



An agency of the National Department of Human Settlements



HDA STAFF NEWSLETTER

GOVERNMENT'S DEVELOPER OF CHOICE | APRIL/ MAY 2018

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MESSAGE FROM THE CEO

Most of you would, by now, be acquainted with the first budget vote speech of the new Minister of Human Settlements. To me, her mention of the role that the HDA will play evoked the same feelings I had when the announcement of the hosting of the 2010 FIFA world cup was made. It had me excited but I was challenged at the same time. We had never hosted such an event before but after the announcement we knew that we had to pull together and position all our resources to fulfil the agreement.

I am excited about what she termed "the golden era of human settlements expansion". In this expansion, the HDA is set to play the pivotal role of land assembly and project manager in the sector. She further emphasised that, when it comes to land assembly, our role "now becomes more important than ever." Right at the heart of land assembly, she mentioned that the Human Settlements sector will go on a campaign, led by the HDA, to cut land deals across the country. This affects not only public land but private land as well. It also means that no public body should secure land without consulting the HDA.

As with the world cup announcement, our responsibility is to make this important task happen. We have to be a fully functional, formidable and capable organisation in order to fulfil this mandate. There will be a need to build strong intergovernmental relations. Thus, a review of the HDA's structure is imminent and inescapable. Some changes will have to be immediate while others will be gradual. In this new era, successful organisations are those that are capable of evolving and adapting to changes in the environment. To this end, we have made strong proposals that will turn us into the country's project management office. There is also a need to develop a land pipeline strategy; over and above our land acquisition strategy. The reorganisation affects everyone in the organisation - we need to have a structure and plan that is formidable, believable and acceptable to National Treasury.

On that note, I wish to warmly welcome new staff and congratulate those who took on new roles in the organisation in April and May!

Regards,
Pascal

HELP ME KEEP YOU IN THE KNOW

Please send any information you would like to see in the monthly newsletter to:

katlego.moselakgomo@thehda.co.za

or phone him on (011) 544 1000

FEATURES:



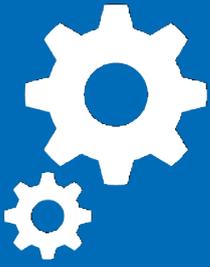
HDA Takes Part in Annual JP Morgan Corporate Challenge



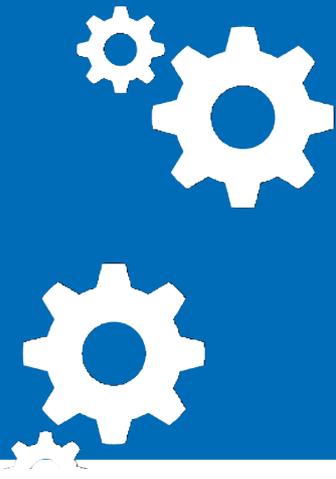
My Experience at the HDA



Understanding The New Performance Management System



THE STRATEGIC PROJECTS UNIT: IMPROVING EFFECTIVENESS AND EFFICIENCY AT THE HDA



Due to the agency's relentless stance to gear itself to be the developer of choice, it needed to structure its businesses and internal operations to enable it to operate more effectively and efficiently. The strides for the agency to become more efficient has necessitated the initialisation of internal projects that are aimed at supporting the core business and the organisation as a whole to achieve its ancillary and strategic objectives. The Strategic Projects business unit was formulated and tasked with the responsibility of conceptualising, initialising and implementing such initiatives that are aimed at supporting the office of the CEO and improving the organisation's effectiveness and efficiency.

For this current financial year, the Strategic Project unit will be initiating and implementing a number of projects for the agency. These projects range from projects aimed at directly supporting the core business, setting up measures in order to combat issues facing the human settlement sector, and putting in place internal mechanisms that will allow the agency to be more compliant.

Transformation and Empowerment

Last year, the agency kicked off a project designed to create a Transformation and Empowerment strategy with the intention of giving effect to the minister's Transformation Framework. The framework is aimed at advancing empowerment and transformation for women, youth and people with disabilities. It is also intended to advance local content and black people. This year, the business unit is readying the organisation (people, processes and technology) to implement the Transformation Empowerment Strategy and other recommendations.

Occupational Health and Safety Framework

In 2016, the HDA developed, and EXCO approved, the Occupational Health and Safety Framework, which was aimed at putting in place measures to enable the organisation to provide a safe working environment for its employees, partners and its service providers, as well as to meet the compliance regulation set out in the Occupational Health and Safety Act of 1993.

However, the implementation of the Framework has fallen short of its expectations and the risk assessment recommendations that gave effect to the framework have since become outdated. The business unit will thus be revisiting this work, updating the framework and ensuring full out implementation and rollout throughout the agency and its provincial offices.

Delegations of Authority

As part of the agency's aim to operate efficiently, the business unit will be reviewing the current delegations of the authority policy to allow HDA Management to have the autonomy to operate efficiently and be provided with the much needed decision making support.

WHY?

- To give practical effect to decentralisation of administrative actions in order to implement regulatory frameworks and render services as close as possible to the point of service delivery
- To develop the competencies, commitment, decision-making experience and new skills of officials
- To free up time for Top Managers to devote attention to more important tasks

Establishment of the Project Management Office

The PMO is a critical success factor necessary for the agency to achieve its desired goal of playing the developer role. More particularly, it is helping to place a greater focus on and improve structures in project management areas such as project organisation and project team management and scope management through appropriate change control and templates, project cost estimations and management, quality control and assurance.

The business unit will be providing the required support in setting up the PMO and ensuring that the outcomes of supporting the agency's catalytic projects and non-catalytic projects is reached.



MY EXPERIENCE AT THE HDA

INTERN
CORNER



ZAMINDLELA MFUNDO MKHWANAZI
HEAD OFFICE

Zamindlela Mkhwanazi, Intern at Head Office

Standing at 1,92 metres tall, Zamindlela Mkhwanazi is probably the tallest intern in the HDA. The young intern from the Monitoring and Evaluation Unit describes his time at the Agency as having been one of many lessons and realisations about the true nature of the housing industry. He also shares the interesting story behind his three names.

SN: Who is Zamindlela Mkhwanazi and where you are from?

ZM: My full name is Zamindlela Solwazi Mfundo Mkhwanazi and I'm from Emnambithi in KZN. I lived there until I was 6 or 7 and then moved to Durban where I did my high school.

SN: How did you come to have three names?

ZM: I have three names – Zamindlela, Solwazi and Mfundo. People here know me as Mfundo but that's actually my third name. I was born prematurely after it was discovered that my mother's umbilical cord was wrapped around my neck nine times. The doctors became aware of my situation because I would make frantic movements to show my mother that I was in distress and she then realised that something was wrong. My Dad named me Zamindlela because I found a way to inform my mother about my condition. The name Solwazi was given to me because of the awareness I had of my condition and the name Mfundo because my parents had a love for education and wanted me to pursue that path. I think I'm known as Mfundo because it's the shortest and easiest to pronounce out of my three names.

SN: Where did you attend school, what did you study and why?

ZM: I attended UKZN, Howard College, where I studied a Bachelor of Social Science and Housing. It's a fairly new, three-year course that was developed to address South Africa's unique housing challenges. I studied in order to learn how to create solutions for housing problems.

I'm also a people's person. I've worked with people from different environments from coffee shops to the advertising industry.

SN: What were your early career prospects?

ZM: Having experienced the various low-cost housing typologies one finds in Durban through visiting my relatives, I was exposed to low-cost housing models from a young age through my relatives and decided at a point that I wanted to be in the built environment sector. I particularly knew that there were a lot of opportunities to address issues in the housing sector and that the focus of the country at the time was on the housing sector.

SN: What has your experience at the HDA taught you so far?

ZM: I've learned about the real value of housing and how it influences people's lives. I've also gained an understanding of the bigger picture and dynamics of human settlements, that it's more than just putting houses on ground. There are families and communities being helped out.

It's beyond brickwork. It's security. When someone is secure, they can focus on other important things, such as finding work opportunities and bettering their life. Hearing the cries of people on the ground and also witnessing the reaction of HDA staff to protest situations was also quite an eye opener to me.

SN: What are your plans for the future?

ZM: I would love to continue at the HDA or any other progressive, Human Settlements oriented environment where I can apply the knowledge I have learned at the HDA.

REPORT
FRAUD

Fraud?
Corruption?
Dishonesty?
**REPORT
CRIME!**

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HDA Takes Part in Annual JP Morgan Corporate Challenge

On the evening of the 5th of April, a team of 20 HDA runners joined a record crowd of over 14 500 participants that gathered in Melrose Estate to take part in the annual 5.6km JP Morgan Corporate Challenge. The chilly weather of the evening didn't deter our team of runners, walkers and joggers from giving their best as they walked, jogged and ran the distance from Venus and Wingfield Streets in Melrose Estate to the Wanderers Club cricket stadium.

The race formed part of a series of races across 13 cities worldwide that celebrate corporate teamwork, camaraderie and community. In this year's race, 323 companies participated, with our own team's captain, Refilwe Makgwe (Operations Support Coordinator: Region B) forming part of the race's organising team.

"I'm proud of the HDA team that responded with enthusiasm to take part in this challenge for the benefit of sport around the world. Some staff members were not prepared but did well in the race," she says.

The overall HDA fastest runner of the day, Mathibela Kgate (Development Manager NW: Region B) who finished the race in 29 minutes and 53 seconds, feels elated at this achievement.

"It was a short race but still required the same dedication and discipline as any other big race. I am hoping to improve next time.

It was part of my preparation for the world's longest marathon, The Comrades, taking place in June".

Refilwe expresses her gratitude to those who made the day possible and encourages anyone interested to seriously consider taking up the challenge next year.

"I wish to appreciate our Communications Team for their support. Without them, this wouldn't be possible. They also helped to organise sponsorship for our running gear with Tshoane Graphics," said Refilwe. "I encourage more people to join next time. The race caters for everyone. It's an easy way to keep fit!"

The Challenge is also set to have a lasting benefit. It will donate in celebration of all entrants to the [Laureus Sport for Good Foundation](#) (whose mission is "Using the power of sport as a tool for social change". The Laureus Sport for Good Foundation's goal is to help young people overcome the limitations imposed by challenging social issues including poverty, homelessness, war, violence, drug abuse, discrimination and AIDS.

“ I encourage more people to join next time. The race caters for everyone. It's an easy way to keep fit! ”

UNDERSTANDING THE PERFORMANCE MANAGEMENT SYSTEM



Jeanine Dennis, HR Generalist, Head Office

What is the Performance Rewards System?

At the HDA, performance reward is an aspect of the performance management system and is linked specifically to the year-end performance review phase of the performance review cycle.

In accordance with the team-based performance management approach, HDA rewards employees directly and in accordance with:

- their level of contribution towards meeting both their individual or specific job objectives
- meeting overall team and organisational goals

How does the system work?

The objectives of implementing the Performance Management System at the HDA are to:

- Assist the HDA in meeting its organisational performance objectives
- Cultivate and sustain a culture of performance delivery and output
- Achieve sustainable service delivery
- Ensure that the HDA is a performance-based organisation
- Ensure that every employee knows what is expected of him or her
- Build and enhance the relationship between HDA employees and managers
- Encourage continuous improvement and reward good performance
- Manage and remedy poor performance
- Enable employees to develop their abilities, increase job satisfaction and achieve their full potential for the mutual benefit of both HDA employees and the HDA

The HDA adopted a team-based Performance Management System that incorporates organisational, departmental, team and individual performance.

Performance measurements include:

- Organisational performance linked to the macro-indicators as approved by the Board
- Departmental performance measured according to the department's agreed Scorecard as detailed in the Annual Performance Plan (APP)
- Team performance is based on specific measurable outcomes according to the respective team's area of responsibility
- Individual performance is based on agreed annual KPAs for each employee

An employee will be eligible for an incentive bonus if the organisational, departmental and team performance scores are at a 3 (good/competent) or above and the employee has achieved an individual performance score of 4 (very good) or the above.

What is important for HDA staff to note about the system?

All managers are accountable for the performance and development of their direct reports. There is however a dual responsibility by both manager and employee for delivery on performance objectives.

If we want the performance management system to become a fair, objective and consistent process, we need to work towards an evidence based system that is supported by clearly defined measurement and corresponding portfolios of evidence to support achievement.

What are the common misconceptions about the system?

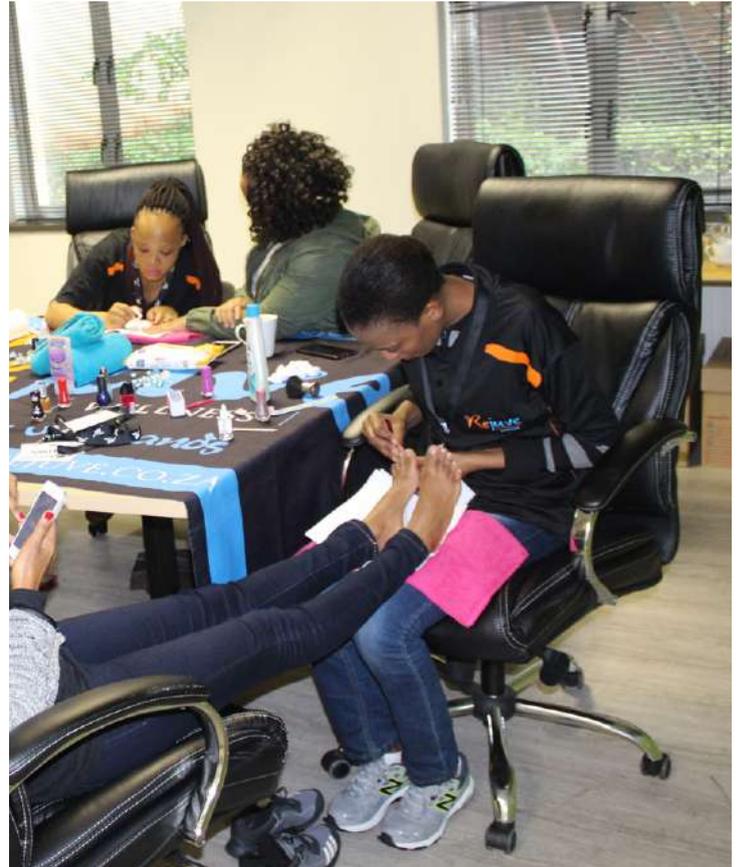
That it is a Human Resources function and not a management function.

Wellness Day Shines Light on Health Issues



The fast pace of our everyday lives can sometimes lead to the neglect of our physical and emotional health, causing us to only realise that we are in bad shape when we find ourselves beset by crisis.

It is for this reason that the HDA hosted a Wellness Day on the 23rd of March across its regions and at our head office, to help staff stop for a moment and take a look at their state of health. Activities on the day included blood pressure, blood glucose, BMI, cholesterol and VCT screenings. Staff also received manicures, pedicures, massages and stress assessments, and participated in Yoga classes.



Win a Mystery Gift!!!

Answer the following question and stand a chance to win a mystery gift in this issue.

How it works?

You answer one of our easy questions and you stand a chance to win a mystery gift. Simple!

The monthly question is based on one of the articles in the newsletter that we published every month.

The question for this month is:

Who coined the phrase: "the golden era of human settlements expansion".

Send your answers to:

Katlego.moselakgomo@thehda.co.za by end of business tomorrow at 17:00 (Closing date and time).

Terms and conditions apply. First come first served.

The winner will be announced in the next issue of the staff newsletter.

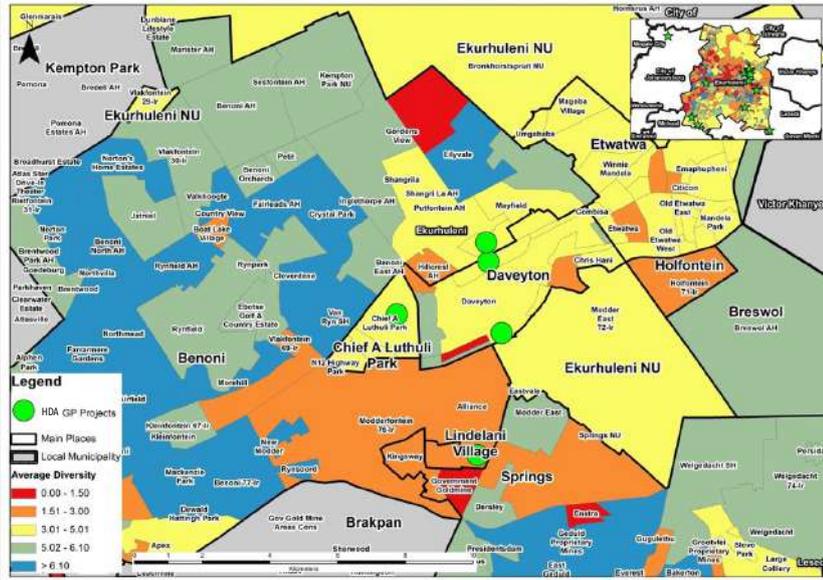
COMMEMORATIVE DAYS: MAY

1 May: Worker's Day

3 May: World Press Freedom Day

25 May: Africa Day

MAP OF THE MONTH



DIVERSITY INDEX PER MAIN PLACE: EKURHULENI MUNICIPALITY

The Diversity Index (D) measures the probability that two individuals randomly selected from a sample will belong to the same species (or some category other than species). With this index, 0 represents no diversity and 10 represents infinite diversity. Diversity indices provide important information about rarity and commonness of species in a community. The diversity index represented on the map indicates the age, race, income and gender diversity, which is an average of all indices.

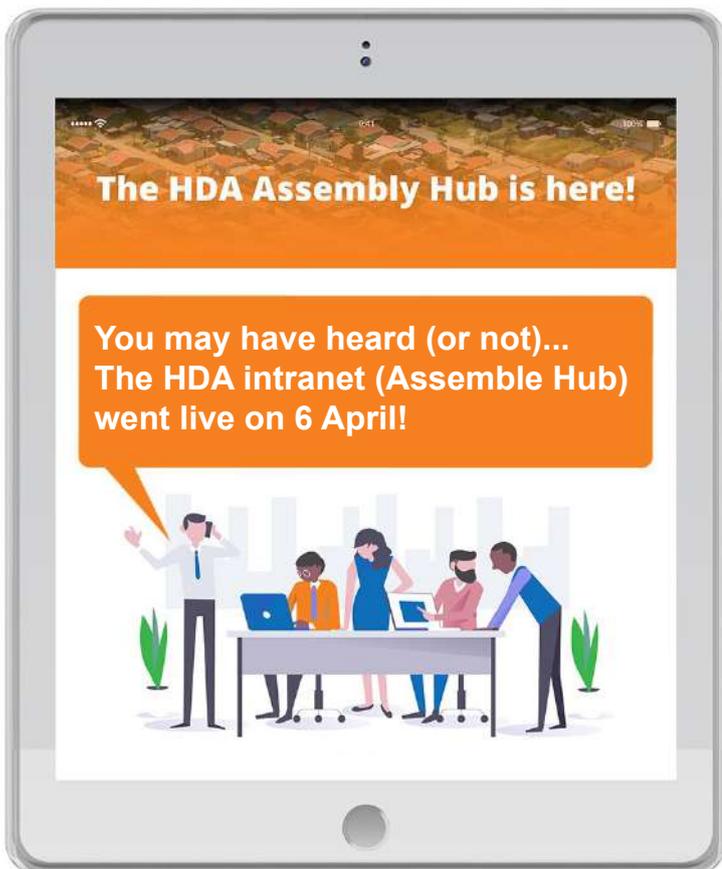
The HDA has different housing projects in different cities. The map shows the diversity index within the city of Ekurhuleni with most projects falling in areas that have a diversity index ranging between 3.1 – 5.1. This indicates that the areas are somehow diverse and that there is

Figure 1 : Map showing human settlement related protests (Data source : Geo-Terra Image (GTI) Neighbourhood Lifestyle Index)

a 30 -50 % chance that if two individuals are randomly selected from these areas there might be a difference in races, gender, age and/ or income brackets.

Spatial transformation is a major challenge plaguing South African cities. More than 20 years into democracy, South Africa's cities continue to be divided along race and class lines, with poor, predominantly black citizens living on the urban periphery - far removed from city-based work opportunities. Commuting to city centres is expensive and time-consuming. The Department of Human Settlements' Master Spatial Plan (DHMSMP) seeks to address the issue of spatial transformation through different projects such as Catalytic projects. These projects are results focused, strategically located, integrated, multi-sectoral and partnership-based, placing priority on identifying housing development areas for spatially targeted, cross-sectoral public investment.

Compiled by: Keneilwe Pholo



What is the Assembly Hub?

The HDA Assembly Hub is a sharepoint based online platform for information sharing. All staff are required to use it.

What can I use it for?

- Find what you need (book your travel, submit your claims)
- Store, sync and share content (share business unit information)
- Keep everyone on the same page (All important announcements will be shared here)
- Find the right people (Get connected with your colleagues for collaboration, social clubs)

How do I access it?

Follow a shortcut link available on your desktop.

Congratulations!

WE ARE PLEASED TO ANNOUNCE THE FOLLOWING NEW APPOINTMENTS:

1. Mr Phathutshedzo Mathoho – in the capacity of Project Accountant - CFO (HO).
2. Mr Kananelo Motsoeneng – in the capacity of Project Finance Clerk - CFO (HO).
3. Nkosikhona Mfusi – in the capacity of Urban Design Support – NTT (HO).
4. Dzivhuluwani Mashila – in the capacity of Project Manager – Region B (Limpopo).
5. Mr Ndumiso Mkhwanazi – in the capacity of Town Planner - NTT (HO).
6. Mr Kwanele Mkhabela – in the capacity of Project Administrator - NTT (HO).
7. Mr Lungisani Njoko – in the capacity of Inspector - Region C (KZN).
8. Ms Sethabile Mchunu – in the capacity of Specialist: ISU – Region C (KZN).
9. Mr Sibusiso Majola – in the capacity of Operations Support Coordinator – CS (HO).
10. Mr Bheki Komane – in the capacity of Programme Coordinator – Region C (Mpumalanga).
11. Ms Norma Khanyile - in the capacity of Project Administrator – Region C (KZN).
12. Ms Nomsa Makhado – in the capacity of Receptionist – CS (HO).

We would like to welcome them and wish them all the success in their new roles.



CELEBRATING OUR NEW BUNDLES OF JOY

Gauteng and Region B congratulates the following members of our team on their new bundles of joy:

1. Thabo Molefe and his wife, who welcomed their baby girl, Mohau Molefe, on the 8th of March
2. Itumeleng Mohafa, who gave birth to a baby girl, Bonolo Mohafa, weighing 3.35kg on the 15th of March
3. Lungisa Mapuma and his wife, who welcomed a baby boy



The HDA wishes the following staff happy and memorable birthdays!

HEAD OFFICE	WESTERN CAPE	LIMPOPO	FREE STATE	KZN	
Tulani Mateza Keegan Pillay Lungi Bonga Karishma Busgeeth Lucien Rakgoale	3 May 15 May 15 May 23 May 26 May	Bukiwe Dibela Beverly Pieterse	1 May 25 May	Nkau Lerotholi Malik Kashe	23 May 19 May Teddy Vukeka 6 May

QUOTE OF THE MONTH

“ If you are to free yourselves you must break the chains of oppression yourselves. Only then can we express our dignity, only when we have liberated ourselves can we cooperate with other groups. Any acceptance of humiliation, indignity or insult is acceptance of inferiority. ”

Nomzamo Winifred Zanyiwe Madikizela-Mandela

South African anti-apartheid activist and politician, and the ex-wife of Nelson Mandela. She served as a Member of Parliament from 1994 to 2003, and from 2009 until her death on 2 April 2018