

# PROJECTS IN PICTURES



BOYSTOWN, WESTERN CAPE



BETHELSDORP 100, EASTERN CAPE

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Welcome to our quarterly newsletter of 2021 – updating and informing you, our stakeholders, about our activities and projects. The HDA is a national public development agency that was established by the Housing Development Agency Act of Parliament (Act 23 of 2008) to promote sustainable communities. This, the agency does through making well-located land and buildings available for, and leading and supporting the development of human settlements. For more information on how the HDA is structured, how it works and what services it provides, visit [www.thehda.co.za](http://www.thehda.co.za).

# THE HDA'S REVISED STRATEGY: What It Means For The Future of The HDA



Ms Teboho Sejane, Manager: Strategy & Organisational Performance at the HDA



**There was always the intention that the HDA would develop human settlements from end to end but the fact that the HDA does not have the financial resources to do that directly confines it to being an implementing agent for others.**

**That is the reason we have revised the strategy to enable a concerted effort towards implementing the full mandate of the agency.**



grossly limited over the years due to a variety of constraints, chief of which has been scarcity of funds. In an attempt to overcome these limitations and find a viable way of fulfilling the totality of its mandate, the Agency recently unveiled in its 2021/2022 Strategic Planning session a revised strategy expected to facilitate a new path to becoming Government's developer of choice.

Ms Teboho Sejane, Manager: Strategy & Organisational Performance at the HDA elaborates on some of the nuances of the revised strategy and what it means for the future of the HDA.

In summary, the mandate of the HDA is to develop integrated and sustainable human settlements from end to end.

This requires the HDA to serve as a fully-fledged property development agency performing all the functions of a developer. Those services range from Project Conceptualisation, Planning and Design, Land Acquisition, Project Packaging and Capital Raising on one end of the value chain, to Property Management on the other.

In practise, however, the Agency's ability to fulfil this role in its entirety has been

## What is the main thrust of the revised strategy?

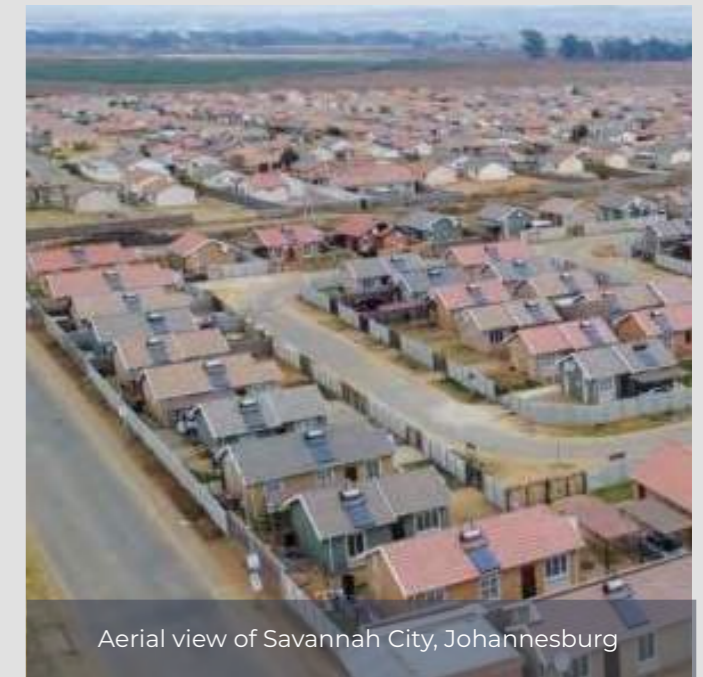
- Transitioning the HDA from the role of Implementing Agent and Facilitator to that of full **Developer**
- **Actualizing** and implementing the **full** mandate of the HDA
- Engaging in Capital Raising efforts that will boost the Agency's balance sheet and enable it to handle projects from **end to end**

"This we intend to do in partnership with the private sector and, for us to be able to do this, we have to have a strong balance sheet. As the HDA, this is the challenge we have now. Our balance sheet is not strong. We cannot, with the resources we have now, finance the development. That constrains us to serving only as an implementing agent," Sejane elaborates.

"The strategy of the HDA comes directly from its mandate. There was always the intention that the HDA would develop human settlements from end to end, but the fact that the HDA does not have the financial resources to do that directly confines it to being an implementing agent for others. That is the reason we have revised the strategy to enable a concerted effort towards implementing the full mandate of the agency in improving the balance sheet of the HDA by entering several fields. We are now implementing projects from end to end," she says.

## Growing into the Developer Role

"Previously, we would only have had projects where we are implementing agents. Now, we have projects in which we are developers. These include Savanna City in Johannesburg South, Sicelo Shiceka in Midvaal, Hartebeesport (expected to yield 2976 units), Elofsport in Tshwane (expected to yield 2207 units) and Enoch Mgijimi in the Eastern Cape."



Aerial view of Savannah City, Johannesburg

## Capital Raising

"Moving forward, we need to look at green fencing of funding, which we need to negotiate so that we have a clear business case for each province by looking at their business plans and agreeing with them which developments we can implement. This would give us access to a portion of the Housing Services Development Grant and enable end to end development projects," Sejane explains.

"Part of the strategy is to ensure that we strengthen our intergovernmental relationships through agreements we sign with municipalities and provinces to ensure that they cannot withdraw easily from agreements and that we are also held accountable for delivery."

## Three objectives to facilitate the fulfilment of the strategy:

- Strengthening intergovernmental relationship instruments
- Ensuring participation in the identification of developments in provinces so that HODs of provinces can agree with the Director General to ringfence development budgets for the HDA
- Looking at options to augment current funding avenues

# THE HDA ACQUIRES ESKOM BUILDING FOR SOCIAL HOUSING

The HDA took a significant step toward the realisation of its vision to provide decent and affordable accommodation in April this year when it received an Eskom building from the Department of Human Settlements, Water and Sanitation (DHS) that will be used for the development of social housing.

Eskom sold the building to the Department of Human Settlements, Water and Sanitation as part of its efforts to raise funds from the disposal of non-core property.

According to the power utility, the sale of the building will help to relieve some of the accommodation pressures faced by residents of the city.

The high-rise office building, which happens to be the tallest building in Kimberley, was previously used by the power utility as a regional office.

“In total, Eskom aims to raise more than R2 billion from the sale of non-core property,” Eskom said in a statement.

Eskom gave the Department of Human Settlements, Water and Sanitation the first right of refusal on all properties with residential potential, in line with government policy.

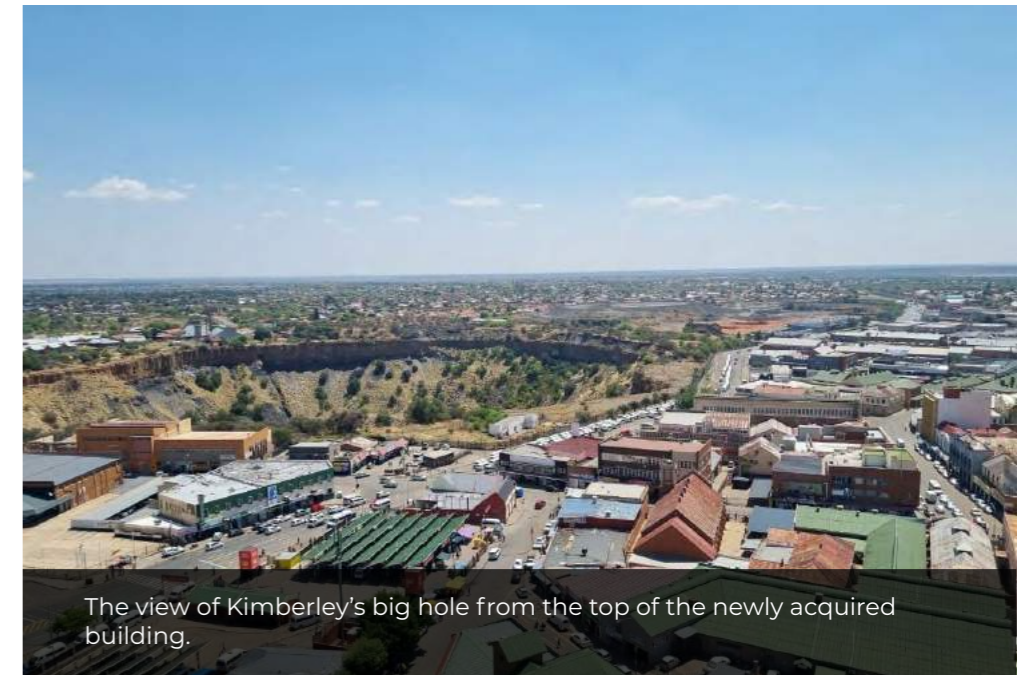
“The department will therefore convert the Kimberley Trust Centre, the tallest building in the Northern Cape city, ... into residential housing units, which will assist the department towards meeting its mandate of providing social housing,” Eskom explained.



The Kimberley Trust Centre, formerly owned by Eskom, that will be repruposed for social housing



Inside the former Eskom building



The view of Kimberley's big hole from the top of the newly acquired building.



## FREE STATE TOILET BUCKET SYSTEM TO BE ERADICATED BY 2022

- **The National Department of Human Settlements says it will eradicate the toilet bucket system in the Free State by March 2022**
- **The Free State has half of all bucket toilets in the country**

The National Department of Human Settlements, Water and Sanitation (NDHS) says it will eradicate the Free State's toilet bucket system as early as next year. Former Minister of the NDHS Lindiwe Sisulu said in July that the bucket system will be eradicated in the Free State by early 2022. According to Statistics South Africa, the Free State, which holds less than 5% of the country's population - has half of all

the bucket toilets in the country. Speaking in Parliament, Sisulu said the backlog in the Free State was because of the procurement of material.

“I was informed that the delay in eradicating the backlog can be attributed to the procurement of materials on national tender and works quotations below R500 000. In addition, cash flow and delivery (transport) challenges experienced by successful bidders delayed delivery of material to sites prior and during the lockdown period.”

Sisulu said that she has appointed the Housing Development Agency (HDA) to help the province because of the backlogs.

She said the department, the HDA, and the Department of Water and Sanitation had signed an Implementation Protocol to facilitate the implementation of the Bucket Eradication Programme within identified areas across the province.



HDA staff member inspects structures inside the former Eskom building

# TEMPORARY RESIDENCE UNITS BUILT IN MASIPHUMELELE

Over 800 temporary housing units have been erected to relieve homeless victims after a fire gutted Masiphumelele informal settlement near Fish Hoek in Cape Town in December 2020.

Remains of destroyed shacks after a fire raged through Masiphumelele, Western Cape

It was only a few days before Christmas last year when a vicious fire raged through Masiphumelele informal settlement in the Western Cape, destroying 1 000 shacks and displacing approximately 6 000 residents. The incident was later declared a national disaster.

In response to the catastrophe, the Minister of Human Settlements assured that the National Department would provide the necessary financial support to the Western Cape Provincial Government to assist the newly homeless with shelter. The Housing Development Agency was then assigned responsibility for constructing temporary housing structures as well as water and sanitation facilities. Over the following weeks, the Agency proceeded to build over 800 temporary structures.

The Minister noted that, although the units are temporary structures, they will restore some measure of dignity and a sense of normalcy to the displaced residents of Masiphumelele.

"The Housing Development Agency and the City of Cape Town have worked tirelessly in implementing what we agreed on in January this year," the Minister said.



Some of the Temporary Residence Units erected in Masiphumelele

She also assured that a wall of remembrance would be built on the field in which four boys died after a sand dune collapsed while they were playing.



**Housing delivery is a non-negotiable and I am expecting a recovery plan that is convincing enough to turn the tide. The performance of the province has to improve with a sense of urgency," Kubayi said.**

Minister of Human Settlements  
Mmamoloko Kubayi

The Minister of Human Settlements, Mmamoloko Kubayi, has underlined the need for an urgent turn-around strategy that will improve performance and enable the timeous execution of housing delivery targets in the province of Limpopo. She said this during a ministerial visit to the province that was intended to assess ongoing human settlements delivery.

In response to the issues observed, the Provincial and National Department of Human Settlements has now established an intervention team to respond to the province's challenges. The intervention team, comprised of senior officials from the two spheres of government, has been given the urgent task to complete a recovery plan for Limpopo.

## MINISTER CALLS FOR TURNAROUND STRATEGY TO MEET LIMPOPO HOUSING DELIVERY TARGETS

"There must be a coordinated approach between ourselves and local government. This is critical to ensure that the impact of our work is felt. We can't build houses where there is no infrastructure."

To ensure that contractors deliver on their contractual obligations, Kubayi warned that "buddy-buddy" relationships between officials and contractors needed to come to an end.

"If a contractor is not performing, the contract must be terminated. All people expect from us is to deliver services, nothing more, nothing else," the Minister said.

She highlighted non-negotiables such as the prioritisation of housing delivery for military veterans and mentioned the need to ensure that 40% of workers and subcontractors are women and youth. The Minister commended the Limpopo provincial department for ensuring that women and youth are at the centre of human

settlements delivery. The provincial department was allocated a R877.1 million budget for the 2021/2022 financial year, which included an allocation for the upgrading of informal settlements in mining towns.

Limpopo MEC of Cooperative Governance, Human Settlements, Basikopo Makamu acknowledged that there had been challenges in previous years with the spending of the allocated budget, resulting in its reallocation to other provinces.

He said the ministerial visit had helped to illuminate lasting solutions these challenges.

"Limpopo province remains committed to addressing spatial patterns to enable communities to live closer to economic activities. Accordingly, the province has delivered over 200 000 housing opportunities since 1994," the MEC said.

## MINISTER KUBAYI CALLS FOR AUDIT OF UNFINISHED PROJECTS ACROSS THE COUNTRY

In an ongoing effort to rapidly respond to service delivery needs, Minister of Human Settlements, Mmamoloko Kubayi, has called for the urgent identification and quantification of all unfinished and blocked projects across the country.

In a speech addressing the issue, the Minister said, "We need to quantify all unfinished housing projects and reprioritise them. The recent visits to provinces have so far made it clear to me that we need to act with much urgency to address the housing needs in our communities."

"We are rolling up our sleeves and getting our hands dirty to make sure that all spheres of government work together to

speed up service delivery using the limited resources available at our disposal. We have no choice but to do and achieve more with less; every cent counts," said Minister Kubayi.

Once the audit of the blocked and unfinished projects is concluded, the Minister will work with affected MECs to ensure the speedy conclusion of projects and the handing over of units to qualifying beneficiaries across the country.

The Minister's response came after several visits from province to province that were intended to assess housing delivery highlighted a number of blockages and delays in the housing supply chain.

These obstacles then led to indigents being denied the opportunity of decent shelter.

The Minister highlighted that those contracted to build houses have a duty to deliver good quality housing, on-time and within the allocated budget.

The Minister made these comments on the fourth-leg of her provincial visits after completing tours to KwaZulu-Natal, Gauteng and the Eastern Cape.

On her first day in Mangaung in the Free State, Minister Kubayi received reports on currently ongoing human settlements projects in the province and noted the progress of the department in providing decent shelter to qualifying beneficiaries.

The Minister also visited a project at Caleb Motshabi where water and sanitation infrastructure is currently being rolled out to pave the way for the establishment of a formal settlement.



Mavayedwa Caphukela sits outside the shell of her unfinished RDP house in Gabazi Village, Qumbu, in the Eastern Cape.

**South Africa has about 3605 informal settlements; 161 of these are in the Free State Province and 47 in Mangaung Metro. The Department of Human Settlements has set aside R10 billion over the next three years for the incremental upgrading of informal settlements.**



## HOW TO START YOUR OWN VEGETABLE GARDEN

**There are many reasons why starting your own vegetable garden is a good idea:**

- You can enjoy your own fresh, vegetables.
- You can save money.
- It's a project the whole family can be involved in!

**Whatever your reason, there are a few basic guidelines to follow when starting your own vegetable garden.**

### DECIDE WHERE YOU ARE GOING TO POSITION YOUR GARDEN.

Gardens need plenty of sunlight, preferably five to eight hours per day, so avoid shady areas. Vegetable gardens also need plenty of water so you need to make sure there is a water source close by. Avoid areas exposed to too much wind.

### PREPARE YOUR SOIL

It's important to prepare your soil and pack it full of nutrients! Dig out about 25cm of soil and put it aside (this is your topsoil), then dig out another 25cm of soil and keep it in a separate, second pile. Now, fill in the hole with organic material - such as manure, dry leaves or cut grass and water it. Once that is done, you can replace the second batch of soil over the organic layer, then put the topsoil on top. To add more nutrients to the soil and feed your plants, top the soil with a thick layer of compost then rake it all neatly. That's the soil done!

### WHAT TO PLANT?

With the soil prepared, you now need to decide what you will plant. You can plant whatever you like, as long as you make

sure you plant it in the right season or else it will not take. Find out as much as you can on the veggie you want to plant and when is the best time of the year for it. You can try planting easy-growing plants, such as green beans, carrots, tomatoes, bell peppers, peas and onions.

### WATERING YOUR VEGGIE GARDEN

Try to give your garden a good watering at least twice a week, or even three times a week if the weather has been extremely hot or if your soil is overly dry. If your plants wilt, you may need to water them more often. Just be sure not to over-water them!

### FEED YOUR PLANTS

You can easily make your own organic fertiliser at home. All you need is a plastic bag filled with manure. Fill an old dustbin or bucket with water, then place the bag in the water to soak and stew for about two weeks. After the two weeks, take the bag out of the water and store the fluid in the dustbin. When you need to fertilise your plants, use some of this fluid diluted with some water. It's that simple!

**Duncan Village Informal Settlement in the Eastern Cape is on the fast track to redevelopment with the new addition of previously unavailable amenities such as outdoor toilet structures, street lighting and paved roads.**

Reconstruction of the historic township in the Buffalo City Metropolitan area began after a memorandum of understanding was signed in February by Human Settlements, Water and Sanitation Deputy Minister Pam Tshwete, MEC for Human Settlements Nonkqubela Pieters and Buffalo City Metro executive mayor Xola Pakati. Since then, about 20 000 families have been relocated to temporary housing. As the Programme Manager, the HDA is responsible for the oversight of the project, aiming to build 5500 units at a cost of R220 million within the project's first phase. The Agency's role



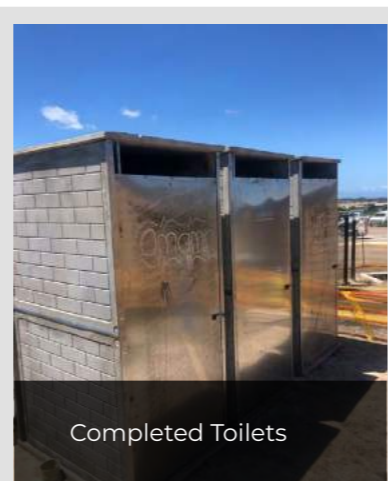
Aerial view of Duncan Village Phase One at night

includes overseeing the implementation of the entire project and ensuring that all bottlenecks that might impede service delivery are unblocked.

## DUNCAN VILLAGE PHASE ONE TAKES SHAPE



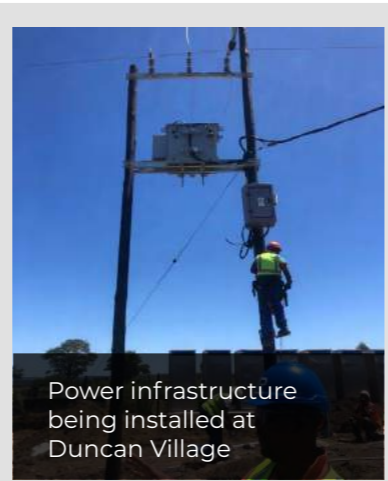
Toilet structures at Duncan Village



Completed Toilets



Aerial view of Duncan Village Phase One



Power infrastructure being installed at Duncan Village

## BENEFICIARY TESTIMONY: A NEW HOME FOR THE MOLA FAMILY

**Lilly Mola, the daughter of a beneficiary of the National Department of Human Settlements Housing Programme expresses her joy on moving to their new ground floor apartment in Bendor Extension 100 in Polokwane, Limpopo.**



Lilly Mola, Bendor Extension 100 Resident

Lilly previously lived with her mother and siblings in a flat in Flora Park before her mother was approved for a new home.

“We have close shops like Cycad and Mall of the North, which are close and good malls. The place is quite friendly and we quite enjoy it. It's quiet and good to live in,” says Lilly.

Bendor Ext 100 is a suburb situated within the Polokwane Local Municipality that was chosen for its access to urban and socio-economic amenities, including places of employment. The development

is aimed at complementing its surrounding area, being sustainable and, most importantly, creating social cohesion. Now in its sixth year since launch in 2015, it is currently at an advanced stage of development. To date, the HDA has facilitated the installation of services and the appointment of contractors to undertake construction on the site.

“They are very nice apartments. Inside it's big enough for a family of five. There are different apartments - 3 bedroom apartments and 2 bedroom apartments. I stay in a 2-bedroom apartment with my mom and siblings.



Street view of Bendor Extension 100 in Polokwane, Limpopo