

## 5. HUMAN RESOURCE MANAGEMENT

### 5.1 SERVICE DELIVERY

#### Summary of Personnel costs and related information

**Table 5.1.1 – Main services provided and standards**

MAIN SERVICES	ACTUAL CUSTOMERS	POTENTIAL CUSTOMERS	STANDARD OF SERVICE	ACTUAL ACHIEVEMENT AGAINST STANDARDS
1. Internal Service Delivery	Internal Officials of Department	Internal Officials of Dept	Consultation. Service Standards. Access to services. Courtesy to customers. Information. Openness and Transparency. Redress. Value for money	In the process of reviewing and updating service delivery standards
2.External Service Delivery	MinMEC. Heads of Departments. Municipalities. Housing Support Institutions. Private Sector: Construction Sector. Financial Sector. Organised Civil Society. International Governmental organizations		1. Financial Reporting and Accountability. 2. Strategic guidance on government direction and priorities. 3. Housing policy and legislation development and review. 4. Monitoring and impact assessment. 5. Information provision. 6. Information dissemination and communication. 7. Capacity building	Timely Monthly and Quarterly Reports issued by Dept. to all stakeholders. Strategic plan of Dept. developed with clear guidelines

**Table 5.1.2 – Consultation arrangements with customers**

TYPE OF ARRANGEMENT	ACTUAL CUSTOMERS	POTENTIAL CUSTOMERS	ACTUAL ACHIEVEMENTS
1. INTERNAL 1.1 Fact sheet 1.2 Groupwise 1.3 Intranet	Internal within the Dept of Housing	Officials within the Dept of Housing	100% usage of internal arrangements.
2.EXTERNAL 2.1 MinMEC 2.2 HoD's 2.3 Municipalities 2.4 Housing Support Institutions 2.5 Private Sector 2.6 Organised Civil Society	Ministers and Members of Executive Committees. Heads of Department Committees. Task Teams. Bilaterals. Committees of Heads of Housing. Summits.		4 MinMEC meetings were held. 6 Heads of Department meetings were held. 3 Capacity Building Task Teams with Provinces. 6 National Housing Programme Task Teams. 2 Task Teams on the development of Emergency Housing Policy. 1 Task Team on the development of Medium Density Housing Policy. 4 Task Teams on Dis-establishment of the Housing Fund. 3 CFO workshops were held. 4 Bilateral meetings and 1 International Summit

**Table 5.1.3 – Service delivery access strategy**

ACCESS STRATEGY	ACTUAL ACHIEVEMENTS
1.INTERNAL To use Department's Intranet more effectively	100% usage of fact sheets, Groupwise and Intranet
2.EXTERNAL National Housing Policies and various Housing Assistance measures	100% to all stakeholders

**Table 5.1.4 – Service information tool**

TYPE OF INFORMATION TOOLS	ACTUAL ACHIEVEMENT
1. INTERNAL 1.1 Intranet 1.2 GroupWise 1.3 Fact sheet used by each Directorate	100% usage of internal arrangements.
2. EXTERNAL 2.1 Internet	100% usage of internet

**Table 5.1.5 – Complaints mechanism**

COMPLAINTS MECHANISM	ACTUAL ACHIEVEMENT
1. INTERNAL 1.1 Directorate’s complaint boxes 1.2 Existing grievance procedures 1.3 Trained staff to deal with complaints	An internal grievance procedure in line with the Office of the Public Service Commission was compiled
2. EXTERNAL 2.1 Help desk 2.2 Hotline	On average, received 500 calls per month, thirty visits per month and about 10 letters per month. The Call Centre has received 2246 calls since April 2003 – March 2004



## 5.2 EXPENDITURE

**TABLE 5.2.1 - Personnel costs by Programme**

PROGRAMME	TOTAL EXPENDITURE (R'000)	PERSONNEL EXPENDITURE (R'000)	TRAINING EXPENDITURE (R'000)	PROFESSIONAL AND SPECIAL SERVICES (R'000)	PERSONNEL COST AS PERCENT OF TOTAL EXPENDITURE	AVERAGE PERSONNEL COST PER EMPLOYEE (R'000)	EMPLOYMENT
Programme 1: Administration	47,030	21,177	108	11,779	46%	183	119
Programme 2: Policy Planning & Research	11,140	5,800	56	2,956	52%	223	26
Programme 3: Programme Management	118,221	4,152	346	1,700	4%	208	20
Programme 4: Housing Sector Performance	95,722	6,585	40	15,621	7%	206	32
Programme 5: Communication	7,607	1,463	2	3,869	19%	183	8
Programme 6: Housing Development Funding	4,274,043	-	0	-	0%	-	0
Programme 7: Housing Equity	618	114	9	265	18%	57	2
<b>TOTAL</b>	<b>4,554,381</b>	<b>39,885</b>	<b>561</b>	<b>36,190</b>	<b>1%</b>	<b>193</b>	<b>207</b>

**TABLE 5.2.2 - Personnel costs by Salary band**

SALARY BANDS	PERSONNEL EXPENDITURE (R'000)	PERCENTAGE OF TOTAL PERSONNEL COST	AVERAGE PERSONNEL COST PER EMPLOYEE (R)	TOTAL PERSONNEL EXPENDITURE	NUMBER OF EMPLOYEES
Lower skilled (Levels 1-2)	790	2	56,429	39,437	14
Skilled (Levels 3-5)	2,369	6	76,419	39,437	31
Highly skilled production (Levels 6-8)	8,624	21.9	126,824	39,437	68
Highly skilled supervision (Levels 9-12)	16,597	42.1	247,716	39,437	67
Senior management (Levels 13-16)	11,056	28	409,481	39,437	27
<b>TOTAL</b>	<b>39,436</b>	<b>100</b>	<b>190,512</b>	<b>39,437</b>	<b>207</b>





**TABLE 5.2.3 - Salaries, Overtime, Home Owners Allowance and Medical Aid by Programme**

PROGRAMME	SALARIES (R'000)	SALARIES AS % OF PERSONNEL COST	OVERTIME (R'000)	OVERTIME AS % OF PERSONNEL COST	HOA (R'000)	HOA AS % OF PERSONNEL COST	MEDICAL ASS. (R'000)
Programme 1: Administration	13913	64.5	127	0.6	330	1.5	885
Programme 2: Policy Planning	3780	67	0	0	65	1.2	240
Programme 3: Programme Management	2684	65.3	0	0	78	1.9	154
Programme 4: Housing Sector Performance	4524	68.4	0	0	80	1.2	224
Programme 5: Communication	872	63	33	2.4	21	1.5	61
Programme 6: Housing Equity	72	63.2	0	0	0	0	0
<b>TOTAL</b>	<b>25845</b>	<b>65.5</b>	<b>160</b>	<b>0.4</b>	<b>574</b>	<b>1.5</b>	<b>1564</b>

**TABLE 5.2.4 - Annual Turnover Rates by Critical Occupation**

OCCUPATION	EMPLOYMENT AT BEGINNING OF PERIOD	APPOINTMENTS	TERMINATIONS	TURNOVER RATES
Senior Managers	21	2	3	14.3
Planners	16	2	2	12.5
Town and Regional Planners	10	2	2	20
Other	153	22	14	9.2
<b>TOTAL</b>	<b>200</b>	<b>28</b>	<b>21</b>	<b>10.5</b>



## 5.3 EMPLOYMENT AND VACANCIES

**TABLE 5.3.1 - Employment and Vacancies by Programme at end of period**

PROGRAMME	NUMBER OF POSTS	NUMBER OF POSTS FILLED	VACANCY RATE	NUMBER OF POSTS FILLED ADDITIONAL TO THE ESTABLISHMENT
Programme 1:Administration, Permanent	132	111	15.9	0
Programme 1:Administration, Temporary	8	8	0	0
Programme 2: Policy Planning, Permanent	36	25	30.6	0
Programme 2: Policy Planning, Temporary	1	1	0	0
Programme 3: Programme Management, Permanent	32	19	40.6	0
Programme 3: Programme Management, Temporary	1	1	0	0
Programme 4: Housing Sector Performance, Permanent	39	28	28.2	0
Programme 4: Housing Sector Performance, Temporary	4	4	0	0
Programme 5: Communication, Permanent	14	6	57.1	0
Programme 5: Communication, Temporary	2	2	0	0
Programme 7: Housing Equity, Permanent	5	1	80	0
Programme 7: Housing Equity, Temporary	1	1	0	0
<b>TOTAL</b>	<b>275</b>	<b>207</b>	<b>24.7</b>	<b>0</b>

**TABLE 5.3.2 - Employment and Vacancies by Salary Band at end of period**

SALARY BAND	NUMBER OF POSTS	NUMBER OF POSTS FILLED	VACANCY RATE	NUMBER OF POSTS FILLED ADDITIONAL TO THE ESTABLISHMENT
Lower skilled (Levels 1-2), Permanent	19	18	5.3	0
Lower skilled (Levels 1-2), Temporary	3	3	0	0
Skilled (Levels 3-5), Permanent	39	32	17.9	0
Skilled (Levels 3-5), Temporary	2	2	0	0
Highly skilled production (Levels 6-8), Permanent	94	66	29.8	0
Highly skilled production (Levels 6-8), Temporary	7	7	0	0
Highly skilled supervision (Levels 9-12), Permanent	75	49	34.7	0
Highly skilled supervision (Levels 9-12), Temporary	4	4	0	0
Senior management (Levels 13-16), Permanent	31	25	19.4	0
Senior management (Levels 13-16), Temporary	1	1	0	0
<b>TOTAL</b>	<b>275</b>	<b>207</b>	<b>24.7</b>	<b>0</b>



**TABLE 5.3.3 - Employment and Vacancies by Critical Occupation at end of period**

CRITICAL OCCUPATIONS	NUMBER OF POSTS	NUMBER OF POSTS FILLED	VACANCY RATE	NUMBER OF POSTS FILLED ADDITIONAL TO THE ESTABLISHMENT
Administrative related, Permanent	22	16	27.3	0
Cleaners in offices, workshops, hospitals etc., Permanent	8	8	0	0
Cleaners in offices, workshops, hospitals etc., Temporary	2	2	0	0
Communication and information related, Permanent	6	2	66.7	0
Communication and information related, Temporary	1	1	0	0
Economists, Permanent	25	15	40	0
Economists, Temporary	3	3	0	0
Electrical and electronics engineering technicians, Permanent	1	1	0	0
Engineers and related professionals, Permanent	12	8	33.3	0
Finance and economics related, Permanent	14	9	35.7	0
Financial and related professionals, Permanent	4	4	0	0
Financial clerks and credit controllers, Permanent	9	8	11.1	0
Financial clerks and credit controllers, Temporary	2	2	0	0
Food services aids and waiters, Permanent	3	2	33.3	0
General legal administration & rel. professionals, Permanent	4	3	25	0
General legal administration & rel. professionals, Temporary	1	1	0	0
Head of department/chief executive officer, Permanent	1	1	0	0
Human resources & org. dev. & relate prof, Permanent	8	5	37.5	0
Human resources & org. dev. & relate prof, Temporary	1	1	0	0
Human resources clerks, Permanent	6	5	16.7	0
Human resources clerks, Temporary	1	1	0	0
Human resources related, Permanent	3	3	0	0
Language practitioners interpreters & other commun, Permanent	4	1	75	0
Legal related, Permanent	1	1	0	0
Librarians and related professionals, Permanent	1	1	0	0

Library mail and related clerks, Permanent	4	4	0	0
Light vehicle drivers, Permanent	2	2	0	0
Logistical support personnel, Permanent	3	3	0	0
Material-recording and transport clerks, Permanent	5	5	0	0
Messengers, porters and deliverers, Permanent	7	7	0	0
Other administrat & related clerks and organisers, Permanent	43	26	39.5	0
Other administrat & related clerks and organisers, Temporary	2	2	0	0
Other information technology personnel, Permanent	5	4	20	0
Other occupations, Permanent	1	1	0	0
Secretaries & other keyboard operating clerks, Permanent	26	21	19.2	0
Secretaries & other keyboard operating clerks, Temporary	2	2	0	0
Security officers, Permanent	1	1	0	0
Security officers, Temporary	1	1	0	0
Senior managers, Permanent	29	23	20.7	0
Senior managers, Temporary	1	1	0	0
<b>TOTAL</b>	<b>275</b>	<b>207</b>	<b>24.7</b>	<b>0</b>

## 5.4 JOB EVALUATION

**TABLE 5.4.1 - Job Evaluation**

SALARY BAND	NUMBER OF POSTS	NUMBER OF JOBS EVALUATED	% OF POSTS EVALUATED	NUMBER OF POSTS UPGRADED	% OF UPGRADED POSTS EVALUATED	NUMBER OF POSTS DOWNGRADED	% OF DOWNGRADED POSTS EVALUATED
Lower skilled (Levels 1-2)	22	0	0	0	0	0	0
Skilled (Levels 3-5)	41	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	101	0	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	79	0	0	1	0	0	0
Senior Management Service Band A	19	0	0	0	0	0	0
Senior Management Service Band B	10	0	0	0	0	0	0
Senior Management Service Band C	2	0	0	0	0	0	0





Senior Management Service Band D	1	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>

**TABLE 5.4.2 - Profile of employees whose positions were upgraded due to their posts being upgraded**

BENEFICIARIES	AFRICAN	ASIAN	COLOURED	WHITE	TOTAL
Female	0	0	0	0	0
Male	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EMPLOYEES WITH A DISABILITY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**TABLE 5.4.3 - Employees whose salary level exceed the grade determined by Job Evaluation [i.t.o PSR I.V.C.3]**

OCCUPATION	NUMBER OF EMPLOYEES	JOB EVALUATION LEVEL	REMINERATION LEVEL	REASON FOR DEVIATION	NO OF EMPLOYEES IN DEPT
xxx	0	xxx	xxx	xxx	
xxx	0	xxx	xxx	xxx	
<b>TOTAL</b>	<b>0</b>				
<b>PERCENTAGE OF TOTAL EMPLOYMENT</b>	<b>0</b>				<b>0</b>

**TABLE 5.4.4 - Profile of employees whose salary level exceeded the grade determined by job evaluation [i.t.o. PSR I.V.C.3]**

BENEFICIARIES	AFRICAN	ASIAN	COLOURED	WHITE	TOTAL
Female	0	0	0	0	0
Male	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EMPLOYEES WITH A DISABILITY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 5.5 EMPLOYMENT CHANGES

**TABLE 5.5.1 - Annual Turnover Rates by Salary Band**

SALARY BAND	EMPLOYMENT AT BEGINNING OF PERIOD	APPOINTMENTS	TERMINATIONS	TURNOVER RATE
Lower skilled (Levels 1-2), Permanent	16	0	2	12.5
Skilled (Levels 3-5), Permanent	31	2	1	3.2
Highly skilled production (Levels 6-8), Permanent	62	3	3	4.8
Highly skilled production (Levels 6-8), Temporary	1	9	1	100
Highly skilled supervision (Levels 9-12), Permanent	65	5	3	4.6
Highly skilled supervision (Levels 9-12), Temporary	4	7	8	200
Senior Management Service Band A, Permanent	12	1	1	8.3
Senior Management Service Band B, Permanent	6	1	1	16.7
Senior Management Service Band C, Permanent	2	0	1	50
Senior Management Service Band D, Permanent	1	0	0	0
<b>TOTAL</b>	<b>200</b>	<b>28</b>	<b>21</b>	<b>10.5</b>

**TABLE 5.5.2 - Annual Turnover Rates by Critical Occupation**

OCCUPATION	EMPLOYMENT AT BEGINNING OF PERIOD	APPOINTMENTS	TERMINATIONS	TURNOVER RATES
Senior Managers	21	2	3	14.3
Planners	16	2	2	12.5
Town and Regional Planners	10	2	2	20
Other	153	22	14	9.2
<b>TOTAL</b>	<b>200</b>	<b>28</b>	<b>21</b>	<b>10.5</b>

**TABLE 5.5.3 - Reasons why staff are leaving the department**

TERMINATION TYPE	NUMBER	PERCENTAGE OF TOTAL RESIGNATIONS	PERCENTAGE OF TOTAL EMPLOYMENT	TOTAL
Resignation, Permanent	11	52.4	5.5	21
Resignation, Temporary	2	9.5	1	21
Expiry of contract, Temporary	7	33.3	3.5	21
Retirement, Permanent	1	4.8	0.5	21
<b>TOTAL</b>	<b>21</b>	<b>100</b>	<b>10.5</b>	<b>21</b>





**RESIGNATIONS AS % OF EMPLOYMENT**  
10.5

**TABLE 5.5.4 - Promotions by Critical Occupation**

OCCUPATION	EMPLOYMENT AT BEGINNING OF PERIOD	PROMOTIONS TO ANOTHER SALARY LEVEL	SALARY LEVEL PROMOTIONS AS A % OF EMPLOYMENT	PROGRESSIONS TO AN-OTHER NOTCH WITHIN SALARY LEVEL
Administrative related	19	2	10.5	9
Cleaners in offices,workshops, hospitals etc.	7	0	0	5
Client inform clerks (switchb, receipt, inform clerks)	3	0	0	1
Communication and information related	4	0	0	2
Economists	15	2	13.3	5
Electrical and electronics engineering technicians	1	0	0	0
Engineers and related professionals	10	3	30	3
Finance and economics related	10	1	10	2
Financial and related professionals	6	3	50	2
Financial clerks and credit controllers	7	0	0	3
Food services aids and waiters	5	0	0	0
General legal administration & rel. professionals	4	1	25	0
Head of department/chief executive officer	1	0	0	0
Human resources & organisat developm & relate prof	4	1	25	2
Human resources clerks	8	1	12.5	5
Human resources related	3	1	33.3	2
Language practitioners, interpreters & other commun	1	0	0	0
Legal related	3	0	0	0
Librarians and related professionals	1	0	0	1
Library mail and related clerks	4	0	0	3
Light vehicle drivers	2	0	0	2
Logistical support personnel	3	0	0	3

Material-recording and transport clerks	6	1	16.7	5
Medical practitioners	1	0	0	0
Messengers, porters and deliverers	5	0	0	3
Other administrat & related clerks and organisers	28	5	17.9	11
Other administrative policy and related officers	1	0	0	0
Other information technology personnel.	4	0	0	3
Other occupations	1	0	0	0
Secretaries & other keyboard operating clerks	16	1	6.3	6
Security guards	1	0	0	1
Security officers	1	0	0	1
Senior managers	14	1	7.1	0
Social sciences related	1	0	0	0
<b>TOTAL</b>	<b>200</b>	<b>23</b>	<b>11.5</b>	<b>80</b>

**TABLE 5.5.5 - Promotions by Salary Band**

SALARY BAND	EMPLOYMENT AT BEGINNING OF PERIOD	PROMOTIONS TO ANOTHER SALARY LEVEL	SALARY LEVEL PROMOTIONS AS A % OF EMPLOYMENT	PROGRESSIONS TO ANOTHER NOTCH WITHIN SALARY LEVEL
Lower skilled (Levels 1-2), Permanent	16	0	0	15
Skilled (Levels 3-5), Permanent	31	0	0	16
Highly skilled production (Levels 6-8), Permanent	62	8	12.9	22
Highly skilled production (Levels 6-8), Temporary	1	0	0	0
Highly skilled supervision (Levels 9-12), Permanent	65	9	13.8	27
Highly skilled supervision (Levels 9-12), Temporary	4	0	0	0
Senior management (Levels 13-16), Permanent	21	6	28.6	0
<b>TOTAL</b>	<b>200</b>	<b>23</b>	<b>11.5</b>	<b>80</b>



## 5.6 EMPLOYMENT EQUITY

**TABLE 5.6.1 - Total number of Employees (incl. Employees with disabilities) per Occupational Category (SASCO)**

OCCUPATIONAL CATEGORIES	MALE, AFRICAN	MALE, COLOURED	MALE, INDIAN	MALE, TOTAL BLACKS	MALE, WHITE	FEMALE, AFRICAN	FEMALE, COLOURED	FEMALE, INDIAN	FEMALE, TOTAL BLACKS	FEMALE, WHITE	TOTAL
Legislators, senior officials and managers, Permanent	6	1	1	8	4	3	1	1	5	0	17
Legislators, senior officials and managers, Temporary	0	0	1	1	0	0	0	0	0	0	1
Professionals, Permanent	30	2	1	33	9	19	3	2	24	20	86
Professionals, Temporary	1	0	0	1	0	4	1	0	5	1	7
Clerks, Permanent	15	1	0	16	2	26	1	2	29	19	66
Clerks, Temporary	2	0	0	2	0	3	1	0	4	1	7
Service and sales workers, Permanent	1	0	0	1	0	0	0	0	0	0	1
Service and sales workers, Temporary	1	1	0	2	0	0	0	0	0	0	2
Plant and machine operators and assemblers, Permanent	2	0	0	2	0	0	0	0	0	0	2
Elementary occupations, Permanent	6	1	0	7	0	9	0	0	9	1	17
Other, Permanent	0	0	0	0	0	0	0	1	1	0	1
<b>TOTAL</b>	<b>64</b>	<b>6</b>	<b>3</b>	<b>73</b>	<b>15</b>	<b>64</b>	<b>7</b>	<b>6</b>	<b>77</b>	<b>42</b>	<b>207</b>

OCCUPATIONAL BANDS	MALE, AFRICAN	MALE, COLOURED	MALE, INDIAN	MALE, TOTAL BLACKS	MALE, WHITE	FEMALE, AFRICAN	FEMALE, COLOURED	FEMALE, INDIAN	FEMALE, TOTAL BLACKS	FEMALE, WHITE	TOTAL
Employees with disabilities	2	0	0	2	0	0	0	0	0	0	2

**TABLE 5.6.2 - Total number of Employees (incl. Employees with disabilities) per Occupational Bands**

OCCUPATIONAL BANDS	MALE, AFRICAN	MALE, COLOURED	MALE, INDIAN	MALE, TOTAL BLACKS	MALE, WHITE	FEMALE, AFRICAN	FEMALE, COLOURED	FEMALE, INDIAN	FEMALE, TOTAL BLACKS	FEMALE, WHITE	TOTAL
Top Management, Permanent	0	0	1	1	0	1	0	0	1	0	2
Senior Management, Permanent	10	2	0	12	5	2	1	2	5	1	23
Senior Management, Temporary	0	0	1	1	0	0	0	0	0	1	2

Professionally qualified and experienced specialists and mid-management, Permanent	25	1	1	27	9	15	2	1	18	10	64
Professionally qualified and experienced specialists and mid-management, Temporary	0	0	0	0	0	2	1	0	3	0	3
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	10	1	0	11	1	17	2	2	21	25	58
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Temporary	2	0	0	2	0	5	1	0	6	1	9
Semi-skilled and discretionary decision making, Permanent	10	1	0	11	0	13	0	0	13	4	28
Semi-skilled and discretionary decision making, Temporary	2	1	0	3	0	0	0	0	0	0	3
Unskilled and defined decision making, Permanent	5	0	0	5	0	9	0	0	9	0	14
Not Available, Permanent	0	0	0	0	0	0	0	1	1	0	1
<b>TOTAL</b>	<b>64</b>	<b>6</b>	<b>3</b>	<b>73</b>	<b>15</b>	<b>64</b>	<b>7</b>	<b>6</b>	<b>77</b>	<b>42</b>	<b>207</b>

**TABLE 5.6.3 - Recruitment**

<b>OCCUPATIONAL BANDS</b>	<b>MALE, AFRICAN</b>	<b>MALE, COLOURED</b>	<b>MALE, INDIAN</b>	<b>MALE, TOTAL BLACKS</b>	<b>MALE, WHITE</b>	<b>FEMALE, AFRICAN</b>	<b>FEMALE, COLOURED</b>	<b>FEMALE, INDIAN</b>	<b>FEMALE, TOTAL BLACKS</b>	<b>FEMALE, WHITE</b>	<b>TOTAL</b>
Senior Management, Permanent	1	0	0	1	0	0	1	0	1	0	2
Senior Management, Temporary	0	0	1	1	0	0	0	0	0	1	2
Professionally qualified and experienced specialists and mid-management, Permanent	2	1	0	3	0	1	1	0	2	0	5
Professionally qualified and experienced specialists and mid-management, Temporary	2	0	0	2	1	2	1	0	3	1	7
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	1	0	0	1	0	1	0	1	2	0	3
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Temporary	2	0	0	2	0	3	1	1	5	2	9
Semi-skilled and discretionary decision making, Permanent	0	0	0	0	0	2	0	0	2	0	2





Semi-skilled and discretionary decision making, Temporary	2	1	0	3	0	0	0	0	0	0	0	0	0	3
<b>TOTAL</b>	<b>10</b>	<b>2</b>	<b>1</b>	<b>13</b>	<b>1</b>	<b>9</b>	<b>4</b>	<b>2</b>	<b>15</b>	<b>4</b>	<b>33</b>			

	MALE, AFRICAN	MALE, COLOURED	MALE, INDIAN	MALE, TOTAL BLACKS	MALE, WHITE	FEMALE, AFRICAN	FEMALE, COLOURED	FEMALE, INDIAN	FEMALE, TOTAL BLACKS	FEMALE, WHITE	TOTAL
No data	0	0	0	0	0	0	0	0	0	0	0

**TABLE 5.6.4 - Promotions**

OCCUPATIONAL BANDS	MALE, AFRICAN	MALE, COLOURED	MALE, INDIAN	MALE, TOTAL BLACKS	MALE, WHITE	FEMALE, AFRICAN	FEMALE, COLOURED	FEMALE, INDIAN	FEMALE, TOTAL BLACKS	FEMALE, WHITE	TOTAL
Senior Management, Permanent	3	1	0	4	0	0	0	1	1	1	6
Professionally qualified and experienced specialists and mid-management, Permanent	16	0	0	16	3	8	0	2	10	6	35
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	6	0	0	6	0	11	1	1	13	12	31
Semi-skilled and discretionary decision making, Permanent	4	0	0	4	0	6	1	0	7	5	16
Unskilled and defined decision making, Permanent	9	1	0	10	0	5	0	0	5	0	15
<b>TOTAL</b>	<b>38</b>	<b>2</b>	<b>0</b>	<b>40</b>	<b>3</b>	<b>30</b>	<b>2</b>	<b>4</b>	<b>36</b>	<b>24</b>	<b>103</b>

	MALE, AFRICAN	MALE, COLOURED	MALE, INDIAN	MALE, TOTAL BLACKS	MALE, WHITE	FEMALE, AFRICAN	FEMALE, COLOURED	FEMALE, INDIAN	FEMALE, TOTAL BLACKS	FEMALE, WHITE	TOTAL
No data	0	0	0	0	0	0	0	0	0	0	0

**TABLE 5.6.5 - Terminations**

OCCUPATIONAL BANDS	MALE, AFRICAN	MALE, COLOURED	MALE, INDIAN	MALE, TOTAL BLACKS	MALE, WHITE	FEMALE, AFRICAN	FEMALE, COLOURED	FEMALE, INDIAN	FEMALE, TOTAL BLACKS	FEMALE, WHITE	TOTAL
Top Management, Permanent	0	0	0	0	0	1	0	0	1	0	1
Senior Management, Permanent	1	0	0	1	0	1	0	0	1	0	2
Professionally qualified and experienced specialists and mid-management, Permanent	2	0	0	2	0	0	0	1	1	0	3
Professionally qualified and experienced specialists and mid-management, Temporary	2	0	0	2	3	0	0	1	1	2	8
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	1	0	0	1	0	0	0	0	0	2	3
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Temporary	0	0	0	0	0	0	0	0	0	1	1
Unskilled and defined decision making, Permanent	1	0	0	1	0	2	0	0	2	0	3
<b>TOTAL</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>3</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>6</b>	<b>5</b>	<b>21</b>

	MALE, AFRICAN	MALE, COLOURED	MALE, INDIAN	MALE, TOTAL BLACKS	MALE, WHITE	FEMALE, AFRICAN	FEMALE, COLOURED	FEMALE, INDIAN	FEMALE, TOTAL BLACKS	FEMALE, WHITE	TOTAL
No data	0	0	0	0	0	0	0	0	0	0	0



**TABLE 5.6.6 - Disciplinary Action**

DISCIPLINARY ACTION	MALE, AFRICAN	MALE, COLOURED	MALE, INDIAN	MALE, TOTAL BLACKS	MALE, WHITE	FEMALE, AFRICAN	FEMALE, COLOURED	FEMALE, INDIAN	FEMALE, TOTAL BLACKS	FEMALE, WHITE	TOTAL
<b>TOTAL</b>	0	0	0	0	0	0	0	0	0	0	0

**TABLE 5.6.7 - Skills Development**

OCCUPATIONAL CATEGORIES	MALE, AFRICAN	MALE, COLOURED	MALE, INDIAN	MALE, TOTAL BLACKS	MALE, WHITE	FEMALE, AFRICAN	FEMALE, COLOURED	FEMALE, INDIAN	FEMALE, TOTAL BLACKS	FEMALE, WHITE	TOTAL
Legislators, Senior Officials and Managers	0	0	0	0	0	0	0	0	0	0	0
Professionals	0	0	0	0	0	0	0	0	0	0	0
Technicians and Associate Professionals	0	0	0	0	0	0	0	0	0	0	0
Clerks	0	0	0	0	0	0	0	0	0	0	0
Service and Sales Workers	0	0	0	0	0	0	0	0	0	0	0
Skilled Agriculture and Fishery Workers	0	0	0	0	0	0	0	0	0	0	0
Craft and Related Trades Workers	0	0	0	0	0	0	0	0	0	0	0
Plant and Machine Operators and Assemblers	0	0	0	0	0	0	0	0	0	0	0
Elementary Occupations	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	0	0	0	0	0	0	0	0	0	0	0
<b>EMPLOYEES WITH DISABILITIES</b>	0	0	0	0	0	0	0	0	0	0	0

**5.7 PERFORMANCE REWARDS**

**TABLE 5.7.1 - Performance Rewards by Race, Gender and Disability**

**TABLE 5.7.2 - Performance Rewards by Salary Band for Personnel below Senior Management Service**

SALARY BAND	NUMBER OF BENEFICIARIES	TOTAL EMPLOYMENT	PERCENTAGE OF TOTAL EMPLOYMENT	COST (R'000)	AVERAGE COST PER BENEFICIARY (R)
Lower skilled (Levels 1-2)	15	14	107.1	51	3,400
Skilled (Levels 3-5)	25	31	80.6	134	5,360
Highly skilled production (Levels 6-8)	54	68	79.4	686	12,704
Highly skilled supervision (Levels 9-12)	59	67	88.1	1,305	22,119
<b>TOTAL</b>	<b>153</b>	<b>180</b>	<b>85</b>	<b>2176</b>	<b>14222</b>

**Note.** Number of beneficiaries exceeds total employment due to the pro-rata payment of performance awards twice in the current year due to outstanding assessments from the previous financial years done in current year

**TABLE 5.7.3 - Performance Rewards by Critical Occupation**

CRITICAL OCCUPATIONS	NUMBER OF BENEFICIARIES	TOTAL EMPLOYMENT	PERCENTAGE OF TOTAL EMPLOYMENT	COST (R'000)	AVERAGE COST PER BENEFICIARY (R)
Planners	16	19	84.2	307	19,188
Town and Regional Planners	7	7	100	129	18,429
Finance and economics related	9	7	128.6	228	25,333
Senior managers	2	16	12.5	66	33,000
Other	128	158	81	1900	14,844
<b>TOTAL</b>	<b>162</b>	<b>207</b>	<b>78.30</b>	<b>2,630</b>	<b>16,235</b>

**Note.** Number of beneficiaries exceeds total employment due to the pro-rata payment of performance awards twice in the current year due to outstanding assessments from the previous financial years done in current year.

**TABLE 5.7.4 - Performance Related Rewards (Cash Bonus) by Salary Band for Senior Management Service**

SMS BAND	NUMBER OF BENEFICIARIES	TOTAL EMPLOYMENT	PERCENTAGE OF TOTAL EMPLOYMENT	COST (R'000)	AVERAGE COST PER BENEFICIARY (R)	% OF SMS WAGE BILL	PERSONNEL COST SMS (R'000)
Band A	7	16	43.8	330	4,714	6.5	5,071
Band B	1	9	11.1	28	2,800	0.7	4,224
Band D	1	1	100	93	9,300	9.7	958
<b>TOTAL</b>	<b>9</b>	<b>26</b>	<b>34.6</b>	<b>451</b>	<b>5011.1</b>	<b>4.4</b>	<b>10253</b>



**5.8 FOREIGN WORKERS**

**TABLE 5.8.1 - Foreign Workers by Salary Band**

SALARY BAND	EMPLOYMENT AT BEGINNING PERIOD	PERCENTAGE OF TOTAL	EMPLOYMENT AT END OF PERIOD	PERCENTAGE OF TOTAL	CHANGE IN EMPLOYMENT	PERCENTAGE OF TOTAL	TOTAL EMPLOYMENT AT BEGINNING OF PERIOD	TOTAL EMPLOYMENT AT END OF PERIOD	TOTAL CHANGE IN EMPLOYMENT
Highly skilled supervision (Levels 9-12)	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**TABLE 5.8.2 - Foreign Workers by Major Occupation**

MAJOR OCCUPATION	EMPLOYMENT AT BEGINNING PERIOD	PERCENTAGE OF TOTAL	EMPLOYMENT AT END OF PERIOD	PERCENTAGE OF TOTAL	CHANGE IN EMPLOYMENT	PERCENTAGE OF TOTAL	TOTAL EMPLOYMENT AT BEGINNING OF PERIOD	TOTAL EMPLOYMENT AT END OF PERIOD	TOTAL CHANGE IN EMPLOYMENT
Professionals and managers	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**5.9 LEAVE UTILISATION FOR THE PERIOD 1 JANUARY 2003 TO DECEMBER 2003**

**TABLE 5.9.1 - Sick Leave for Jan 2003 to Dec 2003**

SALARY BAND	TOTAL DAYS	% DAYS WITH MEDICAL CERTIFICATION	NUMBER OF EMPLOYEES USING SICK LEAVE
Lower skilled (Levels 1-2)	98	82.7	10
Skilled (Levels 3-5)	140	56.4	17
Highly skilled production (Levels 6-8)	459	73	51
Highly skilled supervision (Levels 9-12)	321	65.7	45
Senior management (Levels 13-16)	113	67.3	19
<b>TOTAL</b>	<b>1131</b>	<b>69.1</b>	<b>142</b>

**TABLE 5.9.2 - Disability Leave (temporary and permanent), 1 January 2003 to 31 December 2003**

SALARY BAND	TOTAL DAYS	% DAYS WITH MEDICAL CERTIFICATION	NUMBER OF EMPLOYEES USING DISABILITY LEAVE
Lower skilled (Levels 1-2)	12	100	4
Skilled (Levels 3-5)	24	100	2
Highly skilled production (Levels 6-8)	121	99.2	9
Highly skilled supervision (Levels 9-12)	54	100	4
<b>TOTAL</b>	<b>211</b>	<b>99.5</b>	<b>19</b>

**TABLE 5.9.3 - Annual Leave, 1 January 2003 to December 2003**

SALARY BAND	TOTAL DAYS TAKEN	AVERAGE PER EMPLOYEE	EMPLOYMENT
Lower skilled (Levels 1-2)	382	24	16
Skilled (Levels 3-5)	562	21	27
Highly skilled production (Levels 6-8)	1456	23	64
Highly skilled supervision (Levels 9-12)	1454	20	72
Senior management (Levels 13-16)	506	19	26
<b>TOTAL</b>	<b>4360</b>	<b>21</b>	<b>205</b>

**TABLE 5.9.4 - Capped Leave for January 2003 to December 2003**

	TOTAL DAYS OF CAPPED LEAVE TAKEN	AVERAGE NUMBER OF DAYS TAKEN PER EMPLOYEE	AVERAGE CAPPED LEAVE PER EMPLOYEE AS AT 31 DECEMBER 2003	NUMBER OF EMPLOYEES	TOTAL NUMBER OF CAPPED LEAVE AVAILABLE AT 31 DECEMBER 2003	NUMBER OF EMPLOYEES AS AT 31 DECEMBER 2003
Lower skilled (Levels 1-2)	17	1	68	34	819	12
Skilled (Levels 3-5)	5	0	59	34	945	16
Highly skilled production (Levels 6-8)	89	3	30	34	1224	41
Highly skilled supervision (Levels 9-12)	52	2	62	34	2780	45
Senior management (Levels 13-16)	6	0	59	34	1005	17
<b>TOTAL</b>	<b>169</b>	<b>5</b>	<b>52</b>	<b>34</b>	<b>6773</b>	<b>131</b>

**TABLE 5.9.5 - Leave Payouts**

REASON	TOTAL AMOUNT (R'000)	NUMBER OF EMPLOYEES	AVERAGE PAYMENT PER EMPLOYEE (R)
Leave payout for 2003/04 due to non-utilisation of leave for the previous cycle	32	4	8000
Current leave payout on termination of service for 2003/04	33	5	6600
<b>TOTAL</b>	<b>65</b>	<b>9</b>	<b>7222</b>

## 5.10 HIV/AIDS & HEALTH PROMOTION PROGRAMMES

**TABLE 5.10.1 - Details of Health Promotion and HIV/AIDS Programmes  
(Tick the applicable boxes and provide the required information)**

QUESTION	YES	NO	DETAILS, IF YES
<b>1.</b> Has the Department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter I of the Public Service Regulations, 2001? If so, provide her/his name and position.	Yes		Chief Director: Corporate support
<b>2.</b> Does the Department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	Yes		Sub-directorate: Transformation. Four Staff members. There is no dedicated budget, HIV/AIDS is part of the Sub-directorate's budget
<b>3.</b> Has the Department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/ services of this Programme.		No	In the process of establishing an Employee Assistance Programme
<b>4.</b> Has the Department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter I of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	Yes		Ms S Naidoo (Human Settlement); Ms B Coles (Implementation Monitoring); Ms N Mbele (Capacity Building); Mr M Ramalepe (Transformation); Ms N Booi (Transformation); Ms D Makwatlo (Finance); Ms N Rozani (Provisioning Administration)
<b>5.</b> Has the Department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	Yes		Recruitment Policy; Sexual Harassment Policy; HIV/AIDS Policy; Internship Policy; Performance Management System
<b>6.</b> Has the Department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	Yes		Facilitating the employee's access to health service outside the workplace. Infected employees are given support through counselling.
<b>7.</b> Does the Department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have you achieved.	Yes		The test results remain confidential and employees do not disclose their test results.



<b>8.</b> Has the Department developed measures/ indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.	Yes	Absenteeism Sick leave EAP referrals (treatment and counselling)
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## 5.11 LABOUR RELATIONS

**TABLE 5.11.1 - Collective Agreements**

<b>TOTAL COLLECTIVE AGREEMENT</b>	<b>NONE</b>
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**TABLE 5.11.2 - Misconduct and Disciplinary Hearings Finalised**

<b>DISCIPLINARY HEARINGS - 2003/04</b>	<b>NONE</b>
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**TABLE 5.11.3 - Types of Misconduct Addressed and Disciplinary Hearings**

TYPE OF MISCONDUCT	NUMBER	% OF TOTAL
	0	0
	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>

**TABLE 5.11.4 - Grievances Lodged**

NUMBER OF GRIEVANCES ADDRESSED	NUMBER	% OF TOTAL
Resolved	0	0
Not resolved	0	0
<b>TOTAL</b>	<b>0</b>	

**TABLE 5.11.5 - Disputes Lodged**

NUMBER OF DISPUTES ADDRESSED	NUMBER	% OF TOTAL
Upheld	0	0
Dismissed	0	0
<b>TOTAL</b>	<b>0</b>	

**TABLE 5.11.6 - Strike Actions**

STRIKE ACTIONS	
Total number of person working days lost	0
Total cost (R'000) of working days lost	0
Amount (R'000) recovered as a result of no work no pay	0

**TABLE 5.11.7 - Precautionary Suspensions**

PRECAUTIONARY SUSPENSIONS	
Number of people suspended	0
Number of people whose suspension exceeded 30 days	0
Average number of days suspended	0
Cost (R'000) of suspensions	0



## 5.12 SKILLS DEVELOPMENT

### TABLE 5.12.1 - Training Needs Identified

OCCUPATIONAL CATEGORIES	GENDER	EMPLOYMENT	LEARNERSHIPS	SKILLS PROGRAMMES & OTHER SHORT COURSES	OTHER FORMS OF TRAINING	TOTAL
Legislators, senior officials and managers	Female	0	0	4	0	4
	Male	0	0	14	0	14
Professionals	Female	0	0	1	0	1
	Male	0	0	3	0	3
Technicians and associate professionals	Female	0	0	0	0	0
	Male	0	0	0	0	0
Clerks	Female	0	0	86	0	86
	Male	0	0	54	0	54
Service and sales workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Craft and related trades workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	0	0	11	0	11
	Male	0	0	6	0	6
Gender sub totals	Female	0	0	102	0	102
	Male	0	0	77	0	77
<b>TOTAL</b>		<b>0</b>	<b>0</b>	<b>179</b>	<b>0</b>	<b>179</b>





**TABLE 12.2 - Training Provided**

OCCUPATIONAL CATEGORIES	GENDER	EMPLOYMENT	LEARNERSHIPS	SKILLS PROGRAMMES & OTHER SHORT COURSES	OTHER FORMS OF TRAINING	TOTAL
Legislators, senior officials and managers	Female	0	0	4	0	4
	Male	0	0	14	0	14
Professionals	Female	0	0	1	0	1
	Male	0	0	3	0	3
Technicians and associate professionals	Female	0	0	0	0	0
	Male	0	0	0	0	0
Clerks	Female	0	0	86	0	86
	Male	0	0	54	0	54
Service and sales workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Craft and related trades workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	0	0	11	0	11
	Male	0	0	6	0	6
Gender sub totals	Female	0	0	102	0	102
	Male	0	0	77	0	77
<b>TOTAL</b>		<b>0</b>	<b>0</b>	<b>179</b>	<b>0</b>	<b>179</b>

### 5.13 INJURY ON DUTY

**TABLE 5.13.1 - Injury on Duty**

NATURE OF INJURY ON DUTY	NUMBER	% OF TOTAL
Required basic medical attention only	0	0
Temporary Total Disablement	0	0
Permanent Disablement	0	0
Fatal	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>

### 5.14 UTILISATION OF CONSULTANTS

**TABLE 5.14.1 - Report on consultant appointments using appropriated funds**

Project Title	Total number of consultants that worked on the project	Duration: Work days	Contract value in Rand
The Outsourcing of the Evaluation of the National Capacity Building Programme	4	62 days	R507 710,00
The Development, Design and co-ordination of Housing Consumer Education and Training Programme	37	153 days	R739 583,24
Tender for the Profile on Emerging Contractors in the Low Income Housing Delivery.	6	145 man days	R478 000,00
Appointment of a Consultant to Conduct a Risk Review and Establish a fraud prevention plan for Department of Housing	4	54 days	R296 172,00
Appointment of Consultant for the Development of a Medium Density Housing Programme	8	60 days	R708 870,00
Appointment of an Independent accounting firm to Audit the Disestablishment process of the SA Housing Trust	5	448 man days	R133 200,00
Appointment of a Corporate Government Consultant	3	60 days	R245 930,00
Appointment of Project Management Company: Office Fit-Out and Refurbishment Project	4	8 months	R420 000,00
Assessment of Housing Delivery Processes in Projects Implemented through the Housing Subsidy Scheme	29	636 man days	R1 895 364,00
Evaluation of the Adherence of Provincial, Local Government and Developers to the Prescribed Township Planning and Establishment Procedures as well as Project Preparation Processes in the Implementation of the Housing Subsidy Scheme	29	474 man days	R1 471 284,00
Alignment of Housing Programme with Integrated Development Planning	4	45 days	R159 996,20
Appointment of Consultants to Unblock Projects and Fast-Track Housing Delivery in the Provinces.	40	150 man days	R4 846 285,73



Appointment of Consultants to Perform an Assessment and Audit of the Interpretation and Implementation of Provincial Housing Legislation	3	149 days	R687 315,60
Appointment of an Event Manager for the National Housing Summit 2003	5	23 days	R980 000,00
The task team to investigate allegations of fraud and corruption in respect of the implementation of National Housing Programme	14	1283 man days	R2 050 128,75
Appointment of Consultant for Outsourcing to an Independent Accounting Firm the Functions of Internal Auditing.	4	245 days	R712 614,00
Appointment of a Consultant for Impact Assessment of Housing Subsidy Scheme	5	1528 days	R2 575 231,00

TOTAL NUMBER OF PROJECTS	TOTAL INDIVIDUAL CONSULTANTS	TOTAL DURATION: WORK DAYS	TOTAL CONTRACT VALUE IN RAND
17 projects	204	5669	R18 907 684,52

**TABLE 5.14.2 - Analysis of consultant appointments using appropriated funds, i.t.o. HDIs**

PROJECT TITLE	PERCENTAGE OWNERSHIP BY HDI GROUPS	PERCENTAGE MANAGEMENT BY HDI GROUPS	NUMBER OF CONSULTANTS FROM HDI GROUPS THAT WORK ON THE PROJECT
The Outsourcing of the Evaluation of the National Capacity Building Programme	100%	100%	4
The Development, Design and co-ordination of Housing Consumer Education and Training Programme	100%	100%	37
Tender for the Profile on Emerging Contractors in the Low Income Housing Delivery.	100%	100%	6
Appointment of a Consultant to Conduct a Risk Review and establish a fraud prevention plan for Department of Housing	5%	20%	4
Appointment of Consultant for the Development of a Medium Density Housing Programme	30%	90%	8
Appointment of an Independent accounting firm to Audit the Disestablishment process of the SA Housing Trust	80%	88%	5
Appointment of a Corporate Government Consultant	100%	75%	3
Appointment of Project Management Company: Office Fit-Out and Refurbishment Project	100%	100%	4

Assessment of Housing Delivery Processes in Projects Implemented through the Housing Subsidy Scheme	50%	60%	29
Evaluation of the Adherence of Provincial, Local Government and Developers to the Prescribed Township Planning and Establishment Procedures as well as Project Preparation Processes in the Implementation of the Housing Subsidy Scheme	50%	60%	29
Alignment of Housing Programme with Integrated Development Planning	50%	50%	4
Appointment of Consultants to Unblock Projects and Fast-Track Housing Delivery in the Provinces.	60%	60%	40
Appointment of Consultants to Perform an Assessment and Audit of the Interpretation and Implementation of Provincial Housing Legislation	100%	100%	3
Appointment of an Event Manager for the National Housing Summit 20003	100%	100%	5
The task team to investigate allegations of fraud and corruption in respect of the implementation of National Housing Programme	5%	100%	14
Appointment of Consultant for Outsourcing to an Independent Accounting Firm the Functions of Internal Auditing.	100%	80%	4
Appointment of a Consultant for Impact Assessment of Housing Subsidy Scheme	100%	70%	5

**TABLE 5.14.3 - Report on consultant appointments using Donor funds**

PROJECT TITLE	TOTAL NUMBER OF CONSULTANTS THAT WORKED ON THE PROJECT	DURATION: WORK DAYS	DONOR AND CONTRACT VALUE IN RAND
NONE	0	0	0
TOTAL NUMBER OF PROJECTS	TOTAL INDIVIDUAL CONSULTANTS	TOTAL DURATION: WORK DAYS	TOTAL CONTRACT VALUE IN RAND
NONE	0	0	0

**TABLE 5.14.4 - Analysis of consultant appointments using Donor funds, i.t.o. HDIs**

PROJECT TITLE	PERCENTAGE OWNERSHIP BY HDI GROUPS	PERCENTAGE MANAGEMENT BY HDI GROUPS	NUMBER OF CONSULTANTS FROM HDI GROUPS THAT WORK ON THE PROJECT
NONE	0	0	0

