

Sub-programmes	Outputs	Output performance measures/service delivery indicators	Actual performance against target	
			Target	Actual
HUMAN RESOURCE MANAGEMENT	Training and Development Plan	Implemented Training and Development Plan	Approved Training and Development Plan implemented	Training Plan approved and implemented
	Study Aid Plan	Implemented Study Aid Plan	Approved Study Aid implemented Approval of 100% New Applications 100% Administration of Study Aid files	Study Aid Policy Plan approved and implemented
	Internship needs	Internship needs determined	Determine internship needs from Business Units Recruitment, selection and placement of interns	More than the stipulated percentage of interns are placed and managed
	Learnership Guide and Contract	Learnership guide and contract developed	Develop a Learnership Guide Develop a Learnership Contract	Implementation of Learnership programme and contract approved
	Employee Wellness Programme (EWP)	Implemented EWP programme	Departmental approved EWP Programme implemented	EWP programme implemented
	Newly created and current posts evaluated	Post evaluated	Evaluate 100% jobs	All SMS posts evaluated
	Database on job descriptions	Database on job descriptions established	Establish a database on job descriptions	Database on job profiles
	Organisational structure	Organisational structure designed and submissions for approval submitted	Design organisational structure and job descriptions	Micro structure approved by the Minister
IT SERVICES	Network and Management Performance Plan	Improved Network Management and Performance Number of network downtime reduced	Approved Network Management and Performance Plan Network related calls reduced by 2%	Preliminary LAN/WAN assessment conducted. Network was Re-designed Old switches were replaced at Govan Mbeki House Switches at Metro-park were replaced All switches were stacked to enhance communication
	Departmental integrated ICT 3 YEAR PLAN	Approved departmental integrated ICT 3 year plan	Departmental integrated ICT 3 year Plan developed and implemented	Not completed due to the delays caused by SITA. This has also been escalated to Senior Management at SITA and Housing
	Disaster Recovery Plan	Approved IT Disaster Recovery Plan	Approved IT Disaster Recovery Plan	Not completed due to the delays caused by SITA. This has also been escalated to Senior Management at SITA and Housing
TRANSFORMATION	Developed and implemented Service Delivery Improvement Programme	Approved Service Delivery Improvement Programme	Service Delivery Improvement Programme reviewed and implemented	
	Terms of Reference for A Service Delivery Turnaround Plan developed and approved. Service Provider appointed.			
	Developed and implemented Employment Equity (EE) Plan and Change Management Programme	Approved and implemented EE Plan and Change Management Programme	EE Plan and Change Management Programme reviewed and implemented	6 EE Forum meetings were held. Annual Employment Equity Report submitted to the Dept. of Labour. A new EE Forum established.
	Developed and implemented gender and disability programmes programmes	Approved Gender and Disability Programmes	Gender and Disability Programmes implemented	Departmental volunteers participated in the 2006 Womens Build Project. Participated during the 16 days of No Violence to Women and Children. Two awareness raising sessions held on Gender Equality and Gender Based Violence and Human Rights and Women's Rights.
	Facilitated and co-ordinated youth empowerment programme	Approved sport and recreational programme	Sport and recreational programmes implemented	Departmental choir participated during Women's Day Celebration and on the Tenth Annual Public Service Trainers Forum. Youth participated during House build project. One awareness raising session for youth on Human Rights and HIV/AIDS

Sub-programme:	Outputs	Output performance measures/service delivery indicators	Actual performance against target	
			Target	Actual achievements
AUXILIARY SERVICES	Centralized filing system			
	Approved centralized filing system	Draft filing system		
	Not achieved due to restructuring process			
	Approved Records Management Policy and Registry Procedures	Approved Records Management Policy and Registry Procedures	Approved Records Management Policy Registry Procedures according to National Archives	DG designated CdD: Corporate Support as Records Manger for streamlining of records management Drafted Records Management Policy, obtained comments from stakeholders and submitted to NARS for recommendations
	Approved transport policies and procedures	Approved transport policies and procedures	Approved policy and procedures	Transport policy approved by Stratman
	Number of monitoring reports received from service providers	Number of monitoring reports received from service providers	Four quarterly reports to Senior Management	Quarterly Report submitted to senior management Reported losses to Loss Control Officer.
	Operational Departmental Call Centre Switchboard and Reception	Operational Departmental Call Centre Switchboard and Reception	Operational Departmental Call Center, Switchboard and Reception	Quarterly report submitted to communication. Distributed monthly telephone statements to all staff Reception area manned
	Approved Telecommunication Policy	Approved Telecommunication Policy	Approved Telecommunication Policy	Provided inputs to the Telecommunication policy in conjunction with Finance
	Number of monitoring reports provided to Senior Management	Number of monitoring reports provided to Senior Management	Provide quarterly reports to Senior Management	Not achieved due to delays by travel agents to forward reports
	Approved subsistence and travel policy	Approved subsistence and travel policy	Approved subsistence and travel policy.	Revised subsistence and travel policy in conjunction with Finance to clear contradictions with transport policy
LEGAL SERVICES	100% Legal opinions completed	No. of legal opinions	100% legal opinions	100% legal opinions
	100 % legal documents completed	No. of legal documents	100% legal documents	100% legal documents
	100% matters attended	No. of matters attended	Compliance with litigation rules and procedures	100% matters attended
	Response to queries within 2 days	Response to queries within 2 days	Response to housing related queries from members of the public within 2 days	Response to queries within 2 days
	Submitted quarterly reports	Submitted quarterly reports	Submitted quarterly reports on legal compliance	Submitted quarterly reports
	4 legal awareness sessions	4 legal awareness sessions	4 legal awareness sessions per annum	4 legal awareness sessions
EVENTS MANAGEMENT	To manage and co-ordinate departmental events	No. of departmental events/functions	Two major events/functions Quarterly review of the corporate functions	Two reports prepared and submitted
	To develop departmental process and guidelines	Approved departmental process and guidelines	Approved Departmental process and guidelines	Draft guidelines prepared are in the process of finalisation
	Co-ordinate workshops on guidelines	No. of workshops on guidelines	Five workshops on guidelines	Not achieved due to the fact that draft guidelines are still in the finalisation stage.
	Facilitate and monitor departmental events	Monitor calendar of events	Annual Calendar of Events and updated database	Annual calendar of events updated
	Manage boardrooms and equipments	Monitor the usage of the boardrooms	Management of boardrooms and equipments	Boardrooms and equipment were managed

Sub-programme:	Outputs	Output performance measures/service delivery indicators	Actual performance against target	
			Target	Actual achievements
SECURITY MANAGEMENT SERVICES	Reviewed Security Policy approved and training on security policy provided	Reviewed Security Policy approved. No. of security Awareness sessions	Security plan operationalised Training on Security Policy	Reviewed Security Policy was approved and operationalised Three security awareness sessions conducted
	Implemented Security Operational Procedures	Approved Operational Security Procedures	Occupational Health and Safety (OHS) Plan operationalised 100% investigation of Occupational Health and Safety incidents reported. Emergency plans operationalised	OHS functions Managed in Auxiliary Services Emergency plan approved and operationalised
	Employees and service providers vetted	% employees and service providers vetted	All employees dealing with sensitive information vetted Service providers vetted	Vetting applications for officials dealing with sensitive Information processed Service providers' vetting applications processed
	Investigation of security breaches reported	No of reports on security breaches Investigated	100% investigation of security breaches reported	No. security breaches reported
	Encrypted Electronic Communication data	Encrypted Electronic Communication data	Electronic Communication data encrypted	Electronic Communication data encrypted
	Implemented Document Classification systems	Implemented Document Classification systems	Monitor document classification systems	Document Classification Systems implemented and monitored
			100% procured notebooks installed with tracking devices.	Achieved
SECRETARIAT SUPPORT	Record of proceedings	Record of proceedings	Record of proceedings	Record of one hundred and thirty two [132] meetings
	Meeting packs	Circulation of meeting packs	Availability of meeting packs	Meeting packs circulated
	Dissemination of minutes	Dissemination of minutes	Minutes disseminated fourteen working days after a meeting	Minutes disseminated fourteen days after meetings
	Comprehensive database of policy decisions and members of various structures	Comprehensive database of policy decisions and members of various structures	Comprehensive database of policy decisions and members of various committees/ structures of policy development	Comprehensive database of policy decisions and members of various committees/structures of policy development
	Updated action list of various committees/structures	Updated action list of various committees/structures	Updated action list of various committees/structures	Action lists of various committees updated
	Schedule of meetings	Schedule of meetings	Comprehensive schedule of meetings	Comprehensive schedule of meetings
INTERNATIONAL RELATIONS	Participation in the World Urban Forum (WUF) in Vancouver, with a special programme for the African Ministerial Conference on Housing and Urban Development (AMCHUD) Participation in the Consultative Group Meeting of the Cities Alliance	Reporting undertaken quarterly as required. Report on South Africa's participation at the World Urban Forum (WUF), Report on Participation in the Consultative Group Meeting of the Cities Alliance	Four quarterly reports on multi-lateral relations produced reflecting old and new relationships	Standard quarterly reports completed (2 of 4) Additional reports on the WUF and Cities Alliance
	Regular reports to the donors with the regard the EU programme, Canada Rooftops programme and Dutch programme undertaken by the Social Housing Foundation on behalf of NDoH	Reports as per requirement of the donor countries completed	Four quarterly reports produced showing all donors and the amounts committed.	None – due to delays in making new appointments in the International Relations Directorate, not sufficient capacity for this task available However quarterly reports were submitted to the donor countries by the Social Housing Foundation
	Bilateral engagements with The Netherlands, India, China, Zimbabwe	Reports on all these engagements have been completed, with follow-up actions indicated	Four reports on bi-lateral relations produced	Four reports on bi-lateral relations produced
	MoU with India concluded MoU with China still outstanding	1 signed MoU	2 new agreements concluded (MoUs signed) with Non-African countries or/and multi-lateral agencies	1 new agreement concluded

Sub-programmes	Outputs	Output performance measures/ service delivery indicators	Actual performance against target	
			Target	Actual
	Continued engagement with the DRC, Brazil, the Netherlands, Cuba	Reports on all these engagements have been completed, with follow-up actions indicated	4 quarterly reports on existing bi-lateral relationships produced	Standard quarterly reports completed (2 of 4) Additional reports on engagements with DRC, Cuba, the Netherlands and Brazil completed
	Bilateral engagements with India, China, Zimbabwe as new relationships for the Department of Housing	Reports on all these bilateral engagements have been concluded with follow-up actions indicated	4 quarterly reports on new bi-lateral relationships produced	Standard quarterly reports completed (2 of 4) Additional reports on engagements with India, China, Brazil and Zimbabwe completed
	Participation in engagements led by DFA on NEPAD and AU. Continued engagement with AMCHUD as Minister Sisulu is the chair	Inputs for a strategy for engagement with African regional bodies	4 reports on DOH relationships with the Continental regional bodies produced (SADC, NEPAD, AMCHUD, AU)	None. AMCHUD Secretariat is established within the Ministry of Housing. Reporting undertaken by the Secretariat, not International Relations
	Facilitation of participation by provinces and housing institutions in official visits	Successful participation by provinces and housing institutions in official visits	Support given to 4 agencies/ persons	Exceeded target. WUF, India, China – support to invited MECs and NHBRC successfully given

THE SPECIAL INVESTIGATIONS UNIT

PURPOSE

Administration provides the Department with strategic leadership, and administrative and management support services. The Special Investigative Task team, housed within Administration, investigates allegations of maladministration, irregularities, fraud and corruption related to the implementation of national housing programmes.

Measurable Objective

To provide strategic leadership, administrative and management support services to the Department and Ministry.

Service Delivery Objectives and Indicators

Recent Output

1. Consolidating and strengthening relations with the relevant stakeholders

The Comprehensive Plan for the Development of Sustainable Human Settlements envisages a “collaborative approach” in respect of housing anti-corruption initiatives. The Directorate has established the National Housing Anti-Corruption Forum (NHACF) whose task is to establish partnerships with all Provincial Departments of Housing on matters of fraud. The NHACF will enhance a co-ordinated effort in dealing with matters of fraud and corruption in the

housing sector. The forum will encourage information sharing which will in turn speed up the establishment of anti-corruption units in the provinces. This will also enhance our reporting of fraud and corruption related matters to the Director-General and the Public Service Commission. The Forum has already had some meetings during the year under review with their representatives from the Provincial Departments of Housing. The Directorate continues to collaborate and have meetings with various stakeholders such as the Special Investigating Unit (SIU), SAPS, NHBRC, SARS, NIA, Public Protector and the Social Housing Foundation.

2. Conducting fraud and ethical awareness sessions in the Department of Housing

The Directorate conducted fraud awareness and ethical sessions for new employees within the Department in co-operation with Training and Development. This has created a platform for the Directorate to educate new employees on issues of fraud and ethics. The Directorate conducted eight fraud and ethical awareness sessions, three in Provinces, and five within the Department.

3. Issuing of a Single National Presidential Proclamation

The Directorate succeeded in getting a Single National Presidential Proclamation signed by the President on

23 April 2007 and published in the Government Gazette on 25 April 2007. The Directorate procured R10 000 000 from National Treasury for the implementation of the Proclamation. The Project Plan for the implementation of the Proclamation is being mapped out in collaboration with the Special Investigating Unit (SIU) and the Provincial Departments of Housing, and the Provincial Departments have been urged to bring priority cases which they would like to be investigated by the SIU. The SIU has the statutory mandate and possesses the required expertise required to investigate and assist the Department in identifying appropriate corrective measures by, inter alia, facilitating civil litigation, criminal prosecution, internal disciplinary enquiries and making recommendations for systemic improvements. The partnership arising from the Proclamation will run for a period of five (5) years.

A Steering Committee comprising delegates from the SIU and the National Department of Housing has been set up to drive the implementation process.

4. Finalising investigation of allegations of irregularities, fraud and corruption in Town View Housing Project at Bruntville, Kwazulu-Natal

The Directorate studied the forensic investigative reports and engaged with the Kwazulu-Natal Provincial Department of Housing over this matter. The Directorate advised the Minister to put closure

to this matter as there was no basis for instituting an action against anybody. The matter has now been put to rest.

5. Drafting anti-corruption prescripts

The Directorate has not achieved the objective of developing anti-corruption prescripts due to capacity constraints. The Directorate has sought funds from Management for the engagement of a service provider to develop the Anti-Corruption Strategy and Fraud Prevention Plan.

6. Monitoring housing investigations nationally and submitting reports to the Department

The Directorate continues to monitor progress on cases that are currently underway and monthly reports are submitted to the office of the Director-General. The monitoring occurs through constant engagements with the law enforcement agencies and court prosecutors. The Directorate has observed that the Eastern Cape Province is well ahead of other provinces in dealing with those cases emanating from the Performance Audit Report of the Auditor-General.

The Directorate advised the Director-General and the Minister about the convictions secured by the Commercial Crimes Branch of the SAPS which involved Mr M Rwexana, a developer from Eastern Cape, who defrauded the Eastern Cape Department of Housing and was given a sentence, on two counts, of six years suspended for 2 years.

The Unit, while conducting an investigation at Delmas of misallocation, discovered that Mr Sepenyane, the area councillor (with a street name of Slash), had been convicted for fraud as he had also applied for a government subsidy house while not deserving one, and who therefore unduly benefited. The matter was referred to the Mpumalanga Provincial Department of Housing and the Directorate has earmarked the Delmas project as one of the projects to be investigated by the SIU.

7. Establishment of the National Housing Anti-Corruption Forum

In 2005 and 2006 the Directorate conducted provincial visits which were aimed at identifying the state of readiness to comply with the Minimum Anti-Corruption Capacity (MACC), which compels government

departments to establish the minimum capacity to manage fraud, corruption and matters of internal controls.

It emerged from these visits that the provinces were not ready to comply with the MACC. The Directorate made a submission to the Director-General in 2007 and to STRATMAN and Technical Housing MINMEC requesting that the forum be established and that all Provinces be represented.

The National Housing Anti-Corruption Forum (NHACF) will engage with the provinces on how best to comply with the MACC and also to share experiences and best practices. It must also be mentioned that to date four provinces have established an internal investigative capacity, namely, Eastern Cape, Limpopo, North West and Gauteng.

8. Establishment of the Amnesty Steering Committee

The Directorate made a submission to the Minister in 2006 after the Department appeared before the Standing Committee on Public Accounts (SCOPA), which was aimed at providing an alternative way of dealing with fraud that is affecting the Housing Subsidy Administration. This proposal was accepted by the Minister and both STRATMAN and Technical Housing MINMEC approved the establishment of an Amnesty Committee in order to administer the granting of amnesty to those that benefited unduly from the housing subsidy programme. The committee is fully functional and is sitting timeously.

9. Conducting investigations

The Directorate, having been hamstrung by capacity constraints, made a strategic move which involved referring cases to provinces and establishing the National Housing Anti-Corruption Forum (NHACF), which have been further elaborated on in paragraph 7 above. This method is beginning to yield results as the provinces are participating in the NHACF. The resolution of cases has taken centre stage in the Forum and progress is being made.

The Directorate is involved in a number of Ministerial projects, with some having been completed and with others are still under investigation. The current capacity in the Unit is dedicated to attend to these Ministerial projects.

10. Conducting research and analysis of housing related corruption

The Directorate has not achieved the objective of conducting research and analysis of housing related corruption due to capacity constraints. The Directorate has established a partnership with the Special Investigating Unit (SIU), which also has an Analysis Unit, which will provide valuable information on fraud statistics and which will cover all cases under investigation, the modus operandi involved and the complexity of these cases.

The Directorate understood the importance of conducting analysis of fraud related cases as this will filter into improving systemic loopholes from which the Department will eventually benefit.

11. Facilitating the prosecution of corruption-related cases, including cases of maladministration and acts of dishonesty

During the year under review, the Directorate has been involved in the disciplinary processes of two staff members who were charged for acts of dishonesty which led to the Department suffering prejudice. The Directorate was involved by way of providing expertise in the prosecution of this case, and in another one supporting the prosecution and tightening loopholes that may have occurred during the hearing of the case.

The Department has benefited because this exercise has served as a deterrent mechanism, as the Department has adopted a zero-tolerance stance against fraud, corruption, acts of dishonesty and maladministration.

12. Conducting training for law-enforcement agencies that conduct housing investigations

The Directorate, in its interactions with the SAPS, identified that law-enforcement agencies did not understand the policies that govern housing subsidy administration. The Directorate Capacity Building was requested to co-ordinate the training workshops and to date one workshop has been attended in Western Cape Province. The project will be rolled out in all nine provinces.

Sub-programme	Outputs	Output performance measures / service delivery indicators	Actual performance against target	
			Target	Actual achievements
SPECIAL INVESTIGATIONS UNIT	Regular Housing Anti-Corruption Forum meetings	Functioning Housing Anti-Corruption Forum	1 Housing Anti-Corruption Forum Meeting	1 Housing Anti-Corruption Forum Meeting in March 2007
	Submitted Monthly reports	Submitted reports on investigations	monthly reports on investigations	Monthly reports were submitted to the Director General including convictions secured at courts
	Approved whistle-blowing policy Approved Implementation Plan Improved Fraud Prevention Strategy and Fraud Prevention Plan	Implemented anti-corruption prescripts	Draft and submit for approval whistle blowing policy	Submitted the draft policy to all staff for comments before submitting to STRATMAN
	Approved National Housing Anti-Corruption Strategy	Completed National Housing Anti-Corruption Strategy	Draft and submit for approval terms of reference for appointment of consultants	Output not achieved
	1 workshop 2 awareness sessions	Completed workshop and awareness session	1 awareness session per semester	Conducted 8 awareness sessions
	Monthly reports	Submitted reports on investigations	Monthly reports	The Directorate is sending monthly reports to the Director-General on its activities

COMMUNICATION SERVICES

Purpose

Creating awareness among all relevant target audiences, including beneficiaries, the public and all partners in the housing delivery chain. Enhancing application of the Department's branding through a revitalised employee awareness programme.

Service delivery objectives and indicators

Recent Output

The service delivery objectives and indicators of the Chief Directorate for the year included innovative and pro-active media relations and research, production and public information, internal communications, as well as stakeholder relations strategies aimed at achieving the following:

- Educating and creating awareness among all relevant target audiences including beneficiaries on access to housing and the instruments available. Several sessions and interventions were targeted at the public and all partners in the housing delivery chain. This included promotion of transformational policies in the housing market.
- Enhancing the application of the Department's branding through a revitalised employee awareness programme. Communication stakeholders were engaged towards an integrated programme of housing communication.

The Minister's Office was provided with support and was profiled, which gave Housing prominence in the media, both print and electronic. Support was further provided

to the Ministerial and Departmental programmes and events. In line with these deliverables, the Chief Directorate participated in all programmes and events aimed at creating awareness of the mandate, deliverables and achievements of the Department during 2006/07.

During 2006/07, the Directorate: Production and Public Information's productivity experienced a surge in the delivery levels of the two Sub-directorates, namely Public Information and Internal Communication. This occurred despite ongoing capacity challenges exacerbated by the re-deployment of the Deputy Director responsible for Public Information.

Among the primary responsibilities of the Sub-directorates is to develop strategies for maximised communication to beneficiaries, the general public and internal audiences through a programme of planned communication messages, vehicles and events expressly designed to service these specific target audiences.

Public Information

During 2006/07 the unit successfully engaged in the profiling the Ministerial and Departmental programmes through various communication efforts and events. In profiling these events in order to maximise understanding of the mandate and programmes of the Department, as well as the purpose of the various activities that took place during the year, the unit ensured enhanced branding through the design and production of all event materials, including conferences and indaba's hosted by the Department. Exhibitions were also mounted at various events across the country in support of the Minister's programme of community interaction, as well as at the various events hosted by the Department. Among the events

that took place during 2006/07 where the Directorate exhibited and branded are:

- The Minister's Budget Speech to Parliament and the NCOP respectively where a branded exhibition focused on housing delivery within the new Comprehensive Plan. There was thus an interactive exhibition featuring the new 40sq metre house, criteria to access BNG houses, as well as the innovations in government housing offerings with the promotion of rental and social housing.
- The N2 Gateway Project launch which involved Ministers from other relevant departments such as Agriculture and Land Affairs, whereby councillors and community members were also invited to attend to learn more about the unfolding project plan for accelerated delivery at the project.
- Women's House Build in honour of the annual celebrations of the August National Woman's Day event in conjunction with the Gauteng Province and a number of sector partners, including housing institutions, banks, sector NGOs and CBOs, as well as community members from Orange Farm.
- 16-Days-of-Activism Against Woman and Child Abuse was spearheaded by the Department of Correctional Services and the Directorate participated.
- Ministerial hand-over of houses at Olievenhoutbosch Project in Tshwane, Gauteng where ABSA is funding the development of a 5 436 unit integrated human settlement with mixed typologies, as well as a small industrial park, schools, parks and clinics.
- Publications aimed at beneficiary awareness as well as general public understanding of the role of housing in community upliftment were conceptualised and updated, and have made a contribution towards maximising sector information access. Among these

are the Housing Subsidy Brochure, Housing Contacts and Economic Opportunities.

- Apart from internally published publications, the Directorate also utilised public media, including advertorials in national and local newspapers, in order to address particular needs for public awareness.
- Distribution was also maximised through own distribution at exhibitions, indabas and Imbizo, with the additional use of the Government Communications and Information System (GCIS) Multi Purpose Community Centres (MPCCs), provincial information centres and by making article contributions to a variety of beneficiary targeted publications.

Among the most important achievements for the Directorate is the “A re ageng Mzansi” radio series. Following the 2005 “Homey2Homey” radio series, the Department independently commissioned and aired a similar series on 11 SABC Radio language stations. “A re ageng Mzansi” is based on the Housing Consumer Education modules developed by the Directorate: Capacity Building. It is broadcast over a 10-week period, and has been extended to run in the new financial year with a 10-part publication as a spin-off to the series. The series aims to inform beneficiaries and the general public of their rights and responsibilities in terms of government assisted housing as well as bank bonded houses.

Another significant achievement is the production of a multimedia advert reflecting on the achievements of the Department since 1994. The advertisement production was concluded in the 4th quarter and is currently being aired on all commercial TV stations locally, while the billboard and print adverts are due to go public in the new financial year.

Internal Communication

Internally, the Directorate focused on the continued effort to entrench the Corporate Branding into the minds of all employees of the Department by finalising and distributing a Corporate ID manual. To date the new logo and branding, as directed by the GCIS, has almost reached 100% adherence.

Housing Communiqué, the internal newsletter, is now published in tabloid format every other month due to capacity problems internally and with the supplier. The publication's value as a way of informing staff is being compromised by the capacity issue, but it continues to grow. The poster and bulletin boards are now generally accepted as the quickest and most cost-effective way of informing all staff of events in the organisation.

The quality level of photographs archived in the Photo Library has improved greatly with the partnership formed with the GCIS, which avails photographers to assist at important Departmental events. In addition, the interaction with provinces is also enriching the archive.

The assistance provided by the Client Information Desk to walk-in clients is growing, and referrals are followed up with letters and telephonically, while a weekly report is availed to senior management and is accessible to the Ministry. The Client Information Desk has also become a font of information for inputs into corporate contact databases for provinces and municipalities with regard to beneficiary matters.

During this year the Director-General addressed three quarterly staff meetings, a great improvement on past years. The interaction with staff at these meetings is improving, with more individuals able to raise matters of substance for which report-backs are expected at the following meeting.

The Desk-Top Publishing unit is now the hub of the Internal Communication unit, with greater appreciation of the in-house skill and cost effectiveness of the service offered. Important documents such as the Annual Report are now routinely produced through the DTP unit and large sums of money are saved by not having to pay external suppliers.

Media services

In 2006/07 the Directorate intensified the facilitation of information between the Department, the Minister and the media through a range of vehicles. This includes issuing of media releases, inviting journalists to events, writing pro-active media articles and inviting journalists to visit projects. The Directorate also started a programme to train all senior managers in “basic skills to handle the media” in order to prepare them to be spokespersons of their own programmes. The Directorate also increased the voice of the Department in the media through contributing articles, replying to editorials and comments and proactively briefing journalists on housing issues.

The Directorate also strengthened its relationship with the media through monthly networking sessions and quarterly media visits to engage with journalists. Key events of the year under review have been the Govan Mbeki Housing Awards, preparatory sessions of the Social Contract, Ministerial provincial visits and Imbizo's and other stakeholder events attended by the Minister. The Directorate

also finalised partnerships with the SABC and other print publications.

The Directorate continues to work with provinces, local government and signatories of the Social Contract for Rapid Housing Delivery to enhance the communication of successful projects, challenges and all key instruments of the BNG. Through the Directorate, the Minister and the Director-General are able to keep the public and all stakeholders informed of progress on the implementation of the BNG, and also rally them to support the programme.

Non-Achieved Targets

The External Newsletter was approved for implementation based on the business plan developed, but due to budgetary limitations the implementation process has been deferred. Instead, the Department participated in ‘New Homes’, commissioning 12-pages to profile innovation and developments in the government housing sector.

The Housing Communiqué's monthly production has been negatively impacted by the loss of skilled staff and the delay in appointing replacements, due to the on-going restructuring process as well as the capacity gaps of the service provider contracted to do the work.

Production of the now re-named ‘13 year review publication’ has been impacted on by service provider delays. Currently it is being finalised for production in the new financial year.

Budget constraints have also played a significant role in the capacity to deliver in all areas of commitment, while the late availing of funds derived from other programme savings lead to the concentration of delivery in the last quarter of the year. In the outgoing period, the Directorate: Production and Public Information received approximately R5 million at the end of December 2006, and was expected to spend this amount by the end of March 2007. This was a huge challenge which was met through dedicated hard work by all officials concerned, but should be discouraged as it could lead to failure to adhere to all procurement processes – an undesirable end result. Currently, the biggest problem faced by the unit is the delayed process of completing the new structure now outstanding for 3 years. Without the required staff capacities, the remaining officials are over-stretched and finding it difficult to meet all deadlines.

SERVICE DELIVERY ACHIEVEMENTS

Sub- programmes	Outputs	Output performance measures/ service delivery indicators	Actual performance against target		
			Target	Actual	
COMMUNICATION SERVICES: Production & Public Information	Develop and Manage PPI strategy in line with NDoH Communications Strategy	Approved and implemented PPI plan	Public Information Plan approved and implemented	The plan was approved and implemented for the year 2006/07	
		Publications updated and distributed	4 publications produced	4 Publications reviewed/ produced: Housing Subsidy Programmes, Economic Opportunities, Housing Contacts, Housing Consumer Education	
		Departmental programmes profiled at various institutional and industry events	16 exhibitions held	Eleven exhibitions held	
		Well informed beneficiary target market who are then able to buy in to the government programme for enhanced service delivery	3 Imbizo held and additional ones as and when required by the Minister	No NDoH Imbizo were organised due to Minister's non-availability Participated at 2 GCIS facilitated Imbizo Focus weeks in Limpopo and Western Cape	
		Publicly profiled NDoH programmes, achievements and challenges in local and international industry publications	6 advertorials produced	Three advertorials achieved, i.e. Stokvels Times, SA Innovator, Gaffneys Handbook	
		NDoH programmes, innovation, achievements and challenges profiled to a broad audience in the open market place	1 external newsletter produced and distributed	No independent NDoH publication was developed. Instead the Directorate contributed material for the 12-page New Homes insert, and three Editions of New Homes appeared during the period of reporting	
		Achieving above the line advertising for NDoH in order to mass popularise the efforts made in delivery via TV, billboards and print media advertising	2 campaigns launched	Two campaigns were launched, i.e. A re ageng Mzansi the Radio Housing Consumer Education campaign; the 2 million houses delivery multi media advertisement	
		Profiling the NDoH mandate and programmes via branded materials	Projects branded according to need	More than 20 events were branded for the period under review	
		To acknowledge formal and non-formal organisational contributions to the housing effort	Implement concept and stage Awards	The organisation and staging of the Awards was redelegated to the Ministry. The Directorate participated in terms of being part of the NDoH adjudication Task Team, branding, and developing a presentation for the NDoH award winners	
		Develop an Internal Communication strategy for NDoH stakeholders	Enhanced internal communication processes and a more knowledgeable staff	Implement the Communication Strategy	Internal Communication Strategy and plan implemented
		Building of a generally accepted standard of branding in order to avoid discord in branding	100% implement guidelines on the appropriate use of branding logos	100% internal stakeholders events 100% display of information	All relevant staff guided on the appropriate use of the NDoH logo, and documents appropriately branded
			4 quarterly meetings attendance registers	12 issues per annum	Seven internal stakeholder events More than twenty events displayed Three DG's Quarterly staff meetings held Nine Housing Communique editions published
			Annual Report 2005-2006		One Annual Report 2005/06 produced and tabled to Parliament

Sub-programmes	Sub-programmes	Output performance measures/ service delivery indicators	Actual performance against target	
			Target	Actual
Media Services: Media Services	To provide a comprehensive media service to the Department and its stakeholders	Develop the Department's media relations strategy	Department's media strategy approved and implemented	The strategy was approved and implemented. The strategy was also consulted with communicators in Provinces and Local Government.
		Co-ordinate the implementation of the Departmental and Ministerial media programme	12 Monthly Department's media programme implemented	12 Monthly media programmes developed and implemented. This includes media plans for Ministerial and Departmental events
		Co-ordinate the implementation of the Departmental and Ministerial media programme	300 Daily media monitoring sent to all top management and the Minister	240 copies were produced and circulated to all top management members through e-mails and fax
			Monthly media analysis report drawn up and sent to all top management and the Minister	Weekly reports are produced. This is also compiled into a quarterly report
			Daily analysis and teleconference when necessary	Daily analysis reports produced and follow up done with various stakeholders
			20 proactive articles written and submitted to the media, 25 replies to the editors where written and submitted to the media	15 media articles and replies to media where submitted 10 positive stories written and submitted to the media

2.8.2 PROGRAMME 2: POLICY PLANNING AND RESEARCH

PURPOSE

The purpose of Programme 2: Policy Planning and Research is to develop sound national human settlement and housing policies, supported by research and underpinned by an appropriate legislative framework. In addition, the programme makes a contribution to the United Nations Habitat Foundation. The programme comprises of the following sub-programmes:

- Human Settlement Policy and Integration focuses on sustainable urban and rural human settlement development policy and is responsible for international co-operation on human settlement policy.
- National Housing Policy and Strategy develops national housing policy and strategies. It also maintains the National Housing Code, manages the integrated multi-year housing development plans, and guides the design of appropriate institutional frameworks for implementing housing policy and strategy.
- Housing Framework Legislation drafts housing legislation required to implement approved policy and strategies, monitors the implementation of housing legislation and assesses the impact of other legislation on the housing function.
- The Chief Directorate Research initiates, undertakes and manages research on human settlements and housing.

MEASURABLE OBJECTIVES

Adequate housing for all South Africans by 2014, through policy, legislation and research that enables housing delivery in sustainable human settlements.

Service delivery objectives and indicators

Recent outputs

During the year under review the Chief Directorate: Policy Planning pursued the development of policy and strategies for the creation of sustainable human settlements as provided for by the Comprehensive Plan, which maps out the housing policy and priorities for the next decade.

In line with the commitments made in the Strategic Plan for 2006/07 and in the Comprehensive Plan, various pieces of housing policy were developed in order to facilitate the implementation of the Plan and to respond to the housing needs of people in particular circumstances. Policy needs to be underpinned by legislation to ensure that it is successfully implemented, and to this end the development of new legislation to support the Plan and amendments to existing legislation was embarked upon.

It is the MINMEC structure which ultimately approves all policy and strategies before implementation and provides guidance on policy priorities. External capacity to deal with complex policy processes was in some instances found to be hard to source owing to a growing lack of ca-

capacity in the private sector. This resulted in work overload in some units.

Programme Policy Developments

Inner-city Regeneration Programme

The inner-city regeneration programme has its genesis in the Comprehensive Plan, and seeks to redress spatial disparities brought about by past planning practices. Subsequent to this project having been placed within the operational plan of the Directorate, it has been subsumed as part of the work on Inclusionary Zoning, driven by the Directorate: National Housing Programmes.

Farm-worker Housing

Farm workers are currently by and large excluded from the benefits of the housing subsidy scheme. Given the tenuous conditions under which many farm workers and dwellers live, the assistance to farm workers and dwellers in collaboration with land owners remains a very important housing need that requires urgent attention. To this end, and on the basis of initial consultations, a draft policy has been developed and finalised for approval subsequent to rigorous consultation via the Rural Housing Task Team. It is anticipated that the draft policy will be considered by MINMEC after the consultations in the Rural Housing Indaba scheduled for May 2007.

Housing Land Policy

Under a new directive from the Minister, the Department is in the process of establishing a Housing Development Agency (HDA) for housing land acquisition and holding functions on behalf of provincial departments and municipalities, and the revision of the mandate of Thubelisha to perform this function. Consequently, the finalisation of the housing land policy can only occur once the issue of Thubelisha's new mandate has been approved by Cabinet.

Development of a Multi-Year Housing Development Plan

The Department rationalised the requirements for separate multi-year housing development plans for each provincial housing department. This was achieved through the enhancement of the strategic planning framework instituted by National Treasury into a housing focussed plan. The Department also developed a comprehensive set of templates to assist provinces to compile the required strategic plans. National Treasury approved the reworked strategic planning framework, and the revised planning dispensation was launched through a comprehensive capacity building process comprising of eleven workshops and involving provincial housing officials, municipal officials, municipal councillors and representatives from SALGA.

The new planning dispensation was implemented with effect from 1 April 2006 and the Provincial Housing Departments commenced planning during 2006 for the 2007/08 financial year. The development of the National Housing Development Plan is dependent on the nine provincial multi-year housing development plans. MINMEC approved the framework for the provincial plans late in 2006. This necessitated a delay in the submission of the provincial plans to October 2007.

Alignment of Integrated Development Plans (IDPs) with Housing Development Plans

The lack of integrated development continues to be identified as one of housing's strategic gaps, and is seen as a contributing factor to the unco-ordinated development of settlements and the decline in the number of housing units being built. In response, a Programme for the Alignment of Housing Sector Plans within the IDPs has been developed and approved to provide the Department with the optimal approach with regards to Integrated Development Plans for the next five-year planning cycle.

Strategy for Mainstreaming Energy Efficiency in Housing

In South Africa a large number of pilot and demonstration projects in the field of energy efficient (low-cost) housing have been implemented in the past. By means of these projects the technical feasibility of energy efficient housing has been demonstrated, although none of the projects has been properly monitored and evaluated to assess the actual reduction in energy consumption. Mainstreaming of these energy efficiency technologies, however, has not taken place, thus the initiation of this project with the assistance of DANIDA funding. To this end, a project proposal was timeously forwarded for approval. However, owing to changing policy imperatives within the Department, the project has needed to be redesigned. DANIDA funding will now be ploughed into the N2 Gateway Pilot Project, specifically looking at integrating energy efficient practices.

Guidelines for Zero and Nominal Cost Interventions for Energy and Water Efficient Housing

Within the recently approved Comprehensive Plan, secondary emphasis has been placed on environmentally-sound housing development practices. With this in mind, the Department considers it prudent to prescribe minimum energy and water efficient interventions in the Housing Programme. To this end guidelines have been provided and are to be subsumed as part of the work of the revision of the National Housing Code.

Policy on Urban Greening (and Food and Trees for Africa)

The Department was approached by Food and Trees for Africa (FTFA) for funding for certain of their programmes. While the Department endorses the work of FTFA, it was unable to lend financial assistance to their work. This interaction, however, initiated the drafting of a policy piece on Urban Greening for the Department. In this regard, a Terms of Reference has already been prepared. However, the project has been held in abeyance owing to other Directorate priorities, and will be carried over to the next financial year.

Guidelines for the Maintenance and Demolition of Asbestos in Housing

It is commonly known that asbestos is an important cause of human illness, the International Agency for Research on Cancer having declared it as a proven human carcinogen. Despite the fact that asbestos products are known to cause various environmental health diseases such as plaques, asbestosis, lung cancer, and mesothelioma,

asbestos is still widely found in building and construction edifices. Asbestos in a friable and dilapidated state presents particular environmental health concerns and is capable of causing extensive environmental health problems to individuals and communities as a whole.

The Department of Housing therefore requires a detailed understanding of the effects of the dilapidation of asbestos as well as guidelines on how best to maintain and/or dispose of asbestos in houses. However, owing to budgetary and capacity constraints and other departmental priorities, the project has been kept in abeyance.

Guidelines for Youth Development in Housing

The Department recognises that the youth, as the dynamic, energetic, vibrant and talented (but often vulnerable) sector of our society, can play a meaningful role in addressing the challenges facing the delivery of housing when presented with the opportunity. In a housing environment where this energy and talent is nurtured and unleashed for enriching our communities, the youth can play a key role as change agents and activists of housing delivery.

This will not only bring change to communities but to the youth, who will in future look back and take pride in having made indelible imprints on the housing ground and thereby transforming their own communities and galvanizing patriotism and national identity through service. The key objectives are community transformation through housing delivery, personal transformation through youth participation in service delivery and empowerment as both participants and beneficiaries of the housing delivery process. Thus a Draft Policy and Implementation Guidelines on Youth were developed and readied for consultation at the Youth in Housing Indaba scheduled for later in 2007.

Higher-density Housing Development Programme

An innovative housing programme for the creation of higher density residential housing stock was developed and finalised. The draft programme is individual-ownership based and targets specific residential restructuring zones in inner-city areas. The programme will also support the broader urban restructuring objectives of Government which comprise of inner-city regeneration, rental housing provision in well-located areas, the diversification of tenure options available under the National Housing Programme and the integration of communities, both socially and economically. Being private rental provision oriented and owing to concerns of cost and equity the programme will now be subject to a comprehensive rental market research initiative.