



Registration Number: 2003/021562/08

7 Upper Dickens Street, Central, 6001: P. O. Box 6081, Walmer, 6065
Tel: +27 41 373 2194 :Fax: 041 373 1838 : Email: admin@imizi.co.za

IMIZI HOUSING UTILITY NPC (Reg No 2003/021562/08) – COMPANY PROFILE

OUR STATEMENT OF PURPOSE, STRATEGIC OBJECTIVES, AND CORPORATE CULTURE

TO INFLUENCE THE QUALITY OF LIVES OF FELLOW CITIZENS THROUGH OUR SUSTAINABLE SOCIAL HOUSING PROJECTS, BY MEANS OF WHICH WE STRIVE TO ENHANCE BOTH SOCIAL INTEGRATION AND A SENSE OF COMMUNITY

Our Strategic Objectives

- Professionalization of the organization to achieve business excellence;
- Sustained annual growth of the property portfolio that includes providing innovative, well designed urban estates, architectural excellence and energy saving, green buildings, all within the constraints of available funding;
- Strong working relationships with key stakeholders that realize the delivery of affordable social housing for the Nelson Mandela Bay area;
- Customer oriented client services that contributes to building inclusive, vibrant, integrated and well performing neighborhoods;
- Effective management of the housing stock and protection, preservation and growth in value of the housing assets under management.

Our Corporate Culture

- Caring and considerate;
- Results orientated approach;
- Performance driven to achieve clearly defined goals;
- Efficient delivery of service;
- Consistency valued;
- Reliability expected in servicing market.

OUR ORIGINS, ACCOMPLISHMENTS AND FUTURE PROSPECTS

Our Origins

IMIZI's current social housing programme was established in 2011 through co-operation between Swedish International Development Cooperation Agency (SIDA) and the Nelson Mandela Bay Municipality (NMBM). The specific objective of IMIZI, set by these parties, is to facilitate the provision of housing to the employed sector of the community that qualifies for government subsidy. IMIZI is in possession of a number of studies undertaken before its inception and has also commissioned a number of its own. These studies and other activities have all contributed to the development of the Board and the preparation of this corporate business plan. Some of these studies and activities include:

- Architectural work and Quantity Surveying Options;
- Investigation into Financing Options Available and Costs of Finance;
- A Housing Needs Analysis for the NMBM – Smart Practice;
- Hosting a Social Housing Information-Sharing Practice;
- Attendance at Training Sessions of the SPSH & the SHF;
- Preparation of Project Business Plans (Walmer Link - 347 units, Fairview Link – 368 units, Willowdene – 400 units, Fairview Link Extension – 144 units, and Khwezi Uitenhage – 385 units);
- Development of a Project Viability Methodology;
- Customisation of a Financial Model for Project Viability Purposes;
- Customisation of a Financial Model for Institutional Viability Purposes;
- Regular Strategic Planning Workshops and Operational Planning Sessions.

Our Accomplishments to date

IMIZI is a fully accredited Social Housing Institution with the Social Housing Regulatory Authority (SHRA). IMIZI is registered Not for Profit Company, a Public Benefit Organisation and is Tax Exempt. IMIZI is an Executive member of the National Association of Social Housing Organisations (NASHO).

The first of IMIZI's social housing projects was Walmer Link, comprising 347 affordable apartments for rental comprising batchelor, one bedroom and two bedroom units. These units were fully tenanted early in 2013, which was quickly followed by Fairview Link, comprising 368 similar units in 2015. The third and largest project is Willowdene, comprising 400 one, two and three bedroom units for rental which was completed in 2017. Then followed Fairview Link Extension which has 144 one and two bedroom units adjacent to the Fairview Link project. The latest completed project is Khwezi Uitenhage comprising 385 batchelor, one and two bedroom units on two separate sites situated on John Street and Hendrietta Streets, Uitenhage, which is currently in the process of being tenanted. The partnering developer for all of these projects was The Home Market NPC, and land has been made available at nominal cost from the NMBM and the Port Elizabeth Land Restitution and Housing Association.

Future Prospects

IMIZI Housing Utility will continue on an ambitious growth path of 1 644 existing rental units by adding Fairwest (480 units) which is planned for completion in 2024.

Land Availability Agreements are in place for further integrated housing schemes (Community Residential Units, Social Housing Units, Finance Linked Individual Subsidy Project units and private affordable housing units) in the Fairwest and Parsons Vlei areas, and it is hoped that Imizi will be

involved in the development of social housing in the Baakens River area as and when the Waterfront Project gets under way.

ANALYSIS OF THE ORGANISATION

Ownership Structure and Control

Imizi Housing Utility is a Private Not-for-Profit Company and Public Benefit Organisation. It is controlled by a Board of Directors which monitors organisation performance driven by Key Performance Indicators.

Board of Directors (August 2020)

Name	Role on Board	Tenure (yrs)	Profession
Clive Felix	Chairperson, REMCO/HR/ETHICS	12	Housing Development
Phil Goduka	Director, Risk & Audit	14	Property Development
Bernie Dolley	Director, REMCO/HR/ETHICS	8	Community Development
Paul Leese	Director, Risk & Audit	8	Chartered Accountant
Sanjiv Ranchod	Director, REMCO/HR/ETHICS	8	Consultant
Thandi Ndzombane	Director, REMCO/HR/ETHICS	1	Estate Agent
Lindi Coetzee	Director, Risk & Audit	1	Advocate, Academic NMU
Lana Jansen Van Rensburg	Director, Risk & Audit	1	Chartered Accountant

Staff Compliment and Demographics (May 2021)

	BLACK	COLOURED	INDIAN	WHITE	TOTAL
Male	9	4	1	1	15
Female	11	2	0	3	16
TOTAL	20	6	1	4	31

B-BBEE Status

Imizi Housing Utility is Level One contributor (B-BBEE Small Enterprise- Specialised Entity-General) which has been achieved on the basis that at least 75% of its Social Housing Beneficiaries is Black.

ANALYSES OF IMIZI HOUSING STAKEHOLDERS

Stakeholders

IMIZI is a fully accredited Social Housing Institution which:

- has 1644 tenants in surrounding neighbourhoods (tenants and local communities);
- does work in Nelson Mandela Metropolitan Municipality jurisdiction (local authority);
- is monitored and has to report quarterly to SHRA (regulator);
- receives grant and loan funding from specific organisations (funders and lenders);
- employs 31 full time staff (employees);
- belongs to sector and business formations (partners);
- lobbies and influences policy (provincial and national government);
- has a strategic partnership with developers (developers);
- is led by a capable group of individuals (Independent Board of Directors) .

These groups and organisations are the organisation's stakeholders and each one is key in achieving the Company's Purpose. Below is a very brief overview of what are complex and diverse relationships.

Tenants and local community

IMIZI's clients are tenants and residents of the neighbourhoods surrounding IMIZI's social housing properties. The Company's focus is on the delivery of customer service and the development of the relationship between IMIZI as a provider and its TENANTS as clients. These are the people that the Company builds rental homes and deliver services to. They are the very basis of the organisation and the Company's most important stakeholders group. IMIZI seeks to involve them in everything that it does, to communicate with them effectively, seek their views on how its service levels can improve and listen and act upon what they say. IMIZI is intent upon practicing social upliftment as an integral part of its provision of affordable housing through the diverse community development activities that it embarks upon.

Local Authority

IMIZI has a good relationship with Nelson Mandela Bay Municipality (NMBM). However, our aim is to assist the NMBM in the development of a formal Social Housing Policy that not only guides the development of social Housing projects but also provides a stable and affordable utility tariff structure both for the Company and its tenants. The NMBM continues to assist IMIZI with well-located land and bulk infrastructure.

Regulator

IMIZI Housing Utility is fully accredited by the South African Regulatory Authority (SHRA). SHRA is a primary funder of IMIZI social housing projects. SHRA also has a valuable resource of documents, templates and policies which are helpful for the development of IMIZI into a fully accredited SHI. Every effort is made to comply with regulation as a business imperative and have a good relationship with SHRA.

Funders and Lenders

IMIZI Housing Utility is a registered Not-for-Profit Company. As such, it is reliant upon money received from its funders (SHRA and Eastern Cape Provincial Department of Human Settlements) and lenders (National Housing Finance Corporation). Communicating effectively with these stakeholders and providing it with relevant and timely information and feedback is essential.

Employees

Key to the delivery of all that the Company does as an organisation is its management and staff. The employees subscribe to a corporate culture of commitment and loyalty. This group of stakeholders is an engine room that makes IMIZI effective and efficient. Good communication with this group of stakeholders is essential. Appropriate reward, honesty, dialogue and appraisal between employer and employee is critical to the Company's on-going success as an organisation. Included in the company's human resource strategy is staff development through its staff training budget.

Partners

IMIZI works with a number of partner organisations on a range of initiatives. These partnership relationships are vitally important to IMIZI and provide it with the opportunity to not only learn from others but also to increase the power of its message by communicating on common issues collectively.

IMIZI is a member of National Association of Social Housing Organisations (NASHO), and the IMIZI Chief Executive Officer serves on the National Executive Committee of that organisation.

Provincial and National Governments

As a body that receives public funding IMIZI, in essence, provides services on behalf of the public sector in South Africa. It is important that the Company seeks to influence the Government for the benefit of all its stakeholders. IMIZI believes that it should legitimately seek to lobby and influence politicians and the political agenda on strategic and policy issues so that funding will be prioritised, both now and in the future, for the delivery of social housing and the associated services that make such a difference to the lives of all South African citizens.

Developers

IMIZI Housing Utility builds new rental units, maintains its existing apartments and undertakes various other initiatives and activities. The Company does not have all the expertise and/or resource in-house to achieve these. As such, the Company works with its chosen developer, The Home Market NPC, in packaging and delivering all of its projects. This stakeholder is essential for the delivery of rental units and services. This group is also reliant upon IMIZI for the work and contracts which it provide for them. Maintenance of this two-way relationship is of great importance to IMIZI.

Board of Directors

IMIZI Board of Directors is an important internal stakeholder, comprising eight independent non-executive members . It is responsible for leadership, strategic direction and organisational performance management. According to IMIZI's Board Charter, the board's role is that of developing and/or overseeing the following:

- Organisational Development;
- Executive Management;
- Finance;
- Compliance;
- Audit and Control;
- Organisational Policies; and
- Succession Planning.

A D LLOYD
CHIEF EXECUTIVE OFFICER
MAY 2021