



GPF
GAUTENG
PARTNERSHIP
FUND

Catalyst for delivering sustainable human settlements

GAUTENG PARTNERSHIP FUND (GPF)

ANNUAL OPERATIONAL PLAN

for

2023 – 2024



OFFICIAL SIGN-OFF

It is hereby certified that this Annual Operational Plan for the Gauteng Partnership Fund:

- 1) Was developed by the management team under the guidance of the Chief Executive Officer, Ms. Lindiwe Kwele.
- 2) Takes into account all the relevant policies, legislation, and other mandates for which the Gauteng Partnership Fund is responsible; and
- 3) Accurately reflects performance information which the Gauteng Partnership Fund will endeavour to achieve over the 2023/24 period.

Ms. Amanda Clark Corporate Services Executive	Date

Mr. Shiraaz Lorgat Acting Chief Investment and Development Officer	Date

Ms. Nomfanelo Genuka Chief Financial Officer	Date

APPROVED BY:

Ms. Lindiwe Kwele Chief Executive Officer	Date

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1. OUR OPERATIONS

GPF is constituted by the following budget programmes, which informs the packaging of this Annual Operational Plan:

Programme No.	Programme Purpose
Programme 1	<p>Administration</p> <p>Provides strategic leadership, management, and support services to the core business functions of GPF, and is responsible for ensuring sound governance, high performance and the optimal utilisation of available capital and resources.</p> <p>The programme focuses on:</p> <ul style="list-style-type: none"> ▪ Building a self-sufficient and sustainable organisation while enabling the delivery of targeted human settlement outcomes in a high-performance environment. ▪ Collections of funds from funded projects. ▪ Raising awareness about the GPF brand by developing and implementing branding, public relations, and stakeholder management initiatives.
Programme 2	<p>Capital-raising</p> <p>Comprises financial investments or loans made by organisations to raise more funds in support of the implementation of the GPF strategy, its project lending, and investment activities.</p> <p>As GPF is a Schedule 3C provincial public entity, borrowing is not an option and therefore the focus is on sourcing funding through strategic partnerships as will be defined in the GPF's capital-raising strategy.</p> <p>The multipronged capital-raising strategy and plan in this regard will focus on off-balance sheet structures as on-balance sheet structures will only come into effect if/when the GPF attains a Schedule 3D listing status.</p>
Programme 3	<p>Project Lending</p> <p>Focuses on the provision of loans to the private sector developers for the delivery of affordable rental, social housing, and student accommodation projects.</p>
Programme 4	<p>Project Implementation, Development and Management</p> <p>Focuses on the implementation and development of GPF core mandate projects as determined by the GDHS, in line with provincial targets.</p>

Informed by the legislative and policy mandates and strategic focus, the Revised 2020-2025 Strategic Plan presents the impact statement of Gauteng Partnership Fund as:

Improved Quality of Life through the development of sustainable, integrated and spatially transformed Human Settlements in Gauteng.

Listed below, the outcomes of the 2019-2024 Strategic Plan are aligned to MTSF 2019 - 2024, GGT2030 Plan of Action and the GDHS's strategic priorities:

- Outcome 1:** Efficient, effective, and sustainable organisation.
- Outcome 2:** Enhanced capital base to deliver core GPF mandate.
- Outcome 3:** Increased access to affordable rental and social housing in strategically located areas.
- Outcome 4:** Increased access to integrated, inclusive, and sustainable human settlements.

Outcome 5: Increased access to liveable settlements and secure tenure.

Outcome 6: Enhanced contribution of GPF's human settlements' developments to inclusive economic growth.

The four (4) programmes then contribute to the attainment of the outcomes through programme level outputs, output indicators, annual and quarterly targets, activities and budgets, as reflected in the sections below.

1.1. PROGRAMME 1: ADMINISTRATION

1.1.1. PROGRAMME PURPOSE

The purpose of Programme 1: Administration is:

To provide strategic leadership, management, and support services to the core business functions of GPF, and for ensuring sound governance, high performance and the optimal utilisation of available capital and resources.

The Programme focuses on:

- Building a self-sufficient and sustainable organisation while enabling the delivery of targeted human settlement outcomes in a high-performance environment.
- Continuous improvement on collection of funds from GPF funded projects.

- Raising awareness about the GPF Brand by developing and implementing branding, public relations, and stakeholder management initiatives.

The Administration Programme includes the following subprogrammes:

Subprogramme	Functions / Responsibilities
OFFICE OF THE CEO:	To provide strategic leadership and management and to ensure effective corporate governance.
Internal Audit	To provide internal audit management services.
Risk Management	To provide proactive risk management services to the organisation.
Strategic Support and Organisational Performance	To provide strategic support and monitoring and evaluation services to the organisation
OFFICE OF THE CFO:	To ensure sound financial management and accounting, supply chain management, portfolio, and credit risk management.
Portfolio Management	To ensure sound portfolio and credit management through the efficient and effective collection of funds from funded projects.
CORPORATE SERVICES:	To provide business enabling and support services to the core business, based on specialised knowledge, good practice, and effective use of technology.
Human Capital Management	To provide efficient and effective recruitment and selection, organisational design and development, employee relations and wellness, recognition, and reward services, and HRIS.
Legal and Compliance	To provide proactive and sound legal and compliance management services.
Marketing, Communications and Stakeholder Management	To provide effective marketing, communications, and stakeholder management services.
Information and Communication Technology	To ensure operational excellence and business continuity through the provision of digitisation enhanced ICT security and reliable ICT system availability.
Facilities Management	To provide an enabling facilities management service for the optimal provision of GPF services

In supporting the GPF’s impact statement, which is:

Improved Quality of Life through the development of sustainable, integrated and spatially transformed Human Settlements in Gauteng.

the Administration Programme delivers against the following outcome reflected in the Revised 2020-2025 Strategic Plan:

Outcome 1: Efficient, effective, and sustainable organisation.

The 2023/24 Annual Performance Plan reflects the outputs and targets to support the achievement of the above outcomes.

The Administration Programme will endeavour to implement the Annual Performance Plan through the activities and timeframes of the 2023/24 Annual Operational Plan within the approved budget as reflected in the table below:

1.1.2. ACTIVITIES, TIMEFRAMES, AND BUDGETS

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
Loans collected	Percentage of loans collected	85% of loans Collected	Q1	85%	Quarterly and Annual analysis of loan accounts performance data: Current performance vs projected performance data Approval of loan accounts for restructuring Analysis restructured loan accounts performance data: Current performance vs projected performance data Analysis of loan book ageing at cost Quarterly analysis of collection performance Quarterly Analysis of municipal loan book balance at cost Analysis of EEPF vs loan book ageing at cost Performance report monitoring debt service cover ratios Performance report monitoring loan to value Arrears report and Arrears notification report Resolve debtors' queries Physical site visits (focussing in high-risk and restructured loan accounts) Customer Relation Management Monitor term of Agreement (excluding arrears) Management of submission of Borrowers performance data Issue introductory letter to Borrowers post issue of municipal occupation certificate Review of policy Review the SOPs document	June 2023	Borrowers, OCIDO	CFO
			Q2	85%		September 2023		
			Q3	85%		December 2023		
			Q4	85%		March 2024		

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
Human capital managed	Percentage implementation of annually approved Human Capital Management Plan	100% implementation of annually approved Human Capital Management Plan	Q1	20%	Fill budgeted vacancies Monitor implementation of Performance contracting Monitor implementation of performance reviews Monitor development of IDPs Compile and submit Annual Training Plans (ATP) and Annual Training Reports (ATR) to the PSETA Review HCM Policies Monitor implementation of HCM benchmarked Operating model Monitor implementation of the ATP Monitor implementation of Mid Term performance reviews Monitor implementation of performance evaluations and moderation	June 2023	All BU Heads	HCM
			Q2	50%		September 2023		
			Q3	75%		December 2023		
			Q4	100%		March 2024		
	Percentage implementation of employee engagement survey findings	100% implementation of employee engagement survey findings	Q1	25%	Implement Culture Change Programme and Project Plan Evaluate culture change programme Implement organisational structure review Implement Leadership Development Plan Monitor development of performance contracts 2023-2024	June 2023	All BU heads, labour	HCM
			Q2	50%		September 2023		
			Q3	75%		December 2023		
			Q4	100%		March 2024		
AGSA post-audit	Percentage	100%	Q1		100% implementation of the 2021/22 AGSA post-audit action plan	June 2023	All BU heads	CFO

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
action plan implemented	implementation of the 2021/22 AGSA post-audit action plan	implementation of the 2021/22 AGSA post-audit action plan	Q2			September 2023		
			Q3			December 2023		
			Q4	100%		March 2024		
	Percentage of valid invoices paid within 30 days	100% of valid invoices paid within 30 days	Q1	100%	Fully complaint invoices paid within 30 days from date of receipt of invoice, performing creditors reconciliation, preparing accrual schedule monthly, Preparing a bank vs proposal reconciliation	June 2023	All BU heads	CFO
			Q2	100%		September 2023		
			Q3	100%		December 2023		
			Q4	100%		March 2024		
Costs management	Percentage expenditure of the approved budget	≤100% expenditure of	Q1	≤25%	Processing of all expenditure for the different business units, With a 5% tolerance unspent at year end. (Operational)	June 2023	All BU heads	CFO
			Q2	≤50%		September 2023		
			Q3	≤75%		December 2023		
			Q4	≤100%		March 2024		

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility	
Budget Monitoring	Submission of complete and accurate In-year monitoring report (IYM)	Signed off IYM submitted to GPT quarterly	Q1	1	Update the expenditure and projections and provide reasons for deviations	June 2023	All BU heads	CFO	
			Q2	1		September 2023			
			Q3	1		December 2023			
			Q4	1		March 2024			
	Proper Management of the operational and capital budget to ensure spending is aligned to the budget allocations approved	Budget Report		Q1	1	Update the expenditure and projections and provide reasons for deviations	June 2023	All BU heads	CFO
				Q2	1		September 2023		
				Q3	1		December 2023		
				Q4	1		March 2024		
	Submission of the MTEF, annual budget and adjustment budget	Budget Report		Q1		Update the expenditure and projections and provide reasons for deviations	June 2023	All BU heads	CFO
				Q2	1		September 2023		
				Q3			December 2023		

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility	
			Q4	1		March 2024			
	Retention request and reconciliation of surpluses	Rollover of unspent funds on the budget to be recommended by board and approved by GPT	Q1		Retention request and reconciliation of surpluses	June 2023	All BU heads	CFO	
			Q2			September 2023			
			Q3			December 2023			
			Q4	1		March 2024			
Compilation of accurate complete Annual and interim financial statements validated information provided by all business units	Financial statements free of material misstatements	1	Q1	1	Preparation of the Annual Financial Statement	June 2023	All BU heads	CFO	
				Q2		n/a			September 2023
				Q3		n/a			December 2023
				Q4		n/a			March 2024
	Number of Interim Financial Statements submitted	3	Q1		Interim Financial Statement free from material misstatement submitted a month after quarter closing, Preparing monthly management accounts and Monitoring of inter-entity transactions.	June 2023	All BU heads	CFO	
			Q2	1		September 2023			

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
			Q3	1		December 2023		
			Q4	1		March 2024		
Cash Flow analysis	Cash flow management through monthly cash allocation and projections	Quarterly Cashflow management report	Q1	1	Preparing monthly cash reconciliations report, Monitor revenue, expenditure daily, Monitoring of GPF's bank account	June 2023	All BU heads	CFO
			Q2	1		September 2023		
			Q3	1		December 2023		
			Q4	1		March 2024		
Safeguarding of Assets	Percentage of asset verification	100%	Q1		Bi- Annual Asset verification	June 2023	All BU heads	CFO
			Q2	100%		September 2023		
			Q3			December 2023		
			Q4	100%		March 2024		
SCM (full) processes	Percentage	100%	Q1	20%	Demand Management plan to be issued timeously, Management of contract by reminding	June 2023	All BU heads	CFO

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
efficiency	implementation of the approved SCM turnaround plan	implementation of the approved SCM turnaround plan	Q2	50%	the end users to monitor and evaluate the service providers, SCM Automation, Capacitating the SCM Unit, Training of staff employees, Appointing of probity auditors on time, Appointed Bid Committee members for the financial year 2023/24 Advertise all approved tenders by BAC, Update on the expenditure regarding demand and acquisition process, Sign evaluation report as per the SLA by the end user. Update standard operating procedure and policy	September 2023		
			Q3	80%		December 2023		
			Q4	100%		March 2024		
Stakeholders managed and brand visibility enhanced	Percentage implementation of the annual marketing, communications, and stakeholder management plan	100% implementation of the annual marketing, communications, and stakeholder management plan	Q1	20%	Development and implementation SOPs as per all Treasury Regulations requirements PFMA act requirements	June 2023	All BU heads	CSE
			Q2	60%	Approval of the Annual Report by the Auditor General Organise workshops/ seminars/ events/ webinars	September 2023		
			Q3	80%	To produce External Newsletter To secure partnerships/ speaker slots with stakeholders	December 2023		
			Q4	100%	To implement advertising aimed at raising awareness about the GPF mandate and its products/ services To produce an Internal Newsletter To create content to be used on digital platforms. Organise project launches/ site tours To boost and promote content on digital platforms To organise customer satisfaction survey To secure partnerships/ speaker slots with stakeholders Organise workshops/ seminars/ events/ webinars	March 2024		

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
					To implement advertising aimed at raising awareness about the GPF mandate and its products/ services To produce an Internal Newsletter To create content to be used on digital platforms To boost and promote content on digital platforms To produce External Newsletter To produce an Internal Newsletter To create content to be used on digital platforms. Organise project launches/ site tours To boost and promote content on digital platforms To implement advertising aimed at raising awareness about the GPF mandate and its products/ services .			
Enterprise-Wide Risk Management processes effectively embedded within GPF	Reviewed policy and frameworks	Approved policies and frameworks	Q1	1	<ul style="list-style-type: none"> Review and update Risk Management Framework 	June 2023	All BU heads	OCEO
			Q2	1	<ul style="list-style-type: none"> Review and update Risk Management Policy 	September 2023		
			Q3	1	<ul style="list-style-type: none"> Develop Risk Appetite and Tolerance Framework 	December 2023		
			Q4	-		March 2024		
	Implementation of the Annual	100% implementation	Q1					

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
	Risk Management Plan	of the Annual Risk Management Plan	Q2	50%	<ul style="list-style-type: none"> Review and update Risk Maturity Assessment Plan Develop Risk Management Annual Plan Coordinate annual review of Strategic Risk Register Quarterly tracking and monitoring of risks (operational) Quarterly reporting to committees Perform risk assessment of operational risks. 			
			Q3	75%	<ul style="list-style-type: none"> procurement of ERM Software quarterly Determination of risk maturity levels Quarterly tracking and monitoring of risks (strategic and operational) Quarterly reporting to committees Perform risk assessment of operational risks. Coordinate Risk Champions forum meetings Training for Risk Champions 			
			Q4	100%	<ul style="list-style-type: none"> quarterly Determination of risk maturity levels Quarterly analysis of risks against appetite and tolerance levels Quarterly tracking and monitoring of risks (strategic and operational) Quarterly reporting to committees Perform risk assessment of operational risks Coordinate Risk Champions forum meetings Annual Risk Self Control Assessment Questionnaire 			

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
Best practice ICT governance implemented	Percentage implementation of the annual ICT governance plan	100% implementation of the annual ICT governance plan	Q1	25%	Review and Approval of ICT policies Cyber security training program	June 2023	OCFO, OCSE	CSE
			Q2	50%	Development of an ICT steering committee and charter	September 2023		
			Q3	75%	Development of an incident management procedure (ITIL), Development of an IT Risk register	December 2023		
			Q4	100%		March 2024		
Preferential procurement	Percentage procurement spend on designated groups (GEYODI)	Women: 25% Youth: 20% PWDs: 1%	Q1	Women: 25% Youth: 20% PWDs: 1%	Selection of the women, youth and PWD's service providers on CSD, Sending RFQ predominately to those targeted groups,	June 2023	CSD and service providers	CFO
			Q2	Women: 25% Youth: 20% PWDs: 1%		September 2023		
			Q3	Women: 25% Youth: 20% PWDs: 1%		December 2023		
			Q4	Women: 25%		March 2024		

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
				Youth: 20% PWDs: 1%				
Facilities Management	To provide an enabling facilities management service for the optimal provision of GPF services	100%	Q1	20%	Ensure that the procurement of facilities as advertised for the period 2024 – 2027.	June 2023	All BU heads	CSE Admin and Facilities Manager
			Q2	60%	Ensure appointment of suitable office space for optimal provision of GPF services.	September 2023		
			Q3	80%	A fully implemented document management system in line with file structure & NARS Act. Including training of all employees	December 2023		
			Q4	100%	A paperless administrative operation through electronic systems All Corporate Services Internal Processes Mapping and MIS Development and measures for improved efficiency and Effectiveness	March 2024		
Legal and Compliance	Loan Agreements review	Appointment of external attorneys to review template of loan agreements Internal team to review template of term sheet utilised by	Q1	20%	Review templates of security agreements utilised by the GPF	June 2023	All BU heads	CSE
			Q2	60%	Review templates of security agreements utilised by the GPF	September 2023		
			Q3	95%	Review of standard term sheets used by the GPF for loans to clients	December 2023		
			Q4	100%	Evaluation of implementation and adequacy of new loan agreements and securities	March 2024		

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
		GPF for loans approved Evaluation of implementation on a quarterly basis						
	Implementation Protocols review	3 Appointment of internal team to review implementation protocol 3 Implementation Protocols reviewed- RLRP, UISP, Mega Projects 3 Evaluation of implementation on a quarterly basis	Q1	20%	Review Implementation Protocol with GDHS Evaluation of implementation and adequacy of amended Implementation Protocols	June 2023	All BU Heads	CSE
Q2			60%	September 2023				
Q3			80%	December 2023				
Q4			100%	March 2024				
	LCU Policy review		Q1	5	Policy reviews conducted	June 2022	All BU Heads	CSE

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
		10 Policies reviewed as when required	Q2	2	Quarterly policy register	September 2022		
		4 Quarterly policy register submitted to Exco	Q3	2	Policy workshop/communication	December 2022		
		4 training facilitated for staff on approved policies	Q4	10	Review of SOP for policy review and development	March 2023		
		1 Review SOP for policy development and reviews						
	Anti-Money Laundering Policy ("AML") development, review and roll out	3 Training on approved policies	Q1	3	AML Policy roll out	June 2022	OCFO, CIDO	CSE
		Communication through placing approved policy on website	Q2	3	AML screening system	September 2022		
		3 Development and introduction of additional AML policies	Q3	3		December 2022		
		1 AML screening System aligned	Q4			March 2023		

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
		to best practice and incorporating risk based approach						
	Automation of legal and compliance processes	1 Appoint service provider to supply requisite system 1 Template for frequently used agreement on a system 1 System already to verify clients and properties e.g. Windeed 1 System already in place, enhance and or provide access to other units	Q1	1	Contract drafting system FICA/KYC system Legal research system	June 2023		
			Q2	1		September 2023		

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
			Q3	1		December 2023		
			Q4	1		March 2024		
	Compliance Management	1 Appointment of Compliance Officer 1 Approved Compliance Universe 1 Compliance Plan and Framework in place 4 Drafted Compliance Policy and Framework and Submitted for approval 4 Quarterly reviews of the Compliance universe by Provincial Treasury	Q1	3	Appointment of a Compliance Officer Compliance Universe	June 2023	All BU Heads	CSE
Q2			4	Review of Compliance Framework and/or Policy and Checklists	September 2023			
Q3			2	Compliance Audit	December 2023			
Q4			2	Quarterly Compliance reviews by Treasury	March 2024			

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
	Knowledge sharing	4 Best Practise	Q1	1	Educating organisation on legal and compliance issues	June 2023	All BU Heads	CSE
			Q2	1		September 2023		
			Q3	1		December 2022		
			Q4	1		March 2023		
	Interdepartmental Service Level Agreement	1 signed Agreement 1 Performance Report (Interdepartmental SLA) 1 Review Template	Q1	1	Signature of Interdepartmental Service Level Agreement for the Unit Compliance level with Interdepartmental SLA Review of Services Agreement Template	June 2023	All BU Heads	CSE
			Q2			September 2023		
			Q3			December 2023		
			Q4	2		March 2024		
	Litigation and disputes management enhanced	1 Approved Template by EXCO 4 Quarterly Reports	Q1	1 1	Development of a legal reporting matrix Reporting to Exco Reduction of period to conclude litigation cases to 12months Inhouse settlement of litigation and disputes	April 2023		

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
		Court Orders and Settlement Agreements						
		4 Comprehensive reporting per defined target	Q2	1		September 2023		
			Q3	1		December 2023		
			Q4	1		March 2024		
Mid-Year Review of the	Mid-year Review Amendments	Approved Revised APP	Q1		Draft Mid-year Review, organise workshop to draft and complete the mid-year review	June 2023	All BU heads	Manager; Strategic

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
GPF APP 2023-24			Q2	Drafting and finalization of the revised APP: Approved Revised APP		September 2023		Support and Organisational Performance
			Q3			December 2023		
			Q4			March 2024		
Performance contracts concluded	Development and signature of performance contracts with the CEO and Executives	Signed CEO and executive contracts	Q1	Signed CEO and executive contracts	Facilitate the develop and finalization of the contracts of the CEO and Executive, submission of the contracts to HRSEC and Board	June 2023	OCFO, OCSE; OCIDO	Manager; Strategic Support and Organisational Performance
			Q2			September 2023		
			Q3			December 2023		
			Q4			March 2024		

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
Revision of GPF Strategic Plan	Review of the GPF Strategic Plan	Approved Revised GPF Strategic Plan	Q1		Draft reviewed Strategic Plan, organise workshop to draft and complete the Strategic Plan and APP 2024/25	June 2023	All BU heads	Manager; Strategic Support and Organisational Performance
			Q2			September 2023		
			Q3	Drafting and finalization of the revised Strategic Plan		December 2023		
			Q4	Approved Revised Strategic Plan		March 2024		
Performance Management	Signed Quarterly Reports	4	Q1	1	Collating of performance from all BU and consolidate into a report for the CEO's signature and Board approval. Submission of quarterly reports to the Shareholder	June 2023	All BU Heads	Manager; Strategic Support and Organisational Performance
			Q2	1		September 2023		
			Q3	1		December 2023		
			Q4	1		March 2024		

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
Annual Operational Plan Concluded	Signed Annual Operational Plan	1	Q1	1	Collating of all BU operational plans and consolidate into one	June 2023	All BU Heads	Manager; Strategic Support and Organisational Performance
			Q2	N/A		September 2023		
			Q3	N/A		December 2023		
			Q4	N/A		March 2024		
Signed Annual Performance Plan 2024/25	Development of the new APP for 2024- 2025	Approved APP 2024- 25	Q1		Draft reviewed APP, organise workshop to draft and complete the APP 2024/25 and Strategic Plan	June 2023	All BU heads	Manager; Strategic Support and Organisational Performance
			Q2			September 2023		
			Q3	Drafting and finalization of the revised APP		December 2023		
			Q4	Approved 2024/25 APP		March 2024		
Approved IA three-year strategic rolling plan and one-	Approved IA three-year strategic rolling plan and one-	1	Q1	1	Develop for approval the IA three-year strategic rolling plan and one-year operational plan for the 2023/2024 Financial year	June 2023	All BU heads, ARMS Internal Auditors	Manager: Internal Audit

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
year operational plan for the 2022/2023 Financial year	year operational plan for the 2022/2023 Financial year		Q2		Mid-year reviewed IA three-year strategic rolling plan and one-year operational plan for the 2023/2024 Financial year (if the document was indeed revised)	September 2023		
			Q3	1		December 2023		
			Q4			March 2024		
Approved combined assurance framework	Develop the combined assurance framework	1	Q1	1	Develop the combined assurance framework	June 2023	All BU heads, ARMS Internal Auditors	Manager: Internal Audit
			Q2			September 2023		
			Q3			December 2023		
			Q4			March 2024		
Approved IA three-year strategic rolling plan and one-year operational plan for the 2024/2025 Financial year	Approved IA three-year strategic rolling plan and one-year operational plan for the 2024/2025 Financial year	1	Q1		Develop for approval the IA three-year strategic rolling plan and one-year operational plan for the 2024/2025 Financial year	June 2023	All BU heads, ARMS Internal Auditors	Manager: Internal Audit
			Q2			September 2023		
			Q3			December 2023		
			Q4	1		March 2024		

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
Approved IA Charter	Annual review of the IA Charter	1	Q1		Review the IA Charter	June 2023	All BU heads, ARMS Internal Auditors	Manager: Internal Audit
			Q2			September 2023		
			Q3			December 2023		
			Q4	1		March 2024		
Implement and complete the approved IA one-year operational plan for the 2023/2024 financial year	Approved IA reports	Complete planned IA projects per the approved IA one-year operational plan for the 2023/2024 financial year	Q1	Implement and complete quarterly planned IA projects per the approved IA one-year operational plan for the 2023/2024 financial year	Perform and complete planned IA projects for quarter 1 per the approved IA one-year operational plan for the 2023/2024 financial year Perform and complete planned IA projects for quarter 2 per the approved IA one-year operational plan for the 2023/2024 financial year Perform and complete planned IA projects for quarter 3 per the approved IA one-year operational plan for the 2023/2024 financial year Perform and complete planned IA projects for quarter 4 per the approved IA one-year operational plan for the 2023/2024 financial year	June 2023	All BU heads, ARMS Internal Auditors	Manager: Internal Audit
			Q2			September 2023		
			Q3			December 2023		
			Q4			March 2024		
Quarterly (Q1, Q2, Q3, Q4) review of financial statements and		9	Q1	3	Perform IA audits/ reviews of financial statements and performance information (including annual performance report) for quarter 1	June 2023	All BU heads, ARMS Internal Auditors	Manager: Internal Audit
			Q2	2		September 2023		

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
performance information; and annual performance report (APR)			Q3	2	Perform IA audits/ reviews of financial statements and performance information for quarter 2	December 2023		
			Q4	2	Perform IA audits/ reviews of financial statements and performance information for quarter 3	March 2024		
					Perform IA audits/ reviews of financial statements and performance information for quarter 4			
Board Resolutions Followed Up and Implemented	Update Board Resolution Register	100%	Q1	100%	Ensure the board register is updated and the resolutions are implemented	June 2023	EXCO, FIC, ARC, HSREC and BOARD	Company Secretariat
			Q2	100%		September 2023		
			Q3	100%		December 2023		
			Q4	100%		March 2024		
Trust Deed Amended to ensure GPF efficiency	Reviewed and Amended Trust Deed	1	Q1		Review and amend the Trust Deed, submit it to the Masters' Court	June 2023	EXCO, FIC, ARC, HSREC, BOARD and Masters' Court	Company Secretariat
			Q2	1		September 2023		

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
			Q3			December 2023		
			Q4			March 2024		



1.2. PROGRAMME 2: CAPITAL-RAISING

1.2.1. PROGRAMME PURPOSE

The purpose of Programme 2: Capital-Raising is:

To source the funding need to implement the GPF strategy, and its project lending and investment activities. The multipronged capital-raising strategy and plan in this regard focuses on off-balance sheet structures. On-balance sheet structures will only come into effect if/when the GPF attains a PFMA Schedule 3D listing status. The programme includes a development management function for turnkey project’s development and property management on strategic GPG land that has been transferred to GPF for this purpose.

The Capital-raising Programme covers the work of the following subprogrammes:

Subprogramme	Functions / Responsibilities
Capital Funding	Capital catalysed and facilitated to support the implementation of the GPF’s strategy, its project lending, and investment activities.
Fee Management	Non-interest income (management fees) received from third parties and administration fees (first disbursements) for fund and project management services provided.
Turnkey Development Management Services	Provide turnkey development management services, which includes property management services for projects on identified strategic GPG land transferred to the GPF for this purpose.

In supporting the GPF’s impact statement, which is:

Improved Quality of Life through the development of sustainable, integrated and spatially transformed Human Settlements in Gauteng.

the Capital-Raising Programme delivers against the following outcomes reflected in the Revised 2019-2024 Strategic Plan:

Outcome 2: Enhanced capital base to deliver core GPF mandate

The 2023/24 Annual Performance Plan reflects the outputs and targets to support the achievement of the above outcomes.

The Capital-Raising Programme will endeavour to implement the Annual Performance Plan through the activities and timeframes of the 2023/24 Annual Operational Plan within the approved budget as reflected in the table below:

1.2.2. ACTIVITIES, TIMEFRAMES, AND BUDGETS

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
Funding and collaboration partnerships	Number of funding and collaboration partnerships concluded	5 funding partnerships concluded	Q1	-	Develop a Strategic Funding Partnership Framework to ensure GPF can enter into Value-Based Collaborative Partnerships within the legislative framework	June 2023	OCSE	Treasury Manager
			Q2	2		September 2023		
			Q3	2	Develop funding model for Project Management based on participation and packaging of Bulk grants	December 2023		
			Q4	1	Due diligence, Engagement and Contracting with collaboration and funding partners Due diligence, Engagement and Contracting with collaboration and funding partners	March 2024		
	Total Rand value of funds raised from funding partnerships	R500m raised from funding partnerships	Q1	-	Packaging of projects to potential investors Investor roadshows Eol from strategic partnership to the value of R 250mil	June 2023	OCSE	Treasury Mana
			Q2	-	Eol from strategic partnership to the value of R 250mil	September 2023		
			Q3	250	Completion of DDR's on GPF by potential partners	December 2023		

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
			Q4	250	Conclusion of SPV's and Fund Investor packages presented to FIC for approval	March 2024		
Management fee income received	Percentage management fee received for project management services	Mega Projects 5% RLRP 3% UISP 2,5% fee received for project management services	Q1	Mega Projects 5% RLRP 3% UISP 2,5%	Monitor programme and implementation plans of UISP, Mega Projects and RLRP for delivery targets and fee payments.	June 2023	Programme Developers Technical Team (CIDO)	Treasury Manager
			Q2	Mega Projects 5% RLRP 3% UISP 2,5%		September 2023		
			Q3	Mega Projects 5% RLRP 3% UISP 2,5%		December 2023		
			Q4	Mega Projects 5% RLRP 3% UISP 2,5%		March 2024		
Fees from investment programme	Rand value of fees from investment programme	R1,6m	Q1	R400 000		June 2023		CIDO
			Q2	R400 000		September 2023		

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
			Q3	R400 000		December 2023		
			Q4	R400 00		March 2024		

1.3. PROGRAMME 3: PROJECT LENDING

1.3.1. PROGRAMME PURPOSE

The purpose of Programme 3: Project Lending is:

On the provision of loans to the private sector developers for the delivery of affordable rental and student accommodation projects through project preparation, packaging, and facilitation of funding approvals to enable the development of affordable rental and student accommodation projects.

The Project Lending Programme covers the work of the following subprogrammes:

Subprogramme	Functions
Project Investment Assessment	Assessments of projects to enable the approval of funding for the development of strategic properties to provide student, rental, and social housing.

In supporting the GPF's impact statement, which is:

Improved Quality of Life through the development of sustainable, integrated and spatially transformed Human Settlements in Gauteng.

the Project Lending Programme delivers against the following outcomes reflected in the Revised 2020-2025 Strategic Plan:

Outcome 3: Increased access to affordable rental and social housing in strategically located areas.

Outcome 6: Enhanced contribution of GPF's human settlements' developments to inclusive economic growth.

The 2023/24 Annual Performance Plan reflects the outputs and targets to support the achievement of the above outcomes.

The Project Lending Programme will endeavour to implement the Annual Performance Plan through the activities and timeframes of the 2023/24 Annual Operational Plan within the approved budget as reflected in the table below:

1.3.2. ACTIVITIES, TIMEFRAMES, AND BUDGETS

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
Loans Disbursed	Rand value of loans disbursed – rental accommodation	R32m of loan disbursed – rental accommodation	Q1	R0m	Present feasible projects to FIC for approval Continue to develop pipeline See detailed Investment and Development committee work plan Monitoring the developer's construction programme. Adherence to the developer's construction programme	June 2023	Developers' capacity	Project Specialist/ Technical Team
			Q2	R5m		September 2023		
			Q3	R15m		December 2023		
			Q4	R12m		March 2024		
	Rand value of loans disbursed – student accommodation	R35m loan disbursed – student accommodation	Q1	R5m	Monitoring the developer's construction programme. Adherence to the developer's construction programme	June 2023	Developers' capacity	Project Specialist/ Technical Team
			Q2	R10m		September 2023		
			Q3	R15m		December 2023		
			Q4	R5m		March 2024		
	Rand value of	R12m loan	Q1	R0m	Monitoring the developer's construction programme.	June 2023	Developers' capacity	Project Specialist/

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
	loans disbursed – social housing	disbursed – social housing			Adherence to the developer's construction programme			Technical Team
			Q2	R0m		September 2023		
			Q3	R5m		December 2023		
			Q4	R7m		March 2024		
Affordable housing units completed	Number of units completed	348 units Completed	Q1	0	Monitoring the developers construction programme.	June 2023	Developers' capacity Local Council approval process	Project Specialist/ Technical Team
			Q2	30	Adherence to the developers construction programme	September 2023		
			Q3	119		December 2023		
			Q4	199		March 2024		
	Number of beds completed	1 000 beds completed	Q1	0	Monitoring the developer's construction programme.	June 2023	Developers capacity	Project Specialist/ Technical Team
			Q2	90	Adherence to the developer's construction programme	September 2023		

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
			Q3	400		December 2023	Local Council approval process	
			Q4	510		March 2024		
	Reduction in number of high risk construction projects	20% reduction of construction projects on high risk	Q1	0	Construction reports presented to FIC	June 2023	Communities	Technical Team
			Q2	0		September 2023	Contractors	
			Q3	0		December 2023	Professional team	
			Q4	20%		March 2024		
Targeted (GEYODI) loan approvals	Percentage of rand value of loans approved towards GEYODI-owned (HDI) developers	15% of loans approved towards GEYODI-owned. (HDI) developers	Q1	15% of loans approved towards GEYODI-owned. (HDI) developers	Establish pipeline through targeting marketing. Identify ready to deliver projects	June 2023	OCFO, OCSE	Project Specialists
			Q2	15% of loans approved towards GEYODI-owned. (HDI) developers		September 2023		

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
			Q3	15% of loans approved towards GEYODI-owned. (HDI) developers		December 2023		
			Q4	15% of loans approved towards GEYODI-owned. (HDI) developers		March 2024		
Job opportunities created through loans disbursed	Number of job opportunities created through loans disbursed	650 job opportunities created through loans disbursed	Q1	50	Templates in place to ensure tracking of job opportunities	June 2023	Communities	Technical team
			Q2	210		September 2023	Contractors	
			Q3	250		December 2023	Professional team	
			Q4	75		March 2024		
Measure Economic Multipliers	Impact of GPF's lending in the economy	Research conducted	Q1	0	Research/ consult with GDED Present a report to FIC	June 2023	Developers	CIDO
			Q2	0		September 2023		

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
	(downstream beneficiation)		Q3	1		December 2023		
			Q4	0		March 2024		
Improved loan book to enhance Capital raising	11 Projects disposed to State entities Disposal to State Owned Entities, Debtors book, Agents and Auctions	9	Q1	2	Potential Write off report presented to FIC	June 2023	OCFO, OCSE	CIDO
			Q2	4		September 2023		
			Q3	3		December 2023		
			Q4	2		March 2024		
	Contribute towards Township Revitalisation and enhance revenue collection for municipalities (value add)	5 Backyard property owners trained and developed in the sector	Q1			June 2023	OCFO, OCSE, Developers	CIDO
			Q2	1		September 2023		
			Q3	2		December 2023		
			Q4	2		March 2024		

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
Inter-Governmental stakeholder engagement	Number of Agreements concluded with municipalities through IGR	2	Q1	0	Signed MoU and or development agreement	June 2023	Municipalities/Legal/CSE	CIDO
			Q2	0		September 2023		
			Q3	1		December 2023		
			Q4	1		March 2024		
Inter-Governmental work related issues solved	Number of Issues resolved	10	Q1	3	IGR register issue resolved/closed	June 2023		CIDO
			Q2	2		September 2023		
			Q3	2		December 2023		
			Q4	1		March 2024		

1.4. PROGRAMME 4: PROJECT IMPLEMENTATION, DEVELOPMENT, AND MANAGEMENT

1.4.1. PROGRAMME PURPOSE

The purpose of Programme 4: Project Implementation, Development, and Management is:

To serve as the Implementing Agent for projects related to the core GPF mandate, as determined by the Shareholder.

The Project Implementation, Development and Management Programme covers the work of the following subprogrammes:

Subprogramme	Functions
Implementing Agency Services	Implementing identified mega projects, UISP, RLRP, and all other projects that may be added to the GPF’s mandate.

In supporting the GPF’s impact statement, which is:

Improved Quality of Life through the development of sustainable, integrated and spatially transformed Human Settlements in Gauteng.

the Project Implementation, Development, and Management Programme delivers against the following outcomes reflected in the Revised 2019-2024 Strategic Plan:

- Outcome 4: Increased access to integrated, inclusive, and sustainable human settlements.**
- Outcome 5: Increased access to liveable settlements and secure tenure.**
- Outcome 6: Enhanced contribution of GPF’s human settlements’ developments to inclusive economic growth.**

The 2023/24 Annual Performance Plan reflects the outputs and targets to support the achievement of the above outcomes.

The Project Implementation, Development, and Management Programme will endeavour to implement the Annual Performance Plan through the activities and timeframes of the 2023/24 Annual Operational Plan within the approved budget as reflected in the table below:

1.4.2. ACTIVITIES, TIMEFRAMES, AND BUDGETS

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
Serviced sites completed – mega projects	Number of serviced sites completed	400 serviced sites completed	Q1	0	Monitor developers construction programme.	June 2023	Developer	Project Specialists
			Q2	0	Adherence by the developers to the construction programme	September 2023	Community	
			Q3	200 serviced sites completed		December 2023		
			Q4	200 serviced sites completed		March 2024		
Top structures completed (houses) – mega projects	Number of top structures (houses) completed	608 top structures (houses) completed	Q1	0	Monitor developers' construction programme.	June 2023	Developer	Project Specialist
			Q2	0	Adherence by the developers to the construction programme	September 2023	Community	
			Q3	608 top structures (houses) completed		December 2023		
			Q4	0 top structures (houses) completed		March 2024		

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
	Number of service sites for mixed-income sold	200 service sites for mixed income sold	Q1	0	Monitor developers marketing strategy Monitor developers sales	June 2023	Developer	Project Specialists
Q2			0	September 2023				
Q3			100 service sites for mixed income sold	December 2023				
Q4			100 service sites for mixed income sold	March 2024				
Serviced sites acquired	Number of serviced sites acquired	1 500 serviced sites acquired	Q1	0	Status Report presented to FIC 1 500 sites acquired in Q4	June 2023	OCFO, OCSE	Project Specialist - Costing
			Q2	0		September 2023		
			Q3	0		December 2023		
			Q4	1 500 serviced sites acquired		March 2024		

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
Informal settlements for upgrading	Number of informal Settlements for upgrading	24	Q1	24	Progress Report presented to FIC	June 2023	Municipalities, communities	Construction Manager
			Q2	24		September 2023		
			Q3	24		December 2023		
			Q4	24		March 2024		
Turnkey Projects Implemented	Number of Turnkey Projects Implemented	2	Q1		Complete detailed planning	June 2023	SHRA/ SCM/ GDHuS	Project Specialist - Costing
			Q2			September 2023		
			Q3			December 2023		
			Q4			Register Canal Housing as an ODA March 2024		
Targeted (GEYODI) project expenditure	Percentage of project expenditure spent on GEYODI owned SMME (HDI) through projects implemented	30% of project expenditure spent on GEYODI owned SMME (HDI) through projects implemented	Q1	30%	Developer to provide information to the independent consulting auditors appointed by GDHS to verify expenditure	June 2022	Developer GDHS appointed Auditors	Project Specialists
			Q2	30%		September 2022		
			Q3	30%		December 2022		

OUTPUTS	OUTPUT INDICATORS	Annual Target	Qtr	Target	Activities	Timeframe	Dependencies	Responsibility
			Q4	30%		March 2023		
Job opportunities created through projects implemented	Number of job opportunities created through projects implemented	2 500 job opportunities created through projects implemented	Q1	625	Developer to provide information to the independent consulting auditors appointed by GDHS to verify jobs created	June 2022	Developer GDHS appointed Auditors	Project Specialists
			Q2	625		September 2022		
			Q3	625		December 2022		
			Q4	625		March 2023		