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ANALYSIS OF THE ANNUAL REPORT OF THE HOUSING DEVELOPMENT AGENCY (HDA) FOR 2019/2020

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1. INTRODUCTION

The purpose of this brief is to provide an analysis of the Annual Report of the Housing Development Agency (HDA) for 2019/20.

The mandate of the HDA is derived from the Housing Development Agency Act (No 23 of 2008) and is primarily aimed at augmenting the performance of municipalities and provinces to meet their mandate for the delivery of sustainable human settlements. The HDA was established to address market failure at two levels¹:

- The **first level** is to augment the human settlements delivery role of municipalities and provinces to address failure. This is achieved through housing delivery by using and leveraging the government funded housing instruments to address the failure of the private housing market to cater for low and middle-income earners. At the same time, addressing the spatial dislocation of poorer people from access to amenities and creating more inclusive and liveable towns and cities are also a priority.
- At the **Second level**, the HDA is mandated to support the activities of municipalities and provinces who are not able to meet the human settlement objectives and targets by

¹ HDA (2020).



complementing their delivery efforts through improved and fast-tracked spatial planning, land identification and acquisition, packaging and housing development.

This means that the HDA has an important role to play in terms of the planning for, identifying, acquiring, holding and packaging of land. It is also involved in housing delivery through a broad range of roles, including implementing agent, project manager, project developer and social facilitator. It also releases packaged land to developers and developed land to ultimate beneficiaries.²

The work of the HDA has been summarised in four strategic areas³:

Strategic area	Role of the HDA
Land	Identify, acquire, hold, develop and release state , communal and privately owned land for residential and community purposes for the creation of sustainable human settlements.
Project management support	Provide project management support services in housing developments to create sustainable human settlements for provinces and municipalities.
Infrastructure	Plan and facilitate funding for infrastructure for land and projects for the creation of sustainable human settlements.
Monitoring and evaluation	Assess impact of released land towards delivering human settlements.

2. STRATEGIC OVERVIEW OF 2019/20

During the 2019/20 financial year, the HDA worked with the Department on the declaration of the Priority Human Settlements Development Areas (PHSDAs) to prioritise areas targeted for the delivery of integrated human settlements⁴.

Notable achievements for the 2019/20 financial year include the following⁵:

- The acquisition of 3045.5 hectares of well-located land identified for human settlement development; and the
- rezoning of 6 parcels of land, and working in collaboration with the Department to identify and declare 136 PSHSDAs.

² Ibid.

³ Ibid.

⁴ HDA (2020).

⁵ Ibid.



The end of the 2019/2020 financial year also marked the end of the MTSF period for 2014-2019. By the end of the MTSF period, the following programs were implemented successfully⁶:

- The acquisition of 23514.1023 hectares of land, exceeding the MTSF target of 10 000 hectares of land acquired;
- The completion of a Master Spatial Plan to direct housing developments, infrastructure, and planning for social amenities for future human settlement developments, and
- The Programme and Project Management Support we provide to three National Priority Programmes such as, Catalytic Projects, Mining Towns, and Informal Settlement Upgrading Programme.

As part of measures to respond to the COVID-19 pandemic, the Department and the HDA established a National Command Centre to coordinate the human settlements intervention. This involved all role-players across the different spheres of government. The HDA was leading the response in terms of the provision of emergency housing, with measures specifically aimed at de-densification of overcrowded informal settlements. It played an important role in the provision of emergency housing across the country in the form of temporary residential units.⁷

The HDA has employed a combination of innovative and alternative construction technologies, which are more time and cost effective than conventional brick and mortar. The entity is expected to educate beneficiaries and advocate for the ubiquitous acceptance of Alternative Building Technologies (ABTs) in future, as well as to adopt an innovative approach to the delivery of human settlements developments.⁸

3. GOVERNANCE

The HDA was still under administration by the beginning of the 2019/20 financial year. The instability at governance and administrative levels, as well as low staff morale contributed significantly to the poor performance of the HDA. The entity received a qualified audit opinion for the year under review.⁹

The Board is the accounting authority of the public agency and provides strategic direction. The Board was dissolved in July 2019 and the period of administration ended in April 2020. An interim Board was then appointed in November 2019 and was tasked with the responsibility to stabilise the entity and ensure that it delivers on its mandate.¹⁰

⁶ Ibid.

⁷ HDA (2020).

⁸ Ibid.

⁹ Ibid.

¹⁰ HDA (2020).



The changes in leadership at governance and management levels resulted in instability and revealed operational vulnerabilities at the entity. Deficiencies of the operating model of the entity contributed substantially to the outcome of the audit report.¹¹

The interim Board members, as at the end of the 2019/20 financial year, are as follows:

- Mr M Xayiya (Acting Chief Executive Officer)
- Mr KB Mosehla (Chief Financial Officer)
- MP Motlogelwa (Acting Chairperson)
- ZI Moon (Non-executive Director)
- R Makan (Non-executive Director)
- GN Vimba (Non-executive Director)
- Z Mkhize (Non-executive Director)

Issues for consideration

- For which term will the interim Board serve?
- What is the current status of the interim Board?
- How is the HDA maintaining stability and continuity despite the change in board members?

4. FINDINGS BY THE INDEPENDENT AUDITOR

An independent Auditor¹² currently performs the necessary audit procedures on the performance information of the entity. The HDA received a **qualified audit opinion** with matters of emphasis. This audit opinion was influenced by a number of factors, including the following¹³:

Irregular, fruitless and wasteful expenditure

The entity did not have adequate systems in place for identifying and recording all irregular, fruitless and wasteful expenditure with no satisfactory alternative procedures that could reasonably have been able to ensure that irregular, fruitless and wasteful expenditure is properly recorded. The auditor was also not able to determine whether any adjustments were necessary to the balance or irregular, fruitless and wasteful expenditure.¹⁴

Effective and appropriate steps were therefore not taken to prevent irregular expenditure, as required by S 51(1)(b)(ii) of the Public Finance Management Act (No 1 of 1999) (PFMA). The majority of the

¹¹ Ibid.

¹² The independent auditor is Ngubane & Co. (JHB) Inc.

¹³ HDA (2020).

¹⁴ Ibid.



irregular expenditure was caused by non-adherence to PFMA, Treasury Regulations and duplicate payments.¹⁵

Expenditure was also incurred without an approved budget, in contravention of S 54(3) of the PFMA¹⁶.

Effective steps were also not taken to prevent fruitless and wasteful expenditure amounting to R 14.5 million.¹⁷

The majority of the fruitless and wasteful expenditure was caused by costs incurred on behalf of a province without an agreement in place for recovery of the costs.¹⁸

Project obligations and project receivables

The HDA did not have adequate systems in place to maintain records of project obligations and receivables to reconcile the balances on a monthly basis. This has resulted in project obligations being understated by R2.3 million. The allocated project funds disclosed are also not aligned to the bank and cash holding for the respective provincial projects' bank balances. Furthermore, there was an over payment on project obligations for work not performed. The HDA also included the project pre-billing/advance tranche billing to the value of R80 million in both the project obligation and project receivable balances in the financial statements.¹⁹

The auditor was unable to obtain sufficient appropriate audit evidence for project obligations and project receivables. This was primarily due to confirmations that were not received from municipalities and departments. Consequently, it was not possible to determine whether any further adjustments to project obligations and receivables (stated at R666.7 million and R119.4 million) were necessary, the recoverability of project receivables thereof and its effect to the financial statements.²⁰

Project payables

The auditor was unable to obtain sufficient appropriate audit evidence for clearing accounts, inter-company transfers and unknown receipts amounting to R1.9 million included in project payables, due to the failure to maintain proper accounting records regarding payment processing and reconciliation of control accounts by the HDA.²¹

¹⁵ Ibid.

¹⁶ HDA (2020).

¹⁷ Ibid.

¹⁸ Ibid.

¹⁹ HDA (2020).

²⁰ Ibid.

²¹ Ibid.



Material adjustments to provision for bad debts for project receivables

The entity raised a provision for bad debts of R58.7 million against project receivables where work was done without agreements in place with the provincial departments and municipalities.²²

Indicators under Programme 3

The auditor was unable to obtain sufficient appropriate audit evidence for the reported achievements of 3 out of the 4 indicators under Programme 3, namely 3A.2 (Number of human settlements units delivered/supported), 3A.3 (Number of human settlements serviced sites delivered/supported), and 3A.4 (Number of title deeds facilitated for registration). This was primarily due to the lack of accurate and complete records.²³

Annual financial statements

The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework, as required by S 55(1) (b) of the PFMA. Material misstatements of current assets and liabilities, expenditure, commitments and contingent liabilities identified by the auditors in the submitted financial statements were corrected, but the uncorrected material misstatements and supporting records that could not be provided resulted in the financial statements receiving a qualified opinion.²⁴

Strategic planning and performance management

The strategic plan for 2019-24 and the annual performance plan for 2019/20 were not submitted for approval by the executive authority, as required by Treasury regulation 30.1.1.²⁵

Consequence management

Sufficient appropriate audit evidence could not be obtained that disciplinary steps were taken against officials who incurred irregular, fruitless and wasteful expenditure. This was due to proper and complete records that were not maintained as evidence to support the investigations into irregular, fruitless and wasteful expenditure.²⁶

Procurement and contract management

- Some of the competitive bids were adjudicated by a bid adjudication committee that was not composed in accordance with the policies of the public entity, as required by Treasury

²² HDA (2020).

²³ Ibid.

²⁴ Ibid.

²⁵ HDA (2020).

²⁶ Ibid.



regulations 16A6.2 (a), (b) and (c). Similar non-compliance was also reported in the previous year.²⁷

- Some of the contracts were awarded to suppliers whose tax matters had not been declared by the South African Revenue Services to be in order, as required by Treasury regulations 16A9.1(d). Similar non-compliance was also reported in the previous financial year.²⁸
- Sufficient appropriate audit evidence could not be obtained that major infrastructure projects were reviewed by a gateway review team, in accordance with the Framework for Infrastructure Delivery and Procurement Management.²⁹
- Some goods and services with a transaction value below R500 000 were procured without obtaining the required price quotations, as required by treasury regulation 16A6.1. Similar non-compliance was also reported in the previous year.³⁰
- Some of the contracts were extended or modified without the approval of a properly delegated official as required by S 44 of the PFMA and Treasury regulations 8.1 and 8.2. Similar non-compliance was also reported in the previous year.³¹
- Commodities designated for local content and production, were procured from suppliers who did not submit a declaration on local production and content, as required by the 2017 preferential procurement regulation.³²
- Bid documentation for procurement of commodities designated for local content and production, did not stipulate the minimum threshold for local production and content, as required by the 2017 preferential procurement regulation 8(2).³³

Reportable irregularity: reduction of scope of work and inadequate delivery

A supplier's contract amount was reduced without approval of the Bid Adjudication Committee, due to duplicate/over payments that had been effected on a previous project. The supplier subsequently received payments covering the reduced contract amount, but there was no delivery of the full number of houses that should have been constructed.³⁴

²⁷ Ibid.

²⁸ HDA (2020).

²⁹ Ibid.

³⁰ Ibid.

³¹ HDA (2020).

³² Ibid.

³³ Ibid.

³⁴ HDA (2020).



Internal control deficiencies

- Management did not exercise adequate oversight responsibility over the preparation of the annual financial statements, performance reporting, compliance with laws and regulations and internal control. This was clear from the material misstatements in the financial statements, non-compliance with laws and regulations and internal control deficiencies noted throughout the audit process.³⁵
- Management did not implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting. Management did not design and implement formal controls to address the systems for collecting, verifying and storing the information as well as to plan, manage and report on the financial information.³⁶
- Senior management did not always adhere to internal controls, which resulted in various instances of irregular, fruitless and wasteful expenditure incurred and other material misstatements in the financial statements, not detected by management.³⁷
- Senior Management did not establish and implement an information technology governance framework that supports and enables the business, delivers value and improves performance.³⁸

Issues for consideration

- The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework, as required by S 55(1) (b) of the PFMA. Material misstatements of current assets and liabilities, expenditure, commitments and contingent liabilities identified by the auditors in the submitted financial statements were corrected, but the uncorrected material misstatements and supporting records that could not be provided resulted in the financial statements receiving a qualified opinion. Does the HDA have an overarching plan or programme to address the range of management and compliance-related challenges that contributed to the qualified audit results?

³⁵ Ibid.

³⁶ Ibid.

³⁷ HDA (2020).

³⁸ Ibid.



- The auditor made several findings on the internal control deficiencies, which resulted in irregular, fruitless and wasteful expenditure and non-compliance with laws and regulations. Not only did management fail to implement an information technology governance framework, and conduct proper record keeping, but it also did not always adhere to internal controls and it failed to conduct proper oversight over the preparation of the annual financial statements. What steps have since been taken to rectify this situation?
- The auditor pointed out a reportable irregularity where a supplier did not deliver on the full amount of houses that had to be constructed, despite being paid. This occurred without the required approval from the Bid Adjudication Committee. How was this matter addressed and were any disciplinary steps taken against the responsible person(s)?
- Some of the contracts were awarded to suppliers whose tax matters had not been declared by the South African Revenue Services to be in order, as required by Treasury regulations 16A9.1(d). Similar non-compliance was also reported in the previous financial year. How is the HDA ensuring that this does not happen again?
- Some of the competitive bids were adjudicated by a bid adjudication committee that was not composed in accordance with the policies of the public entity, as required by Treasury regulations 16A6.2 (a), (b) and (c). Similar non-compliance was also reported in the previous year. How will the HDA ensure that this trend does not repeat in 2020/21 and were any disciplinary steps taken?
- Some goods and services with a transaction value below R500 000 were procured without obtaining the required price quotations, as required by treasury regulation 16A6.1. Similar non-compliance was also reported in the previous year. Have any disciplinary steps been taken and how is the HDA addressing this to prevent a repeat?
- Some of the contracts were extended or modified without the approval of a properly delegated official as required by S 44 of the PFMA and Treasury regulations 8.1 and 8.2. Similar non-compliance was also reported in the previous year. How is the HDA addressing this matter and were any disciplinary steps taken?
- Sufficient appropriate audit evidence could not be obtained that disciplinary steps were taken against officials who incurred irregular, fruitless and wasteful expenditure. This was due to proper and complete records that were not maintained as evidence. How is the HDA addressing this matter?
- The entity raised a provision for bad debts of R58.7 million against project receivables where work was done without agreements in place with the provincial departments and municipalities. Have any investigations been launched and was disciplinary action taken in this regard against implicated persons?

5. FINANCIAL STATEMENTS



The HDA reported a deficit of R1.6 million for the 2019/20 financial year, as total expenditure (R353.9 million) exceeded total revenue (R352.2 million).³⁹ Despite this, the deficit improved significantly from the previous financial year in which the HDA recorded a deficit of R12.6 million.

Table 1. Statement of financial performance for 2019/20⁴⁰

Income and Expenditure	2019/20 Actual expenditure/revenue R'000	Approved Annual Budget R'000	Variance R'000	%Variance
Operating Revenue				
Operational Grant - DHS	229 311	229 311	-	0%
Provinces support conditional grant	102 833	218 584	115 751	53%
Project management fees	13 042	20 216	7 174	35%
Other income				
Interest income	3 539	3 000	(539)	-18%
Other income	3 641	4 238	597	14%
Total revenue	352 366	475 349	122 983	25%
Expenditure				
Land and related costs	12 047	24 253	12 206	50%
Operating expenses	77 897	104 895	26 998	26%
Technical and project services	73 175	122 486	49 311	40%
Finance costs	61	16	(45)	-281%
Employee costs	190 767	223 687	32 920	15%
Deficit on disposal of property, plant and equipment	30	12	(18)	-150%
Total expenditure	353 977	475 349	121 372	25%

³⁹ Ibid.

⁴⁰ HDA (2020).



Deficit for the year	(1 611)	-	1 611	-
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Issues for consideration

- What are the reasons for the R115.7 million (53%) variance on the provinces support conditional grant?
- What are the reasons for the R12.2 million (50%) variance reported on land and related costs?
- Expenditure reported for finance costs was R45 000 (281%) more than the approved budget. What are the reasons for this?
- Expenditure reported for the deficit on disposal of property, plant and equipment was R18 000 (150%) more than budgeted. What are the reasons for this?
- What were the main contributing factors leading to the deficit reported for the year
- What exactly do technical and project services entail?

6. PERFORMANCE INFORMATION

The performance of the HDA is measured across a number of targets with key performance indicators (KPIs). The performance for the 2019/20 financial year shows that out of a total number of 25 KPIs, the entity achieved 14, which produced an overall achievement rate of 56%. Programme 3 performed the worst out of the 4 programmes, not achieving any targets.⁴¹

Table 2. Performance information for 2019/20⁴²

Programme	Number of KPIs	Achieved	Not Achieved	% Achieved
Programme 1	4	2	2	50%
Programme 2	4	3	1	75%
Programme 3	5	0	5	0%
Programme 4	12	9	3	75%
Total	25	14	11	56%

6.1. Programme 1

⁴¹ Ibid.

⁴² Ibid.



Programme 1 (Administration) has one strategic objective, namely to provide strategic leadership and financial sustainability to support the implementation of the HDA mandate. The two sub-programmes are (1a) Office of the CEO and (1b) Office of the Chief Financial Officer. Out of a total of 4 targets, 2 targets were achieved. The targets that were not achieved, are listed below.⁴³

Target	Actual Performance	Reasons for Deviation
(1B.1) Funding model developed and approved by Board by 31 st March 2020.	The financial model was not developed	Draft funding model was developed, tabled at Exco recommendations for further improvement of the model made before finalisation.
(1B.2) Unqualified financial audit opinion on the financial statements Obtained from external auditors.	The external audit process has not resumed.	No other reasons provided

Issues for consideration

- Given that this programme ensures good governance, that the HDA is financially stable and becomes a high functioning entity, in light of the auditor's findings, the performance of this programme raises concerns. The programme also only achieved half of its targets (2 out of 4). How will the performance and functioning of this programme be improved to support the functioning of the entity?
- What were the reasons for the delay in the external audit?

6.2. Programme 2

Programme 2 (Land Management) has one strategic objective, namely to identify, hold, acquire, develop, release state, communal and privately-owned land for the residential and community purposes and for the creation of sustainable human settlements. Out of a total of 4 targets, 3 targets were achieved. The target not achieved is listed below.⁴⁴

Target	Actual Performance	Reasons for Deviation
(2A.4) A sector-wide land assembly strategy developed	The sector -wide land assembly strategy inception	During the period when The Agency was placed under administration, various internal processes were placed on hold,

⁴³ HDA (2020).

⁴⁴ Ibid.



and approved by the Board by the 31st March 2020.	report finalised .	including procurement, this resulted in delays in the appointment of service providers for this indicator.
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Issues for consideration

- What processes, apart from procurement, were also placed on hold during the period when the entity was under administration?
- How is the entity preventing further delays?
- What is the current status of the internal processes that were placed on hold and what is the current impact of this?

6.3. Programme 3

Programme 3 (Regional coordination and human settlements implementation support services), has one strategic objective, namely to provide project management housing development services for the purposes of the creation of sustainable human settlements . The programme has a total of 5 targets, of which 0 were achieved during 2019/20. The targets that were not met, are listed below.⁴⁵

Target	Actual Performance	Reasons for Deviation
(3A.1) 9 provinces provided with capacity support as per medium term operational plans (MTOPs) and business plans	8 provinces provided with capacity support as per MTOPs and business plans.	The Eastern Cape MTOP agreement has not been finalised
(3A.2) A total of 6,498 human settlements units delivered/ supported.	Only 4,655 human settlements units delivered/ supported	The target was not achieved due to the following challenges: <ul style="list-style-type: none"> • Eastern Cape: Projects listed in the Provincial Business Plan for 2019/2020 were not ready for implementation. Awaiting additional funding for fixing of slabs at Khayamnandi 479. • Northern Cape: The Province allocated additional work to the HD. Late NHBC

⁴⁵ Ibid.



		<p>home enrolment in Diamond Park and Design changes in Prieska.</p> <ul style="list-style-type: none"> • Gauteng: Community protests and illegal invasion at Mackenzie Ext 2 Poor performing contractors due to cashflow challenges. • Limpopo: Poor performance of contractors due to poor cash flow and planning. Disruptive community protests affecting construction on sites. Unavailability of stands for construction of units for Military Veterans' housing.
(3A.3) A total of 9,100 human Settlements serviced sites delivered/ supported.	Only 6,041 Human Settlements Service sites delivered/ supported	<p>The target was not achieved due to the following challenges:</p> <ul style="list-style-type: none"> • Northern Cape: Delay of BAC and Treasury approval for the extension of time request. Refusal of informal dwellers to relocate from the Phase 2 area that is earmarked for 150 sites. • Gauteng: Scarcity of land for relocation of informal settlements, which delays sites & services projects. Poor performing contractors due to cashflow challenges. • North West: Informal settlement invasion to serviced stands.
(3A.4) A total of 2,000 title deeds facilitated for registration.	Only 403 title deeds facilitated for registration.	<p>Limpopo: Untraceable beneficiaries affecting handing over of title deeds for completed housing units.</p>



(3A.5) Strategic Initiative Business Case developed and approved by the Board by 31 st March 2020.	The project could not be undertaken due to budget constraints.	During the period when the Agency was placed under administration, various internal processes were placed on hold including procurement. This resulted in delays in the appointment of service providers for this indicator.
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Issues for consideration

- What are the reasons for the Eastern Cape MTOP not being finalised?
- What are the reasons for the projects listed in the Eastern Cape's Provincial Business Plan for 2019/2020 not being ready for implementation?
- Poor performing contractors due to cashflow challenges has been listed as a reason for poor performance in Gauteng and Limpopo under target 3A.2. Could the HDA provide more information on this matter?
- What are the reasons for the lack of availability of stands for military veterans' housing in Limpopo?
- How is the HDA responding to invasions of serviced stands and disruptive community protests?
- What measures have been implemented in Limpopo to address the challenge of untraceable beneficiaries?

6.4. Programme 4

Programme 4 (Programme planning and design) has two sub-programmes, namely Programme Planning and Design, and Spatial Information Management and Planning. Through Programme 4, the HDA manages national priority programmes such as catalytic projects, mining towns and the Informal Settlements Upgrading Programme (ISUP).⁴⁶

Programme 4 has two strategic objectives, namely to⁴⁷:

- Ensure that there is collaboration and intergovernmental and integrated alignment for housing development service; and
- Monitor progress of the development of land and landed property acquired for the purposes of creating sustainable human settlements.

⁴⁶ HDA (2020).

⁴⁷ Ibid.



This programme has a total of 12 targets, of which 9 were achieved. The 3 targets not met are summarised below.⁴⁸

Target	Actual Performance	Reasons for Deviation
(4A.2) 34 Informal settlements provided with technical and capacity implementation support.	6 Informal settlements provided with technical and capacity implementation support.	During the period when the Agency was placed under administration, various internal processes were placed on hold, including procurement, this resulted in delays in the appointment of service providers to assist with technical support provision.
(4A.5) Strategy for Labour Sending Areas for the Eastern Cape developed and approved by the Board by 31 March 2020.	The Labour Sending Area strategy has been finalised and submitted to exco for approval.	During the period when the Agency was placed under administration, various internal processes were placed on hold, including procurement, this resulted in delays in the appointment of service providers for this indicator.
(4A.6) Strategy for Mining Legacy Assets developed and approved by the Board by 31 March 2020.	The revised terms of reference have been finalised through the Bid Specification Committee.	During the period when the Agency was placed under administration, various internal processes were placed on hold, including procurement, this resulted in delays in the appointment of service providers for this indicator.

Issues for consideration

- Have service providers since been appointed to assist with technical support provision or are these challenges still unresolved?
- What is the current status (post-2019/20) of the Labour Sending Area Strategy?

7. HUMAN RESOURCES

The HDA had a total of 235 (219 without interns) employees with a total personnel cost of R159.7 million for the 2019/20 financial year. Performance rewards to the value of R4.3 million were awarded over the same period. No top management or senior management personnel received performance awards.⁴⁹

⁴⁸ Ibid.

⁴⁹ HDA (2020).



Out of a total number of 336 approved posts for 2019/20, the HDA had 117 vacant posts by the end of the financial year, which equates to a 33.6% vacancy rate. The Corporate Support unit had a vacancy rate of 54%. The Mpumalanga office had a vacancy rate of 62.5%, while the Gauteng HDA branch had a vacancy rate of 50%, followed by the Northern Cape office with 44%.⁵⁰

During the 2019/20 financial year, a total of 28 appointments and 60 terminations were reported (including end of contract cases). A total of 2 people were dismissed, while the remaining 58 had to leave as a result of ending contracts or internships, and growth opportunities.⁵¹

Issues for consideration:

- What are the reasons for the Mpumalanga, Gauteng and Northern Cape offices having such high vacancy rates?
- What were the reasons for the dismissal of 2 personnel?
- What are the reasons for the 54% vacancy rate at the Corporate Support unit?

8. REFERENCES

Housing Development Agency (HDA) (2020) Annual Report 2019/20. Pretoria.

⁵⁰ Ibid.

⁵¹ Ibid.