

HDA INSIDER

Quarterly Magazine | Issue 1

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SCAN ME



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About the HDA

The Housing Development Agency (HDA) is a national public sector development Agency that *inter alia* has the mandate to identify, acquire, prepare, and develop suitable land for human settlements. The Agency also undertakes the program and project management for the development of housing and human settlements.

The HDA carries out its functions in partnership with a range of stakeholders including national, provincial, and local government and municipalities, as well as with communities, developers, and financiers.

Established in 2009, the Agency was established by an Act of Parliament in 2008 and is accountable through its Board to the Minister of Human Settlements.

For more information about the HDA, please visit our **website: www.thehda.co.za**.

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OUR VISION

The public sector developer of choice providing integrated, sustainable human settlements and security of tenure.

OUR MISSION

Accelerated delivery of spatially transformed integrated and sustainable human settlements.

Providing security of tenure and asset wealth.

Transforming Human Settlements sector to be inclusive of the country's demographic profile with a special focus on the marginalised sectors of women, youth and persons with disabilities.

OUR VALUES

Performance-oriented, Excellence, Accountability, Teamwork, Integrity

Welcome to our quarterly magazine 2025/2026 – The HDA Insider – your go-to for HDA news, updating and informing you, our stakeholders, about our activities and projects.

CHIEF EDITOR'S NOTE



Dear Readers,

It is with great pride and scholarly intent that I present the inaugural edition of the HDA Insider, a quarterly publication, dedicated to documenting the institutional evolution and strategic direction of the Housing Development Agency (HDA). This publication marks the beginning of a formalised space for reflection, knowledge-sharing, and intellectual engagement on the Agency's developmental mandate.

This edition emerges at a critical juncture in the Organisation's transformation journey. Under the visionary leadership of our Chief Executive Officer, Mr. Bheki Khenisa, the HDA has embarked on a deliberate and strategic process of institutional renewal. Central to this transformation is a clearly articulated framework grounded in six core pillars: Mandate, Governance, Sustainability, Perception Management, People and Structure, and Process and Systems. Each of these pillars serves as a foundational axis upon which the Agency's reform agenda is structured.

These pillars are not abstract ideals they are active instruments of change that inform operational decisions, institutional culture, stakeholder engagement, and service delivery models. Through this edition, readers will gain insight into how these pillars are being integrated across the organisation to enhance strategic coherence, institutional accountability, and developmental impact.

In the sections that follow, contributors from across the HDA reflect on key milestones, explore innovative practices, and examine the alignment of our activities with broader national and sectoral development priorities. These narratives are not only a testament to what has been achieved but also an invitation to think critically about what remains to be done.

The production of this edition represents a collective effort marked by rigour, introspection, and collaboration. I would like to express my gratitude to our editorial team and to all contributors whose voices have shaped the content of this publication. Their analytical contributions offer a multidimensional perspective on our work and reinforce our commitment to excellence in public service.

To our diverse readership, including policy makers, practitioners, scholars, partners, and stakeholders we offer this publication as both a resource and a platform for ongoing engagement. It is our intention that HDA Insider will not only capture our institutional progress but also stimulate dialogue and innovation in the human settlements development sector.

As we launch this first issue, we do so with a deepened sense of purpose. The HDA Insider affirms our belief that effective transformation is both measurable and meaningful and that sustainable change begins with clarity of vision, shared understanding, and intentional communication.

Ms. Naledi Kgatla
Head: Corporate Support

EDITOR'S NOTE



Dear Readers,

Welcome to the first edition of HDA Insider! It is truly a privilege to introduce this magazine, a space where transparency, partnership, and community empowerment take center stage. Inspired by the Housing Development Agency's core mission, our goal with the HDA Insider is to bring you closer to our work. Expect candid stories, insightful progress reports, and behind-the-scenes perspectives that reflect our commitment to sustainable human settlements.

The name HDA Insider is both intentional and meaningful. "HDA" represents our organisation and "Insider" reflects our aim to offer readers a closer, more informed view into the work we do. This publication is designed to provide stakeholders with transparent, timely, and insightful content bringing you into the heart of our organisation, our progress, partnerships and sister entities.

At the HDA, we firmly believe that informed communities are empowered communities. As we strive toward sustainable human settlements and inclusive development, communication plays a critical role. The HDA Insider is not simply about showcasing achievements; it is about building understanding, fostering dialogue, and strengthening accountability in our shared mission.

We are also proud to complement this publication with a growing digital presence, designed to keep stakeholders informed in real time. Our website and social media platforms offer ongoing updates, interactive content, and opportunities to engage with our work. We encourage you to use these platforms to stay abreast of the developments, share insights, and connect with us directly. Your feedback, questions, and perspectives are invaluable as we continue to build a transparent and responsive organisation.

Among the many projects we are proud to highlight is the asbestos roof replacement initiative, a clear example of development in action. By removing hazardous materials and improving the safety of homes, we are restoring dignity, security, and well-being to countless families. Projects like this exemplify our people-centered approach and our focus on creating long-term impact.

As we move forward, let us remain encouraged by the progress we have achieved, while staying focused on the work that lies ahead. South Africa's housing development challenges are complex but together, through shared knowledge and united effort, we can continue to make meaningful changes.

In this first issue of HDA Insider, we are pleased to share stories of transformation, progress, and collaboration. We hope it serves as both a source of information and inspiration, as we continue working together to create a more resilient and equitable South Africa.

I would like to extend my sincere gratitude to the editorial team, contributors, and all our partners whose hard work has made this publication possible. Your dedication ensures that HDA Insider will be a valuable tool in advancing our mission.

Ms. Nondu Mhlungu
Marketing & Communications

A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

Shaping the future of sustainable human settlements



Guided by our Turnaround Strategy which is explained in more detail in the next article, and is anchored in Six Strategic Pillars – we repositioned the Agency for greater accountability, agility, and impact.

Operating under the policy and legislative guidance of the honourable minister of Human Settlements, the HDA Board and the Executive, the HDA continues to play a pivotal role in land acquisition, planning, and development for integrated human settlements.

While we celebrate our progress, we remain mindful of areas where challenges persist. In Programme 2: Land Management and PDAs, external constraints – including municipal tribunal delays and funding limitations – have affected delivery. However, we remain committed to working with our partners to overcome these hurdles and continue delivering on our mandate.

Dear Stakeholders,

As we reflect on recent months, the HDA continues to evolve into a more agile and impactful organisation, steadfast in its mandate to support the delivery of sustainable human settlements across the country.

The HDA has been thriving with much activity as we closed off the 2024/2025 financial year. Over the last quarter, the Agency continued to strengthen its capacity, enhance operational efficiencies, and deepen its impact in communities across the country. These strides are a direct result of the collective efforts of our dedicated teams, strategic partners, and the unwavering support from our governance structures.

A number of milestones stand out as highlights of our recent work. From a governance and performance standpoint, the Agency has also reached key benchmarks. We have become a more stabilised organisation, as in the previous financial year (2023/2024) **we received an unqualified audit opinion and successfully achieved 91% of our predetermined targets** – an impressive increase from 74% in the year prior. This achievement is a testament to our ongoing recovery and stabilisation journey, which began in 2022/23 and continues to bear fruit.

Financially, the Agency has upheld its commitment to prudent management and sustainability. We are in stable cash position, we have strengthened revenue recovery, enforced cost-containment measures, and remained fully compliant with the HDA Act, the PFMA, and National Treasury regulations. These efforts reinforced the Agency's financial integrity and affirmed our position as a going concern.

We have completed our annual performance plans and strategic plans. These plans align with our strategic objectives and the broader priorities of the Government of National Unity (GNU), the White Paper on Human Settlements, ensuring meaningful progress in addressing South Africa's housing challenges. Our primary focus remains supporting provinces and municipalities in delivering affordable housing opportunities.

As we transition into a fully-fledged public sector developer, we are committed to enhancing our technical expertise, project packaging, and project management capabilities. Leveraging the HDA's land portfolio, we will unlock well-located developments that drive inclusion, create economic opportunities, and promote integrated, sustainable development.

Our teams will prioritise effective project packaging, ensuring developments are structured, financially

viable, and ready for implementation. This includes conducting thorough feasibility assessments, securing necessary development approvals, and aligning projects with available funding sources and stakeholder commitments. We will also intensify our engagement with government, the private sector, and civil society to accelerate project execution.

We remain committed to fulfilling our full mandate as a public sector developer.

In the 2025 – 2026 financial year, we will focus on:

- Accelerating land assembly for integrated human settlements.
- Supporting informal settlement upgrading to improve living conditions.
- Strengthening partnerships with public and private stakeholders to ensure sustainable housing delivery.
- Driving transformation.
- Modernising ICT systems.

Read more about these plans in our APP (www.thehda.co.za) – which is available on our website. These plans serve as key instruments in our pursuit of sustainable, inclusive, and dignified human settlements for all South Africans. The plans align with the Government of National Unity's strategic priorities, the Medium-Term Strategic Framework (MTSF) 2025–2030, and the White Paper on Human Settlements (2024), which outlines our renewed vision for housing delivery and spatial transformation.

Acknowledgements

I extend my sincere gratitude to:

- The Honourable Thembi Simelane, Minister of Human Settlements, for her steadfast support and guidance in advancing our shared vision of equitable and sustainable housing for all South Africans.
- Hosi P. Ngove, Chairperson of the HDA Board, for his visionary leadership and unwavering commitment to the Agency's mission.
- The HDA Board Members, for their strategic oversight and invaluable contributions to the Agency's growth and success
- The HDA Executive Committee, whose dedication and expertise drive our strategic initiatives and operational excellence.

The Employees of the HDA for the unwavering dedication, professionalism, and commitment to excellence have not gone unnoticed. Whether working behind the scenes or on the front lines, each of you plays a vital role in advancing our mission and serving the public. As we look ahead, I remain confident in our direction and inspired by the people, both within and beyond the HDA, who make our work possible. Together, we will continue to build on our momentum, uphold our values, and deliver sustainable human settlements that reflect the aspirations of all South Africans.

Together, we will break new ground and build communities of dignity and opportunity for all, "Go kgona ke go tshwaraganelwa!" "Izandla ziyagezana!" "Maṅwe a la ʒoḁana!" (Success comes through working together.)

Mr. Bheki Khemisa
Chief Executive Officer

STRENGTHENING GOVERNANCE AND ACCOUNTABILITY: THE HDA BOARD INDUCTION JOURNEY

In a pivotal move to enhance governance and operational efficiency, the HDA recently engaged in comprehensive induction for its newly appointed board members. This initiative involved strategic engagements with the Hon. Minister of Human Settlements, Ms. Thembi Simelane; the Director-General of Human Settlements, Dr Alec Moemi, and the HDA Executive Committee – highlighting a unified commitment to advancing South Africa's human settlements objectives.

Board's Inauguration by Minister: Charting a new course



Ms. Thembi Simelane
Minister of Human Settlements

Director-General's perspective: Operational excellence



Dr. Alec Moemi
Director General

On 21 February 2025, the Minister of Human Settlements convened a pivotal induction session at the Protea Hotel, OR Tambo International Airport, which served as an inauguration for human settlements entities' boards and councils. This event assembled board members from all six entities of the Department of Human Settlements and marked a significant step in aligning the Agency's leadership with South Africa's national housing objectives.

The induction commenced with an address by Hon. Minister Simelane, who emphasised the HDA's critical role in delivering sustainable human settlements. The Minister underscored the importance of robust leadership and accountability. She reiterated the Agency's mandate to expedite service delivery, particularly in urban areas by revitalising inner cities.

At an induction session with the Director-General, Dr. Alec Moemi, he provided insights into the operational expectations for the HDA. Drawing from his extensive experience in public administration, Dr. Moemi emphasised the necessity for the Agency to align its strategic objectives with national housing policies. He highlighted the importance of intergovernmental collaboration and efficient resource utilisation to achieve tangible outcomes in housing development.

MEET OUR NEWLY INAUGURATED BOARD MEMBERS



Hosi P Ngove (Chairperson)

Appointed in June 2023 (reappointed in January 2025), Hosi Ngove serves as the Chairperson of the HDA Board. He is also the Chairperson of the Limpopo Provincial House of Traditional Leaders and a doctoral candidate in Law at the University of the Western Cape.

His research focuses on traditional leadership and human rights in South Africa. Under his leadership, the HDA has achieved significant improvements in governance and performance, including consecutive unqualified audit opinions.



Ms N Baai (Deputy Chairperson)

Appointed in February 2025, Ms N Baai brings a wealth of experience in local government administration and stakeholder engagement. She has served in various strategic roles within municipal development and intergovernmental relations, contributing to sustainable human settlements planning across South Africa.

Ms. Baai is known for her commitment to inclusive development and institutional reform, making her a valuable asset to the Agency's vision for integrated and sustainable human settlements.



Ms N Maharaj (Board Member)

Appointed in June 2023 (reappointed in January 2025), Ms. Maharaj is a practicing attorney with extensive experience in auditing, accounting for public entities, forensic investigation, and corporate governance. She contributes her expertise in legal and governance matters to support the Agency's mandate.

Ms. Maharaj has served on various statutory boards and councils, including the National Advisory Council on Innovation (NACI). Her sharp legal acumen and ethical leadership strengthen the HDA Board's ability to uphold fiduciary duties and compliance with governance frameworks.



Dr. M Myeza (Board Member)

Appointed in February 2025, Dr. Msizi Myeza is a renowned town planner and infrastructure strategist, currently serving as Chief Executive Officer of the Council for the Built Environment (CBE). He holds a PhD in Town and Regional Planning and brings over 20 years of experience in spatial planning, infrastructure development, and built environment regulation.

As a board member, Dr. Myeza provides visionary insight into spatial transformation and sustainable development aligned with South Africa's National Development Plan.



Mr V Rabothata (Board Member)

Appointed in June 2023 (reappointed in January 2025), Mr. Vincent Rabothata is a public administration specialist with an extensive background in housing and urban development. He has held leadership roles in both local government and national entities, contributing to integrated planning, project implementation, and community development.

His knowledge of housing delivery systems and grassroots mobilisation makes him an influential voice on the HDA Board, particularly on matters relating to informal settlements and township development.



Mr. M P Sebatjana

Appointed to the HDA Board on 1 August 2025, is a former municipal accounting officer with over seven years' experience in strategic and economic policy. He has held senior roles at the Limpopo Agribusiness Development Corporation and LEDA, and holds financial management qualifications from the University of Pretoria and Wits.

A seasoned political activist and former elected representative, he brings extensive governance and leadership expertise to the Board.

MEET OUR EXCO



Mr. Bheki Khenisa
Chief Executive Officer



Ms. Joy Masemola
Chief Financial Officer



Mr. Phumlani Mbulawa
Executive Manager:
Office of The CEO



Ms. Vinolia Mashiane
Chief Investment Officer



Ms. Naledi Kgatla
Head: Corporate
Support



Ms. Benzi Mahlangu
Chief Technology &
Information Officer



Ms. Fhulu Nemukula
Acting Chief Audit
Executive



Mr. Lucian Rakgoale
Head: Land



Ms. Teboho Sejane
Acting Head: SPPC



VACANT
Regional Manager:
Region A



Mr. Malose Lamola
Regional Manager:
Region B



Mr. Bosco Khoza
Regional Manager:
Region C

INSIDE THE TURNAROUND: THE HDA'S JOURNEY OF RENEWAL

In the last quarter of the 2024 – 2025 the HDA emerged as an organisation that is stable and successfully navigated the path to recovery. Over the past two years, the HDA embarked on an ambitious and necessary journey of organisational renewal. From stabilising its internal operations to improving service delivery and stakeholder confidence, the Agency has transitioned from a period of uncertainty into one of focused transformation and measurable progress.

At the heart of this shift lies the six-pillar turnaround strategy, which has become the foundation for a stronger, more resilient HDA – an Agency that delivers on its mandate to drive land acquisition, planning, and development for human settlements across South Africa.

In this article, we take a closer look at the six pillars that are shaping the HDA's new chapter, and the key milestones achieved along the way.



Realigning to fulfill the full mandate of the HDA

The first pillar focuses on re-aligning the Agency with its legislative and policy mandate under the guidance of the Minister of Human Settlements, the Board and the newly appointed HDA Executive. This means more than acquiring land and project/programme management – it means leading the entire value chain; from planning and packaging to rezoning and development implementation.

This expanded support for delivering emergency housing, title deeds, and serviced sites. While external constraints remain, particularly in land rezoning and tribunal backlogs, the Agency's role in shaping sustainable human settlements has never been more clearly defined – and more effectively executed. In the last quarter of the 2024/2025 financial year, we engaged in several focus groups on Brand Persona and Employee Value Proposition in order to ensure that internally there is a strong synergy on the implementation of our mandate.



Strengthening governance and compliance

After years of instability, a key focus has been restoring confidence through robust governance and compliance. This includes reinforcing internal controls, aligning with the Public Finance Management Act (PFMA), and ensuring transparency in decision-making.

The results speak for themselves: the HDA has secured an unqualified audit opinion for the second consecutive year, demonstrating a renewed culture of accountability and operational excellence.



Enhancing Financial Sustainability

Turning around the Agency's financial health was not just about cutting costs – it was about building a smarter, more agile financial system. Over the 2023/24 financial year, the HDA implemented strict cost containment measures, improved revenue recovery, and achieved a reported R89.7 million surplus before provincial support.

This prudent financial management created a more stable foundation for long-term sustainability and allowed the HDA to remain a going concern with confidence.



Aligning People and Structure to Systems and Processes

Transformation is not only about systems – it's about people. The HDA has undergone internal restructuring to ensure that staff roles, skills, and performance are aligned with the Agency's evolving strategy.

Training and capacity-building initiatives are being rolled out to support staff development, while newly formed platforms like the HDA Men's Forum and the celebration of International Women's Month and the HDA Wellness events reflect a renewed focus on inclusion, empowerment, and internal cohesion. These initiatives are more than symbolic; they reflect our deep commitment to empowerment, diversity, and collaborative leadership at every level of the organisation.



Embedding System and Process Integration

Operational efficiency has been a key lever of the turnaround. From digitising project tracking to improving procurement workflows and financial reporting, the HDA invested in building integrated systems that promote agility and accuracy.

Weekly steering committee meetings and monitoring tools have enabled faster decision-making, earlier problem detection, and tighter performance oversight across projects.



Improving Public Perception and Stakeholder Engagement

An Agency is only as strong as the trust it earns. The sixth pillar of the turnaround strategy focuses on improving public and stakeholder perception of the HDA through transparent communication, service delivery, and collaborative partnerships. Whether through stronger media engagement, intergovernmental relations, enhanced reporting, or more visible project implementation on the ground, the HDA is demonstrating that it is serious about restoring public trust and positioning itself as a key enabler in the human settlements ecosystem.

While much has been achieved, the turnaround is not an event – it is a continuous process of improvement. The HDA is committed to staying the course, learning from challenges, and building on current momentum to scale impact.

As South Africa continues to grapple with urbanisation, spatial inequality, and housing demand, the HDA's renewal offers hope – and a blueprint – for how a public entity can recover, reinvent, and deliver.

HDA'S EXECUTIVE OF STRATEGY EMBARKS ON ONE-YEAR SECONDMENT TO CoGTA

The HDA announced that Mr. Neville Chainee, the Executive Head - Strategy, Programme Planning and Coordination, will be embarking on a One-Year Secondment to the Department of Co-operative Governance and Traditional Affairs (CoGTA). This strategic move aims to strengthen the partnership between the HDA and CoGTA, leveraging Neville's expertise to support the Department's strategic objectives.

In his role at the HDA, Neville is responsible for developing and implementing organisational strategy to achieve the Agency's mandate. As an executive, Neville plays a crucial role in shaping the Agency's strategic vision and leadership. He has been instrumental in driving the HDA's strategic initiatives, fostering collaboration with stakeholders, and promoting innovative solutions to address South Africa's housing needs.

"We are excited about this opportunity for Neville to share his expertise with CoGTA and contribute to the department's success",

said Mr. Bheki Khenisa, CEO of the HDA. "We look forward to his return and the valuable insights he will bring back to the HDA.

Neville's secondment is a testament to the HDA's commitment to collaboration and knowledge-sharing. During his time at CoGTA, he will work closely with the department's team to drive strategic initiatives and support the development of sustainable communities.



On Picture - Mr. Zola Peter: HR Manager & Strategic Interventions with Mr. Neville Chainee Head: SPPC



On Picture - Mr. Bheki Khenisa: CEO with Mr. Neville Chainee Head: SPPC



[On Picture - Back] Ms. Joy Masemola, Mr. Barnie Ntlou, Dr. Gloria Msiza, Ms. Fhulufhedzani Nemukula, Ms. Naledi Kgatla and Mr. Lucien Rakgoale

[On Picture - Front] Mr. Bheki Khenisa, Mr. Neville Chainee

EXECUTIVE COMMITTEE BRIEFING TO THE HDA BOARD



[On Picture - Left to Right] Ms. Joy Masemola, Mr. Bosco Khoza, Ms. Naledi Kgatla, Dr. Gloria Msiza, Mr. Johan Minnie, Ms. Benzi Mahlangu, Ms. Fhulu Nemukula and Mr. Lucien Rakgoale

The HDA held a comprehensive board induction programme that included an engaging session with the Executive Committee. The session aimed to align the Board's oversight role with the Agency's strategic direction, placing emphasis on internal governance, performance management, and a firm commitment to transparency and accountability.

Mr. Johan Minnie, retires after dedicated service at the HDA

The HDA bids farewell to Mr Johan Minnie whose time as Chief Information Officer and EXCO Member brought us smoother systems, smarter solutions, and more than a few laughs along the way!



Mr. Johan Minnie and CEO: Mr. Bheki Khenisa



Mr. Johan Minnie and his successor (Chief Technology & Information Officer) Ms. Benzi Mahlangu

DELIVERING SERVICED STANDS FOR SECURE HOUSING AND EMPOWERMENT: A HISTORIC LANDMARK FOR GAUTENG



The Chief Executive Officer of the HDA Mr. Bheki Khenisa accompanied by Mr Lucien Rakgoale at the Rapid Land Release Programme.

Ekurhuleni, Gauteng – A significant milestone in addressing South Africa's housing challenges was reached on 13 March 2025, when over **2000 fully serviced stands were officially handed over to qualifying beneficiaries under the Ikageleng Rapid Land Release Programme. This landmark initiative – spearheaded by the HDA** in partnership with the Gauteng Provincial Government and the City of Ekurhuleni – marks a major step forward in empowering communities through land ownership and self-built housing.

The handover ceremony, led by Gauteng Premier Panyaza Lesufi, took place in the heart of Chris Hani, Ekurhuleni. Premier Panyaza Lesufi, joined by MEC for Human Settlements Tasneem Motara, celebrated the occasion as a victory for everyday South Africans, particularly those in the **"gap market"** – individuals who earn too much to qualify for government subsidies but too little to access traditional home loans.

"Providing serviced stands and quality housing is not just about shelter – it is about restoring dignity, creating stability, and opening doors to economic participation," alluded Premier Lesufi.

"I commend the HDA for their unwavering commitment to making this vision a reality."

MEC Motara echoed these sentiments, highlighting the power of collaboration in tackling systemic housing issues. **"The partnership between the Gauteng Department of Human Settlements, the HDA, and the City of Ekurhuleni is a model of what effective governance looks like,"** she said. "Together, we are accelerating land release and housing development to meet the needs of our people."

Empowering the gap market

The Ikageleng Rapid Land Release Programme is a flagship initiative targeting individuals earning between R3,501 and R7,000 per month – such as security guards, petrol attendants, shop tellers, and clerks – who often fall through the cracks of the housing market. The programme provides fully serviced stands, complete with internal civil infrastructure, including roads, sewer systems, stormwater drainage, water supply, and electrical reticulation, enabling beneficiaries to build homes at their own pace and within their means.

The current rollout includes stands in Chris Hani Extensions 4 to 7, where street lighting and other essential services have been completed to

ensure safety and livability. The result is a solid foundation for sustainable human settlements and community development.

Driving local economic growth

Beyond providing access to land and housing, the programme is delivering meaningful economic impact in Etwatwa and surrounding areas. The development process has created jobs for local contractors, artisans, and labourers, while small businesses—including those in the construction, building materials, and retail sectors—are benefitting from increased demand.

“This project demonstrates the true potential of inclusive development,” said Mr. Lucien Rakgoale, HDA’s Head of Land. “By working together with government, communities, and private partners, we’re enabling families to not only build homes, but build wealth.”

HDA CEO Bheki Khenisa also extended appreciation to all stakeholders involved. “This initiative is a testament to what can be achieved through collective effort. We’re proud to contribute to a programme that delivers both immediate and long-term benefits to the community,” he said.

Land ownership as a catalyst for change

For beneficiaries, the value of the initiative goes far beyond bricks and mortar. Owning a stand means gaining legal title, securing tenure, and laying the groundwork for intergenerational wealth. It represents freedom from uncertainty

and an opportunity to invest in a future shaped by self-determination.

“We waited for years for this chance,” shared one beneficiary. “Now we can finally build a home for our children, with pride and peace of mind.”

A broader vision for human settlements

As an implementing Agency of the Department of Human Settlements, the HDA plays a pivotal role in land assembly and development, supporting municipalities across the country in unlocking well-located land for housing. Its work aligns with broader government efforts to promote inclusive urban development and reduce spatial inequality.

With the continued support of provincial and municipal partners, the Ikageleng Rapid Land Release Programme is poised to transform lives—not only by providing access to land and housing, but by fostering resilient, economically active communities.

The HDA and the Gauteng Provincial Government remain committed to expanding this initiative, ensuring that all South Africans, regardless of income, have access to the stability, dignity, and opportunity that come with home ownership.

OVER 2000+

**SERVICE STANDS
HANDED OVER**

Did You Know?

The HDA has identified over **68,000** hectares of land for human settlements, with **13,500+** hectares submitted for release helping create sustainable, well-located communities across South Africa.



DRIVING SAFER HOUSING SOLUTIONS THROUGH EMERGENCY HOUSING PROGRAMME: ASBESTOS ROOF REPLACEMENT



Worker in full protective gear carefully removing an old asbestos roofing panel.

The HDA marked another milestone in its commitment to safer, healthier communities by spearheading an asbestos roof replacement initiative in Polokwane. This significant project involved a benchmarking exercise conducted by the HDA Free State team, who joined forces with the HDA Limpopo Office to exchange best practices and insights on asbestos roof replacement strategies.

The Limpopo Office has established itself as a national leader in this critical initiative, setting the benchmark for asbestos roof replacement projects. This achievement is particularly noteworthy given the health risks posed by asbestos, a once-popular roofing material that was banned in South Africa in 2008 due to its severe health hazards.

Expanding the impact

Following the benchmarking exercise, the HDA is preparing to extend its expertise to assist the Free State Province in implementing asbestos roof replacement programs. By leveraging its success in Limpopo, the HDA aims to replicate its streamlined processes, ensuring safe and effective removal and replacement procedures that align with government regulations and public health standards.

This initiative reflects the HDA's dedication to enhancing the quality of life for vulnerable communities by addressing historical housing challenges. Through proactive interventions such as this, the Agency continues to demonstrate its commitment to sustainable and secure housing solutions.

Delivering results in phases

In partnership with Limpopo COGHSTA, the HDA has made significant progress in improving public safety through asbestos roof replacement. The initiative's First Phase saw the successful replacement of asbestos roofs for **1,500 homeowners in Polokwane. Beneficiaries now enjoy safer living conditions with improved roofing materials that ensure better insulation, durability, and overall comfort.**



The HDA Limpopo Office officials on site meeting with the appointed contractor for the ongoing removal of asbestos roofing.



The HDA Limpopo office officials on site having a meeting with the appointed contractor for the ongoing removal of asbestos roofing.



Worker in full protective gear carefully removing an old asbestos roofing panel.

The Second Phase is currently underway, with **625** out of **800 roofs** already replaced. The chosen roofing material – Inverted Box Rib (IBR) sheeting – is known for its strength, cost-effectiveness, and resistance to severe weather conditions. Furthermore, the IBR sheeting fully complies with SANS **10 400 building standards**, ensuring that every home is structurally sound and meets national safety requirements.

A commitment to safer, stronger communities the HDA's asbestos roof replacement program not only enhances the structural integrity of homes but also aligns with the Organisation's mission to improve public health and safety. By prioritising transparency, community engagement, and effective project management, the HDA continues to strengthen trust and collaboration with residents and stakeholders alike. As the project expands into the Free State and other provinces, the HDA remains steadfast in its dedication to transforming the housing landscape, improving living conditions, and building a future where every family has access to safe, dignified housing.

The asbestos roof replacement initiative is a powerful reminder that sustainable change is achieved through teamwork, innovation, and a shared vision for a healthier, safer society.

Did You Know?

The HDA supports provinces and municipalities by acting as an implementing agent—bringing technical expertise and project management to drive complex housing developments.

A RENEWED FOCUS ON INCLUSION, EMPOWERMENT, AND INTERNAL COHESION

Wellness Day, Men's Forum Launch, International Women's Day



THE LAUNCH OF HDA MEN'S FORUM

Early this year, The HDA proudly launched its inaugural Men's Forum – Kraal Conversations, a pioneering initiative aimed at fostering positive masculinity, inclusive leadership, and holistic well-being within the workplace and beyond. Themed "Empowering Men for Positive Change," the event marked a bold step in the Agency's continued commitment to cultivating a supportive and equitable organisational culture.

Held in Gauteng, the event brought together an esteemed panel of thought leaders, including Dr. Alec Moemi, Director-General of the Department of Human Settlements, and HDA CEO Mr. Bheki Khenisa, alongside prominent experts in mental health, gender equality, and corporate leadership. Their insights helped frame a deeply engaging dialogue on the multifaceted challenges and responsibilities faced by men in today's rapidly evolving society.

The forum served as a safe and inclusive space where men could openly discuss issues ranging from mental well-being and emotional resilience to workplace dynamics and societal expectations. With active participation from HDA employees and external partners, the event fostered honest conversations that highlighted the importance of self-awareness, empathy, and shared accountability.

Dr. Moemi's keynote address highlighted the urgent need for men to take an active role in promoting emotional intelligence, responsible leadership, and meaningful community engagement. "In embracing our vulnerabilities and recognising the evolving roles we play as partners, fathers, leaders, and colleagues, we unlock the potential to be transformative agents in our homes, workplaces, and communities," he said.

Mr. Khenisa offered a stimulating lens to the forum's purpose by drawing inspiration from traditional African kraal gatherings – historically sacred spaces where men would convene to reflect, deliberate, and resolve critical matters affecting the community.

"This forum is not just about dialogue," Khenisa noted. "It's about reconnecting with a heritage of collective wisdom, accountability, and brotherhood. Through Kraal Conversations, we hope to restore that sense of purpose and responsibility in modern professional life."

By adapting this tradition to a contemporary context, the HDA Men's Forum aims to build a community of practice where men are encouraged to lead with compassion, support one another, and foster a culture of mutual respect and growth.

More than an event: A movement for transformation

The launch of Kraal Conversations represents the beginning of a long-term movement focused on empowering men to become positive role models and advocates for change. Key objectives of the forum include:

- **Promoting mental and emotional well-being**
- **Creating a mentorship culture rooted in accountability and growth**
- **Encouraging active participation in gender equality initiatives**
- **Addressing conflict constructively in the workplace**
- **Building a psychologically safe and inclusive environment**

In hosting such activities, the HDA is helping to cultivate a workplace where all individuals – regardless of gender – feel seen, heard, and empowered. The Men's Forum is not just a programme; it's a promise to nurture integrity, foster connection, and build a future where men actively contribute to a more just, empathetic, and inclusive society.



Facilitator: Founder of South Africa's Men's Forum. Mr. Mbuyiselo Botha



Director General of the Department of Human Settlements: Dr Alec Moemi



Director at Wise4Afrika Feminist Organisation Adv. Brenda Madumise-Pajibo



HDA Chief Executive Officer: Mr Bheki Khenisa



Panelists: Mr Kgaugelo Sibidi (Clinical Psychologist), Director at Wise4Afrika Feminist Organisation Adv. Brenda Madumise-Pajibo and Mr. Senele Mbatha (Group Chief Risk Officer of Discovery).



The HDA men attentively engaged during discussions at the HDA Men's Forum Launch.



Group photo of HDA men after signing a pledge

CELEBRATING WOMEN IN MALE-DOMINATED INDUSTRIES AND HONOURING CHANGE MAKERS.



BREAKFAST WITH HDA WOMEN

"Towards Equity and Diversity in Human Settlements"

On the morning of 14 March 2025, under the theme "Towards Equity and Diversity in Human Settlements," women from across the Housing Development Agency assembled in vibrant floral prints that resembled a garden in full bloom. This expressive visual underscored growth, renewal, and the collective strength of women united in purpose and identity.

Supported by Programme Director Ms Ayanda MaNgubane-Borotho, the event showcased HDA's dedication to celebrating women's contributions in roles traditionally dominated by men marking International Women's Month with conviction and clarity.

The event featured a lineup of distinguished women leaders who offered valuable insights from their professional fields and personal experiences: Ms Joy Masemola, HDA CFO, spoke passionately about inclusive financial leadership, driving home the importance of equitable fiscal practices. Ms Thato Ramali, CEO of the PPRA, detailed how women can lead effectively in policy and regulation environments.

Ms Mmanake Mokitimi of Therapy on The Go emphasised resilience and mental wellbeing, highlighting their importance in professional spaces. Ms Fhulufhedzani Nemukula, Acting Chief Audit Executive at HDA, focused her talk on ethical leadership and inclusive governance key to sustainable, equitable development. Ms Londy Ngcobo, a global speaker and Africa's first female dredge master, shared her journey through a male-dominated maritime industry. A graduate of Durban University of Technology who trained in the Netherlands and later served as a Maritime Compliance Manager for Transnet, she now heads Global Maritime Youth and Maritime Experts and is widely known as the "The Black mermaid." Her pioneering career emphasises breaking boundaries and mentoring future leaders. By bringing together women leaders across sectors, the HDA amplified a call for equity, inclusion, and active mentorship.









BREAKFAST WITH HDA WOMEN

"Towards Equity and Diversity in Human Settlements"

HDA WELLNESS DAY – INVESTING IN OUR PEOPLE TO BUILD A STRONGER NATION



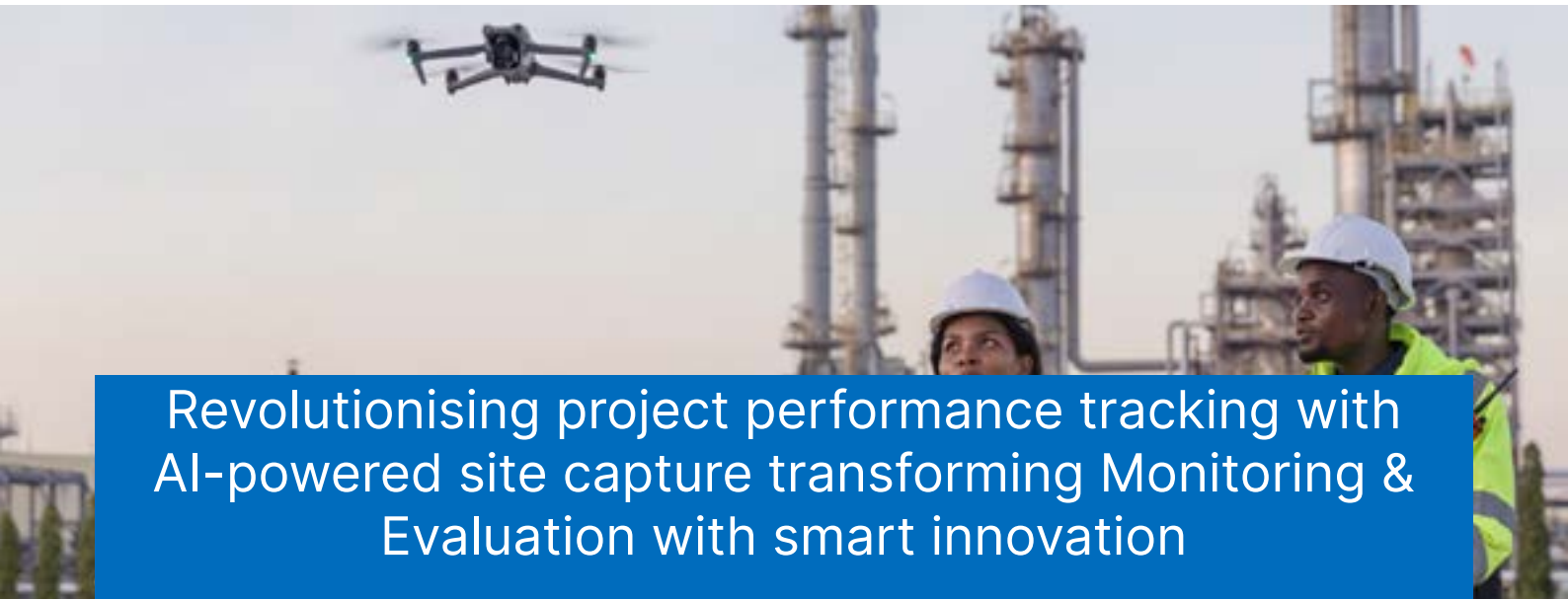
The HDA hosted a vibrant and energising Wellness Day at Discovery Soccer Park, bringing together staff from across the organisation for a dynamic celebration of health, fitness, and team spirit. The day featured a variety of engaging activities – including soccer matches, volleyball, bowls, fitness challenges, wellness screenings, and informative health talks – all aimed at supporting physical well-being and mental resilience. More than just a fun-filled day, Wellness Day reflected the HDA's commitment to nurturing a positive, health-conscious workplace culture. By investing in the well-being of its people, the Agency ensures that the dedicated men and women driving its mission to rebuild the nation remain healthy, motivated, and ready for the journey ahead.





INNOVATION CORNER

Brought to you by the HDA GIS Unit



Revolutionising project performance tracking with AI-powered site capture transforming Monitoring & Evaluation with smart innovation

The HDA Geographic Information Systems team deployed the solution at the Military Veterans Project in Vista Park III, Free State, which comprises 30 fully constructed housing units designed specifically for Military Veteran beneficiaries.

In its ongoing quest to uphold its reputation as an innovative and forward-thinking entity within the Human Settlements Sector, the HDA's Monitoring and Evaluation, Knowledge Management and Research (MEKMR) Unit is boldly stepping into the future. By harnessing the power of Artificial Intelligence (AI), the unit is reshaping the way project performance is monitored and evaluated introducing cutting-edge tools that enhance efficiency, accuracy, and decision-making.

As mandated by the HDA Act of 2008, one of the Agency's primary objectives is to "monitor the provision of all infrastructure required for housing development."

In line with this responsibility, the MEKMR Unit recently conducted a situational analysis of the Agency's Monitoring and Evaluation (M&E) function. A consistent challenge that emerged was the limited visual documentation of project sites. Traditionally, the Agency has relied heavily on secondary data sourced from on-site Project Managers an approach that, while useful, has its limitations when it comes to verification and oversight.

In pursuit of more effective solutions, the MEKMR team engaged in extensive research within the sector and discovered OpenSpace – an AI-powered Site Capture platform that is revolutionising the way projects are tracked and documented. This solution offers 360-degree visual documentation of construction sites, all accessible remotely from the comfort of an office desk.

In collaboration with officials from the Free State Provincial Office, the pilot was a success. Early findings from the deployment showed promise – not only in enhancing the quality and granularity of site data, but also in reducing the need for frequent physical site visits. The immersive visual insights provided by OpenSpace allow decision-makers to monitor progress, verify outputs, and assess site conditions with unprecedented clarity and ease.

A New Era in Monitoring & Evaluation

This pilot marks just the beginning. In the coming months, the AI Site Capture Solution will be tested in other regions to assess its scalability and overall effectiveness in improving M&E processes. The ultimate goal is to fully integrate this system into the HDA's broader Monitoring and Evaluation framework—enhancing transparency, streamlining workflows, and supporting data-driven decision-making.

By reducing logistical challenges and enhancing real-time access to site information, the HDA is positioning itself at the forefront of AI adoption in the public housing sector. This initiative not only aligns with the Agency's innovation mandate but also signals a strategic shift toward smarter governance and accountability in housing development.

The integration of AI in project tracking is more than just a technological upgrade – it is a transformation in how we operate, evaluate, and innovate. As the system evolves and expands, the HDA stands ready to lead the sector into a more data-rich, efficient, and intelligent future.

Did You Know?

The HDA Executive Management (EXCO) consists of 6 women and 4 men reflecting the Agency's commitment to transformation and the inclusion of women in senior leadership roles.





INVESTING IN THE FUTURE OF SOUTH AFRICAN CITIES: URBAN REGENERATION PROJECTS IN BRAAMFONTEIN, KIMBERLEY, AND SEA POINT

The HDA is taking bold strides toward reshaping South Africa's urban landscape through strategic redevelopment initiatives aimed at addressing the housing backlog, revitalising inner cities, and fostering inclusive, sustainable communities. With development plans completed for four key properties – Braamfontein, Kimberley, Strand, and Sea Point – the HDA is poised to invite forward-thinking investors to join a transformative journey where economic growth meets meaningful social impact.

Braamfontein Building

At the heart of Johannesburg's inner-city revitalisation agenda is the redevelopment of ERF 4903 Braamfontein, formerly the Eskom office building. This iconic structure, acquired by the HDA, is set to be converted into a mixed-use residential complex offering approximately 422 affordable and social housing units. The project supports the City of Johannesburg's Integrated Development Plan (IDP) and Spatial Development Framework (SDF), which prioritise urban densification, economic inclusion, and sustainable human settlements.

Strategically located in a vibrant, mixed-use precinct near universities, transport hubs, and business districts, the development is designed to foster accessibility and social integration. A strong emphasis is placed on inclusionary housing principles, offering well-located accommodation to low-income earners, students, and working-class residents.

Architecturally, the redevelopment balances the preservation of the building's historic character with modern upgrades, including improved ventilation, green roofs, and enhanced communal spaces. A comprehensive technical assessment addresses challenges such as water seepage and outdated systems, ensuring the building meets current safety, health, and environmental standards.



Financing strategies include a mix of public-private partnerships, government grants like the Urban Settlements Development Grant (USDG), and institutional funding.



Kimberley building

Beyond Johannesburg, the HDA is advancing similar initiatives in Kimberley and Sea Point, where redevelopment plans also demonstrate strong financial viability and alignment with national housing goals. In Kimberley, the focus is on turning strategically located land into mixed-income residential developments that enhance the city's urban core. These efforts aim to bring new life to underused spaces while offering quality, affordable housing options.

Sea Point building

In Sea Point, Cape Town, the former SABC building presents a unique opportunity to integrate social and affordable housing in one of the city's most iconic and in-demand areas. With a development strategy tailored to fit Cape Town's housing needs and urban planning objectives, this project promises not only strong returns for investors but also a significant social impact by increasing access to housing in high-value urban environments.



A Model for Public Sector Innovation

The HDA's approach is rooted in strategic alignment with municipal priorities, technical feasibility, and long-term sustainability. Each development site has undergone rigorous financial and environmental assessments and is positioned to serve as a benchmark for future housing interventions. Through phased implementation, risk mitigation strategies, and robust stakeholder engagement including municipalities, financial institutions, and social housing entities, the HDA ensures that each project is well-positioned for success.

The Agency has also undertaken a comprehensive market analysis, placing it in a competitive and informed position relative to similar public and private sector developments across Johannesburg and beyond. Projects such as Newtown Junction and Europa House highlight the appetite and demand for well-designed, affordable urban housing, reinforcing the HDA's strategic direction.

Join the Vision

The HDA is not just building homes it's laying the foundation for inclusive, vibrant urban communities across South Africa. Investors are now presented with an opportunity to partner in these high-impact developments, delivering strong financial returns while contributing to the nation's broader vision for equitable and resilient urban growth.

Now is the time to invest in infrastructure that changes lives, revitalises cities, and defines the future of housing in South Africa. Partner with the HDA and be part of a legacy of transformative urban development.

THE USE OF DRONE DATA TO REVOLUTIONISE HUMAN SETTLEMENTS PLANNING

unmanned aerial vehicles (UAVs), commonly known as ‘drones’, are aircrafts that are remotely controlled by pilots and are primarily used to take pictures of inaccessible areas. Drones were first tested during World War I (WWI) for reconnaissance, target practice and training (IWM, s.d.). Since then, it has transformed from being used as a strategic tool during warfare, to being a versatile, efficient tool that is used across industries for various purposes. In media and entertainment, drones are used to capture aerial footage and photographs for movies, advertisements and sporting events; in pharmaceuticals drones are used to deliver small medical supplies in the world’s busiest cities; in agriculture, drones are used to monitor crop health; and in construction, drones are used to inspect and monitor infrastructure. The use of drones in the human settlements sector has gained popularity in recent years. Primarily, it has been used as a visual aid to see the status quo of land parcels, land invasions, and monitoring of projects and disasters in high resolution videos and photos. But, the application of drone data can be used as a powerful tool to improve settlement planning. This article gives an introduction to drone products, laws around the flying of drones and use-case scenarios of how drone data can be used for planning purposes.

Flight planning

In order to capture images or videos with drones, flight planning is required to ensure careful consideration of several factors to ensure safe and efficient operations. Cliff Dekker Hoffmeyer Inc. (2023), published an article regarding the laws that private and commercial drone operators should be aware of when using drones. Drone operators must first evaluate weather conditions, airspace restrictions, and local regulatory requirements to mitigate risks and comply with legal standards.

A comprehensive flight plan typically includes designated flight paths, specific ground control points (GCPs), and appropriate altitudes, tailored to the drone’s operational capabilities and the objectives of the mission. In order to ensure precision mapping and surveying with drones, it is recommended that GCPs are collected.



In the context of informal settlements enumeration, it is recommended that the HDA and/or its service providers are in communication with the ward councilors and community safety officers in the area where drone flights are planned. It is important that the community is informed and that drone operators and equipment are safe during the operations. Figure 1 is a photo of a drone taking off in the Gabon Informal settlement in the Ekurhuleni Metropolitan Municipality, during which the HDA worked with the metro, drone operators and other stakeholders to collect drone data for the informal settlement.



Figure 1: Drone taking off in the Gabon informal settlement, Ekurhuleni

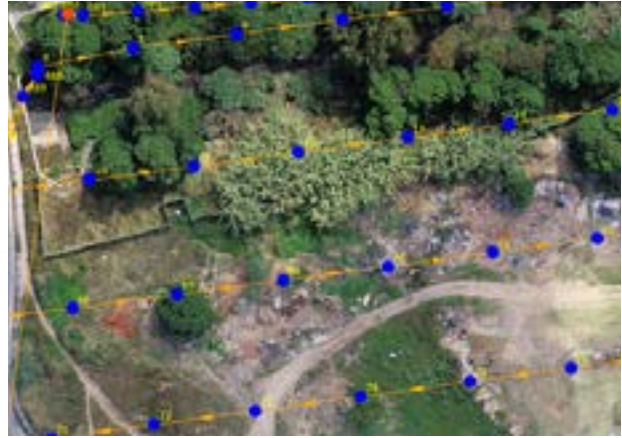


Figure 2: Flight planning

Flight Planning

Throughout the flight, if the mission includes surveillance, inspection, or mapping, the drone's onboard cameras and sensors collect data. This can include video footage, photographs, thermal images, or other sensor data. Many drones are equipped with obstacle avoidance systems that use sensors like LIDAR, ultrasonics, or visual systems to detect and avoid objects in their flight path, enhancing safety. Throughout the flight, the drone maintains communication with the ground control station, sending telemetry data such as flight status, position, and battery levels, and receiving any mid-flight commands or adjustments. In completing its mission, the drone returns to its takeoff point or another predetermined landing area. The landing process can also be manual or automated. Once on the ground, the drone powers down its motors and shuts off. After landing, the operator typically conducts a post-flight inspection of the drone to check for any damage or issues, downloads the collected data for analysis, and recharges the battery for future flights.



**HDA EXTENDS A HELPING HAND:
DONATING FURNITURE TO EMPOWER COMMUNITIES**



On the Left is Nqobile Mkwana, Mfundo Butshingi, Beneficiary and Njabulo Hlongwane

Turning surplus into support

In a heartening warming initiative, the HDA embarked on a Corporate Social Investment project where its surplus furniture was donated to those who need it most. A significant amount of office furniture that, while no longer needed in its current operations, remained in good and usable condition, was donated to schools in need in Gauteng.

The furniture has been distributed to the following NGO's and Schools:

Gauteng - Life 4 U Foundation, Entokozweni Resource Centre, Isekelo Primary School, Ekukhanyisweni Primary School, Afrika Tikkun Head Office, Western Cape - Community Bible Society, Cravenby Secondary School, Kayamandi women & Children's Development Projects, First Community Resource Centre (FCRC), Masiwke CNDC, Phakama Community Centre.

Northern Cape - Southern African San Development Organization (SASDO), Port Elizabeth - IKhala FM, Likusasa Lomama community project, Cookhouse Children Foundation.

This initiative reflects the Agency's ethos of service and inclusivity, extending beyond its core mandate of human settlements. It is a testament to the belief that development is not only about bricks and mortar, but also about the spirit of generosity, equity, and empowerment.

"We see this as more than just the disposal of furniture," said Mr Mfundo Butshingi (Facilities Officer at the HDA Head Office).

"This is an opportunity to extend support to institutions that serve our country's youth and vulnerable groups. If these desks and chairs can support a learner's journey or help an NPO continue its vital work, then it's worth every effort."

The donation to the school is expected to improve classroom infrastructure, offering learners a more dignified and comfortable environment in which to learn. For the non-profit organisations, the items will enhance administrative capacity, enabling smoother operations in their service to the community.



On the Left is a beneficiary receiving some donated furniture together with Mr Njabulo Hlongwane.



On the Left its a beneficiary receiving some donated furniture together with Mr Njabulo Hlongwane.



On the Left is Innocent Thole standing together with a beneficiary.



REPOSITIONING THE HDA FOR GREATER HEIGHTS

Early this year, the HDA launched a workshop series titled “Focus Group: Shaping the Future of the HDA,” aimed at fostering internal collaboration and encouraging employee-driven innovation. The first session brought together staff from various departments for a reflective and forward-thinking dialogue on the Agency’s progress, challenges, and future direction. These workshops were intentionally designed to go beyond routine meetings, providing a platform for active participation and the exchange of creative ideas that could strengthen the HDA’s long-term impact.

Between 04 and 13 March, the sessions extended across HDA regional offices, ensuring that perspectives from every corner of the organisation were included. Each region engaged in structured, insightful conversations around localised challenges, successes, and opportunities. This approach not only deepened organisational alignment but also fostered a shared sense of ownership and purpose, connecting teams through their collective mission of delivering sustainable human settlements.

As an extension of this internal engagement, the HDA will embark on a nationwide visit to provinces and municipalities to strengthen collaboration with local partners. These visits will aim to deepen working relationships, align on shared priorities, and support coordinated delivery of housing programmes—ensuring that the collective vision developed internally is matched by strong, on-the-ground partnerships across the country.



Mr. Zola Peter: Manager HR & Strategic Interventions presenting to a focus group on the Employee Value Proposition.

PROJECT OVERVIEW: VISTA PARK CATALYTIC PROJECT



Under Construction

Vista Park Catalytic Project is a mixed-use development that was launched on 09 April 2022 by Hon. President Cyril Ramaphosa who led government's Imbizo that focused on engagement with communities in the Mangaung Metropolitan Municipality in the Free State, following its gazetting on **24 July 2020** as part of Strategic Integrated Projects (SIPs)(SIP24).

It is anticipated that this project will create **28 000** socio-economic opportunities linked to construction phases as well as permanent employment.

The newly extended Vereeniging Interchange, connect well with the projects as part of the City's efforts to improve road infrastructure, that way, improving connectivity.

This **R12,5 billion rand Catalytic development**, was initiated for spatial integration and to alleviate traffic congestion and it is well located adjacent to an industrial area and near the Bloemfontein Central Business District (CBD).

When completed, the estimated potential mixed-use developments to be yielded include:

LAND USE	POTENTIAL YIELD	LAND USE	POTENTIAL YIELD
1. Single Residential	1 041 Stands	6. Garage & Hospital	2 Stands
2. CRU	1 211 Stands	7. School & Creche	7 Stands
3. FHF	2 768 Stands	8. Municipal Purposes	15 Stands
4. Free Standing	19 Stands	9. Public Open Spaces	11 Stands
5. Business	5 Stands	10. Place of Worship	4 Stands

Despite various challenges on the ground, 30 units in Vista Park have been completed. Being a mixed development, Vista Park is one of the largest lower to middle income housing developments within Mangaung Metro. The period in question has seen the completion of 30 Military Veterans housing. The beneficiary list has been finalised which will allow for imminent handover of the units. HDA's continuous success in this catalytic project displays the HDA's ingenious capability to support organs of state and position it as a true developer of choice.



Did You Know?

The HDA helped drive major projects like Cape Town's N2 Gateway and KZN's Cornubia—two of SA's largest housing developments—by providing land, support, and coordination.



HDA@WORK



PARTNERSHIP CORNER

Human Settlements Entities

The HDA is an Agency of the Department of Human Settlements, working alongside several sister entities to support the national vision of sustainable and integrated human settlements. These sister entities include the Social Housing Regulatory Authority (SHRA), the National Home Builders Registration Council (NHBC), the National Housing Finance Corporation (NHFC), the Community Schemes Ombud Service (CSOS), and the Property Practitioners Regulatory Authority (PPRA).

In 2023, these entities formalised their commitment to collaboration by signing a Memorandum of Understanding (MoU). This agreement aims to strengthen coordination, foster innovation, and maximise the impact of housing and human settlement initiatives across South Africa. Through this partnership, the sector is better positioned to address complex challenges and deliver more effective, people-centred solutions.



human settlements

Department:
Human Settlements
REPUBLIC OF SOUTH AFRICA





Reviving Cities Through Social Housing

Article Written By | Lesego Diale

An overview from the Social Housing Regulatory Authority (SHRA)

The Social Housing Regulatory Authority (SHRA) plays a pivotal role in transforming urban landscapes through quality rental housing for low to middle-income South Africans. Operating under the national Department of Human Settlements, SHRA invests in accredited social housing institutions (SHIs) that develop and manage affordable, well-located rental stock.

Social housing is aimed at individuals and families earning between **R1 850 and R22 000** per month - those who fall outside the qualifying criteria for government-funded BNG housing but are unable to access traditional home loans. The SHRA ensures that high - standard accommodation remains affordable while promoting integration and economic inclusion in urban areas.

The benefits of social housing extend beyond affordability. It places tenants closer to workplaces, schools, healthcare, transport, and other amenities, strengthening communities and reducing the cost and time of commuting. As a regulator, SHRA ensures that SHIs uphold legislative standards, maintain project quality, and offer professional tenant management.

To qualify for social housing, applicants must be South African citizens or permanent residents who are eligible to contract, with a clean credit record and a household income within the stipulated bracket. Importantly, social housing is exclusively for rental purposes; tenants do not own the units but instead sign lease agreements that offer secure tenure and consistent rental terms.

In this way, SHRA continues to foster sustainable cities - reviving urban areas, promoting dignity through decent housing, and offering people the stability they need to build better lives.

To learn more about social housing or find an SHI near you, visit www.shra.org.za or contact us at info@shra.org.za.



CSOS Kicks Off Verification and Validation Project

Article Written By | Author Name

The Community Schemes Ombud Service (CSOS) is committed to ensuring that all community schemes in South Africa are registered. If your scheme hasn't registered yet, it's important to act. Non-compliance could lead to serious consequences. To keep things in check, CSOS has rolled out its Verification and Validation (V&V) project to give community schemes a thorough assessment and confirm their details nationwide.

According to the CSOS Act, a "community scheme" is any setup where residents share the use and responsibility of parts of land and buildings. Think sectional title developments, share block companies, homeowners' associations, housing schemes for retirees, and housing cooperatives.

From February 2025 to January 2026, CSOS will conduct physical verification and validation of both registered and unregistered community schemes. Field workers will collect information such as GPS coordinates, street and postal addresses, photographs of schemes, contact details of scheme management, and CSOS registration numbers. They will also help complete and sign CSOS registration forms (CS1 Forms) with all necessary documents to facilitate scheme registration.

For transparency and security, field workers will carry official access letters as proof of their representation of CSOS. Stakeholders are encouraged to request and verify these letters if needed.

The appointed service providers are:

- Delta Built Environment Consultants (Pty) Ltd
- Leolo and Partners Chartered Accountants Incorporated
- MBS Consulting Solutions (Pty) Ltd
- Miyacom IT Consultants (Pty) Ltd
- Pound Holdings (Pty) Ltd
- Simvaw Holdings (Pty) Ltd
- Ubuntu Business Advisory and Consulting (Pty) Ltd

This is the second time CSOS is running the Verification and Validation process. The project aims to confirm the accuracy and completeness of information related to community schemes, ensuring they are registered and compliant with the CSOS Act.

There is no fee to register a community scheme with CSOS. All scheme executives, including but not limited to the board of trustees, directors, and management associations, have a duty to register their schemes with CSOS.



"We encourage community scheme dwellers and scheme executives to cooperate with these service providers and field workers during the verification process. Ensuring that your scheme is registered with CSOS guarantees compliance with the law and access to valuable services that can help manage and resolve disputes within your community,"

says Acting Chief Ombud, Ms. Kedibone Phetlha.

Registration does not require a visit to CSOS offices. The system has been automated, and schemes can now register online via the CSOS Connect portal at www.csosconnect.org.za. If you're unsure about the registration status of your scheme, you can contact the CSOS directly or visit our website.





NHFC Launches Enterprise Development Incubator to Empower Emerging Housing Developers

Article Written By | Mpho Ramosili



On Friday, 28 March 2025, the National Housing Finance Corporation, NHFC, launched its groundbreaking Enterprise Development Incubator Programme, a strategic initiative aimed at empowering emerging housing developers, stakeholders, and industry leaders united by a shared vision of inclusive growth, across South Africa.

The launch was held at The Capital on the Park in Sandton, Gauteng in collaboration with the Department of Human Settlements and was attended by over 600 delegates.

The Enterprise Development Incubator Programme is designed to provide end-to-end support to emerging developers throughout every phase of their housing projects and help them to achieve bankability and offer post funding guidance.

From feasibility studies and financial modelling to statutory compliance and construction oversight, the programme delivers a comprehensive suite of services that address capacity gaps and promote successful project delivery.

At the core of the programme would be its post-investment technical monitoring component, which offers continuous advisory and oversight support. This ensures that projects meet high standards of quality, efficiency, and long-term sustainability.

The Minister of Human Settlements Ms Thembi Simelane, echoed this sentiment, stressing the importance of accountability and impact assessment:

"We are doing away with the tendency of launching large-scale projects without proper monitoring and evaluation mechanisms to measure their long-term impact and success, emerging developers will receive hands-on on-site and off-site support throughout the lifecycle of the project: feasibility studies to financial modelling and compliance with statutory regulations as well as construction monitoring"

One of the panellists highlighted the programme's transformative potential:

"We're not only equipping developers with tools they're gaining confidence, building credibility, and becoming leaders in their communities."

Participants praised NHFC's focused commitment to empowering smaller developers many of whom have historically been excluded from mainstream funding and development opportunities due to a lack of structured support.

The mission of the Enterprise Development Incubator Programme is to unlock inclusive economic participation and strengthen the housing finance ecosystem and cultivate a new generation of capable sustaining developers that will contribute meaningful in the housing sector.

ANTI-FRAUD CORNER

Beware: From housing scams to fake jobs!



**Criminals are
targeting
the vulnerable.**

The HDA launched a robust anti-fraud and corruption campaign in response to a wave of deceitful scams where faceless fraudsters masquerade as HDA officials – offering everything from government housing to fake jobs, all in exchange for money.

Through its new awareness drive, themed “The HDA: Building Trust, Preventing Fraud, Corruption, and Exploitation,” the Agency seeks to educate the public, warn against criminal activities, and reassert its commitment to ethical governance.

Criminals are increasingly using fake social media pages and WhatsApp numbers to pose as HDA representatives. These scammers claim to offer:

- Government-subsidised housing or land for sale,
- Assistance in “fast-tracking” housing applications,
- Jobs at the HDA—but only after a payment is made.

These malicious individuals are not affiliated with the HDA and their schemes are not only illegal, but also deeply exploitative, targeting individuals desperate for shelter or employment.

“No HDA official will offer or sell you a house or a job in exchange for money,” HDA Chief Executive Officer, Mr. Bheki Khenisa.

“Corruption has no place in the HDA. We are committed to building trust with our stakeholders and ensuring our operations reflect the highest standard of integrity.”

The HDA iterates that:

- All housing applications must be submitted at the Provincial Departments of Human Settlements or local municipalities.
- The HDA does not sell land or homes, nor does it charge any fees for housing-related services.
- Any promise of a house or housing opportunity in exchange for money is a scam.
- To qualify for a fully subsidised BNG (RDP) house, applicants must be:
 - South African citizens,
 - First-time homeowners,
 - Earning a combined household income of R3,501 or less per month.

The HDA is equally concerned by reports of job seekers being defrauded under false promises of employment at the Agency.

The HDA has a clear message for job seekers:

- No one should pay to apply, interview, or be placed in a job.
- All HDA vacancies are advertised through official channels including the HDA website (www.thehda.co.za) and recognised portals.
- Scammers demanding payment for employment opportunities are committing a crime.



Be vigilant

Be Safe

Report All Scams

**#StayAlert #ReportFraud
#FightScams**

“The HDA: Building Trust, Preventing Fraud, Corruption and Exploitation ”

Anyone approached with job offers in exchange for money is urged to report the incident immediately.

The HDA encourages the public to stay informed and to report suspicious activity using the

following official channels:

HDA Office: (+27) 011 544 1000

Job Verification & Reports:

Email: recruit@thehda.co.za

Report Scams & Fraud:

Email: hda@whistleblowing.co.za

WhatsApp & Call Line: 031 308 4664

SMS Tip-off Line: 33490

Fraud Hotline: 0800 111 409

This campaign is part of the HDA's broader efforts to safeguard the public and maintain the integrity of South Africa's human settlements delivery system.

The Agency is also working with law enforcement to trace and prosecute those behind these criminal activities.

The message is clear: If it sounds too good to be true, it probably is!

Government's Developer Of Choice
www.thehda.co.za



COMPLIANCE CORNER

Brought to you by the **Audit and Risk Unit**

Ensuring HDA Compliance with the Protection of Personal Information Act, 2013 (POPIA)

This notice serves to reinforce awareness of the HDA compliance obligations under the Protection of Personal Information Act, 2013 (POPIA).

As a public entity, the HDA is legally required to comply with POPIA in the collection, processing, storage, and management of personal information related to both employees and external stakeholders. Protecting personal information is not only a legal duty but also a commitment to ethical and responsible service delivery.

Understanding POPIA's core requirements

POPIA outlines eight key conditions for lawful processing of personal information: Accountability, processing limitation, purpose specification, further processing limitation, information quality, Openness, Security safeguards, data subject participation.

These principles ensure that personal data is handled in a transparent, secure, and fair manner from the moment it is collected until it is safely destroyed.

Certain statutory exceptions exist for public entities in specific circumstances (e.g. public safety, national security), but these are tightly regulated and must be accompanied by appropriate safeguards.

HDA's responsibilities under POPIA

The HDA must ensure:

- Secure and organised storage of all personal data
- Ongoing protection of data integrity and confidentiality
- Prevention of unauthorised access, loss, or damage to personal information

Non-compliance with POPIA may result in:

- Administrative penalties or criminal liability
- Loss of stakeholder trust
- Reputational damage to the Agency

What we're doing

The HDA is making substantial progress in ensuring full compliance with POPIA. Current measures include:

- The CEO appointing the Corporate Legal Manager as the Deputy Information Officer
- Development of key compliance documents, including the PAIA Manual and a POPIA Compliance Checklist
- Planning for staff training sessions on both POPIA and PAIA, pending Board approval of the Manual

What you can do

Each employee plays a vital role in ensuring POPIA compliance. You are urged to:

- Handle personal data with diligence and discretion
- Familiarise yourself with POPIA principles and internal HDA protocols
- Be alert to any data handling practices that may pose a risk
- Report concerns or uncertainties to the Legal and Compliance Unit

We urge colleagues to work together to uphold the principles of POPIA and protect the integrity of the HDA's operations. If you have questions, need support, or wish to learn more about your role in data protection, please reach out to the Audit and Risk Unit.



WHEN YOU NEED TO BLOW THE WHISTLE A QUICK GUIDE TO YOUR RIGHTS AND RESPONSIBILITIES

In terms of South Africa's Protected Disclosures Act



01

YOUR OBLIGATION TO RAISE A FLAG

On employment we accept a duty to act in the best interests of our employer. Reporting suspected or known unethical activity forms part of this duty. The Protected Disclosures Act of 2000, amended in 2017 ('PDA'), sets out rights and responsibilities of employers, employees, former employees and contractors in the exercise of this obligation.



02

YOUR RIGHT TO KNOW HOW TO DO SO

The PDA requires employers to communicate the avenues by which employees can fulfil their duty to report unethical and illegal activity. You can make open and confidential reports using internal channels, and you can make open, confidential and anonymous reports via your ethics hotline service provided by Whistle Blowers. Make sure you are familiar with your organisation's policy and take note of the Whistle Blowers contact details.



03

MATTERS TO WHICH PDA PROVISIONS APPLY

The PDA does not apply to every report of alleged wrongdoing. It does apply to: A potential or actual criminal offence, a failure to comply with a legal obligation, an actual or likely miscarriage of justice, the endangerment of the health and safety of a person or the environment, unfair discrimination in terms of Chapter II of the Employment Equity Act or the Promotion of Equality and Prevention of Unfair Discrimination Act.



04

CRITERIA FOR A DISCLOSURE TO BE PROTECTED

To qualify for legal protection, a disclosure must be: made in good faith, reasonably believed by the whistleblower to be true, not for personal gain, according to a substantively correct procedure, and to the right authority.



05

THE RIGHT NOT TO SUFFER OCCUPATIONAL DETRIMENT

If you make a protected disclosure, you have a right not to suffer adverse consequences relating to your employment status. The following are examples of 'occupational detriment' prohibited in the Act: harassment, intimidation or disciplinary action, disadvantageous alteration of terms and conditions, refusal to give or an unfairly negative reference, civil claim for breach of confidentiality, and other types of negative impact on employment prospects or job security.



06

THE RIGHT TO FEEDBACK

Whistleblowers have the right to feedback regarding whether the employer is investigating an allegation and if not, why not, and what the outcome of any investigation is. However, the employer is not required to provide information that might compromise an investigation or contravene another law. Remember, if you make a report anonymously, your employer will not be able to contact you to provide feedback, but you can safely maintain contact via your ethics hotline.



07

THE OFFENCE OF FICTITIOUS REPORTING

You commit a legal offence in terms of the law, and gross misconduct in your employment relationship, if you abuse whistleblowing systems by making a report that you know, or reasonably ought to know, is false. Don't abuse the resources that exist to protect the best interests of your colleagues and your employer. Where intentional harm is caused and suffered, the PDA provides for either or both a fine and imprisonment for up to two years.

Report suspected or known wrongdoing using the internal channels available in your organisation, or make an open, confidential or anonymous report via Whistle Blowers, your ethics hotline.

Call Whistle Blowers using the dedicated hotline number advertised by your employer, make an online report via www.whistleblowing.co.za, download and report via the Whistle Blowers app, make a report via WhatsApp chatbot on +27 31 308 4664, SMS 33490 or email information@whistleblowing.co.za.

**WHISTLE
BLOWERS**

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Read the Protected Disclosures Act:
<https://www.justice.gov.za/legislation/acts/2017-005.pdf>

FEEDBACK



**WHAT WOULD YOU LIKE TO READ
ABOUT IN THE NEXT ISSUE OF HDA
INSIDER ?**

Please scan QR Code to take our survey

Take A Survey



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