	Ennerdale South (1902 stands) (Formerly Finetown Proper) New Bulk Infrastructure ENNERDALE G Ward	Upgrading and Surfacing of Roads	15,000.00	(13,000.00)	2,000.00	10,000.00	20,000.00	40,000.00
3203	Finetown Proper (1878 stands) New Bulk Infrastructure FINETOWN G Ward	Upgrading and Surfacing of Roads	5,000.00	(3,000.00)	2,000.00	10,000.00	20,000.00	40,000.00
3197	Kanana Park Ext 1 (788) New Bulk Infrastructure KANANA PARK EXT.1 G Ward	Upgrading and Surfacing of Roads	15,000.00	(9,000.00)	6,000.00	10,000.00	20,000.00	20,000.00
22115	Kanana Park Ext 2	Upgrading and Surfacing of Roads	15,000.00	(12,000.00)	3,000.00	10,000.00	20,000.00	20,000.00
3204	Kanana Park Ext 3,4 & 5 New Bulk Infrastructure KANANA PARK EXT.3 G Ward	Upgrading and Surfacing of Roads	15,000.00	(11,000.00)	4,000.00	10,000.00	20,000.00	20,000.00
2733	Lakeside Ext 3,4 & 5: Roads and Bulk Stormwater Systems New Bulk Infrastructure	Upgrading and Surfacing of Roads	25,000.00		25,000.00	10,000.00	20,000.00	31,000.00

Project ID	Project Name	Key Performance Area	Total Original Budget 2020/2021	Adjustment Budget 2020/2021	Total Revised Budget 2020/2021	Total Draft Budget 2021/2022	Total Draft Budget 2022/2023	Total Draft Budget 2023/2024
2891	Matholesville New Bulk Infrastructure MATHOLESVILLE C Ward	Upgrading and Surfacing of Roads	10,000.00	(500.00)	9,500.00	10,000.00	-	-
2274	Tshepisoong Proper - Bulk Stormwater New Bulk Infrastructure TSHEPISOONG C Ward	Upgrading and Surfacing of Roads	10,000.00	(9,000.00)	1,000.00	10,000.00	20,000.00	20,000.00
3202	Vlakfontein Ext 3 (2045) New Bulk Infrastructure VLAKFONTEIN EXT.3 G Ward	Upgrading and Surfacing of Roads	15,000.00	(13,000.00)	2,000.00	10,000.00	20,000.00	21,500.00
3184	Elias Motsoaledi New Bulk Infrastructure DIEPKLOOF EXT.10 D Ward	Upgrading and Surfacing of Roads	10,000.00	(9,000.00)	1,000.00	50,000.00	75,000.00	80,000.00
3185	Klipspruit/Kliptown New Bulk Infrastructure (Housing project around the Walter Sisulu Square) KLIPSPRUIT D Ward	Upgrading and Surfacing of Roads	32,000.00	(22,000.00)	10,000.00	90,000.00	200,000.00	70,000.00
23409	Formalisation of Informal Settlement Settlement (UISP)	Upgrading of Informal Settlements	221,623.00	(132,000.00)	89,623.00	446,375.00	484,888.00	515,075.00
2492	Operational capital (HS) New Operational Capex BRAAMFONTEIN WERF F City Wide	Tools of Trade	5,000.00	-	5,000.00	2,000.00	2,100.00	5,000.00
23417	Marlboro and Marlboro Gardens (2295 units)	TRA'S	4,000.00	147,807.00	151,807.00	-	-	-

Project ID	Project Name	Key Performance Area	Total Original Budget 2020/2021	Adjustment Budget 2020/2021	Total Revised Budget 2020/2021	Total Draft Budget 2021/2022	Total Draft Budget 2022/2023	Total Draft Budget 2023/2024
23418	Madala Sports Field (1223 units)	TRA'S	4,000.00	79,400.00	83,400.00	-	-	-
23419	Alexandra Extention 52 (144 units)	TRA'S	4,000.00	9,300.00	13,300.00	-	-	-
23420	Zandspruit Extention 84 (701 units)	TRA'S	4,000.00	45,100.00	49,100.00	-	-	-
23421	Lufhereng (2000 units)	TRA'S	4,000.00	(4,000.00)	-	-	-	-
3146	Rabie Ridge Ptn 1075 and 1345 New Bulk Infrastructure RABIE RIDGE	TRA'S	-	71,000.00	71,000.00	-	-	-
			1,020,997.00	332,893.00	1,353,890.00	1,163,759.00	1,396,027.00	1,906,875.00

6.3 Budget summary overview

Capex

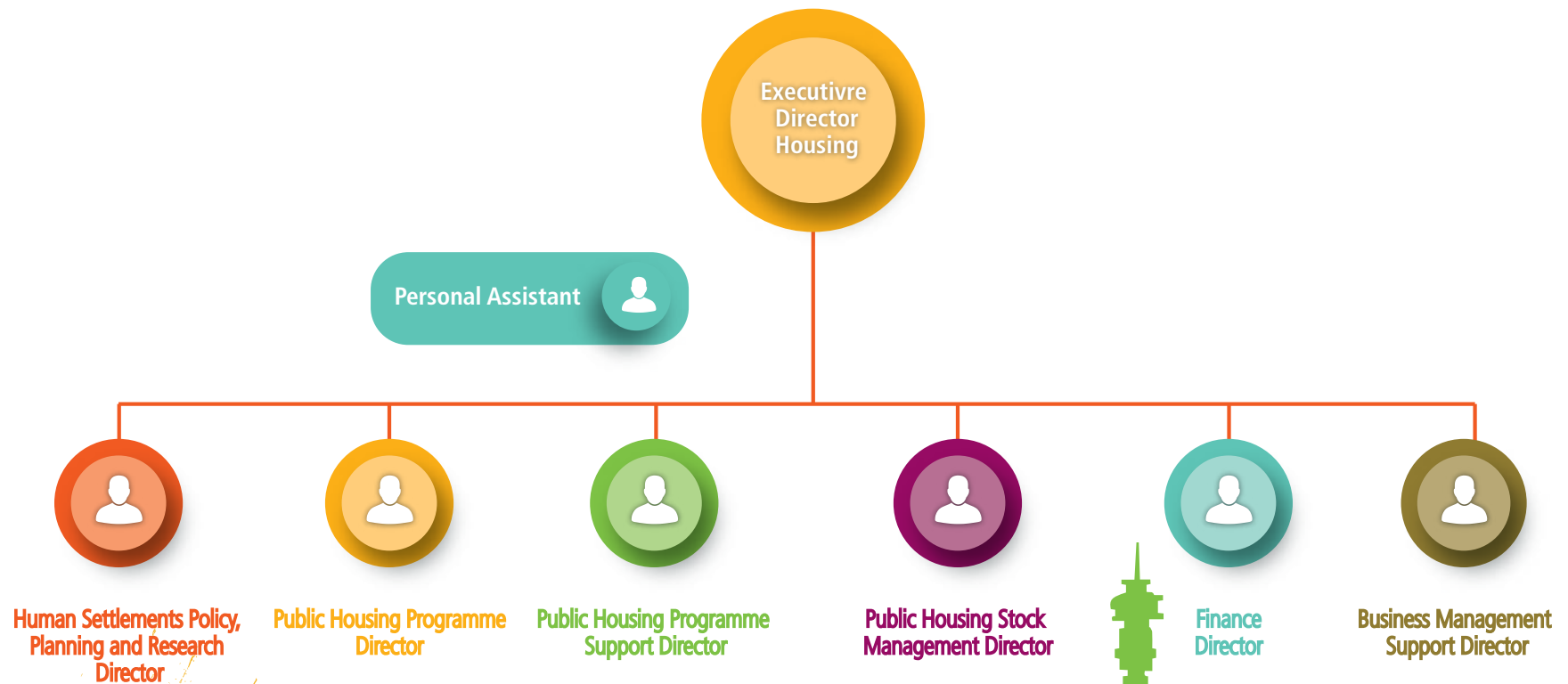
Source Of Funding	Draft Budget 2021/2022	Draft Budget 2022/2023	Draft Budget 2023/2024	MTREF Total
External Loans	R 2,000	R 2,100	R 215,503	R 219,603
Cash CRR	R 73,696	R 30,000	R 95,000	R 198,696
USDG	R 641,688	R 879,039	R 1,081,297	R 2,602,024
UISP	R 446,375	R 484,888	R 515,075	R 1,446,338
Total	R 1,163,759	R 1,396,027	R 1,906,875	R 4,466,661

7. Management and Organisational Structures

7.1 Organizational structure

The high level structure was approved in 2011 which was in line with the accreditation that the City of Johannesburg signed with the Gauteng Department Local Government and Housing.

A subsequent detailed structure was approved in February 2015. This structure has been amended due to omissions of positions at a lower levels. The high-level structure below remains and is not affected by the amendments.



The six Directorates have the following responsibilities/mandates:

- a. Executive Director is the head of Department and the accounting office of the Department
- b. Business Management Support: responsible for Business Planning and Budgeting and Performance Monitoring and Reporting; Administration and Archiving and Record Keeping; Committee Support (including petitions and public enquiries); Management of Contracts; Compliance; Project and Business Risk Management; Human Resource Administration; Systems and Processes.
- c. Integrated Human Settlements Policy, Planning and Research: Integrated Planning, Policy, Systems, Procedures; Modelling and Data; IGR and Donor mobilisation; Housing Information Systems; New Technology RandD; and Development of Policy implementation protocols
- d. Human Settlement Programmes: development and implementation of public housing programmes and projects; Provide access to affordable, safe and decent accommodation; Upgrading of hostels; Bulk infrastructure development (USDG); and HSDG Implementation
- e. Public Housing Programme Support:; Support and create sustainable human settlements, Acquire land for Human settlement Programme and Projects; Package Human Settlements Programme and Projects; Coordination of allocation, Management of the Housing Subsidy System (HSS); Project Packaging;
- f. Public Housing Stock Management: property management; Sales and Transfers; Sectionalisation; Social and Rental Housing; repairs and maintenance.
- g. Finance: Management of the Budget, Capex and Opex; coordinate procurement, asserts management; rent collection.

7.2 Management Team

The management team is divided into two, the Senior Management Team (SMT) composing of the Executive Director and the six Directors and the Extended Senior Management Team (ESMT), which is composed of the SMT plus the Deputy Directors and the Assistant Directors.

Most of the senior management positions filled are filled except for Public Housing Stock and Public Housing Programme directorates. Below are professional profiles of all the Directors heading the respective directorates in the Department of Housing:

- **Lungile Mtshali**- Human Settlements Policy, Planning and Research Director: Bachelor of Social Sciences in Industrial Organizational and Labour Studies from University of Cape Town, Honours in Policy Development Studies degree with the University of KwaZulu-Natal, Master's degree, Policy Development Studies. Undertaken various training programmes which complemented her work including Knowledge Management with University of Johannesburg (2015), Management Advanced Program with Wits Business School (2017), Housing Development and Management Programme (2010). Worked in local government and housing sector for the past twelve years with a focus on policy development and research. Her career started with Department of Social Development in KwaZulu-Natal where she worked in population developmental studies. She has also worked at Rand Water, Local Government Department (known as COGTA, Provincial Department of Human Settlements. She has vast experience in writing, research and policy development. She has written a number of pieces, starting 2005: Compiling a report for Midlands Women's Group. Report on Gender Violence Campaign, where she assisted the Midlands Women's Group (NGO) in KwaZulu-Natal Province; her thesis in fulfilment of her Masters: Managing Public Policy Implementation: a critical review of the implementation of the Child Support grant in South Africa between 2000 and 2004. Gauteng Human Settlements, Research Publication in 2017/18, just to name a few.
- **Sipho Madi**- Business Management Support Director: Masters in Business Administration (MBA), Honours in Public Management and Governance, Degree in Public Governance. Experience in strategic

planning, research and policy management. Worked for Group Strategy, Policy Coordination and Relations responsible for business planning and the Integrated Development Plan for the City of Johannesburg and provided strategic support to the office of the City Manager. Current serve at the JOHSCO board representation the shareholder. Chairperson of the board for help a child grow from June 2012 until June 2019.

- **Emmanuel Sotomi-** Public Housing Programme Support Director: B.Sc. in Environmental Planning and Design, MSc in Urban Planning and Design, attained membership of the Royal Town Planning Institute (RTPI) and the South African Planning Institute (SAPI). Selected as a Hubert Humphrey Fellow at the Massachusetts Institute of Technology (MIT) as well as a Special Program for Urban and Regional Studies (SPUR) Fellow.

Wealth of experience in Development Planning and Urban Design. Engaged by the Milton Keynes Development Corporation (MKDC) in the design and construction of the New Town in the UK. Work at the London Planning Advisory Committee (LPAC) to strategically plan the City of London. On arrival in South Africa, worked as an Urban Designer on the Victoria and Alfred Waterfront Development (VandAW), followed by time as Regional Head (Area Urban Planner) for Khayelitsha. Then engaged as Chief Director Planning and Development in the Western Cape Province.

Zanele Malusi- Qualified Quantity Surveyor with vast experience in the built environment sector. Early career began in the private sector and late joined the City of Johannesburg Housing Department assigned to the Inner City property development and management sub-directorate.

Patrick Phophi – Bcom, BCTA, Audit Articles, Best and brightest banker through JP Morgan Chase. Member of the South African Institute of Administration and Commerce. His substantive position is Director Finance for the CoJ Department of Housing since 2008 and previously acted for 3 and half years as Executive Director: Housing.

- **Sello Mthotoana-** Public Housing Programme Director: Masters degree in public management and development with a research background on hostel redevelopment including public housing. Experience in human settlement development processes with an interest on Upgrading of Informal Settlement Programme, Community Residential Units and the Integrated Residential Programme.

7.3 Capacity analyses

The attached table indicated the current capacity of the Housing Department as of March 2020.

Categories	Approved (SAP)	Current filled	Vacancies
Executives Directors	1	0	1
Directors	6	4	2
Deputy Director	35	15	20
Assistant Directors	81	17	64
Manager Programme	77	12	65
Managers	2	0	2
Skilled	514	132	382
Semi – Unskilled	406	186	222
Unspecified Levels	53	0	53
TOTAL	1175	366	810
Percentage	100	31.14%	68.9%

The Department's structure approved in 2015 and amended in 2017 has a total number of 1175 positions. The Department has a total staff number of **366** permanent staff members. There are **810** vacant positions, which is indicative of 31,14% vacancy rate as of March 2021.

7.4 Employment Equity

The following is the Departments statistics for employment equity as of March 2021

Categories	Target - Male				Target – Female				Total
	A	C	I	W	A	C	I	W	
Executives Directors	0	0	0	0	0	0	0	0	0
Level 1-2									
Directors	11	0	0	3	5	0	1	0	20
Deputy Director									
Level 3-4									
PWD	0	0	0	0	0	0	0	0	
Assistant Directors & Managers	19	1	0	0	12	0	0	0	32
Level 5-6									
PWD	0	0	0	0	0	0	0	0	
Skilled Technical & Academically Qualified	46	7	0	0	67	5	0	1	126
Level 7 – 8									
PWD	1	0	0	0	1	0	0	0	
Semi-skilled staff	31	0	0	0	24	1	0	1	57
Level 9 – 10									
PWD	3	0	0	0	1	0	0	0	
Unskilled staff	94	0	0	0	37	0	0	0	131
Level 11									
PWD	1	0	0	0	0	0	0	0	
TOTAL	201	8	0	3	145	6	1	2	366

8. Risk Management

Reference No.	Objectives	Risk Description	Risk Category	Causes/ Background to risks	Consequences	Impact	Inherent Impact Rating	Likelihood	Inherent Likelihood Rating	Inherent Risk Rating	Inherent Risk Exposure	Current controls	Control Effectiveness	Control Effectiveness Factor	Aggregate Control Effectiveness Factor	Residual risk Rating	Residual Risk Exposure	Interventions/ Actions to improve management of the risk	Action Owner	Time scale
1	Upgrading of informal settlements	Informal settlements in undevelopable land	External Environment	1. Community members jumping queues and occupying land. 2. The undevelopable land is in close proximity to schools and where people work 3. Easy access to main routes	1. Exposure to dangers e.g. Health risks, Life threatening, sinkholes etc. 2. Litigations 3. Flood plains 4. Disruption in planning and budgeting	Critical	5	Almost Certain	5	25	Very High	1. Relocation of people to the existing or future housing projects	Less Effective	60	60	15	High	1. To identify alternative land 5 to 10 km radius to where people work and the transit development areas 2. Liaise with JPC to acquire alternative land 5 to 10km radius to where people work	1. Acting Director: Public Housing Programme (PHP) 2. Director: Public Housing Programme Support (PHPS)	1. 31 July 2021; 2. 31 October 2021
2	Construction of mixed housing units	Non availability of strategic land for integrated human settlements	External Environment	1 Available land has Geotechnical and Environmental issues (and is expensive to access)	1. Increased costs to purchase and to develop land 2. Peripheral development	Critical	5	Almost Certain	5	25	Very High	1. Budget is made available to conduct valuations and purchase land	Partially Effective	40	30	8	Medium	1. None	1. Director PHPS	31 July 2021
				2. Developable land held/ banked by private sector								2. Write reports to Mayoral Committee to acquire land (resolution); then negotiate with land owners through JPC	Effective	20				2. None	1. Director PHPS	31 July 2021

Reference No.	Objectives	Risk Description	Risk Category	Causes/ Background to risks	Consequences	Impact	Inherent Impact Rating	Likelihood	Inherent Likelihood Rating	Inherent Risk Rating	Inherent Risk Exposure	Current controls	Control Effectiveness	Control Effectiveness Factor	Aggregate Control Effectiveness Factor	Residual risk Rating	Residual Risk Exposure	Interventions/ Actions to improve management of the risk	Action Owner	Time scale
3	Construction of serviced sites	Delays in township establishment processes	External Environment	1. Delay in town planning processes, Land surveying, Investigations (EIA, Engineering) by Development Planning	1. Community unrests 2. Illegal land use 3. Project cost escalation	Critical	5	Likely	4	20	Very High	1 Escalate issues to HOD responsible, and EMT	Less Effective	60	60	12	High	1.1 Implement the Human Settlement Development Guide (from National Department of Human Settlements) 1.2 Capacitate implementers of the Guide: 1.2.1 Escalation process to JMPD land invasion units	Director: PHP & Director: PHPS (1.1, 1.2.1) 1.2.2 Director: Business Management Support (BMS)	31 July 2021 "
4	Issuing of Title deeds to the beneficiaries Registration of title deeds (subsidised stands and units)	Inability to register and issue title deeds to rightful owners	External Environment	1. Missing beneficiaries (difficulty to locate beneficiaries)	1. Burdening the City (as the city continue to be the owner) 2. Hindering homeownership by communities 3. Loss of income as the City isn't obliged to pay rates	Critical	5	Likely	4	20	Very High	1. Issue call notes for beneficiaries to come and collect the title deeds.	Less Effective	60	80	16	High	1.1 Locate the beneficiary or his/her family at the last given address allowing the beneficiary a period of 30 days to respond 1.2 Place notice on local newspapers requesting beneficiary to take occupation of the property	Director: Finance	At quarterly intervals
				2. Beneficiary change due to death of rightful beneficiary and illegal selling of property								2. None	None	100	2. Register title deeds on allocation	Director: Finance		At quarterly intervals		

Reference No.	Objectives	Risk Description	Risk Category	Causes/ Background to risks	Consequences	Impact	Inherent Impact Rating	Likelihood	Inherent Likelihood Rating	Inherent Risk Rating	Inherent Risk Exposure	Current controls	Control Effectiveness	Control Effectiveness Factor	Aggregate Control Effectiveness Factor	Residual risk Rating	Residual Risk Exposure	Interventions/ Actions to improve management of the risk	Action Owner	Time scale
5	Refurbishment of flats, retirement villages and hostel	Inability to secure decanting facilities while developing family units	External Environment	1. Non availability of land and building in the vicinity of the hostel to be refurbished	1. Project delays or stoppages 2. No access to the hostels	Critical	5	Almost Certain	5	25	Very High	1.1 Build facilities within the area being upgraded 1.2 Regular repairs and maintenance which allows the City access	Less Effective	60	80	20	Very High	1. Identify and secure land and building for the decanting facility within the community	Acting Director: Public Housing Stock Management (PHSM)	"31 July 2021 (Identify) 31 August 2021 (Secure)"
				2. Political instability								None	100							
6	Refurbishment of flats, retirement villages and hostel	Deterioration of flats	Socio Economic	1. Absence of refurbishment plan	1. Building collapse 2. Inhabitable/ unsafe buildings	Critical	5	Almost Certain	5	25	Very High	Reactive and emergency maintenance is currently done	Less Effective	60	60	15	High	1. Transfer the properties to rightful qualifying beneficiaries	Director: Finance	Monitor quarterly
				2. Poor property management									Less Effective	60						
				3. Vandalism by tenants									Less Effective	60						
7	Refurbishment of flats, retirement villages and hostel	Poor access to decanting facilities suitable for the aged	External Environment	1. Non availability of land and building in the vicinity of the retirement village to be refurbished	Delays in service delivery	Critical	5	Almost Certain	5	25	Very High	Reactive and emergency maintenance is currently done	Less Effective	60	60	15	High	1. Identify and secure land and building for the decanting facility within the community	Acting Director: PHSM	"31 July 2021 (Identify) 31 August 2021 (Secure)"

Reference No.	Objectives	Risk Description	Risk Category	Causes/ Background to risks	Consequences	Impact	Inherent Impact Rating	Likelihood	Inherent Likelihood Rating	Inherent Risk Rating	Inherent Risk Exposure	Current controls	Control Effectiveness	Control Effectiveness Factor	Aggregate Control Effectiveness Factor	Residual risk Rating	Residual Risk Exposure	Interventions/ Actions to improve management of the risk	Action Owner	Time scale
8	Construction of Alternative Accommodation units within the inner city	Limited ability to access suitable buildings/sites	External Environment	1. Available buildings and infrastructure not designed for residential purpose	1. Contempt of court 2. Reputational damage	Critical	5	Almost Certain	5	25	Very High	1. Buildings acquired by JOSHCO/ JPC at the Departments Behest (commissioning JOSHCO to design & refurbish the buildings)	Ineffective	80	90	23	Very High	1. Appoint consultants to identify potential buildings	Director: PHPS	"31 July 2021"
				2. None								100	2. Recruit suitable or relevant staff (dependant of approval of structure)	Director: PHPS				31 July 2021		
9	Acquisition of land for human settlements developments	Delays in the land acquisition process	External Environment	1. Dependence on another department (JPC) to purchase land	1. Housing backlog will increase 2. Increase in number of informal settlements and Backyard dwellers	Critical	5	Almost Certain	5	25	Very High	1. Currently identifying land and liaise with JPC for land agreement (City owned)	Ineffective	80	90	23	Very High	1. Continue communicating with JPC though a formalised liaison meetings	Director: PHPS	"31 August 2021 and onwards"
				2. None								100	2. None							

Reference No.	Objectives	Risk Description	Risk Category	Causes/ Background to risks	Consequences	Impact	Inherent Impact Rating	Likelihood	Inherent Likelihood Rating	Inherent Risk Rating	Inherent Risk Exposure	Current controls	Control Effectiveness	Control Effectiveness Factor	Aggregate Control Effectiveness Factor	Residual risk Rating	Residual Risk Exposure	Interventions/ Actions to improve management of the risk	Action Owner	Time scale
10	Upgrading and surfacing roads	Poor performance by contractors	External Environment	1. Appointment of emerging contractors	1. Slow delivery of projects 2. Contracts overruns resulting in additional costs	Critical	5	Almost Certain	5	25	Very High	1. Established a contract management section	Less Effective	60	80	20	Very High	1.1 Schedule a meeting with the contractors at the commencement of the project to explain what is expected of them i.e. understand the scope.	Director: PHP	On commencement of project/s
				2. None								100	2.1 Document all engagements done with the community as evidence of engagement (Attendance registers etc.) 2.2 Establish of project steering committees comprised of Community leaders, ward counselors, service providers and the City officials	Director: PHP				"2.1 As and when 2.2 Within 2 months of the start of the project"		
11	To foster good relations between the department and its stakeholders	Poor public participation and stakeholder management	Stakeholder Management risk	1. Informal and unorganised communication with stakeholders	1. Hijacking of hostel 2. Loss of control over hostels by the City	Critical	5	Almost Certain	5	25	Very High	1. Participation happens as and when there is a problem	Ineffective	80	90	23	Very High	1. Establish stakeholder forum for community participation and management	Acting Director: PHSM	31 July 2021
				2. None								100	2. Capacitate the unit	Acting Director: PHSM				31 July 2021		

Reference No.	Objectives	Risk Description	Risk Category	Causes/ Background to risks	Consequences	Impact	Inherent Impact Rating	Likelihood	Inherent Likelihood Rating	Inherent Risk Rating	Inherent Risk Exposure	Current controls	Control Effectiveness	Control Effectiveness Factor	Aggregate Control Effectiveness Factor	Residual risk Rating	Residual Risk Exposure	Interventions/ Actions to improve management of the risk	Action Owner	Time scale
12	Management of informal settlements	Increase in number of informal structures within a settlement	Stakeholder Management risk	1. People build more structures within the confines of the settlement	1. Inability to plan properly 2. Strain on provision of basic services	Critical	5	Almost Certain	5	25	Very High	1.1 Forged an agreement with the community to stop more shacks 1.2 B forms issued to grant interim authorisation to stay	Ineffective	80	67	17	High	1. Quarterly engagements with the community leadership	Acting Director: PHP & Director: PHSM	Quarterly
				2. Failure to implement by-laws	2. Functionaries/ staff monitor informal settlements, keeping register of numbered shacks							Partially Effective	40	2. Engage with the Department of Development Planning for building control purposes (develop an SLA)				Acting Director: PHP & Director: PHSM	31 July 2021	
				3. Law enforcement failure to act on reported cases	3. JMPD called to remove unauthorised shacks							Ineffective	80	3. To develop an SLA with JMPD (Disaster Management) and CRUM				Director: BMS	31 July 2021	
13	Refurbishment of flats, retirement villages and hostel	Inability to renovate or redevelop retirement villages	Stakeholder Management risk	1. Non availability of land and building in the vicinity of the retirement village to be refurbished	1. Building collapse 2. Inhabitable/ unsafe buildings	Major	4	Almost Certain	5	20	Very High	1. Reactive and emergency maintenance	Less Effective	60	80	16	High	1. Identify and secure land and building for the decanting facility within the community	Acting Director: PHSM	1. July 2021 (Identify) July 2021 (Secure) During budgeting process
				2. Budget constraints	2. None							None	100	2. Motivate for and request budget						

Reference No.	Objectives	Risk Description	Risk Category	Causes/ Background to risks	Consequences	Impact	Inherent Impact Rating	Likelihood	Inherent Likelihood Rating	Inherent Risk Rating	Inherent Risk Exposure	Current controls	Control Effectiveness	Control Effectiveness Factor	Aggregate Control Effectiveness Factor	Residual risk Rating	Residual Risk Exposure	Interventions/ Actions to improve management of the risk	Action Owner	Time scale		
14	Refurbishment of flats, retirement villages and hostel	Non payment of rent by tenants	Financial	1. Dilapidated rental stock	1. Loss of income	Critical	5	Almost Certain	5	25	Very High	1. Billing customers	Ineffective	80	90	23	Very High	1.1 Conduct occupancy audits 1.2 Develop a rent collection strategy	Director: PHSM	31 July 2021		
				2. Inadequate maintenance of rental stock								None	100	None								
		Illegal occupation and sub-letting	External Environment	1. Fraud and corruption	1. Increase in lawlessness 2. Arrest progress of other developments (zoning)	Critical	5	Almost Certain	5	25	Very High	25	Very High	1.1 Lease agreements in place 1.2 Regularised process in place when tenants are changed	Partially Effective	40	70	18	High	1.1 Develop audit Plan 1.2 Conduct occupancy audits	Director: PHSM	31 July 2021
				2. Shortage of available affordable rental housing										None	100	None						
15	Out-break of disease	Out-break of any form of disease such as COVID 19	External Environment	1. Health, environmental factors and inadequate hygiene	1. Death and sickness	Critical	5	Likely	5	25	Very High	1. Follow National Disaster Management act	Partially effective	40	70	18	High	1. Developed Business Continued Plan	Director: BMS	31 October 2021		