

MEMBER SURVEY SUMMARY

In the past eight months, individual and group interviews (face-to-face and via Skype/Telecom) have been held with the following member institutions: Azania Bank; Bank of Tanzania; CRDB Bank; Abbey Mortgage Bank Plc; Bank of Africa, Tanzania; HFB Uganda; Zambian Home Loans; Watumishi Housing Company; GAP Solutions; Vizar Homes Ltd.; Matera; FNB International Home Loans; HFC Ghana; CBZ, Zimbabwe; TMRC; HFC Gambia; Select Financial Services; IFC; TUHF; Shelter Afrique; BHC; HFHI; Banking Association South Africa; ZNBS; NMRC.

ISSUES AND IDEAS RAISED	PROPOSED PLAN OF ACTION
NETWORKING AND DEAL FACILITATION	
Have more events whereby different organisations such as Government i.e. Central Bankers, Housing & Land departments and Ministries; similar organisations in the global South; other participants in the housing value chain: real estate developers, professionals, and DFIs and Investors can interact.	The Secretariat has been researching and targeting different Event Organisers doing Real Estate events, asking them for speaking opportunities, discounted participation and if possible free delegate passes.
Lack of information sharing on what other member institutions are doing and their business models i.e. TUHF in South Africa is seeking opportunities to partner and maybe duplicate its operations into other African countries. TUHF would love to share with interested institutions their model and hopefully have it spread across Africa – low-income earners become landlords.	Produce more Case studies of members
Regional Seminars	Should always include decision makers and government officials
AUHF Conference is one of the associations trademarks, it has become a great platform to exchange ideas, share information and participate, feedback has been positive with high profile speakers thus this must be maintained if not enhanced.	The conference needs to incorporate more interactive discussions and allow for more people to interact.
INFORMATION COLLECTION AND DISSEMINATION	

<p>Key research areas;</p>	<p>Invest and do more studies/research on the following and Findings can be used as a basis for advocacy:</p> <ul style="list-style-type: none"> ✚ Housing finance programmes that are working (best practices) for the low-income sector. ✚ Market intelligence (Tenure systems, governance in the housing space, how to tap into unsaturated markets/populations); ✚ Competitive analysis (consumer preference) especially countries outside SA; ✚ Country customised information on opportunities (employers/developers) available in Africa for FNB to grow and be responsive for the communities' in need; ✚ Interest rates in Africa and the impact on housing finance; ✚ The impact of taxation frameworks on housing finance; ✚ Non-Bank Financial Institutions Local Cheque Clearing; ✚ Can affordable housing be built for low-income earners, closer to tourist attraction areas: what are the pros and cons? ✚ Construction/building loans are big challenge in Kenya and other countries, how can institutions wanting to invest in such countries work around this. How to work in dysfunctional markets. ✚ Collateral replacements/alternatives; Rent-to-buy models – in some cases tenants are not protected nor getting value out of the tenure arrangement ✚ Unblocking infrastructure delivery in the continent ✚ Investigate why some services and products work in one economy but dismally fail in other countries i.e. case of MPESA in Kenya and South Africa. ✚ Rental housing – design concept, demand for such housing (intentional vs alternative to properties that cannot be sold), suppliers of such housing, financing opportunities in other countries; ✚ Find ways to assist in decreasing Mortgage rates in Africa, they too high (negatively impact end-user financing ability) ✚ Case study on affordable housing from developed countries – lessons developing countries can adopt; ✚ Rent to own option
<p>The AUHF website is insufficiently interactive and under-utilized</p>	<p>AUHF website should be a platform whereby usable information is obtained by members, and also for dissemination purposes i.e. update what other members are doing and learn from each other, newsletters are not sufficient for deal facilitation.</p>

	<p>The website needs to be more user friendly and “market place” – whereby seller meets buyer type of transactions i.e. developers making use of AUHF website to find Funders. The website needs to attract more traffic than currently.</p>
	<p>AUHF should position itself as a go-to-hub for information – will be really useful for institutions who want to expand into other African countries, cover topics such as introduction into African markets. Find ways to assist these institutions – whether it is helping them achieve industry standards that look at innovative ways to finance housing.</p>
<p>LOBBYING AND ADVOCACY</p>	
<p>Insufficient skills (within Union) for the Advocacy component to engage and groom political leaders as well as fill policy gaps.</p> <p>How can the AUHF assist in making housing a priority for the various governments in the continent?</p> <p>How do we get more governments involved/committed to making housing accessible for low-income earners</p>	<ul style="list-style-type: none"> ▪ Create a strategy that gets more decision makers from Central Banks, and National Ministries (Housing, Finance, and Lands/City planning & management) to drive AUHF vision and also involve them in Annual Conferences, events, 'befriend' through ongoing conversations, and give them incentives that will make them want to join our Association. ▪ Host programs/training sessions to equip our policy subcommittee members to be empowered to move forward the advocacy and lobbying strategy. ▪ lobby the government to get involved in making housing available in the lower-end market (possible ideas – get subsidies or donor agencies to subsidize the housing projects for lower-income groups); Find solutions on developing various housing projects that cater for various target groups i.e. old age homes, rental housing, work entry level/youth housing. Legislative frameworks should clearly map how the various housing projects should be developed and managed, and AUHF could provide guidance to ensure this happens.
<p>Difficulty in kick-starting the advocacy component simultaneously in the various countries where the AUHF has presence. Capacity within AUHF is required to implement good advocacy programs.</p>	<ul style="list-style-type: none"> ▪ AUHF to create Regional hubs/forums initially for advocacy platforms, and then as our membership base grows then we can expand into for each country. Then AUHF could assist/facilitate in getting other institutions with similar interests in such housing projects, involved and donate some time to making this initiative work (this coalition could possibly get the governments attention).
	<p>Advocacy preliminary phases:</p> <ul style="list-style-type: none"> ▪ Acknowledge each country is at different stages of development; ▪ What can AUHF do for members who cannot do business because of titling or cannot get investment injection because of the state of the economy i.e. Zimbabwe, lack foreclosure laws or other laws that provide cushions for investors; ▪ How can the AUHF make the governments listen and see value in having these laws or titling systems in place? AUHF to focus on topics that are relevant at country or region level i.e. in Zimbabwe a relevant topic would be around funding and affordability. AUHF Board members should build relationships with Decision Makers in Ministries and Central banks especially.

	<ul style="list-style-type: none"> ▪ AUHF should work on creating regional hubs, and dialogues whereby governments push the housing agenda
<p>CAPACITY BUILDING AND TRAINING</p>	
<p>More career development opportunities</p>	<p>Suggested topics for workshops and seminars to be hosted by AUHF:</p> <ul style="list-style-type: none"> • How to be investor ready and profitable i.e. how to be attractive to DFIs to find their business models with lucrative terms such as long term, affordable interest rates; • Preparation of funding proposals; • Technical and operational issues in extending finance, credit underwriting; • unsecured lending systems (Alternative tenure options, shorter loan term, risk mitigation strategies etc.) best practices; • Developing Housing Microfinance products and Housing Support Services approaches that are market driven; • affordability from 2 perspectives – developer and financiers point of view and how can we marry the two; • Governance issues and importance of compliance; • Capacity building on the demand side of housing finance very critical as well especially developers should be better positioned and equipped for Funding opportunities – debt and equity capital (willing to work with AUHF on this). • Building technologies <p><i>Grey areas should be tackled (through brainstorming/idea sharing/possible solutions) in these workshops. Focus must be on the technical and operations aspects for the institutions attending these workshops.</i></p> <p>Context is very important for these workshops – topic discussed must be relevant, thus regions and topics must correspond.</p>
<p>Exchange programmes and study tour with similar organisations in different countries</p>	<p>Should include south to south concept whereby we invite institutions from other developing countries in different continents to assist our members in areas that institution has best practise i.e. structure mortgages, back offices, attract investments etc. Focusing on capacity building and getting capital injection for our members, if possible do more collaborations.</p> <p>Should be done frequently for interested members.</p>

	Assist them to meet and work with actors who are working in the same space – information sharing or build synergies to avoid duplicating what is already available in the market.
To assist with fast-tracking their subsidiaries to reach the set goals/level South Africa housing portfolio has reached, and also assist the international office to learn from its subsidiaries things they are doing right as well.	AUHF is committed to supporting institutions who want institutional capacity building that focuses on understanding housing finances in different countries; i.e. FNB International Home loans asked the AUHF to partner with them to assist their subsidiaries understand the dynamics of housing and housing finance in their countries through the research CAHF has done. Thus bi-annual trainings for all FNB subsidiaries will be conducted at the FNB Johannesburg offices on different topics that will build and improve their housing portfolio.
MEMBER RELATIONS	
Feedback between the members and the Board is not effective – members do not actively share their expectations with the Board	
Membership is not diverse, and doesn't reflect the breadth of the housing sector i.e. currently the concentration is housing financiers/mortgage institutions	Focus on recruit the likes of real estate developers in AUHF membership.
Member representatives often do not disseminate within their organisations, the work of AUHF is ambivalent for the rest of the colleagues within member institutions, and normally the person who participates as member institution representative is informed.	AUHF Co-ordinator has been circulate to all our members a contact details form which includes Contact Information for CEO/MD/Chairman, CEO/MD's Personal or Executive Assistant, CFO/Finance Manager Contact Information and Main Contact/institution representative to involve more people within the institutions. Also the co-ordinator has been engaging with members to share the AUHF strategy and what it has to offer its members and also the Associations expectations from its members
Strategy behind selection of members not clear, and how does the AUHF plan to diversify the membership going forward?	
Difficulty proving to heads and CEO who hardly participate in AUHF events or involved in the association the added value of being AUHF members, hence annual subscriptions are not prioritised; Collection of membership fees is erratic and this undermines capacity to deliver Services.	
Members expectations from the Board is not clearly communicated and participation by most members is low	Quarterly update from the Chairperson to the members, updating them on what the AUHF is doing for the quarter. These will be prepared by the Secretariat and signed off by the chairperson.

<p>Concentration of members is in the Southern Africa, infiltration into other parts of Africa needs to be considered and followed through.</p>	<p>The AUHF Co-ordinator is working with the CAHF Francophone Manager to penetrate and recruit more institutions in francophone countries; this will be done initially by inviting potentials to Francophone specific programmes which AUHF is co-hosting and also incorporating translation service in our annual conferences. This starting point will assist with creating awareness of the AUHF and its objectives.</p>
<p>Traveling to different events is not budgeted for within some organisations which makes participation in the AUHF hard, especially if the events are not within country.</p>	
<p>AUHF has a strategy, but now implementing this strategy is key and should be the focus and priority of the Secretariat</p>	
<p>Growth of membership has been slow and discouraging considering that the association is over 30 years.</p> <p>Having 1 institution per country does not represent very the AUHF as a pan-African association</p>	<p>AUHF should host at least once a month in-country, a meet and greet event, this will help in-country members to get to know each other, it should be less social but more insightful and have an impact. Members can invite potential members to these events as a recruiting strategy and more importantly decision-makers and regulators.</p>
<p>Financial resources for AUHF is limited - membership fees.</p>	<p>Additional for the AUHF can be raised through its capacity building programme, thus very important that happen often to build the brand.</p> <p>Consider doing a similar training on Housing Microfinance which Frank Daphnis used to offer concurrently with the Boulder MFT and this could complement the Housing Finance Course in Sub-Saharan Africa that takes place in UCT. This can be an additional income stream for the AUHF.</p>