

**THE IMPACT OF BENEFICIARY LISTING ON HOUSING PROJECT
IMPLEMENTATION**

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DECLARATION

I, the undersigned, hereby declare that the work contained in this assignment is my own original work and that I have not previously in its entirety or in part submitted it at any university for a degree.

Date: December 2001

SUMMARY

There exists a concern about the low rate of providing low-cost houses in South Africa. The premise of the research study is that in the presence of a growing shortage of houses characterised by unplanned squatter settlements, activities for identifying housing beneficiaries should be planned and executed in ways that do not adversely influence the implementation schedules for housing projects. Project management as a discipline provides skills and techniques that are utilised in housing project management. The tendency for housing project implementers to view efficiency in quantitative terms is challenged by pressures from the institutional environment that demand attention to qualitative aspects of housing projects.

The research study addresses beneficiary listing as an influential process in the implementation of housing projects. The study is presented in related topics. They are, project management, the institutional environment of the beneficiary listing process, a case study of the Snake Valley Housing Project near Stellenbosch, measurement, observations, and findings. The study concludes with recommendations for the adoption of structure related mechanisms that influence planning, managing and control of housing project activities.

OPSOMMING

Kommer bestaan oor die vlakke van lae-koste behuisingslewering in Suid-Afrika. Die premise van hierdie studie is dat in die groeiende tekort aan huise en ook onbeplande informele nedersettings, aktiwiteite vir die identifisering van behuising begunstigdes, beplan en uitgevoer behoort te word op so 'n wyse dat dit nie die implementering skedules van behuisingsprojekte negatief beïnvloed nie. 'n Tendens by behuisingsprojek implementeerders om effektiwiteit in kwantitatiewe terme te bejeën word hiermee uitgedaag vanuit die institusionele omgewing wat toenemend vereis dat aandag ook gewy moet word aan die kwalitatiewe aspekte van behuisingsprojekte.

Hierdie studie fokus op die proses van behuisingswaglysting en hoe dit die implementering van behuisingsprojekte beïnvloed. Die studie word aangebied deur die volgende verbandhoudende aspekte naamlik projekbestuur, die institusionele omgewing van die behuising waglystingsproses, 'n gevalstudie van die Snake Valley Behuisingsprojek naby Stellenbosch, waarnemings en bevindinge. Die studie eindig met aanbevelings vir die aanvaarding van bepaalde meganismes wat die beplanning, bestuur en beheer van behuising projekaktiwiteite kan beïnvloed.

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CHAPTER 1: INTRODUCTION

1.1 INTRODUCTION

In developing countries and in South Africa, development activities take place in complex social and political environments. These environments influence the implementation of development programmes and projects. In the public sector and in housing projects, implementation is characterized by the integration of project activities, project resources and resources derived externally from key stakeholders such as private project management consultants, contractors and government funding. Successful project implementation is constrained by events in the social and political environment.

The social organisations and political relations that exist in a specific society form part of the structure of the social and political environment in which projects are implemented. Social organisations and political relations determine the inherent structures of distributing wealth and resources. It is common practice for development agents to establish working relationships with social organisations. In South Africa, local authorities, responsible for implementing housing programmes initiate networks with social organisations. Working relationships and networks enable development activities and they play the role of enhancing identification of needs and consent on mechanisms for development intervention (White Paper on Municipal Service Partnerships 2000: 4). This condition supports the principles of participation of beneficiaries in the development process, as upheld by the Integrated Development Planning (IDP) process and the Reconstruction and Development Programme (RDP).

The IDP is a micro strategy for maximizing scarce resources and limited capacity. It authorizes local authorities to integrate stakeholder contribution to develop projects in their areas of jurisdiction (Planact 1998: 11). The RDP is a socio-economic policy framework that seeks to democratise public sector delivery processes through efforts towards active involvement of citizens in planning and implementing of development activities (White Paper on Reconstruction and Development 1994: 4,6). On the same issue, the White Paper on Local Government (1998:19) challenges local authorities to develop ways of leveraging resources from both the public and private sectors in order to meet development goals.

In the housing sector, local authorities utilize project management as a discipline in the housing process. Project management uses a variety of skills and techniques that equip project managers to effectively implement development policies (Nel 1997: 6). Project managers integrate core project elements of scope, time, cost, quality, organisation and supportive project management functions (Burke 1999: 7).

In the South African public sector, social housing projects have a common practice of identifying beneficiaries of houses. This practice involves representatives from the community and housing officials of local authorities. They are stakeholders that work together to determine a list of names of beneficiaries for each housing project undertaken in a specific area (Ford 2000). The list of beneficiaries is a project resource that has a bearing on the earliest and latest point in time when resources have to be available in the project.

Compiling the beneficiary list is dependent on other project activities taking place concurrently. The process of determining a list of beneficiaries initialises the start of other activities, indicating a dependency relationship that is common between project activities. The relationships between project activities are detailed in a project time and resource schedule, they ensure that the project is completed on time. In most instances, however, factors in the project environment constrain the process of listing beneficiaries (Ford 2000). This has a bearing on time management in housing projects.

The premise for this study is that the process of acquiring a list of beneficiaries for houses influences the housing project time schedule. Therefore, the listing process stands in correlation with decision making, planning and scheduling of time management in housing projects.

1.2 PROBLEM STATEMENT

Housing shortage exists as a global problem. The United Nations estimates that there are 600 million urban-based people in the world that are homeless (UNCHS 1996:a). In African cities, shantytowns and the growth of unplanned squatter settlements mark the problem. The phenomena is generally said to derive from rapid urbanisation and poverty coupled by an absence of sustainable income (Okpala 1999: 2).

The second United Nations Conference on Human Settlements (Habitat II-June 1996) identifies the global housing shortage as an urgent problem. The Habitat II conference adopted the Habitat Agenda and the Istanbul Declaration. Together, this agenda and declaration constitute a new social contract that demands the commitment of countries towards improving settlement conditions in cities, towns and villages. The social contract addresses two themes, i.e., *adequate shelter for all*, and *sustainable human settlement development in an urbanizing world*. The themes commonly embody the framework of housing policies in countries including SA (www.undp.org/un/habitat/agenda/ch-1a.html).

In South Africa, there are 9 million households countrywide. Approximately 20 % of these households live in overcrowded squatter houses (Department of National Housing 1998: 42) (See Appendixes 1 and 2). Squatter houses are informal houses, constructed with materials such as mud, wood, plastic and corrugated iron. They are found at the periphery of cities and towns and on the backyards of formal houses. The houses increase at a rate of 150 000 per annum (White Paper on Housing 1996: 3). There exists a housing backlog of over 1.5 million that is on the increase at a rate of 178 000 housing units per annum. A low rate of housing provision and a high population growth rate places the demand for new houses at 200 000 housing units per annum (White Paper on Housing 1996: 3).

The South African Government is the main provider for low-cost houses. A total of 84% of all low-cost housing development processes undertaken annually are funded through State subsidies. The Governments' goals for housing are to encourage housing development schemes that mobilize and maximize locally available resources, increase tenure options, integrate and coordinate role players in housing and maximise leverage for private sector funds. The Government realises that it cannot meet the massive housing needs on its own, given its limited resources. It therefore takes measures to attract public private partnership and to invite private investors in the low-income housing market (Department of National Housing 1998: 4, 47).

Public and private partnerships encourage the development of housing schemes that integrate role players and actors in the housing process. Various schemes are in existence; the most common of these is the Housing Subsidy Scheme (HSS). HSS is an integrated housing process that brings together local authorities, communities, civil societies, the financial sector, contractors and consultants. The HSS was launched in 1994, and is presently the major government scheme for low cost housing subsidies. It provides

residential structures; secure tenure and basic services to the poor that are most in need of Government assistance. The HSS recognises that 74% of total South African households earn a monthly income below R 1 500 and that an equally greater percentage is dependent on state assistance for access to an acceptable standard of housing (Department of National Housing 1998: 45).

The HSS provides four different types of subsidies. These are,

- Individual subsidies that are available for application by individuals in respect of single housing units.
- Project-linked subsidies that are available for application by developers and that are awarded to qualifying beneficiaries through a housing project.
- Consolidated subsidies that are also available for application by developers and are awarded to qualifying beneficiaries for home upgrading purposes.
- Institutional subsidies that are available for application by developers and are accessed by qualifying institutions that provide rental accommodation to beneficiaries (Department of National Housing 1997: 2).

Housing projects that occur in project-linked subsidies are the focus of this study. As stated before, housing projects are influenced by interactions and events in the immediate and remote environment. The interactions and events pose important challenges to housing project managers especially to create instruments that will have the most benign effect on project realisation. The research carried out focuses on time management in housing projects. The structure of the research process is based on the Bless-Higson & Smith model (1995:13) as depicted in the Figure 1.1.

1.3 SIGNIFICANCE OF THE STUDY

The researcher carried out a pilot study in social housing. The study investigated the delivery-rate of low-cost houses at the Stellenbosch Municipality. The researcher carried out unstructured interviews with officials at the housing department. The respondents raised the following as factors that influenced low-cost housing delivery at the Stellenbosch Municipality.

- Integrating community representatives in housing projects

- Weather conditions

Further discussions revealed that representatives of communities targeted for housing development played a facilitative role in the housing process. Particularly in the process of identifying beneficiaries for house units. The findings motivated the researcher to investigate housing delivery in the Stellenbosch Municipality. The Kayamandi-Snake Valley Housing Project (SVHP) was chosen as a case study for the research. The case study was chosen on the basis of the following:

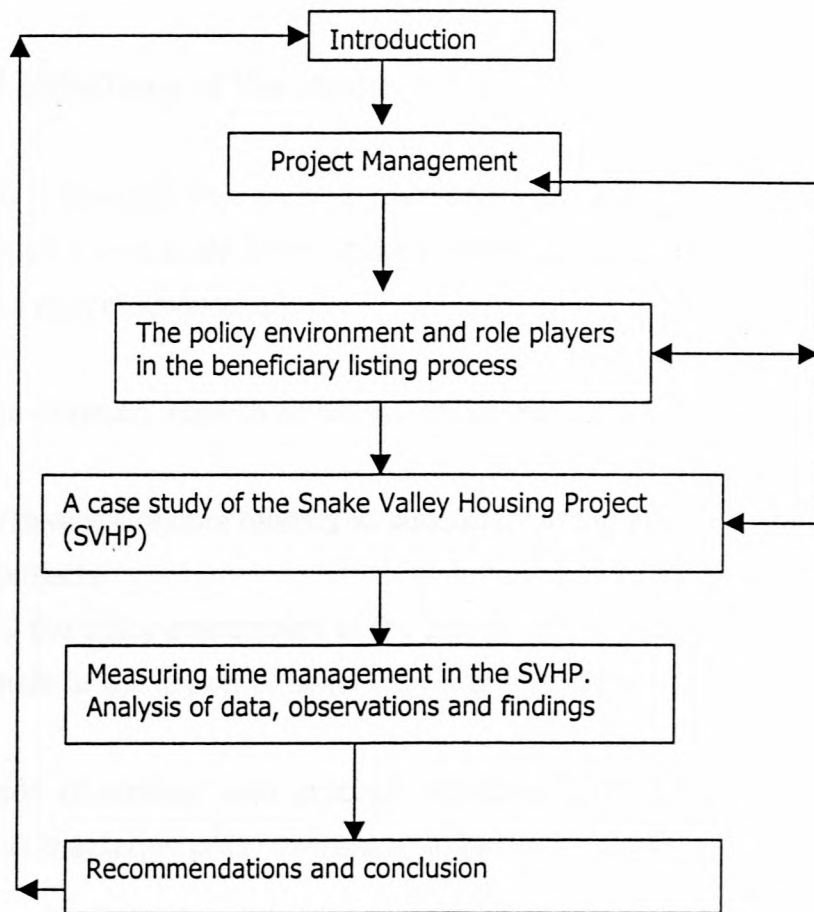
- The SVHP was operational at the time of undertaking the study
- The SVHP was experiencing implementation problems at the time of undertaking the study. The problems resulted from amidst others factors that included the beneficiary listing process.

As a result, the researcher initiated this study that investigated the process of beneficiary listing and its relationship to the time management of housing projects. The researcher did not pursue the issue of weather conditions as a factor influencing the rate of housing delivery, because the researcher observed that time planning for social housing projects made provision for weather constraints.

The researcher carried out a descriptive study of the beneficiary listing process. Housing project developers, project managers from local authorities and private companies, may be informed as to the dynamics of the listing process. The study is providing information on time management in implementing housing projects.

Through a case study, the research provides insight into time management and the influence thereon by the beneficiary listing process. Planning options and improved dialogue between project stakeholders and project management is recommended.

The results may stimulate further investigation into factors affecting the rate of housing delivery in the Western Cape Province and in South Africa as a whole.

Figure 1.1 Structure of the research process

1.4 METHODOLOGY AND HYPOTHESIS

There exist various types of research designs for social scientists, which vary according to the level of scientific analysis. The choice of the design is based on the researchers preference and the research problem (Bless and Higson-Smith 1995: 67). A descriptive method has been chosen that focuses on a case study as a phenomenon. Other techniques used were direct observation of elements in the case study and personal interviews (Brynard and Hanekom 1997: 29, 65).

The purpose of the preferred research design is to observe the case study and to determine the relationship between two variables, the independent variable and the dependent variable. The independent variable is the beneficiary listing process and the dependent variable is time management. The design chosen falls within the applied research category. The research results are recommendations to real life situations as stated in the case study.

The hypothesis for this study is that there exists a correlation between the process of beneficiary listing and the time management in the realisation of housing projects.

1.4.1 Aims and objectives of the study

The aim of this study is to explain the impact of beneficiary listing on time management of a housing project through a case study of the Snake Valley Housing Project near Stellenbosch. (See Appendix 3 for a map of Kayamandi).

To achieve these, the following research activities were carried out.

- Reviewing of relevant literature relating to beneficiary listing and time management of development projects.
- A description of the policy environment of the process of beneficiary listing.
- The measurement of the impact of beneficiary listing on time management of housing project.
- Recommendation of strategic and practical implications for enhancing efficiency of housing projects that target urban townships similar to the case study.

1.4.2 Case study: Kayamandi-Snake Valley Housing Project

Kayamandi-Snake Valley Housing Project (SVHP) is located in Stellenbosch in the township known as Kayamandi. (See Appendix 3). This project is a part of an urban renewal development programme that was set up following a survey undertaken in 1995 by Stellenbosch Municipality. The survey indicated a need for approximately 2 500 housing units. SVHP aims at developing 130 new residential erven to accommodate residents of old hostels that cannot afford to rent and purchase redeveloped housing units (Van Daalen 2000).

The project has nine distinct processes. They are marketing, application to the Provincial Housing Board (PHB), project coordination, town planning, land surveying, civil construction, conveyancing, building of top structures, and hand over. The list of beneficiaries is a project input to activities scheduled in project coordination and conveyancing. There are activities that exist in a dependent relationship with the list of beneficiaries. These activities include inter alia, appointing a housing committee, meeting participants, completing PHB forms,

decisions on final costs and top structures, and registration of individual erven. The process of obtaining the list of 130 beneficiaries for SVHP is a function of the Kayamandi Social Compact (Van Daalen 2000). (See Figure 4.3).

The project processes in the SVHP overlap and interact throughout the project life cycle. They are sequenced to allow the transfer of project outputs and information from one activity to the next (See Figure 5.2). Similarly, the activity tasks of individual processes are sequenced. The work outputs of a preceding activity are an input to processes undertaken in the following activity. In the SVHP, work products are an information resource to decisions that include inter alia, the transfer of individual erven to beneficiaries, design of services and top structures, civil construction, and building of top structures. It follows the project management principle that project outputs and inputs determine the implementation of dependent decisions and activities (Burke 1999: 27).

1.4.3 Measuring instruments

The researcher utilised techniques for time management to determine the correlation between the independent and dependent variables of beneficiary listing process and time management. The techniques used were activity lists, network diagrams, scheduled bar charts and the critical path method. These were presented in Gantt charts. They measured the time performance of activities in the Kayamandi-Snake Valley Housing Project.

A framework for obtaining data was established. It entailed firstly, a series of observation sessions on the project location to familiarise the researcher with the research topic. Secondly, personal interviews with officials from the housing departments, and from contracted project managers. Thirdly, scrutiny of official documents was undertaken to obtain data on the project and additional background information.

1.4.4 Analysis of data

The researcher identified a correlation between the dependent variable and the independent variable by analysing collected data. The researcher analysed data in the following manner.

- The scope of work for the Kayamandi-SVHP was noted and presented as a list of activities required to complete the project

- The planned schedule and the implementing schedule for the activities were observed and compared
- Activities that were not executed as planned in the planning schedule were identified
- Activities in the beneficiary listing process that were not executed as planned were highlighted
- The percentage of activities that were not executed as planned was determined.

The analysis of data was integrated to establish coherence and consistency in describing and interpreting the findings in chapter 5 (Schutte 2000: 25, 93, 95).

1.5 ETHICAL CONSIDERATIONS

In social research, cooperation of the researcher and the research participants enhances the research process. Lack of voluntary cooperation leads to non-response and unreliable results (Bless and Higson-Smith 1995: 102). An introductory letter stating the research purpose was presented to Stellenbosch Municipality to seek approval to undertake this study (See Appendix 4). Secondly, the researcher was cautious to collect data, record it truthfully, and avoid the influence of bias as stated by Brynard and Hanekom (1997: 32, 37, 41). Thirdly, a commitment to responsibly handle confidential data was made to officials upon their request.

1.6 CLARIFICATION OF CONCEPTS

Key concepts are defined here to provide clarity and understanding of their use in the research text.

- **Activity**

An activity is described as an operation, which must be performed to complete the project (Burke 1999: 121). Activity is used interchangeably with task and it is identified by an Identification Number (ID) in the SVHP scheduled programme. Activities are commonly linked to other activities in a logical relationship. They have distinguished time duration for completing their task. (See Figure 5.3) (Also see Burke 1999: 137, 138).

- **Approval**

The selection of a project for implementation (Goodman et al 1979: 7). The term refers to approval of processes and activities in the SVHP, and is characterised by portfolios of criteria and negotiations with the members of the housing social compact.

- **Beneficiary and participant**

This is defined as any one individual spouse or both spouses in a marriage union that is legal or customary based. Secondly, it defines cohabiting partners who are deemed as spouses. Thirdly, it defines a single individual with proven financial dependants and legally competent to enter a contract. Lastly, it refers to a person and spouses who have not previously derived benefits from the housing subsidy scheme, or from a state funded scheme (Department of National Housing 1994: 6). In this study, beneficiary is used interchangeably with the term participants.

- **Beneficiary listing**

The process of identifying possible recipients of project-linked subsidy houses. The process consists of the following main activities; determining a procedure for allocating houses, obtaining a possible beneficiary list, approval of the list by the PHDB, and signing of legal transfer documents (Department of Housing 1997: 28). In this study, the process of beneficiary listing is the independent variable.

- **Community**

Defined as a group of people in some spatial relationship to one another and who share values and interests. It also means a group of people who perceive common needs and problems, have a sense of identity and a common set of objectives (Cary and Roberts in De Beer and Swanepoel 1998: 18). The community referred to in this study is Kayamandi, unless otherwise stated.

- **Developer**

A formal or informal organisation entity that undertakes a housing project, and satisfies the Regional Housing Board (RHB) as having sufficient financial resources and technical and

managerial competence to undertake the proposed project successfully. In this study, the developer is the Stellenbosch Municipality for the SVHP (Department of National Housing 1994: 13).

- **Housing Units**

These refer to a housing product developed for the beneficiaries.

- **Provincial Housing Development Board (PHDB)**

The PHDB is an institution established in each of the nine provinces according to the respective provincial legislatures. The PHDB's have the role of advising provincial governments on provincial housing policy. This includes the approval of national housing projects and housing programmes, advising the Provincial Housing Minister on matters pertaining to granting of funds for national housing projects and housing programmes, approval of the various subsidy applicants and beneficiaries, and allocation of subsidy funds (White Paper on Housing 1996: 35). The PHDB is in short referred to as Provincial Housing Board (PHB).

- **Schedule**

It documents the start and the finish dates for project activities. The more realistic the start and finish dates the greater the likelihood for the project to be finished as scheduled (PMI 1996: 66).

- **Stakeholders**

They are organisations and people who are actively involved in the housing development process, and whose interests are affected by the project (Burke 1998: 38). Stakeholder is used interchangeably with role players in this study.

- **Time management**

This is the function of project management that determine, maintain and monitor appropriate allocation of time to the overall conduct of the project work throughout its life

cycle. The process comprises of four work processes, they are activity definition, activity sequencing, activity duration estimating, schedule development and schedule control. In the study, the time management of the SVHP is the dependent variable (PMI 1996: 60).

1.7 CONCLUSION

The process of beneficiary listing impacts on the time management of housing projects. Social and political environments in housing projects are determinants of the nature of the impact observed. The introduction chapter motivates a study of the variables beneficiary listing and time management as observed in a case study in its application in housing projects.

The following chapter focus on project management in which time management is a core management function. The chapter reflects on core elements that relate to time management and to its management processes and techniques that interact to complete a project on schedule. Chapter three maps the institutional environment of the beneficiary listing process and the main role players in a housing project.

Chapter four describes the SVHP case study, the main processes, project outputs and activity tasks. The roles and responsibilities of various stakeholders in the listing of beneficiaries are narrated. The interaction of activity tasks as performed by various service providers in the housing project are described. Chapter five measures time management in the SVHP and present the observations and findings. Chapter six is a discussion on the research recommendations. The researcher finalises the text with a concluding section.

CHAPTER 2: PROJECT MANAGEMENT

2.1 INTRODUCTION

This chapter focuses on project management as a management application. It indicates the properties of project management, i.e., project management processes, tools and techniques. In the South African public sector, project management is valued for its contribution to the transformation of the public sector in the framework of the Reconstruction and Development Programme (Nel 1997: 2).

Project management processes, tools and techniques are embodied in project management knowledge areas. These properties interact through the life span of a project. Project scope, time, cost and quality are core-elements that determine the deliverable objectives of projects (PMI 1996: 1.3). Achievement of deliverables is aided by five supporting management functions. These are human resources, communication, procurement, risk management and integration of all elements in a project (Burke 1999: 7).

In development projects, as is sometimes initiated by the public sector, flexible and adaptive management approaches are preferred. This approach is contrary to the more rigid management approaches that are common to conventional projects. In development projects, project managers and project management teams manage and implement projects as planned, while at the same time retaining flexibility to incorporate changes to the overall project plan (Kotze 1997: 50).

2.2 PROJECT DEFINITION

A project can be defined as "an endeavour in which human, (or machinery) material and financial resources are organized in a novel way, to undertake a unique scope of work (and) of given specification, within (the) constraints of cost and time, so as to deliver beneficial change defined by quantitative and qualitative objectives" (Turner in Burke 1999: 2).

2.3 CHARACTERISTICS OF PROJECTS

Projects are of various types that vary in terms of size, scope, cost and time frame. Despite their differences certain characteristics are generic to projects. Burke (1999:2) and Kerzner (1992:2) note the following characteristics:

- A definite start point and finish point
- A life cycle that outlays the beginning and the end of a project and a number of distinct phases in between
- A budget that indicates estimated funds and allocation of resources to cover the project period
- Activities that are essentially unique and non – repetitive
- Application of resources that may be from different sources and may require coordination
- The project manager is responsible for coordinating activities from the start to the finish of the project, and
- The existence of project teams and the definition and development of team roles and responsibilities.

Atkins and Milne (in Nel 1997: 3) distinguish between conventional and development projects. Conventional projects have a set of desired results to be achieved in a fixed time frame, while development projects extend the project activities, outputs and time frame beyond the scope of a conventional project by carrying out the following:

- Encouraging and assisting the beneficiary community to actively participate in the project and to take ownership, in so far as possible, of the asset created
- Maximising the short, medium and long term project benefits to alleviate poverty in a sustainable and replicable manner
- Using the project as a vehicle for training and building capacity of the local community

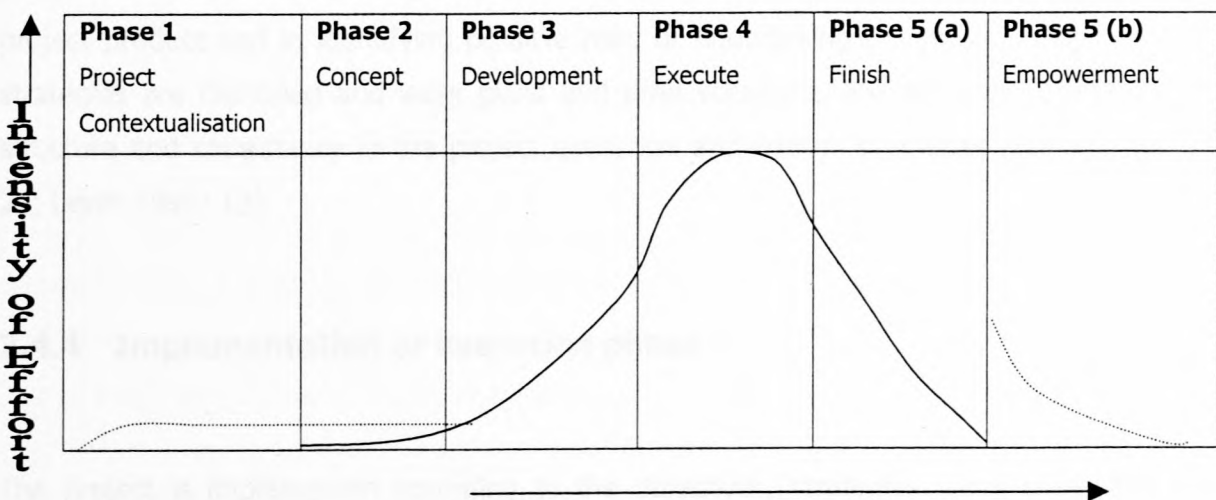
- Using the project as a vehicle for training and building capacity of the local community
- Enhancing employment opportunities through the use of labour-intensive technologies, and
- Minimising negative environmental impact and thereby enhancing sustainability.

Common to both conventional and development projects is the sub-division of projects into several project phases to allow for better management and control. The project phases are discussed in the following section.

2.4 PROJECT PHASES

Most projects have four phases that are generic to project life cycles. Brown (1997:77) identifies five phases in development projects and in the public sector. The five phases are known as the contextualisation phase, the concept and initiation phase, the design and development phase, the implementation or execution phase, and the finish and empowerment phase. The empowerment phase takes place concurrently during project finish and continuous into a second phase for a period of time. Figure 2.1 below presents the project cycle in a public sector context.

Figure 2.1 Project cycle in the public sector



(Source: Brown 1997:78)

2.4.1 Contextualisation phase

This phase seeks to achieve acceptance of the project idea by the targeted community. The purpose is to develop proper contextualisation of the project with reference to the specific community. Several community contexts are applicable. The most common are commercial, socio-economical, environmental, and community values (Brown 1997: 77).

2.4.2 Concepts and initiation phase

This phase begins when the community and the project institution are jointly involved in a process of needs assessment (Brown 1997: 80). This may take the form of a feasibility study that defines and clarifies the scope of the problem to be addressed by the project outcomes (Lewis 1995:10). The potential for the targeted community to influence the project and the probability of contributing to the value of the project is highest at this phase (Burke 1999: 30).

2.4.3 Design and development phase

The results from the needs assessment and feasibility study carried out in the preceding phase are an input to the design and development phase. They are helpful in designing the project product and in identifying possible risks of undertaking the project. Objectives and strategies are identified and work plans and time schedules are prepared. These provide structure and consistency in the project execution and control processes (Burke 1999: 20, 24; Lewis 1995: 13).

2.4.4 Implementation or execution phase

The project is implemented according to the objectives, strategies, work plans and time schedules determined in the design and development phase. Implementation is

enriched by the participation of the target community in decision-making and in the implementation process (Brown 1997: 79). The implementation phase is also concerned with monitoring progress and measuring performance against the project plan in order to identify variances (Oosthuizen et al 1998: 34; Lewis 1995: 13).

2.4.5 Finish and empowerment phase

The finish and empowerment phase confirms that the project has been implemented as planned. Development projects take cognizance of the need for the project to sustain itself long after their completion. Brown (1997: 79-80) adds that this is determined by a number of factors, most importantly is the participation of the community throughout the project life cycle and the empowerment thereof.

Participation promotes collaborative involvement of the community in defining, prioritising and monitoring goals. Bryant and White (1982:10) add that participation does not mean co-optation or bringing people into a project when physical labour is required (Swanepoel 1992: 3). Participation is a people-centred development approach that seeks to achieve the following:

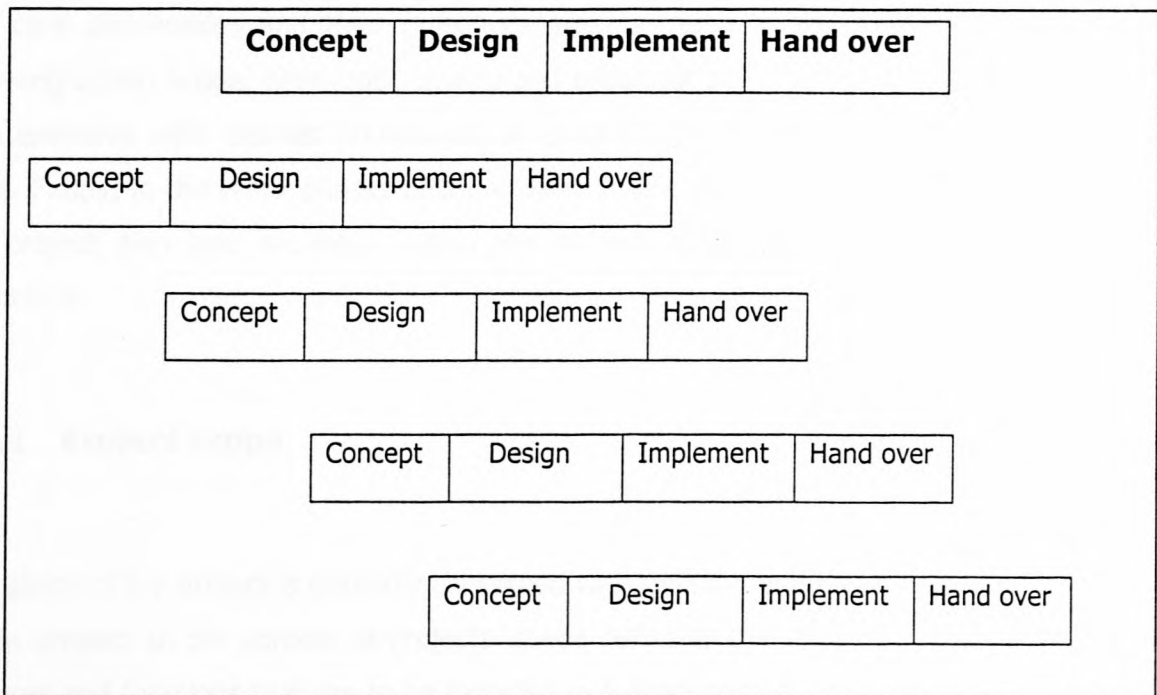
- People empowerment
- Facilitating the release and development of local capacities and resources
- Partnership between development agencies and people learning from mistakes
- Supporting local communities to take rational decisions in the context of their own environment and field experience

In relation to the above, empowerment encourages the ability to make reasonable decisions on participation, and thus influence the short term and long term outcomes of the project. The practical implication of these statements is that project management adopts approaches that incorporate feedback, consensus, consultation and flexibility in scope formulation processes (Brown 1997: 79 - 80). (See Figure 2.10).

2.4.6 Additional features of project phases

Project phases establish desired levels of management control by sub dividing into manageable work units. There exist various types of sub dividing projects. Figure 2.2 presents a type of sub-division applied to all phases. If required, these sub-phases can be sub-divided along the lines of stakeholders, designers, contractors and suppliers with each having their own four phase project life-cycle (Burke 1999: 32).

Figure 2.2 The project life cycle showing how phases can be sub-divided into four sub-phases



(Source: Burke 1999. 32)

Project phases are sequenced to allow the transfer of technology and information from one phase to the next. Technology and information are project outputs that are sometimes referred to as deliverables. PMI (1996:11) defines deliverables as tangible, verifiable work products that must be produced to complete a project or a part of a project. The deliverables and phases are similar in that they are part of a generally sequential logic designed to ensure proper definition of the product of the project (PMI 1996: 11).

2.5 PROJECT OBJECTIVES AND DELIVERABLES

There are five core elements that determine the deliverable objectives of projects. These are scope, time, cost, quality and organisation. Integration of the core elements is essential for a project. Integration requires proper coordination and management of core elements to achieve a variety of objectives (Burke 1999:9). The main objectives are completion of the project on time, completion of the project within the cost margins and the limits of the budget; completion within specifications and in accordance to performance requirements; and utilisation of essential human resources and organisation structures.

The core deliverables and their objectives are discussed in the following section in the following order: scope, time, cost, quality and organisation. Although they are presented as core elements with defined boundaries, in practice they overlap and interact in different ways. Firstly, in the initial phases of the project where they are instrumental in determining the project plan and secondly, within the project cycle where they are managed and controlled.

2.5.1 Project scope

The scope of the project is primarily concerned with defining and controlling what is included in the project. In the context of projects, scope refers to the *product scope*, which are the features and functions that are to be included in a product or a service. Scope also refers to the *project scope*, which is the work that must be done in order to deliver a product with the specified features and functions (PMI 1996: 47). This section looks at the work that is required to complete the project, thus the *project scope*.

The project scope is determined by the conceptual development of the work required. Its component work processes are project initiation; scope planning, scope definition, scope verification and scope change control. The following section looks at the conceptual development of the project scope and the main deliverables. (See Figure 2.3 below for an

illustration of the conceptual development).

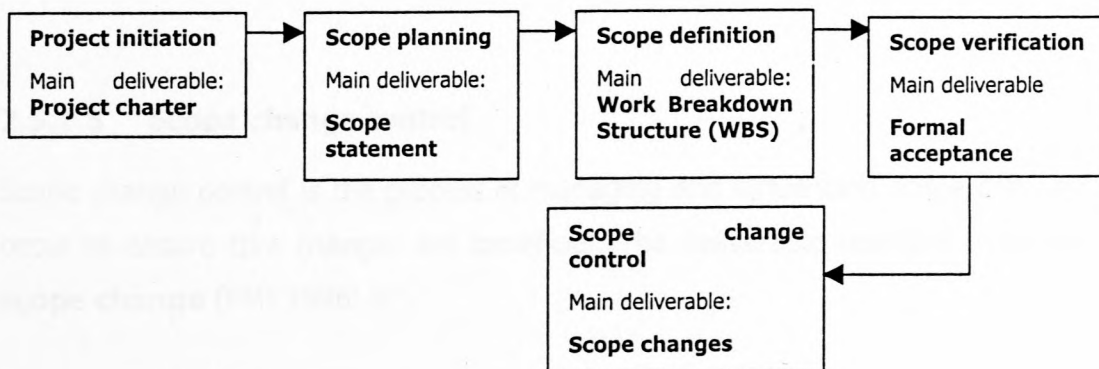
2.5.1.1 Project initiation

The Project Management Institute (PMI) defines project initiation as the process of formally recognising that a new project exists (PMI 1996: 49). A project charter determines the formal recognition. It includes the following:

- Background to the project
- Key assumptions
- The need addressed
- Scope of work
- Comments on how the project is to be managed
- The role, responsibility and authority of the project manager (Burke 1999:95).

The project charter formalizes the project and justifies the assignment of a project manager (Burke 1999: 95).

Figure 2.3 Work processes and main deliverables of the project scope



(Source: PMI 1996: 48)

2.5.1.2 Scope planning

Scope planning makes use of the project charter and the pre-determined project boundaries to develop a **written scope statement**. The statement is the basis for agreements and negotiations carried out by the project managers. It is also a basis for project decisions. In particular, decisions that relate to successful completion of project activities and the project itself (PMI 1996: 51-52).

2.5.1.3 Scope definition

Scope definition involves sub dividing the scope of work into smaller, more manageable work packages. The process is known as the **Work Breakdown Structure (WBS)**. The WBS is useful for a number of reasons; these are to improve accuracy of cost, time, and resource estimates, to define a baseline for performance measurement and control, and to facilitate clear responsibility assignments (PMI 1996: 52). The WBS is the main deliverable of scope definition.

2.5.1.4 Scope verification

Scope verification formalises acceptance of the scope of the project by the project stakeholders. It requires review of work results and project products. Scope verification is officially determined by a document that outlines the **formal acceptance** of the product. The document indicates that the targeted community has accepted the project product in its entirety or in part (Oosthuizen et al 1998: 50).

2.5.1.5 Scope change control

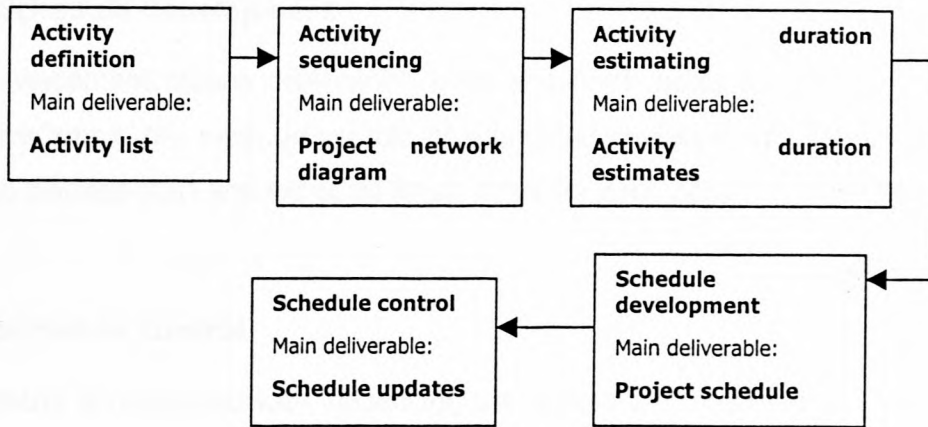
Scope change control is the process of managing and influencing scope changes when they occur to ensure that changes are beneficial. The deliverable resulting from this process is **scope change** (PMI 1996: 57).

2.5.2 Project time

Project time determines the timely completion of the project. It comprises of four work

processes: activity definition, activity sequencing, activity duration estimating, schedule development and schedule control. These work processes are described below alongside the main deliverable objectives. (See Figure 2.4 for an illustration on project timework processes).

Figure 2.4 Project time work processes and the main deliverables



(Source: PMI 1996: 60)

2.5.2.1 Activity definition

Activity definition involves identifying and documenting specific activities to be carried out to produce the work deliverables. The main deliverable obtained from activity definition is the **activity list**. It is a list of all activities to be performed on the project and their descriptions. The process ensures that the activities are understandable to the project team (PMI 1996: 61).

2.5.2.2 Activity sequencing

It involves identifying and documenting interactivity dependencies. The main deliverable in activity sequencing is the **project network diagram** (PMI 1996: 62). A project network diagram is a schematic display of the project activities and their logical dependencies.

2.5.2.3 Activity duration estimating

Activity duration estimating involves assessing the duration required to complete each identified activity (Oosthuizen et al 1998:53). The main deliverable is **activity duration estimates**. These are quantitative assessments of the likely number of work periods required to complete an activity (PMI 1996: 66).

2.5.2.4 Schedule development

Schedule development means determining start and finish dates for project activities. The **project schedule** is the main deliverable of scheduled development. The project schedule indicates the planned start and expected finish dates for each activity (PMI 1996: 66, 69).

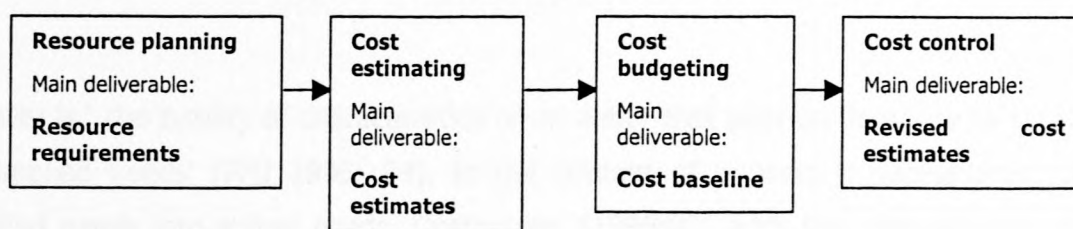
2.5.2.5 Schedule control

Schedule control is concerned with influencing the factors that create schedule changes and managing changes as they occur. The **schedule updates** are the main deliverables. These updates are modifications to the schedule information that is used to manage the project (PMI 1996: 71-72).

2.5.3 Project cost

Project cost focus on the financial resources required to complete the project. Project cost involves resource planning, cost estimating, cost budgeting and cost control (PMI 1996: 73). These work processes are presented below together with their main deliverables. (See Figure 2.5).

Figure 2.5 Project cost time processes and the main deliverables



(Source: PMI 1996: 74)

2.5.3.1 Resource planning

Resource planning determines the physical resources required to perform project activities. The resources include people, equipment, and materials. The output obtained from resource planning is **resource requirements**. The resource requirements indicate the type of resources needed and the quantities required by each activity (PMI 1996: 75).

2.5.3.2 Cost estimating

Cost estimating entails gathering and utilizing information to predict the cost of a project over its life cycle (Oosthuizen et al 1998: 61). The deliverable obtained is the **cost estimates**. Cost estimates are quantitative assessments of the likely costs of resources required for project activities (PMI 1996: 78).

2.5.3.3 Cost budgeting

Cost budgeting involves allocating cost estimates to individual work items. The deliverable of cost budgeting is the **cost baseline**. The cost baseline is a time-phased budget, and a tool for measuring and monitoring cost performance on the project (PMI 1996: 79).

2.5.3.4 Cost control

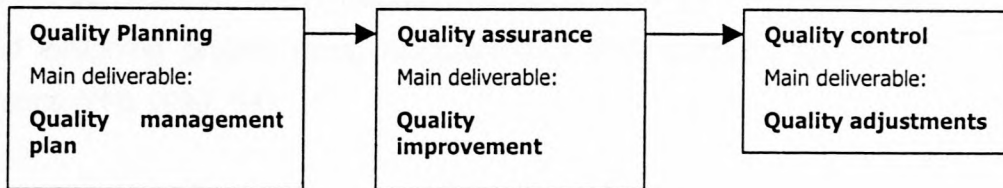
Cost control is concerned with managing changes as they occur and influencing the factors that create changes. The process yields **revised cost estimates**, as the main deliverable objectives. The revised cost estimates are modifications to the cost information used to manage the project (PMI 1996: 80).

2.5.4 Project quality

Quality is 'the totality of characteristics of an entity that bear on its ability to satisfy stated or implied needs' (PMI 1996: 84). In the context of projects it necessitates converting implied needs into stated needs. Oosthuizen, (1998:97) adds that the ultimate mission of project institutions is to provide beneficiaries with products that are fit for use. The

responsibility of the project team is conforming to quality specifications (Oosthuizen et al 1998: 97). Project quality comprises of three work processes. These are presented in figure 2.6 below alongside their major deliverables.

Figure 2.6 Project quality work processes and the main deliverables



(Source: PMI 1996: 84)

2.5.4.1 Quality planning

Quality planning identifies the quality standards relevant to the project. The main deliverable is the **quality management plan**, which describes how the project management team will implement its quality policy (PMI 1996: 85, 87).

2.5.4.2 Quality assurance

Quality assurance is a systematic process of defining, planning, implementing and reviewing project management processes. The process determines that the project products are consistent with the required design (Burke 1999: 219). The main deliverable of quality assurance is **quality improvement**. Quality improvements are actions taken to increase the effectiveness and efficiency of projects (PMI 1996: 89).

2.5.4.3 Quality control

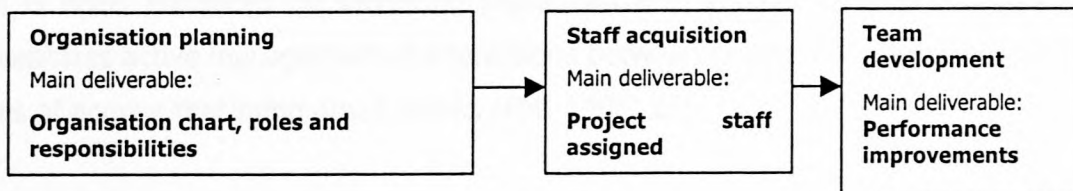
Quality control is the process of monitoring and inspecting projects to confirm that the required results have been attained within the specified quality standard (Burke 1999: 219). The main deliverable is **process adjustment**. Process adjustments are corrective or preventive actions taken following quality control measurements (PMI 1996: 92).

2.5.5 Project organisation

Project organisation is the process of obtaining effective organisation structures and effective individuals to achieve predetermined project objectives (PMI 1996: 93). It encompasses the choice of organisational structure to be used by the project to facilitate effective execution of all project management functions (Oosthuizen et al 1998: 106). It also involves identifying and assigning project roles, responsibilities and reporting relationships to individuals or groups (PMI 1996: 94).

The process of acquiring project staff and assigning tasks is improved by the application of a linear responsibility matrix. A linear responsibility matrix links the roles and the responsibility to work units stipulated in the WBS. Project organisation is also concerned with developing a project team. This requires enhancing the ability of the staff to function as a team (Burke 1999: 255-256, PMI 1996: 96, 98-101). Figure 2.7 below, presents an indication of the main deliverables.

Figure 2.7 The project organisation and the main deliverables



(Source: PMI 1996: 94)

The project manager is responsible for developing a project baseline plan through which the project is tracked and controlled. To do this successfully, the progress trends of time, cost, quality, scope and organization need to be coordinated. These core-elements overlap and interact throughout the project life cycle. In some instance, the elements act as constraints on the project (Dreger 1992: 6). They are especially challenging to project managers when their components are derived from a number of different stakeholders.

In the section that follows project management and project management processes are

discussed.

2.6 PROJECT MANAGEMENT

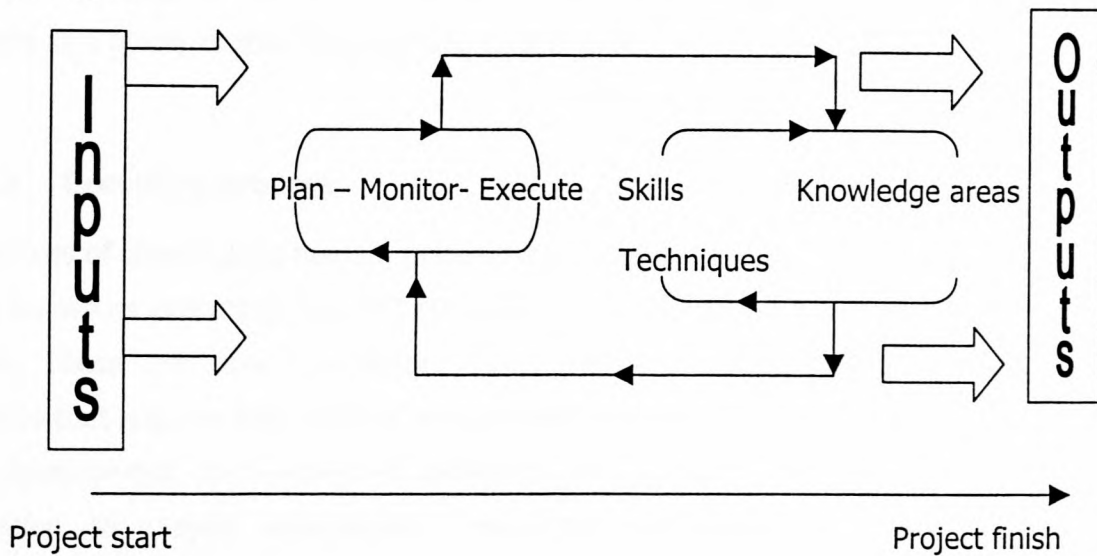
Project management is defined as “the application of knowledge, skills, tools and techniques to project activities in order to meet stakeholders needs and expectations from a project” (Burke 1999: 3). Meeting or exceeding stakeholder needs and expectations involves balancing competing demands in the following areas; scope, time, cost, quality and organisation; stakeholders with differing needs and expectations; and among identified needs and unidentified expectations (PMI 1996: 6).

2.6.1 Project management processes

Project management is an integrative process, where an action or failure to take action, in one area usually affects the other areas. For example, a change in the scope of work is bound to influence the time schedule of a project. Performance in one project management area is often enhanced by sacrificing performance in another project. Managing projects necessitates active management of interactions between processes, whereby processes are a series of actions that bring about results (PMI 1996: 27).

Project managers describe and organize the work of the project. (See Box 2.1, p32). There are three main processes that project managers carry out. These are planning, executing and controlling. These processes interact in the project life cycle and are linked together by the results they produce. Project inputs, project tools and techniques and project outputs/deliverables further link the process intrinsically. (See Figure 2.8 for a schematic presentation of the interactions and linkages).

Figure 2.8 Schematic presentation of project management interactions and linkages



The project management processes are briefly discussed here.

2.6.1.1 Planning process

Planning is a major component of project integration. In the planning process, the project manager develops a feasible scheme to accomplish the objective of the project. The project manager also coordinates the contributions of all the stakeholders in order to meet or exceed their needs and expectations. As such, there are more activities in the planning section discussed here. Oosthuizen et al (1998:37,38) states that in its initial stages, planning requires the development of a methodology for implementation. Additional stages are scope management and the Work Breakdown Structure (WBS). The latter refers to the sub-division of work into manageable work packages.

An important step for most projects is the compiling of the activity table and the schedule bar chart. They contain information on activity durations, estimations of work calendars, and estimates on the materials and resources required to complete the work. The schedule bar chart may also incorporate the project cash flow into a Budgeted Cost for Work Scheduled (Burke 1999: 89–91).

Project planning also includes communication management plans, quality management

plans and risk management plans. These planning documents and those discussed above, make up a portfolio of information known as the project baseline plan. The baseline plan functions as a guide for the execution and control processes (PMI 1996: 31).

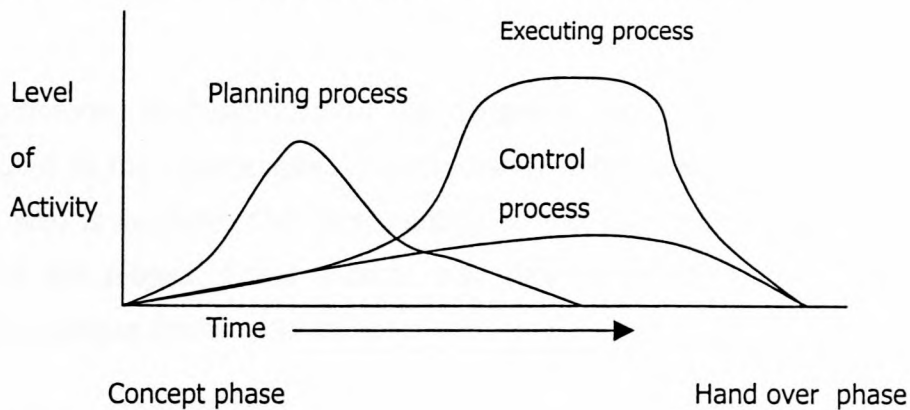
2.6.1.2 Executing process

The process of coordinating human, material and financial resource to carry out the baseline plan is known as executing. The PMI (1996:32) identifies various activities that facilitate this process. These are: scope verification which refers to formalizing the project, quality assurance that requires evaluation of project performance against pre-determined standards, team development that enhances individual and group skills, timely distribution of information to project stakeholders, managing procurement activities and contract administration.

2.6.1.3 Control process

The project control process ensures an on going measurement of performance to identify variances from the baseline plan. Variances are identified at various knowledge areas. (See Box 2.1, p32). The control process includes proposing corrective measures and taking preventive action where possible problems are anticipated (PMI 1996: 33). Burke (1999:92) sites various components of the control process. These are: work authorization that issue instructions to begin work, expedite which refers to follow-up in order to ensure work is done, tracking and monitoring, control of changes to the scope of work, evaluation and forecasting, decision making on corrective action and revision of the baseline plan to reflect changes.

Process activities are not one-time events; they overlap at varying levels of intensity throughout the project phases. Preceding processes interact to provide inputs to succeeding processes. (See figure 2.9). These inputs are in the form of documents that are converted into outputs through the application of project tools and techniques.

Figure 2.9 **Overlap of processes in project phases**

(Source: PMI 1996: 29)

2.7 THE SOCIAL DIMENSION OF PROJECT MANAGEMENT PROCESSES

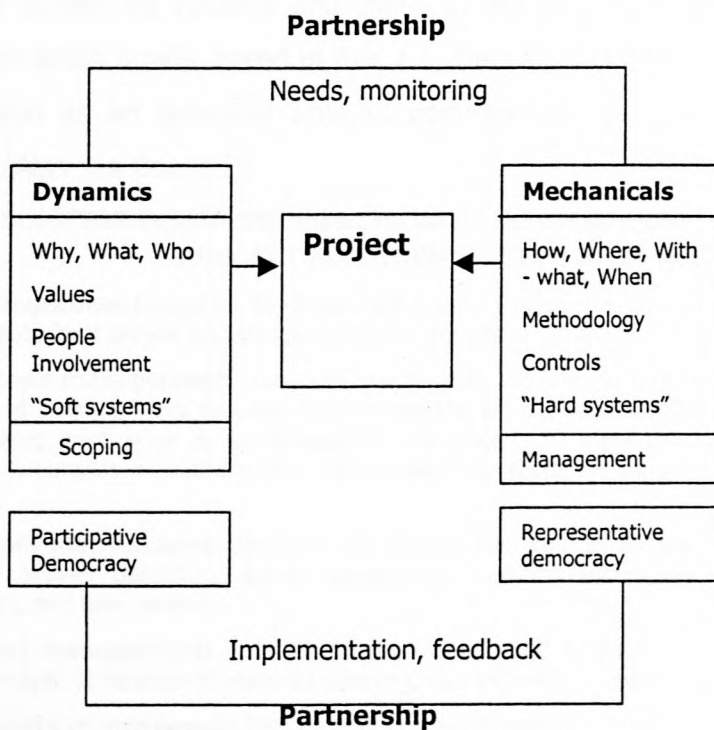
According to Rondinelli (1993:91) a review of experience over the past two decades confirms that despite the project properties prescribed for project planning, executing and controlling, development projects and programmes continue to deviate widely from preconceived plans. The World Bank (in Rondinelli 1993: 91) adds that it is common experience for projects to change in the course of implementation. The relationship between inputs and outputs is not linear; responses to project inputs are often non-proportional and project activities generate unpredictable effects.

Project managers would do well to consider that social and political relationships involved in development settings influence outcomes as much as carefully designed inputs. Rondinelli (in De Beer & Swanepoel 1998: 52) state that the project environment is unpredictable, planning must be incremental and methods of analysis and procedure for implementation must be flexible in order to facilitate continuous learning and interaction. Brown (1997: 68, 73) views project processes as taking place in a social system to which the project belongs. In such instances, project management processes ought to be adapted and extended to intercept, understand and deal appropriately with societal dimensions of benefiting communities. Adaptation necessitates project integration processes that incorporate community participation in project planning, execution and capacity building to enable negotiation. It focuses on community participation and established partnership between

targeted communities and projects. (See Figure 2.10).

The community is designated as the dynamics, while the management of a project is designated as the mechanicals. The community determines what they want, why they want it, and who is involved. The implementing project determines the how, what-with and the when of the project. These aspects may be manifested in the planning, execution and control processes (Brown 1997: 75).

Figure 2.10 Community – Project management partnership



(Source: Brown 1997: 74)

The discussion so far has been on the nature of projects and project management processes. The task of coordinating project components lies with the project manager. The next section presents the professional knowledge required by project managers, the project manager's skills and project management techniques.

2.8 PROJECT MANAGEMENT KNOWLEDGE AREAS

The Project Management Institute (PMI) an internationally acknowledged association for project managers identifies nine project management knowledge areas indicative of the best practice applicable to most projects most of the time. Project managers require competence in these areas, to be certified as Project Management Professionals (Lewis 1995: 7). The knowledge areas are exclusively contained in a structured database known as the Project Management Body of Knowledge (PMBOK). Burke, (1999:6) adds that the nine knowledge areas are proven as valuable and useful in the profession of project management. In the knowledge areas briefly stated in Box 2.1, the researcher has included project management participation as an essential area of competence for project managers in development projects. (Also see Box 2.2).

Box 2.1

PROJECT MANAGEMENT TEN KNOWLEDGE AREAS

Project integration: Integrates the three main project management processes of planning, execution and control – where inputs from several knowledge areas are brought together.

Project scope management: Integrates the process required to ensure that the project includes all the work required, and only the work required to complete the project successfully. It is primarily concerned with defining and controlling what is or is not included in the project, to meet the sponsor's and stakeholders' goals and objectives. It consists of authorisation, scope planning, scope definition, scope change management and scope verification.

Project time management: Includes the process required to ensure timely performance of the project. It consists of activity definition, activity sequencing, duration estimating, establishing the calendar, schedule development, and time control.

Project cost management: Includes the process required to ensure that the project is completed within the approved budget. It consists of resource planning, cost estimating, cost budgeting, cash flow and cost control.

Project quality management: Includes the process required to ensure that the project will satisfy the needs for which it was undertaken. It consists of determining the required condition, quality planning, quality assurance and quality control.

Project human resource management: Includes the process required to make the most effective use of the people involved with the project. It consists of organisation planning, staff acquisition, and team development.

Project communication management: Includes the process required to ensure proper collection and dissemination of project information. It consists of communication planning, information distribution, project meetings, progress reporting and administrative closure.

Project risk management: Includes the process concerned with identifying, analysing and responding to project risk. It consists of risk identification, risk quantification and impact, response development and risk control.

Project procurement management: Includes the process required to acquire goods and services from outside the performing project team or organisation. It consists of procurement planning, solicitation, source selection, contract administration and contract closeout.

Project participation management: *Includes the process required for influencing stakeholders and for sharing control, decisions and resources for development initiatives. It consists of participatory methods of social analysis, incremental planning, and adaptation in project execution, flexibility in project control, interaction and partnership.*

(Adapted from Van Baalen 2000)

2.9 PROJECT MANAGEMENT SKILLS

Project managers are multi skilled professionals. They obtain their skills from a number of sources. These are, PMBOK, general management skills, technical application areas and supporting disciplines. General management skills refer to planning, organising, staffing, executing, and controlling the operations of an organisation. Technical management skills address the technical application areas that are distinctive and specific to each project (PMI 1996: 8). Supporting disciplines include computer programming, law, statistics, logistics, personnel administration, information technology and industrial engineering just to mention a few (Burke 1999: 4; Oosthuizen 1998: 39).

2.10 PROJECT MANAGEMENT TECHNIQUES

Project management techniques are mechanisms applied to project inputs to create the outputs. Box 2.2 indicate the main techniques applied to inputs in their various knowledge areas to obtain outputs/ deliverables.

Box 2.2			
Knowledge area	Inputs	Tools and techniques	Main deliverables
Integration management	Project plan Organisation policies Additional relevant information	Planning methodology Stakeholder skill and knowledge Product skill and knowledge Organisation procedures Configuration management	Project work plan Work results Project plan updates
Scope management	Product description Work results Additional relevant information	Benefit and cost analysis Product analysis Decomposition Performance measurement	Project charter Scope management plan Work Breakdown Structure (WBS) Formal acceptance Formal action

Box 2.2 (cont.)			
Time management	Scope statement WBS and activity dependency Resource capabilities Resource requirements Calendar Additional relevant information	WBS updates Precedence diagramming method Network templates, MS Project software Analogue estimating Expert judgement Duration compression Updated performance measurement	Activity list Project network diagram Activity duration estimates Project schedule Schedule updates
Cost management	Scope statement and WBS Resource requirements Activity duration estimates Additional relevant information	Expert judgement Cost estimating Computerised tools Performance measurement	Resource requirements Cost estimates Cost baseline Revised cost estimates
Quality management	Quality policy Scope statement Work results	Benefit and cost analysis Bench marking Quality inspection Trend analysis	Quality management plan Quality improvement Process adjustment
Human resource management	Project interfaces Staff requirements Staffing management plan	Templates Organisation theory Negotiations Team building Performance reports	Role and responsibility assignments Project staff assignments Performance improvements
Communication management	Communication requirements Communication technology Work results Project plan Other project records	Stakeholder analysis Information retrieval system Information distribution system Variance analysis	Communication management plan Project records Performance reports Project archives

Box (cont.)	2.2		
Risk management	Product description Sources of risk Areas of risk tolerance Cost estimates Actual risk events	Checklists, interviewing Decision trees Simulation expert knowledge Insurance Risk response development	Potential sources of risk Opportunities to pursue or ignore Threats to respond to Contingency plans Corrective action
Procurement management	Scope statement Product description Procurement of resources Market conditions Qualified sellers' list Organisation policies	Make or buy analysis Standard forms Expert judgement Advertising Correct negotiation Procurement audits	Procurement management plan Procurement documents Proposals contract
Participation management	<i>Social cultural profile Stakeholders Scope of work and WBS Project plan and work results "Soft systems"</i>	<i>Participatory Rural Appraisal (PRA) Social assessments Appreciation Influence and Control (AIC) Team UP and ZOPP techniques Systematic consultation</i>	<i>Participation of stakeholders Partnership and ownership Capacity building Empowerment</i>

(Adapted from PMI 1996: 39-123)

2.11 TIME MANAGEMENT

The foregoing sections have reviewed the properties of projects and project management. The researcher has identified the function of time management as appropriate for fulfilling the aims for which this research was undertaken.

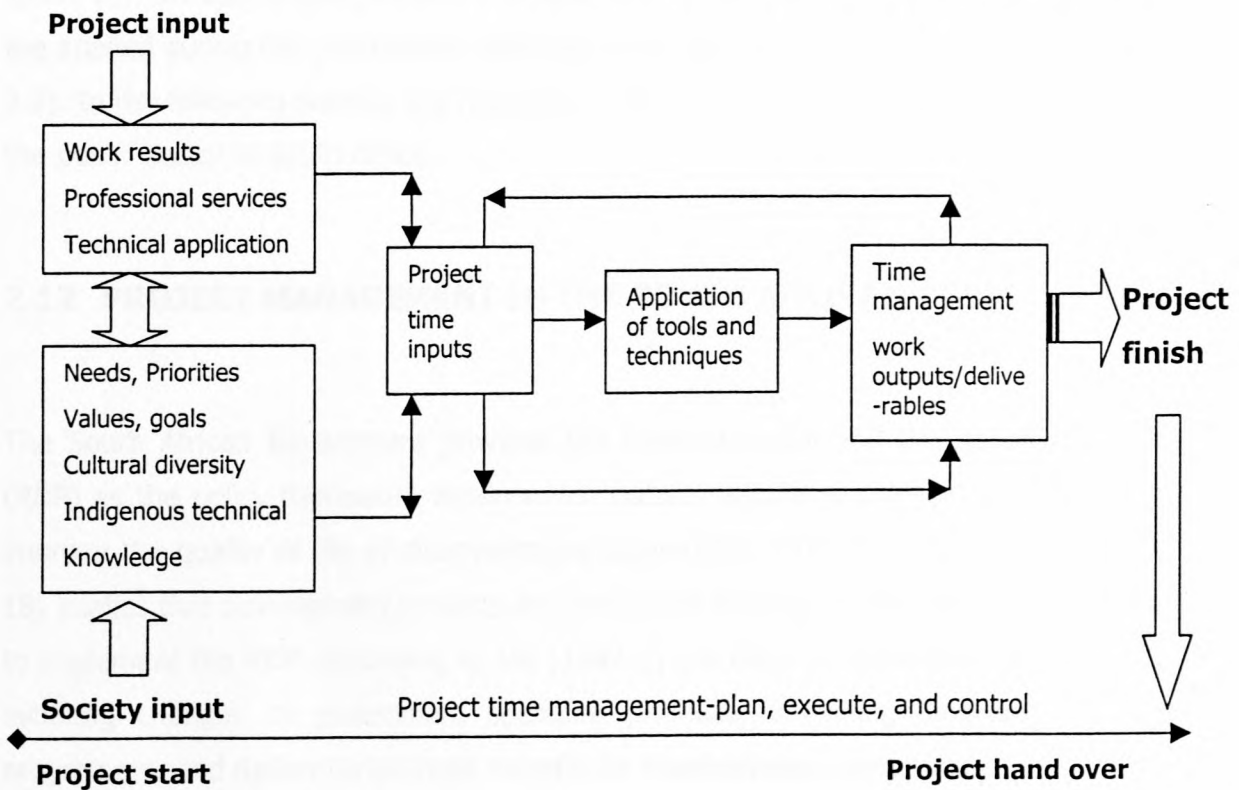
Project time management has been described as the process of ensuring the timely completion of projects. (See Section 2.6). As a process, time management functions have been identified as being linked to other functions that overlap and interact. In essence, the transfer of work results from preceding functions marking the links. A summary of

these relationships in time management is presented in Figure 2.11.

Time management obtains its major inputs from scope management, cost management, human resource management, quality management, and from procurement management. Time management inputs are contained in Box 2.2. (p32). Other project inputs are obtained from professional services and technical applications from the project or the implementing organisation. (See figure 2.11 for schematic representation of project time inputs and linkages to time management).

Project time management also obtains inputs from the society to which the project belongs (Brown 1997: 70). They are reflected in the needs, priorities, expectations, values, goals, cultural diversity and indigenous technical knowledge of the beneficiaries for the project product(s). Project inputs and societal inputs interact to firstly, provide a coherent source of project time inputs and secondly to provide the inputs within the time frame depicted in the project time schedule.

Figure 2.11 Schematic representation of project time management



The project manager plans, executes and controls the process. He / she employs project management techniques found in the knowledge area of time management. See Box 2.2., p33. The techniques are in their nature integrative. They function as tools for integrating scope, quality and organisation core elements including other elements that relate to project time.

Planning, executing and monitoring of work processes in time management, results to deliverables. (See Section 2.5. Also see Box 2.2., p33). Project managers measure performance by identifying variance between the project schedule and the actual schedule. Corrective measures may require a review of the techniques or a review of the inputs and the interaction between project and society inputs.

It has been indicated that projects are components of programme. In the public sector programme exist as action steps taken to fulfil policy objectives. The provision of services in the public sector commences with the formulation of a policy and continues with the establishment of a programme that is operationalised by means of interrelated projects (Nel 1997: 5). In this respect, project management is regarded as possessing techniques that are applied during the programme implementation phase of policy implementation. (See Box 2.2). In the following section, the researcher will discuss Project management as it applies to the public sector in South Africa.

2.12 PROJECT MANAGEMENT IN THE SOUTH AFRICAN PUBLIC SECTOR

The South African Government provides the Reconstruction and Development Programme (RDP) as the policy framework within which public institutions provide services that aim to improve the quality of life of disadvantaged communities. The RDP White Paper (1994: 17-18) implies that development projects are the means through which institutions are expected to implement the RDP. According to Nel (1997:2) the focus of these projects is on inter alia initiating changes in government spending priorities, launching long-term development programme, and delivering concrete benefits to disadvantaged communities.

In the context of the RDP, two categories of projects are distinguished. These are presidential "lead projects" which serve a catalytic function, enabling the programme to generate projects of a similar type, and projects initiated by local authorities yet aimed at RDP objectives (Wallis in Reddy 1996: 172). Public institutions have the responsibility to undertake development projects at the lowest level of the RDP structures. This process necessitates the following; rendering services which are of the highest priority, services that are needs based, that eliminate the inequality gap, pool resources of overlapping and competing delivery agents, and encourage synergy and reconciliation at the lowest level (Mokgoro in Burger et al 1996: 174). It follows that at the lowest level, local development programme are divided into numerous community development programme, which in turn comprise various development projects (Nel 1997: 6).

To facilitate development projects that meet the objectives for the RDP within reasonable time frames, local governments are required to consider innovative ways of providing municipal services. Partnerships between local authorities and the public sector, the private sector, communities and non-governmental organisations are a key option to providing public services (White Paper on Municipal Service Partnerships 2000: 2). Partnership arrangements define the integration of public sector and private sector activities in development projects. They are instrumental in improving, expanding and accelerating public service delivery. They provide an opportunity to utilize the professional benefits of project management available in the private sector. It follows that effective partnerships lead to improved project implementation, enhanced programme performance and improved service delivery.

In the delivery of houses, various role players participate in activities that directly and indirectly accumulate to realise the housing objectives of local authorities. Local governments have the constitutional right to govern activities and functions that foster assertive and proactive roles in service delivery and the responsibility for enabling in an integrated housing delivery process (Constitution of South Africa 1996: 63; Housing Act 1997: 24). In real terms local authorities obtain resources available from supportive sectors in their areas of jurisdiction and initialise partnership structures for the participation of the sectors in housing delivery. These structures are detailed in chapter three and identified in the SVHP case study in chapter four.

2.13 CONCLUSION

Project management is a management application that derives from project management processes, tools and techniques. These properties are embodied in the Project Management Body of Knowledge (PMBOK). They interact concurrently with the core-elements of project scope, time, cost and quality in the life span of a project. This process is enabled by supporting management functions. Project managers implement projects according to the implementation schedule, while at that same time retaining flexibility to allow feedback and continuous changes to the project plan.

In the following chapter, the institutional environment of the beneficiary listing process is addressed.

3.2 THE HOUSING ACT OF 1997

The Housing Act of 1997 came into effect in December 1997. It replaced the previous dispensation of housing provision by transfer of the residential land to the state. The Act provides a right to adequate housing (Wolpe 1998: 10). The principles of the Housing Act are drafted into four areas: first, to ensure that the human right to adequate housing is realized; second, to ensure that the state is independently implementing its housing needs; third, to ensure that the housing process that is initiated is affordable and accessible; and fourth, to ensure that

CHAPTER 3: THE INSTITUTIONAL ENVIRONMENT OF THE BENEFICIARY LISTING PROCESS

3.1 INTRODUCTION

The housing policies in South Africa provide the foundation for activities in the beneficiary listing process. At the macro level, national planning policies provide criteria for identifying beneficiaries for houses. The planning policies ensure the availability of tenure options provided by the Government through a subsidisation policy. At the provincial level planning policies are institutionalised by establishing instruments for screening prospective national capital subsidy beneficiaries. The process includes administrative procedures and standards for allocating National Housing Subsidies to beneficiaries.

Actual allocation of affordable houses through the beneficiary listing process is observed at the local government level. Various role players participate in the implementation of housing programmes. The Provincial Housing Development Board's (PHDB) sets out a number of procedures that enhance integration of role players in housing projects financed by the national capital subsidies. The local government plays a facilitative role in enabling the activities of various role players and stakeholders in the housing project. This chapter aim at providing a background to the institutional and policy environment within which the various role players engage in activities that directly and indirectly relate to the beneficiary listing process.

3.2 THE HOUSING ACT OF 1997

The Housing Act of 1997 came into effect in December 1998. It introduced a new dispensation of housing provision by focusing on the imperative that every South African citizen has a right to adequate housing (White Paper on Housing 1996: 10). The general principles of the Housing Act are classified into four areas namely, principles that relate to human right matters, principles that promote the interests of those that are incapable of independently implementing their housing needs, principles that ensure an integrated housing process that is financially affordable and sustainable, and principles that guide the

integration of parties and their effective functioning in the housing environment (Department of National Housing 1998: 8).

The Housing Act is based on the recognition that the previously existing institutional framework for housing and development in general was not "fit" as a basis upon which to launch a nation's housing programme (White Paper on Housing 1995: 12-13). Therefore the Housing Act outlines a clear demarcation of the roles and responsibilities of the various levels of government in the housing process. These roles are briefly stated in the following section.

3.3 THE NATIONAL GOVERNMENT

Socio-economic adversity places most people in positions where they lack the ability to afford access to secure tenure, basic services and basic shelter. The national government has the responsibility of addressing the situation. It implements policies and strategies that facilitate housing provision. It also funds low-cost housing through a variety of programmes undertaken by the provincial government. The White Paper on Housing, (1995:16) states that the South African Government has limited resources to meet the demand for houses. This affirms that the government lacks financial resources to increase housing delivery to a level where backlogs as well as requirements flowing from new family formation, can be dealt with.

Given the resource limitations, the national government funding for low-cost housing is made available in two categories, direct government financed funding, and indirect government financed funding through the financial sector. The most popular of these is government direct funding for low-cost housing, which is known as the National Capital Housing Subsidy (Mohlasedi and Nkado 1999: 64). The following paragraphs describe the National Capital Housing Subsidy.

3.3.1 The National Capital Housing Subsidy

The National Capital Housing Subsidy was introduced in 1994. As a once-of capital subsidy the subsidies are issued to eligible applicants of state housing. (See Box 3.1. p42). The

capital subsidy is provided under various housing subsidy programmes that target progressively poor households. It aims at meeting the beneficiary's needs for affordable houses. As a subsidisation policy, the National Capital Housing Subsidy is designed to provide for the fullest range of tenure options, on the basis of a limited state contribution, enhanced by individual investments, financed credit from banks and where possible, sweat equity of the owner (White Paper on Housing 1995: 40).

3.3.1.1 Eligibility for subsidies

Legal South African citizens with a monthly household and joint spouse income of less than R 1 500 are envisaged as eligible for the National Capital Housing Subsidy (Department of National Housing 1994: 8). Other additional eligibility criteria are noted in Box 3.1. The beneficiaries receive the subsidy based on their fulfilment of eligibility. It is expected of applicants to be familiar with the criteria before placing their names on the housing subsidy allocation list (Ford 2000).

Box 3.1

Eligibility of National Capital Housing Subsidies

Monthly household income of less than R 1 500

Married couple with or without financial dependants

Couple living together with or without financial dependants

Single persons with proven financial dependants

Beneficiary must acquire property for the first time

Beneficiary must have previously not obtained government subsidy assistance

A spouse of a beneficiary must not own a residential property

The beneficiary must be a South African citizen or possess a permanent resident permit

(Source: Department of National Housing 1994: 6-8)

3.3.1.2 Subsidy programmes

The national government has a range of specifically designed subsidy instruments that support a broad and innovative housing delivery process. The subsidy instruments provide a range of housing tenure options to prospective homeowners and beneficiaries. According to

the White Paper on Housing (1996:40), subsidy instruments exist in various categories. They are as follows:

- Non-credit Linked subsidies

In these instances, subsidies are made available directly from the subsidy authorities- the Provincial Housing Development Boards (PHDB), and to individuals applying on projects approved by the PHDB or directly to the PHDB.

- Credit and savings linked subsidies

These attract secondary housing applicants with significant financial resources. In these instances, individuals apply for a subsidy and for a loan with an accredited financial institution. At the same time they register for a special-government endorsed savings linked credit scheme.

- Subsidies for collective social and rental housing

Subsidies under these programmes are provided to institutions approved by the PHDB and not too individual beneficiaries. The subsidies that go towards subsidising the capital cost of newly constructed housing units. The units are made available in the housing market under the rules of the capital subsidy, and to beneficiaries in terms of the requirements for eligibility.

- Subsidies specifically designed to address anomalies created by the past government subsidisation interventions.

In these instances, project based consolidation subsidies are made available as grants of the amount of R 5 000 to beneficiaries. The grants are issued on the basis of approved projects where the government previously provided serviced sites. The grant provides for the expansion of the existing serviced sites.

3.3.1.3 Levels of subsidy

The largest amount of subsidy available to qualifying beneficiaries is R 16 000. (See Box 3.2). The grant is small hence it is called a subsidy, in acknowledgement of the fact that other resources are needed to supplement the grant if adequate houses are to be build. The subsidy is designed to be sufficient to purchase a serviced land, a basic house structure and a house unit. The prospective homeowner is thereafter expected to raise credit from the bank, or to use individual investments, or sweat equity to fund the completion of the house (White Paper on Housing 1996: 40).

Box 3.2 Subsidy amounts		
Monthly beneficiary income (R)	Current subsidy amount (R)	Increased subsidy amount (R) from 1/4/99
Up to 1 500.00	15 000.00	16 000.00
1 501.00 to 2 500.00	9 500.00	10 000.00
2 501.00 to 3 500.00	5 000.00	5 500.00
Consolidation subsidy Up to 1 500.00	7 500.00	8 000.00

(Source: Department of National Housing 1998: 13)

In order to maintain financial equity, the subsidy levels may be adjusted up to 15 % for geo-technical, topographical or location reasons in the various provinces (White Paper on Housing 1996: 42). National Housing Capital Subsidies are accessible to qualifying beneficiaries through various programmes that are largely carried out by the provincial government.

3.4 PROVINCIAL GOVERNMENT

The provincial government has the responsibility to promote and facilitate the provision of housing in the province within the framework of the national policy and in respect of housing development. To achieve the stated responsibility, each of the nine provinces determine their provincial housing policy and ensure the adoption of their provincial legislation (Housing Act

1997: 16). An important institution of the provincial government is the Provincial Housing Development Board (PHDB).

3.4.1 Provincial Housing Development Board (PHDB)

The PHDB is an institution established in each of the nine provinces according to the respective provincial legislatures. The PHDB's have the role of advising provincial governments on provincial housing policy. This includes advising the Provincial Housing Minister on matters pertaining to granting of funds for national housing projects and housing programmes, approval of the various subsidy applicants and beneficiaries, and allocation of subsidy funds (White Paper on Housing 1995: 35).

The PHDB initiates the provision of houses by releasing the National Housing Capital Subsidies to qualifying housing project initiators and developers. (See Box 3.3, p46 for categories of project initiators). Other subsidy related activities carried out include assessing eligibility of applicants and administering subsidy allocations on the basis of allocation principles, guidelines, procedures and processes (Levits 1994: 13) (Also see Appendix 5 for examples of guidelines used for allocating subsidies for the various subsidy programmes).

3.4.2 The Housing and Urbanisation Information System (HUIS)

The Housing and Urbanisation Information System (HUIS) is a data bank and information system developed at the Department of National Housing to collect, compile and analyse data in respect of housing development including data on gender, race, age and geographical location. HUIS is instrumental in providing reliable information, facilitating monitoring and supporting decision-making on eligible beneficiaries (Housing Bill 1997: 14). As a collector of data, HUIS interfaces with various PHDB's, housing departments of Local Governments, and building contractors involved in the provision of houses (Department of National Housing 1998: 57).

Box 3.3 Categories of project initiators and developers

McKinnon and Lewis, (1997:11) identify the following categories of developers.

They are:

- Local public developers comprising local developers.
- Provincial public developers, including housing or development corporations that handle housing delivery projects.
- Private developers including companies that operate for gain, non-profit companies and housing development trusts, associations and organisations that are established for specific projects.
- Parastatals are developers partly funded by the state but are also expected to raise finances within the private sector; they include the South Africa Housing Trust.
- Public-Private Partnerships (PPP's), which are a growing group of joint ventures between the public and private sector.

(Source: McKinnon and Lewis 1997: 11)

In addition to the role of providing information, HUIS facilitates the administration of funds in the provision of shelter for the poor. An important source of information for HUIS is the Housing Subsidy System (HSS). The HSS integrates several other systems such as the National Housing Subsidy Database (NHSDB). Collectively, these systems maintain a database of beneficiaries of State houses in South Africa. The systems are useful in managing and administering subsidies and detecting fraudulent practices in the approval of prospective applicants for subsidies, subsidy allocation, and administration of subsidy funds (Department of National Housing 1998: 58).

Project initiators and developers of approved housing projects commonly present the names of prospective homeowners and hence beneficiaries to the PHDB for approval. The approval process involves feeding the names of prospective beneficiaries to HUIS. The system determines eligibility by cross checking the names against the categorised system data. Prospective applicants that are proven as eligible beneficiaries are granted subsidies (Van Daalen 2000).

3.5 LOCAL GOVERNMENT

The actual process of housing delivery in South Africa is the responsibility of the local government. In support of this, local governments should take all reasonable and necessary steps as required by the National and Provincial housing legislation and policy to enable, promote and facilitate a sustained access to housing in areas of their jurisdiction (Housing Act 1997: 24). This is undertaken by means of democratic and accountable strategies that ensure sustained service delivery that promote social and economic development (Constitution of the Republic of South Africa 1996: 63). The local government strategies that are democratic and accountable to the public are embodied in the Integrated Development Planning (IDP).

According to Pycroft (1998:155) IDP refers to the developmental role of local governments, in which case IDP seeks to position local governments at the centre of a matrix of organisations operating within the council's area of jurisdiction. Developmental local governments take responsibility for facilitating and co-ordinating service delivery. The process operates through partnerships with the public sector, private sector, community-based organisations, civic associations, and non-governmental organisations that operate within the municipality's area of jurisdiction. Accordingly the Constitution of South Africa (1996:63) provides local government with the right to govern activities and functions that foster assertive and proactive roles in service delivery.

The Housing Act (1997:24) recognises the role of local government in an integrated housing delivery process. The process aims at aligning available resources initialising structures for participation by role players, promoting local economic development by supporting growing sectors, and resolving disputes and conflicts that arise among actors in a housing process (White Paper on Local Government 1998: 45-48; Housing Act 1997: 24).

3.5.1 Stakeholders in the housing process

The White Paper on Housing (1995:34-38) indicates a wide range of stakeholders in the housing process some of whom have been addressed in this chapter. Additional stakeholders

that are worth mentioning are those who are housing activities are co-ordinated by the local government Department of Housing. They are categorised here as end users and service providers.

3.5.1.1 End-users

According to the White Paper on Housing (1995:28,38), the government is committed to a people-centred housing development process that derives from communities. To this end, the housing policy encourages and supports initiatives that emerge from communities and civil societies. (See Box 3.4, p49 for PHDB basic principles for approving of Project Linked Housing Subsidy application). Of importance are the housing social compacts, which are inclusive agreements between community-based partners and developers in a housing process.

Appleton (1995: 21) outlines the functions of social compacts as follows.

- Outlining transparent and equitable criteria, structures and procedures for identifying eligible beneficiaries from communities to participate in the housing project
- Spelling out decision-making structures for the project, which allow for participation of Community Based Partners (CBP's) throughout the planning and implementation phases
- Specifying how the respective social, financial and political risks in housing projects are to be mitigated or managed
- Establishing mechanisms for the resolution of housing disputes

The role of the local government is to facilitate the initiation and sustainability of social compacts, in a housing process and the creation of other appropriate institutional frameworks and support structures. In addition to the attributes associated with inclusivity and participation of all stakeholders, effective social compacts define the democratic role of local government. Ideally, social compacts further representation, responsiveness and accountability (White Paper on Housing 1995: 22).

Box 3.4 PHDB Basic principles for approving Project Linked Housing Subsidy application

Project linked subsidies are available to qualifying beneficiaries, who acquire a house within the context of a housing project approved by PDHB. The basic principles applicable to project linked subsidies and the basis on which projects receive approval from the PHDB to undertake housing projects as stated by the Department of Housing (1994:12-13). The principles are described below:

1 Project initiators

Housing projects may be identified and initiated by Community representatives, Community Based Partner's (CBP's) and developers. (See **Box 3.3** for a list of possible developers).

2 Social compacts

Housing projects should be based on inclusive agreements, commonly known as social compacts. Social compacts are agreements between relevant stakeholders involved in or directly affected by such projects. They are a requirement for approval of housing projects by the PHDB.

3 Focus on the disadvantaged

Housing projects should promote holistic development. A new housing development should strive towards the achievement of a variety of community needs in a balanced and integrated approach.

4 Protect existing rights

Where upgrading of existing un-serviced or minimally serviced settlements is undertaken or where buildings are reconditioned or refurbished, the project should be undertaken in such a manner so as not to disturb the rights and relationships of existing occupants.

5 Community participation

Appropriate structures should, except in exceptional circumstances, be created to ensure effective public participation in project planning, implementation and maintenance.

6 Social and economic benefits

Social and economic benefits to the community whom it is intended to benefit should be maximized.

7 Local initiative

Local initiative, participation and contribution to the planning and implementation of social and physical development activities should be maximised.

8 Conditions conducive to development

Project planning and implementation should be an environment conducive to all parties meeting their respective obligations.

(Source: Department of National Housing 1994: 12-13)

3.5.1.2 Service providers

The national, provincial and local government are service providers that deal with matters of policy and government policy execution. Other stakeholders at the macro – level are state corporations, parastatals, statutory advisory and policy execution bodies such as the National Housing Board and the National Funding Forum. The latter allow stakeholder representation in the process of policy development and fiscal policy.

The White Paper on Housing (1995:36,37) recognises that South Africa cannot address the housing challenge without mobilising collective resources, capacity, knowledge and skills of the broader non-State private sector. In an interview in June 2000, the SA Minister of Housing, Ms Sankie Mthembu-Mahanyele, stated that the "Government critically needs partners to add value to its housing subsidy scheme" (Gavin 2000: 1).

3.5.1.3 Specific stakeholders

As far as the specific stakeholders in the non-State sector are concerned the following sectors are identified.

- **The financial sector**

Housing credits from financial institutions are a fundamental requirement; they facilitate the upgrading of house units provided to beneficiaries through Government subsidies. The financial sector provides housing credit to prospective homeowners. (See Appendix 6 for details of the role players in the financial sector and their main activities).

- **The construction sector**

This sector is a key link in the chain of delivery. Both large and small contractors, established and emerging contractors, professionals and suppliers in the building industry plays crucial roles in the housing process (Department of National Housing 1994: 11-12).

- **The suppliers of building materials and services to the housing sector**

This sector is important in the housing process in that it links the construction sector and the materials and resources required to construct housing units (Department of National Housing/ The Housing Accord 1994: 11-12).

The role of the local government with regard to the stakeholders in a housing process is to facilitate and support the participation of all players in the housing development process. In the following sections, the researcher describes the nature of housing projects and the integration of stakeholders in the process of beneficiary listing and in providing house units to eligible beneficiaries through the Project Linked-Subsidy.

3.6 NATURE OF HOUSING PROJECTS

Housing projects are the envisaged means through which local governments implement housing policies. Low-cost housing are discussed in the following rubric, the various project types are determined and the main characteristics observed in the implementation phases.

3.6.1 Housing project types

Low-cost housing projects include a variety of project types. These are grouped in two ways: according to the product, referring to serviced sites or housing packages, and according to the financing mechanism, referring to a subsidy or non-subsidy mechanisms (Lewis 1996: 6).

3.6.1.1 Project type according to the product types

The first distinction between housing projects is made on the basis of the house product provided. Two types of housing products can be clearly identified. These are house products that comprise of serviced sites and top structures and house products that are serviced sites without top structures (Lewis 1995: 6).

3.6.1.2 Project type according to the finance mechanisms

The second distinction between housing projects is made on the basis of the financing mechanisms. The distinction is between subsidised (referring to financing of houses from the National Capital Housing Subsidy) and non-subsidised projects (Lewis 1995: 6). In the following section, the nature of subsidised housing projects that provide houses with serviced sites and top structures are described.

3.6.2 Subsidised housing projects

Subsidised housing projects are usually made up of four distinct phases that lead to four distinct ends. They are.

- Township establishment that leads to a proclaimed site and registered erven
- Sales administration that leads to registered property owners
- Land servicing that leads to serviced erven
- Building operations that lead to completed houses

(Department of Housing/ National Business Initiative (NBI) 1997:9).

The project phases outlined above consists of detailed tasks that are managed to realise the objectives of subsidised housing projects. The Department of Housing /NBI (1997:12-13) indicates the typical tasks comprised in each of the phases. These are listed below as follows.

- **Township establishment**

- Securing rights to land
- Cadastral position of land
- Town planning layouts
- Compliance with conditions of establishment
- Opening of township register

- **Sales administration**

- Preparation of allocation procedure
- Advertising of project
- Preparation of allocation lists
- Approval of allocation lists

- Signing of legal transfer documents
- Registration of transfers

- **Land servicing**
 - Service agreements
 - Feasibility of bulk services
 - Assessment of physical features of site
 - Detail design and specification
 - Tender processing and awarding
 - Construction of services
 - Completion and hand over process

- **House construction**
 - Preliminary design report
 - Finalising of products
 - Detail design and specification
 - Tender processing and awarding
 - Construction of houses
 - Completion and hand over process

The phases do not exist independently in the life cycle of subsidy housing projects, they are interlinked. The tasks interact in the project implementation process to realise the objectives. No attempt has been made here to fully describe the processes in the various phases because all phases do not reflect on the beneficiary listing process. The appropriate phase, that is sales administration, will be discussed in the following section. Sales administration is comprised of activities that determine the beneficiary listing process.

3.6.2.1 Sales administration

Also referred to as the conveyancing process, sales administration is the process comprising of all activities from the identification of potential beneficiaries to the point where the housing unit is transferred to the beneficiaries (Department of Housing/ NBI 1997:28).

Sales administration and conveyancing is concerned with the following main activities.

- **Preparing allocation procedures**

The developer in consultation with the Community Based Partner (CBP) drafts a proposal for the allocation of erven to beneficiaries.

- **Preparing a possible beneficiary or allocation list**

The officials from the local department of housing review application forms and requests for houses. The requests are commonly consolidated in a waiting list. A list of possible beneficiaries is drawn from the waiting list and submitted to the CBP and to the social compact for ratification.

- **Approval by the PHDB**

The list of possible beneficiaries is submitted to the PHDB for approval. The PHDB forward the list of possible beneficiaries to HUIS and on to HSS and NHSDB to determine eligibility.

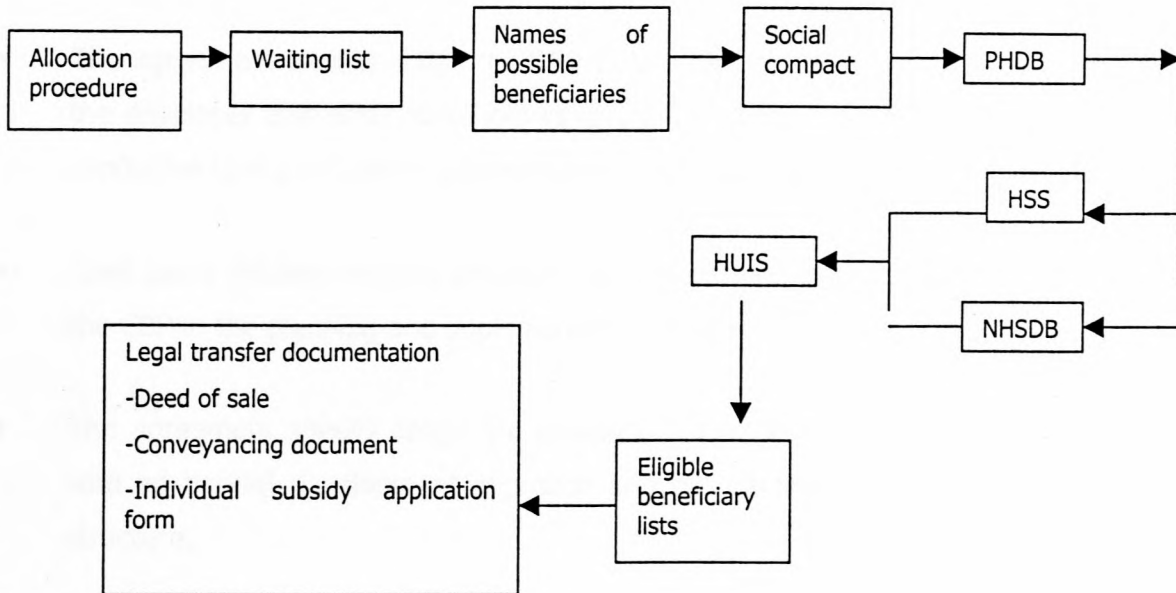
- **Signing of legal transfer documentation**

Applicants who have been approved as beneficiaries by the PHDB then sign the deed of sale of the property, the conveyancing documents for the transfer process and the individual subsidy application form for the subsidy. (Department of Housing /NBI 1997:28)

From the above description, the process of listing beneficiaries is summed up as consisting of the following main activities; determining an allocation procedure, obtaining a possible

beneficiary list, approval of the PHDB, and signing of legal transfer documents. In the following rubric, a model of the stages in the beneficiary process is presented.

3.6.2.2 The beneficiary listing process



An underlying principle of subsidised housing projects is the social compact agreements. The functions of which have been noted in 3.5.1.1. The PHDB provides the following as guidelines for written social compact agreements between developers and CBP.

- Identification of the housing needs of the relevant community.
- A proposed housing project that meets the housing needs of the targeted community with particular reference to the following:
 - An appropriate location and site
 - A plan of the area and the proposed type of residential properties
 - The total cost to the beneficiary of acquiring the residential property offered
 - The level of services to be provided for example household electricity

- An outline of transparent and equitable criteria, structures and procedures for identifying eligible beneficiaries to participate in the project. These structures and procedures should be open to the public.
- The agreement should oblige the CBP to use its best endeavors, in co-operation with the developer and other stakeholders to create a climate and environment that will be conducive to the efficient implementation of the project.
- Spell out a decision making structure for the project, allowing for the participation of the CBP in the planning and implementation phases.
- The agreement should oblige the developer to implement the project in accordance with an agreed development approach and programme and through the established structure.
- Specify how the respective social, political and financial risks are to be borne.
- Establish a mechanism for the resolution of disputes.

(Department of National Housing 1994:16-17).

Project agreements and social compacts are determinants of the institutional environment for the beneficiary listing process. An outline of transparent and equitable beneficiaries as mentioned above, is enabled by a consultative process between CBP's, representatives of targeted communities, and local stakeholders having vested interests in the particular housing project.

Accordingly, in the event that consent of parties cannot be obtained, the PHDB requires that a statement be written as to the steps that have been taken to seek consent, details of the basis for stakeholder objections for consent and their views on what they believe should be

done to make it possible to implement the housing project (Department of National Housing 1994: 16-18).

3.7 CONCLUSION

The policies identified at various levels of Government determine the policy environment for participation of stakeholders in the housing process. At the national level, the process of listing beneficiaries is conditioned by the criteria for beneficiary eligibility for affordable houses. The housing policy at the provincial level provides the instruments for screening prospective beneficiaries. The local government derives impetus to facilitate an integrated beneficiary listing process from policies that advocate for recipient participation through the social compact agreement. To fulfil the above, institutions at the three tiers of government determine the environment for the beneficiary listing process.

The beneficiary listing process consists of the following main activities; determining allocation procedures, obtaining a possible beneficiary list, obtaining the approval of the PHDB, and signing of legal transfer documents. Social compact agreements determine the immediate institutional environment of the beneficiary listing process. Social compacts are enabled by a consultative process between CBPs, representatives of targeted communities and local stakeholders having vested interests in the particular housing project.

The following chapter describes the research case study. The researcher's objective is to present the environment where the stakeholders in the Kayamandi-Snake Valley Housing Project (SVHP) interact to deliver subsidised low-cost houses. Properties relating to time management and the beneficiary listing process are highlighted.

CHAPTER 4: CASE STUDY: KAYAMANDI-SNAKE VALLEY HOUSING PROJECT

4.1 INTRODUCTION

Snake Valley Housing Project is located in the black township of Kayamandi. The project is a part of an urban renewal scheme. The scheme aims to achieve the following, enhance the standard of living, improve the image of Kayamandi as a neglected area both physically and socially, and to integrate the suburb with the rest of Stellenbosch. The urban renewal scheme is officially known as the Spatial Development Framework for Kayamandi (See to Appendix 7 for a map of the spatial development framework).

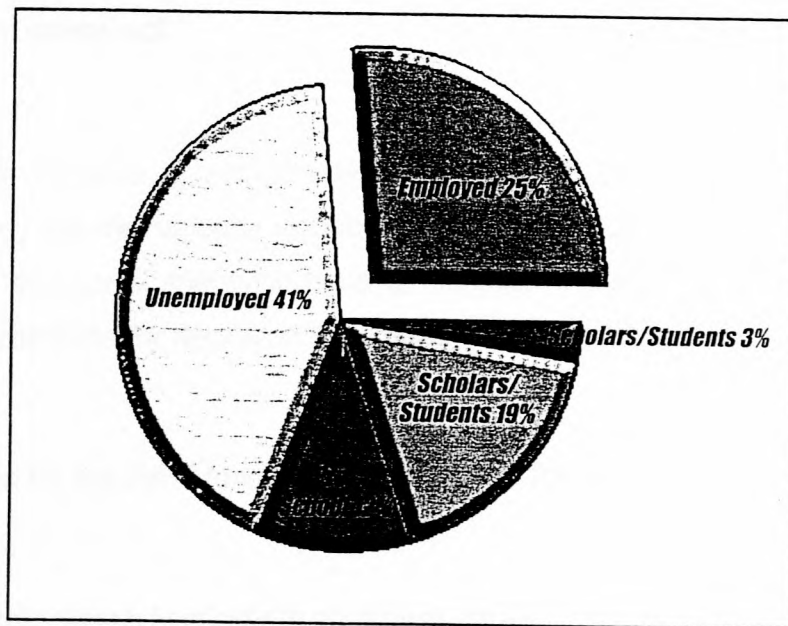
4.1.1 Background

Stellenbosch is situated in the Western Cape region of South Africa. It is made up of ten suburbs. Kayamandi constitutes one of the suburbs of Stellenbosch that is situated on the northern slopes of Papegaaiberg. (See Appendix 8 and Appendix 9). The Plankenburg River flows along the eastern edge of Kayamandi. The Plankenburg industrial area is situated to the south-east. Although Kayamandi is reasonably well located in relation to the commercial and employment areas of Stellenbosch, it remains relatively isolated from the town by the railway line and the Adam Tas / Koelenhof road.

Over 60 000 people live in Stellenbosch. Out of this, approximately 15 000 reside in Kayamandi. The population is predominantly black. The population growth rate is approximately 4% per annum. The structure of the population is young with approximately 40% of the population younger than 20 years. The average level of education is low. The percentage of the population that has obtained secondary level of education is 30% while 40% have obtained a primary level of education. The level of unemployment is high. The percentage of unemployed people is 41 % (Moss 2000: 2) (See figure 4.1 below for a representation of the employment percentages).

Accommodation in Kayamandi is partly in the form of informal dwellings or shacks. Approximately 10 000 people live in these dwellings. The dwellings comprise 77% of the available accommodation. Another 3 759 live in old hostel houses. Old hostels make up 13% of the available accommodation. Only 1 200 people live in formal dwellings, approximately 10% of the population (Department of Planning and Development 1996: 20). Housing affordability for the majority of the population is low. Without adequate employment opportunities, it is difficult for most people to individually accumulate savings to access formal houses. These people are dependent on the Stellenbosch municipality for houses. The municipality provides houses in the form of serviced sites, and upgraded high-density small house units (Vusi & Kama 1994: 3).

Figure 4.1 A representation of the employment percentages in Kayamandi



(Source: Moss 2000: 7)

4.2 HOUSING DELIVERY BY THE STELLENBOSCH MUNICIPALITY

As part of its process for Integrated Development Planning (IDP), the Stellenbosch municipality is responsible for taking all reasonable and necessary steps within the framework of national and provincial housing legislation to initiate, plan, co-ordinate,

facilitate, promote and enable appropriate housing development in its area of jurisdiction. The Stellenbosch Municipality adopts the policies of Municipal Service Partnership (MSP) that provide a framework for leveraging and marshalling for resources available in the private sector (White Paper on Municipal Service Partnerships 2000: 5). This commonly translates to seeking the expertise of private sector consultants in the municipal's area of jurisdiction to adequately construct houses and to provide related essential services.

The municipality is committed to a people centred housing development process that derives from communities. The process is enabled by the existence of a development forum also known as the social compact. The forum is comprised of officials from the municipal departments of housing, town planning and engineering, private sector professional consultants, the Stellenbosch Town Council and recognised representatives from Kayamandi (See Figure 4.2 for a structural representation).

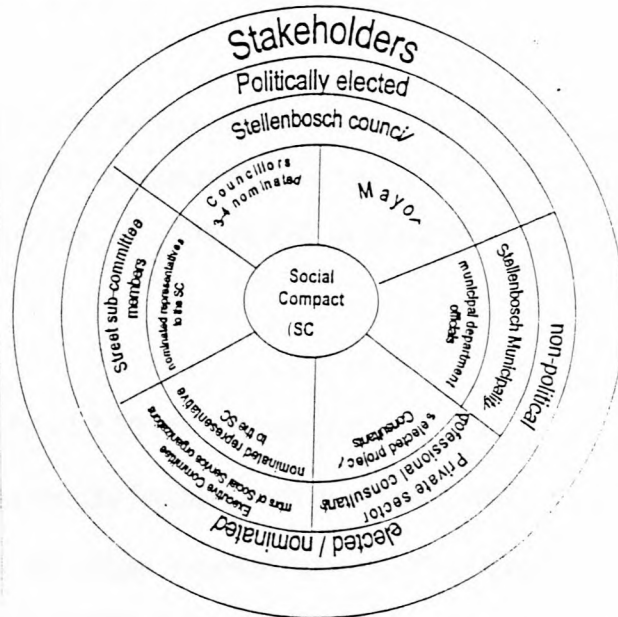
4.2.1 The social compact

Social compacts are inclusive agreements between relevant stakeholders involved in a housing project. They are instrumental in outlining housing allocation procedures, spelling out decision-making structures, specifying housing management and mitigation frameworks and establishing mechanisms for resolution of conflicts (Appleton 1995: 21).

The social compact in for the SVHP functions to achieve the following.

- Advising the Stellenbosch Municipality on project issues.
- Assisting the Stellenbosch Municipality with the planning and implementation of the projects carried out.
- Ensuring proper communication and feedback between the people of Kayamandi and partners in the social compact.

Figure 4.2 A schematic representation of stakeholders in the Kayamandi social compact



It can be deduced from the above that the social compact is an important facilitating forum for formulating, initiating and developing housing projects. In the SVHP the members of the social compact that reside in Kayamandi (including Kayamandi councilors, representatives from non-governmental organisations and recognised local leaders) have the responsibility of advising the Social compact on the following.

- Identification of 130 eligible project participants and beneficiaries
- Identification of a housing committee made up of 15 representatives identified from the participants and beneficiaries and 3 to 4 Kayamandi councilors.

(Ford 2000 ; Van Daalen 2000)

The identification of 130 eligible beneficiaries and the housing committee is an important project activity performed by recognized members of the social compact that reside in Kayamandi. The beneficiaries are an important input to the SVHP; they constitute the SVHP target group. The housing committee is equally an important project input responsible for facilitating communication and decision-making between the beneficiaries and the members of the social compact. As project inputs, they require the organized effort of the social compact members residing in Kayamandi for them to occur. Also as project inputs, they link to dependant activities to realize the main project deliverables.

4.3 KAYAMANDI-SNAKE VALLEY HOUSING PROJECT

The Snake Valley Housing Project (SVHP), also known as Kayamandi phase 2, is a new residential development in Kayamandi. It is part of the spatial development framework for Kayamandi (See Appendix 7). The spatial development framework aims to carry out the following,

- To provide a total of 2 500 new housing units
- To establish community facilities such as schools, and sports fields
- To provide for an urban renewal scheme that targets a town centre, commercial facilities and high density housing
- To upgrade sewer services and road networks

The spatial development framework identifies the following projects as priority. (See Appendix 10 for priority projects for implementation).

- Development of Costa property
- Development of 130 new residential erven for relocation of families
- Acquisition of 40 ha of land for further development
- Re-development of the old hostel zone for town centre and high density family apartments
- Re-development of existing sports fields as business zone
- Planning and development of new sports fields
- Provision of bulk services

SVHP is a component of the urban renewal scheme. It aims to develop 130 new residential ervens on a 4.6 ha piece of land. The project targets residents of overcrowded family apartments in the town centre zone.

Families residing in the old family apartments are to move to new house units to be built in the SVHP. The remaining families in the town centre zone will be relocated to other planned establishments in the area. The relocation of families from high-density areas is part a relocation plan for Kayamandi that develops new housing areas and allocates them to residents of old hostels residing in high-density households. The vacated high-density areas are left open for rehabilitation and upgrading. (See Appendix 11 for a map of the relocation plan). The implementation of SVHP is facilitated by the activities of the SVHP committee.

4.3.1 The SVHP committee

The SVHP is comprised of a technical team and a strategic planning team. The technical team is comprised of the following stakeholders.

- Project manager
- Town planner
- Land surveyor
- Consulting engineer
- Attorney
- Electrical engineer
- Officials form the municipal town engineering department
- Officials form the municipal town planning department

The strategic team is comprised of the following.

- Officials from the municipal housing department
- The housing committee
- The Stellenbosch Council
- Members of the technical team as listed above

The members of the SVHP strategic team are also the members of the Kayamandi social compact.

4.4 MAJOR ACTIVITIES OF THE KAYAMANDI-SNAKE VALLEY HOUSING PROJECT

The major activities of stakeholders are identified as indicated in the main processes of the SVHP. The main processes are, project initiation, town planning, land surveying, civil construction, conveyancing or sales administration, and building of top structures. These processes are identified in the life cycle of the SVHP and are presented in Figure 4.3. The processes and the stages overlap at various levels of implementation.

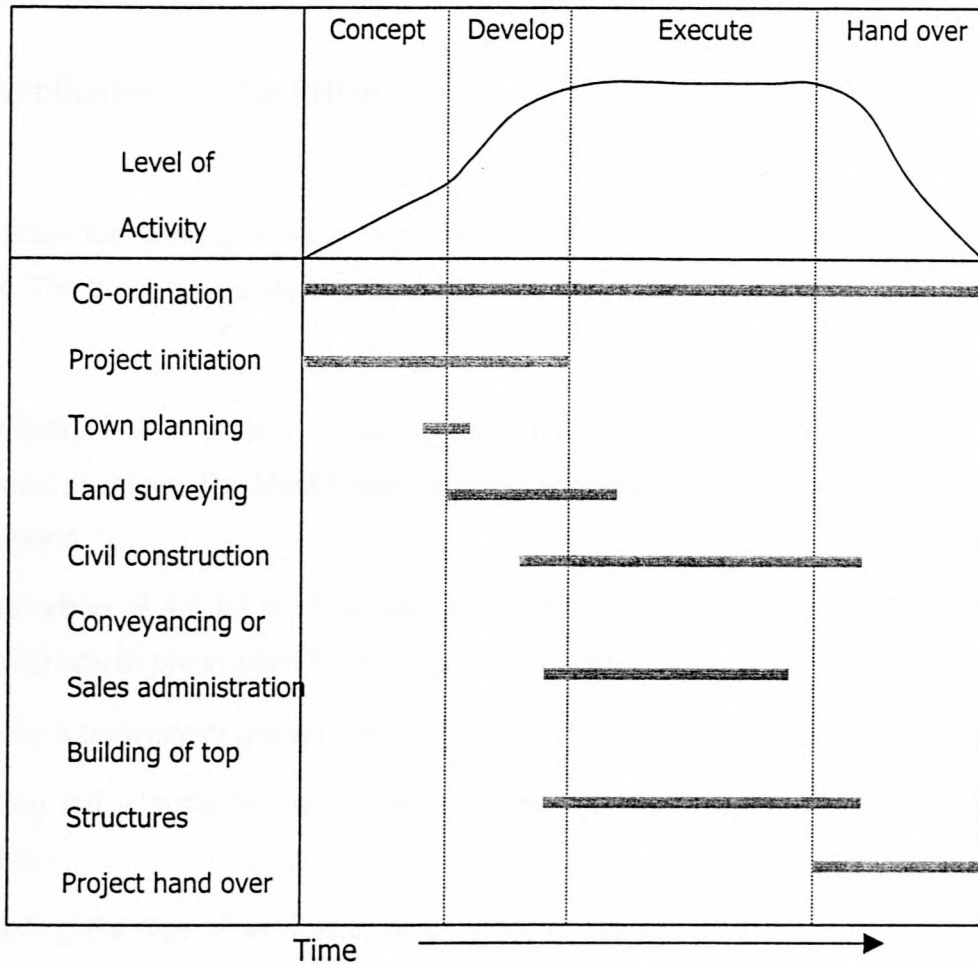
In the following section, the various project processes are discussed in greater detail.

4.4.1 Marketing

A written project proposal and /business plan was developed for the SVHP. The proposal contained the following information (See Appendix 12 for the project proposal or business plan).

- Project description including the project location, services to be provided, the project committee and information on the top structures
- Financial information including sources of funding for external and internal services, the breakdown of expenses for services, and for consultation and project co-ordination
- Preliminary milestones including forecasted dates of major activities to be carried out
- Community involvement including work to be carried out with the consent and participation of the beneficiaries and /participants

Figure 4.3 The SVHP processes



(Adapted from Burke 1999:28)

It is to be noted that the business plan indicates the project contribution towards achieving the identified project objectives. Cusworth and Franks (1993:6) identify the business plan as containing information on the technical, financial, economic, social and organisational aspects of the project.

The SVHP proposal and business plan was made available to prominent consulting civil engineers in the municipal area of jurisdiction. Various consulting engineering firms expressed interest in the project. The selection process culminated in the appointment of a consulting civil engineer. The appointment process included the signing of a service

agreement by the consulting civil engineer and representatives from the Stellenbosch Municipality. The civil engineer was responsible for co-ordinating the project activities.

4.4.2 Application to the PHDB

The application for external funding from the PHDB was carried out at the initial stages of the project. The process was determined by various activities. The activities are,

- Identification of a project manager, town planner, land surveyor, attorney and an electrical engineer. The identification process entailed scrutiny of proposals, and service quotations
- Identification of 4.6 ha of municipal land, determining the ground costs and drawing the contracts in preparation for transfer of ownership
- Drawing a preliminary project plan
- Carrying out a social economic study of the area surrounding the identified project location
- Stipulating the type of services to be provided in the project and the type of houses
- Preliminary town planning
- Preliminary costing
- Obtaining a social accord of stakeholders in the project
- Obtaining the commitment of the council in support of the following, bulk services, external and internal electrification, a percentage of consulting fees and a percentage of internal service costs.
- Application for financial commitment from the PHDB in support of the following, 130 top structures, conveyancing of the properties into the names of the beneficiaries, a percentage of the internal civil engineering services, and a percentage of the consulting fees required to design and manage the project.

An important activity in the application to the PHDB, which was not implemented, is the appointment of a housing committee. According to the basic PHDB requirements for

submission and approval the housing committee is identified as a requirement. It facilitates local initiatives and project participation. Van Daalen (2000) notes that the PHDB makes provision for the project implementation to proceed based on explanatory information and on the indication of an ongoing appointment process for a housing committee. (See Box 3.4, p49).

4.4.3 Project co-ordination

Project co-ordination activities focused on planning and consultative meetings between representatives residing in Kayamandi and consultants. The council representatives from Kayamandi and council officials from the Stellenbosch Municipality met to sign the PHDB contract. Consultants were appointed and letters of appointment were distributed to them. The consultants were summoned to meetings where service agreements were signed with the Stellenbosch Municipality. The consultants were also requested to prepare designs, and costs for the specific professional services.

Additionally, planning sessions between the consultants, council representatives from Kayamandi, and the representatives from the Stellenbosch Municipal departments of town planning, engineering and housing were initiated and carried out on an ongoing basis. Planning sessions facilitated discussions on the beneficiary listing process, erf allocation, top structures and costing.

The project manager provided leadership for planning and for the integration of the scope of work. In addition the project manager assumed responsibility for preparing a broad project programme. The programme reflected the various work components, their main activity tasks, task duration and the scheduled dates. The project programme was a useful planning tool that facilitated the planning sessions. (See Figure 5.3, p78 for the SVHP planning programme).

The main deliverables planned for in the project co-ordination process are, signing the PHB contract, appointing the professional team, compiling the beneficiaries list, allocating individual erfs, revision of the project programme and approving final costs and top structures. Of these, compiling the beneficiaries' list, allocating individual erfs, revising the

project programme and approving final costing and top structures have not been implemented. The observation is made that the incomplete activities have a logical relationship. An activity has to be completed before another activity can begin. The participants' list has to be compiled before initiating work on the dependent activities.

There are ongoing measures being taken by the strategic committee to obtain 130 participants and beneficiaries for the SVHP. (See Box 4.1).

Box 4.1 Measures taken to compile a list of beneficiaries

Identifying and approving beneficiaries for SVHP has been carried out by use of the waiting list and the re-location plan. The waiting list is a list of people that have requested for a type of municipal house and who are waiting to receive a house. The waiting list is in essence a database of all house applications made over the years. It has detailed information of each applicant, including name of applicant, identification number, year of birth, contact address, level of income, number of dependants and the applicants' ages.

The officials from the housing department first identified names that were top on the waiting list for Kayamandi. Second, the housing officials utilised the re-location plan adopted in the spatial development framework for Kayamandi. Third, areas of residence were determined for names that were identified to be top of the waiting list. Fourth, 130 names that were top on the waiting list and representative of house applicants residing in the town centre zone were chosen. Lastly these names were presented to the members of the social compact that reside in Kayamandi. The names are yet to be approved.

(Ford 2000; Van Daalen 2000)

The foregoing activities in project initiation and co-ordination occur in the concept phase of SVHP. In the following section, town planning and land surveying processes will be discussed. The processes occur in the development phase of the SVHP.

4.4.4 Town planning

The town-planning consultant was responsible for preparing the town plan for SVHP and for carrying out town planning activities. The process determined the sizes of individual erfes, location of erven, access roads and sewer lines and the apportionment of land for economic use. A draft layout of the new development was prepared. (See Appendix 13).

The town planner worked with a group of social workers. They organised workshops for the residents of the town centre zone. The workshop aimed at communicating the drafted town layout. The process entailed preparing large charts of the proposed town plan and presenting the details of the plan to workshop participants. Recommendations from the residents were incorporated in the draft layout. The draft town layout was submitted to the council and to the town-planning department for review. Further amendments from the council and town-planning department were integrated. A final draft was submitted to the surveyor general. The function of the surveyor general is amidst others to register the town plan in the town register.

4.4.5 Land surveying

A consultant land surveyor was responsible for carrying out the land survey. The land surveyor physically indicated the details of the survey diagram on the project site by physically marking the boundaries of individual erfes using wooden pegs. The corners of the blocks were equally marked off with to indicate the edge of specific blocks of houses. These pegs were noted on the survey diagram. The land surveyor co-ordinated his activities with the town planner in order to identify the location of streets, service corridors and the distance between the streets and the boundaries for erven. (See Appendix 14).

Additionally, the land surveyor compiled the survey records for the surveyor general's scrutiny, advice and approval. The compiled information included the name of the project location prior to its identification for housing development, the name of the new development, the name of the community, and the reference number of all stands allotted on the survey diagrams. The survey records were submitted to the surveyor general together with the town plans. They served as proposal documents for the SVHP township establishment. Township establishments is identified by The Department of Housing as the creation of a new township for which titles to specific erven can be registered with title deeds on the basis of general plans held at a surveyor general's office (Department of Housing/ NBI 1997: 22-23).

In the following section, project processes that comprise the execution phase will be described namely, civil construction, conveyancing and building of top structures.

4.4.6 Civil construction

A consulting civil engineer and a contractor carried out the activities for civil construction. The civil engineer was responsible for topographic surveys and ground tests. The findings of the tests were useful for making decisions regarding costs, construction and location of bulk water supply pipelines, sewage plants, refuse system, and road access.

The tendering process was initiated and tenders were called in for a civil contractor. The process culminated in the identification of a suitable contractor. The civil engineer was responsible for the contractor, and for quality control during the construction period. The contractor was responsible for establishing external service lines and internal service lines. The external lines linked service lines to the main bulk systems. They are, 1425 m of water mains, 2330m of sewers, 7900m² of asphalt street pavement, and 1030m of storm water drainage and ancillary works. Street pavements leading to individual ervens have not been completed pending construction of top structures.

4.4.7 Conveyancing

The process of conveyancing comprises of project activities, which identify beneficiaries and co-ordinate the transfer of houses to beneficiaries. Also known as sales administration, conveyancing was planned to occur concurrently and at varying levels of intensity with project co-ordination, land surveying, civil construction, and building of top structures.

In the SVHP implementation process, conveyancing activities for identifying possible beneficiaries occur in the project co-ordination phase. The activities are managed through planning sessions held by project stakeholders. (See 4.4.3). Activities in the conveyancing process that deal with the legal transfer documents and the administration of the property transfers have not been executed. Nevertheless, the activities will be described as planned in the project programme and as is commonly practised in the Stellenbosch Municipal housing projects. (See Figure 5.2 for the SVHP planned programme).

The project manager facilitates the conveyancing process by co-ordinating work done by the conveyancer and the town registrar.

The activities occur as follows.

- The project manager submits names of participants to the Deeds Search, the National Database, the PHDB, and HIMS, for approval
- The conveyancer concludes sale transactions with beneficiaries
- The town registrar opens the town register for the new housing development and issues individual title deeds (Van Daalen 2000)

The project manager initiates a preliminary approval process. The names of the participants and the ID numbers of both the applicants and their spouses are provided to the town registrar for a deed search. The same list is sent to the provincial administration for a search on the HIMS national database. Beneficiaries that qualify and those that are disqualified, as a result of the searches or in terms of the basic criteria for beneficiaries are notified (see Box 3.1, p42) (Ford 2000).

Workshops are organised and consultant teams of field workers contact each qualifying beneficiary to provide details of available house options. During the workshops, beneficiaries are informed of the subsidy they qualify for. They are invited to inspect the approved township layout and to choose a type of top structure that is available in their subsidy limits. The field workers are responsible for visiting the beneficiaries in their homes at convenient times to assist them to complete the various forms. (Van Daalen 2000).

Upon the identification of the choice of erven and top structures, the project manager proceeds to process the necessary application forms required for the legal transfer of the individual site to the beneficiaries. They include,

- PHDB application form
- Deed of sale
- Building contract
- Various service applications

(See Appendixes 15, 16, 17, and 18).

The conveyancer is responsible for submitting transfer documents to the Deeds Office for registration while the project manager oversees the building contract and submits applications to the local authority for service connections (Van Daalen 2000).

4.4.8 Building of top structures

Normal tender procedures are followed to determine the houses to be constructed. Sketch plans and base specifications are prepared for the different options of top structures while costs are defined. The final design, floor area, specifications and construction methods are work shopped at a project committee meeting before final tender documentation is prepared. Of importance is the presence of the housing committee at the project committee meetings. The housing committee has the role of fostering communication between the project committee and the project beneficiaries. The project committee also approves the final house designs and specifications (Van Daalen 2000).

A tender for the top structures is advertised. Tendering contractors are encouraged to submit development proposals for the top structures. The outcome of the tender process is summarised in a tender report that is presented to the social compact for scrutiny and identification of the contractor. The appointed contractor is required to sign the letter of appointment. In addition, the contractor is requested to provide a bank guarantee of 10% of the total cost of the contract. The amount is deposited at a bank account and made available to the Stellenbosch Municipality in the event that the contractor fails to complete the agreed construction work (Van Daalen 2000).

The contractor is responsible for the completion of contractual requirements and construction of houses. The consulting civil engineer and consulting electrical engineer is responsible for the installation of internal services such as cisterns, toilets and electricity connections. After the construction of houses, the consulting civil engineer completes the construction of street pavements that lead to individual houses.

Civil construction marks the final process in the implementation phase. The main deliverables resulting from civil construction are completed house units and certificates of completion.

4.4.9 Hand over

In the hand over phase project participants are requested to visit the project site to inspect their houses. The inspection aims to cross check the new house unit against the building contract and to identify areas for rework. Upon confirmation that the houses have been build according to the contract, the house unit is handed over to the owner. The beneficiary, the project manager, and the contractor sign a letter of acceptance and hand over. (See Appendix 19). The Deeds Office delivers the deed of transfer to the house owner at a later stage.

The researcher observes that the activities of the hand over process are not included in the planning and implementation programme. (See Figure 5.3 and 5.5 respectively). Implying the abrupt closure of the project. This stands in contrast to Brown's finish and empowerment phase (Brown 1997: 77). The finish and empowerment phase is marked by the ongoing participation of the community throughout the project life cycle, and the empowerment thereof. This should entail participatory approaches to project planning and execution, incremental planning, adaptation in project execution, flexibility in project control and capacity building activities.

4.5 CONCLUSION

The processes in the SVHP are phases in the project that lead to distinctive ends. Hence the following is observed,

- Project initiation and co-ordination leads to the authorisation of the project to begin
- Land surveying and town planning leads to a proclaimed site, a registered new suburb and registered erven
- Civil construction leads to serviced erven having both external and internal services

- Conveyancing leads to registered property owners
- Building of top structures leads to completed houses

5.1 INTRODUCTION

These components interlink in the project duration to meet the project goals. The concurrent pursuit of the processes considerably shortens the duration of the project.

In the following chapter, the activities in the SVHP are reviewed. The researcher focuses on the projects' activities to review the planning programme and the implementation programme. Observations and findings are noted and a background is established for recommendations.

Observations of an SVHP project manager's activities were observed at various points during the project.

In this chapter individual activities of various project components and their relationship to the overall project are reviewed. The project manager's activities are reviewed.

5.2 THE SVHP SCOPE OF WORK

The processes in the SVHP project are reviewed in terms of project deliverables. Figure 5.1 presents an overview of the project work is classified into processes, activity flows and deliverables defined in Chapter 2 as the work that must be done to complete the project. Figure 5.2 the scope of work is reviewed in terms of project inputs, outputs, key activities, task items, and resources.

The project data presented in Figure 5.1 and Figure 5.2 is further reviewed in this section. The properties of the project programme and the activity programme for SVHP are reviewed. The processes are grouped into relationships, and the critical path.

CHAPTER 5: MEASUREMENT, OBSERVATIONS AND FINDINGS

5.1 INTRODUCTION

In the previous chapter, the main processes in the SVHP were described. The processes are marketing, application to the PHB, town planning, land surveying, civil construction, conveyancing or sales administration, building top structures, and hand over. The processes were observed in the various phases generic to projects. It was noted that the phases are not independent, they inter-acted at various levels in the project lifecycle to realise the objectives of the SVHP. Conveyancing and sales administration activities for listing beneficiaries were observed as occurring alongside activities for project initiation and co-ordination.

In this chapter individual activities of the main processes are evaluated in greater detail. The conveyancing and sales administration activities and in particular activities for obtaining the beneficiary list are examined alongside all other activities to determine correlation with time management.

5.2 THE SVHP SCOPE OF WORK

The processes in the SVHP indicate the nature of work to be performed and the expected project deliverables. Figure 5.1 presents an analysis of the project processes. The scope of work is classified into processes, summary tasks and individual tasks. Project scoping is defined in Chapter 2 as the work that must be done in order to complete the project. In Figure 5.2 the scope of work is analysed in greater detail. The processes are sub-divided into inputs, outputs, key activities, hold points, and approvals.

The project data presented in Figure 5.1 and Figure 5.2 is further examined in the following section. The properties of the project programme and the application in the planned programme for SVHP are reviewed. The properties are planning and scheduling, logical relationships, and the critical path.

Figure 5.1

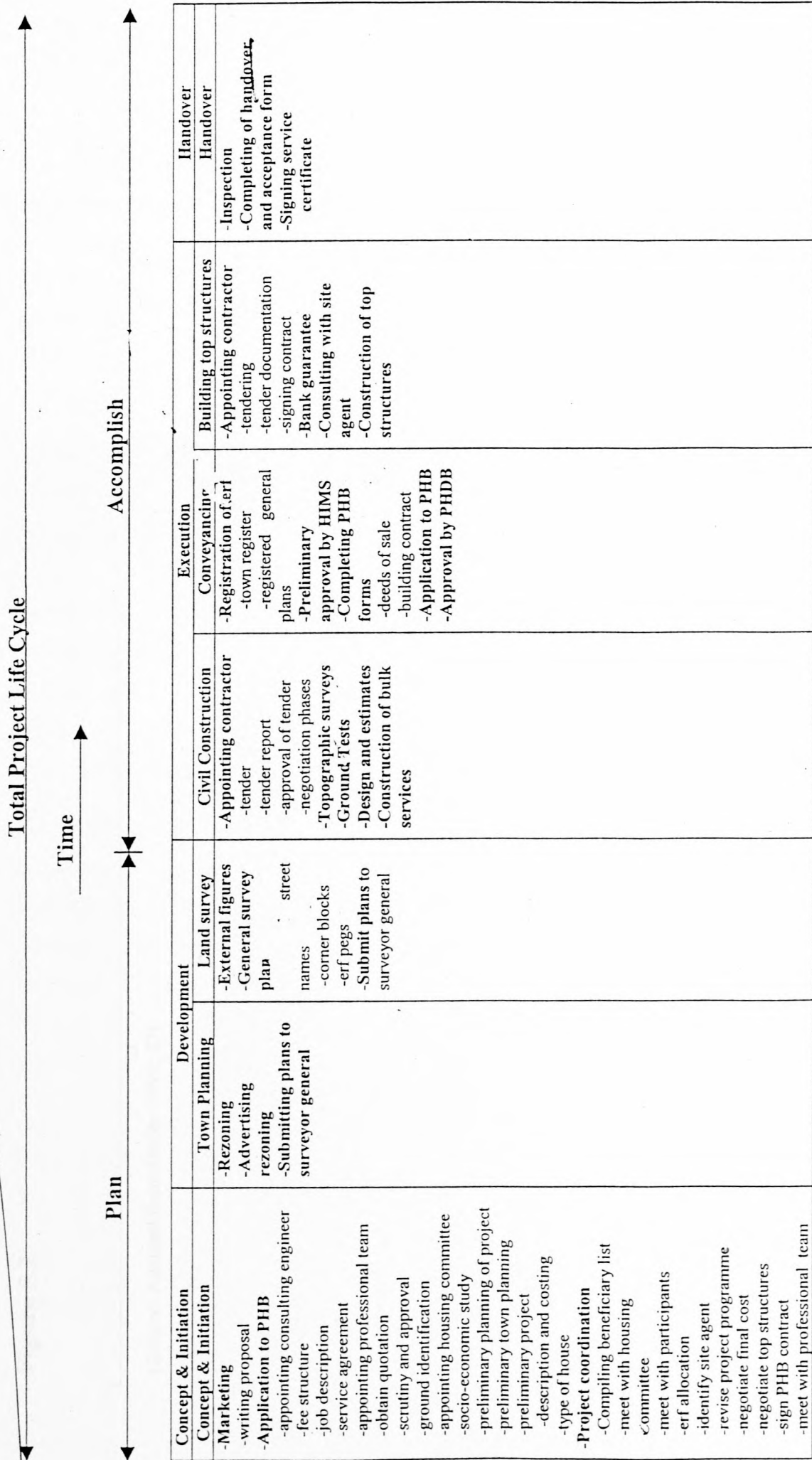
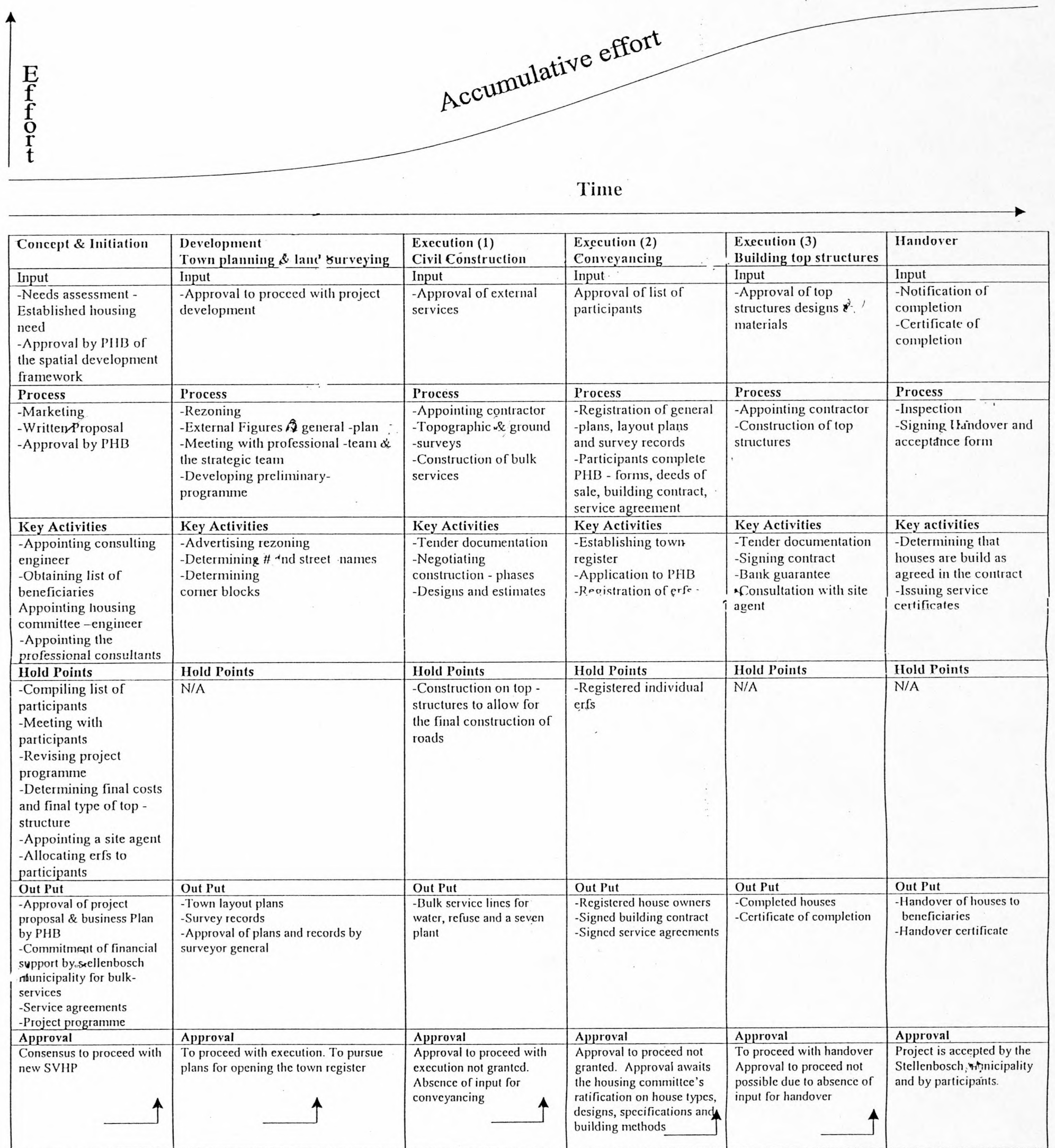


Figure 5.2



(Source: Adapted from Burke 1999: 27)

5.2.1 Planning and scheduling

The traditional method of planning projects is through the use of scheduled bar charts, where the two stages of planning and scheduling are carried out at the same time. Planning is hereby defined as the process of generating a time framework for the project. Scheduling refers to indicating the start and finish dates assigned to the activities (Burke 1999: 142). An activity refers to a task, job or operation, which must be performed to complete the project (Burke 1999: 121).

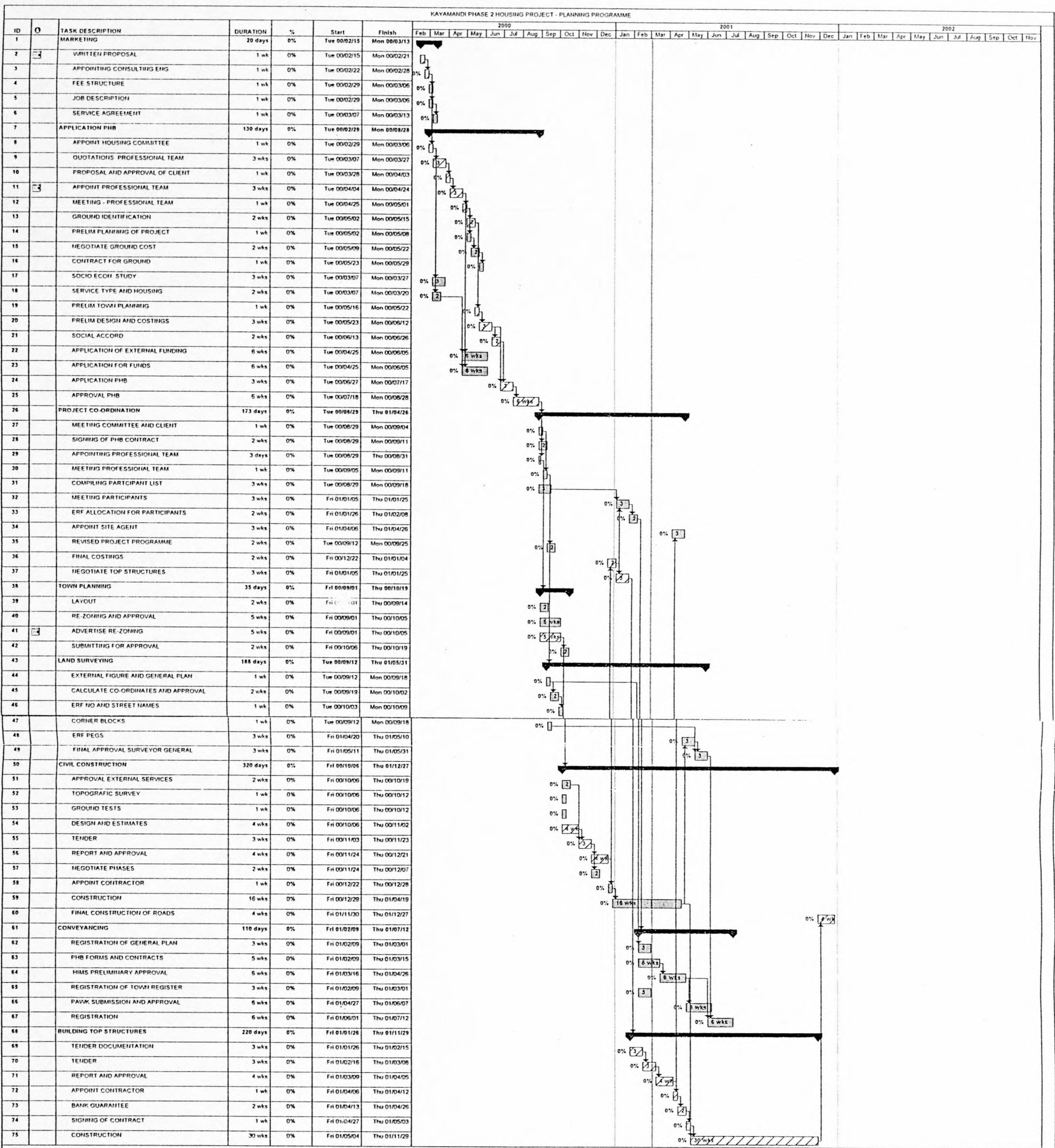
Figure 5.3, indicates the planning programme for the SVHP. Its function is to facilitate planning and programming of the scope of work. The project activities and tasks are listed on the left-hand side column, against a time scale located horizontally at the top of the pages. A numeric identity number represents the tasks. The scheduling of each task is represented by a horizontal bar, indicating the activity's start and finish times. The time unit for the planning programme is in weeks. The length of the activity bar is proportional to its activity's duration in weeks. A hammock or summary activity represents the processes in the project.

The planning programme also functions as a control tool. In the ideal situation, the progress is continuously marked up to upgrade the project and to reflect the actual status of the project at any one time. The progress status of activities in the planning programme is 0% indicating that the project has not begun (See Figure 5.3). Closely related to upgrading of the project status is the absence of milestones in the planning programmes. Milestones serve the purpose of identifying accomplishments at particular times in the project and on completion of the project.

5.2.2 Logical relationships

Logical relationships refer to the links between activities. In Figure 5.3 the relationship of every activity or task is shown by means of an arrow. The arrows are drawn from left to

Figure 5.3



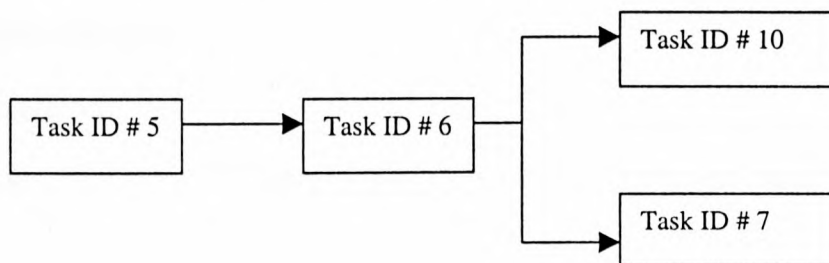
right across the scheduled bar chart. These arrows are not drawn to scale. A similar relationship between the arrows as between the activities shows the sequence of activities. The arrows are not only representative of the activity relationships; they also refer to the passage of time, the application of resources, the process of procurement and costs in the project.

There exist some activities that lack logical relationships with preceding and succeeding activities. Implying that the activities can be scheduled to occur at any point in the project, but the project manager prefers the activities to be executed as indicated. An example of such activities is task numbered 8 and 37. (See Figure 5.3).

Logical relationships exist in two basic forms. These are activities in series and activities in parallel. Activities in series are carried out one after the other, while activities in parallel are performed at the same time (Burke 1999: 120). An example of relationships between activities is presented in Figure 5.4.

In the Figure 5.4, the tasks numbered 3 and 4 are in series, while tasks numbers 8 and 5 are in parallel. Activities in parallel denote a more efficient use of time than activities in series.

Figure 5.4 Presentation of logical relationships



5.2.3 The critical path

This is usually identified as a series of activities, which determine the earliest completion of the project (PMI 1996: 162). In Figure 5.3, the activities on the critical path have their bar

charts distinctively lined diagonally. They have an activity float of zero. A float refers to the measure of a task's flexibility quantifying how many working days the tasks can be delayed before it will effect the completion date of the project (Burke 1999: 140). An activity float of zero means that the tasks have the least amount of scheduling flexibility hence they are critical tasks.

In Figure 5.3, the critical tasks appear in sequence at the concept and initiation phase of the project. The critical tasks also appear in the latter process of the implementation phase. It is observed that critical tasks are concentrated in the former summary tasks, namely marketing and application to the PHB and in the latter summary task, namely building of top structures. There exist fewer critical tasks in the following summary tasks, project co-ordination, town planning, land surveying, civil construction and conveyancing.

In the following section, the details of the SVHP implementation programme, as shown in Figure 5.5, are reviewed.

5.3 ANALYSIS OF THE IMPLEMENTATION PROGRAMME

The project data in Figure 5.5 is analysed as follows.

- Completed activities
- Incomplete activities
- Incomplete activities that are logically related to completed activities

5.3.1 Completed activities

In Figure 5.5, the completed activities are presented in blue. These activities are located in the following categories of summary tasks, marketing, and application to PHB, town planning, land surveying and civil construction. The completed activities are implemented as

planned in Figure 5.3. They comprise of both critical and non-critical tasks. The following is observed.

- There exists no deviation between the plan and the implementation programme for these activities
- The completed activities are not configured in the implementation programme. In most projects, the percentage progress is marked up to indicate ongoing work on the project, completed activities and the status of the project. The percentage of work for completed activities should be 100% while that of activities not initiated, 0%. The absence of configuration implies the possible absence of tracking and control of ongoing and completed activities. The planning programme in Figure 5.3 indicates the path that the project should follow. According to Burke (1999:191), tracking and controlling the project activities determines the projects' position. If the project is off course, then control and corrective action is required.

The following issues are deducted as possible factors accounting for the absence of configuration and control in the project life cycle. Namely.

- Corrective action on the programme requires an understanding of project programming techniques that may not be familiar to most stakeholders in the SVHP.
- Corrective action on the project plan is facilitated by access to up to date information on the progress and status of the project (Burke 1999: 96). Access to accurate and efficient information is not always possible. King (1998:322) notes that information is usually managed, controlled, and manipulated limiting the opportunity and capacity for stakeholder participation.
- Constraints resulting from lack of consensus by project stakeholders and approval of changes to the scope of work (Burke 1999: 96).

5.3.2 Incomplete activities

In Figure 5.5, the incomplete activities are presented in red. The activities are located in the following summary of tasks namely, project co-ordination, conveyancing and building of top structures. The incomplete tasks include both critical and non-critical tasks. The activities are further classified according to the specific nature of work to be performed as follows.

- Participants list, appointing housing committee, meeting participants, err allocation, negotiating top structures and revising the project programme
- Registration of the general plan, the town register and the individual erven
- Completing PHB forms, signing contracts, preliminary approval by HIMS, submissions and approval by PHDB and registering home owners
- Appointing a site manager
- Negotiating top structures, building of top structures, and negotiating final cost.

The following observations are made with reference to incomplete activities.

- Incomplete activities require the interaction of stakeholders such as the town register, the conveyancer, PHDB officials, the civil construction engineer, site manager and the project manager.
- Logical relationships linking incomplete activities determine the transfer of inputs. The inputs are a list of participant, allocated erven, documents detailing approvals, and resolutions from meetings with participants.

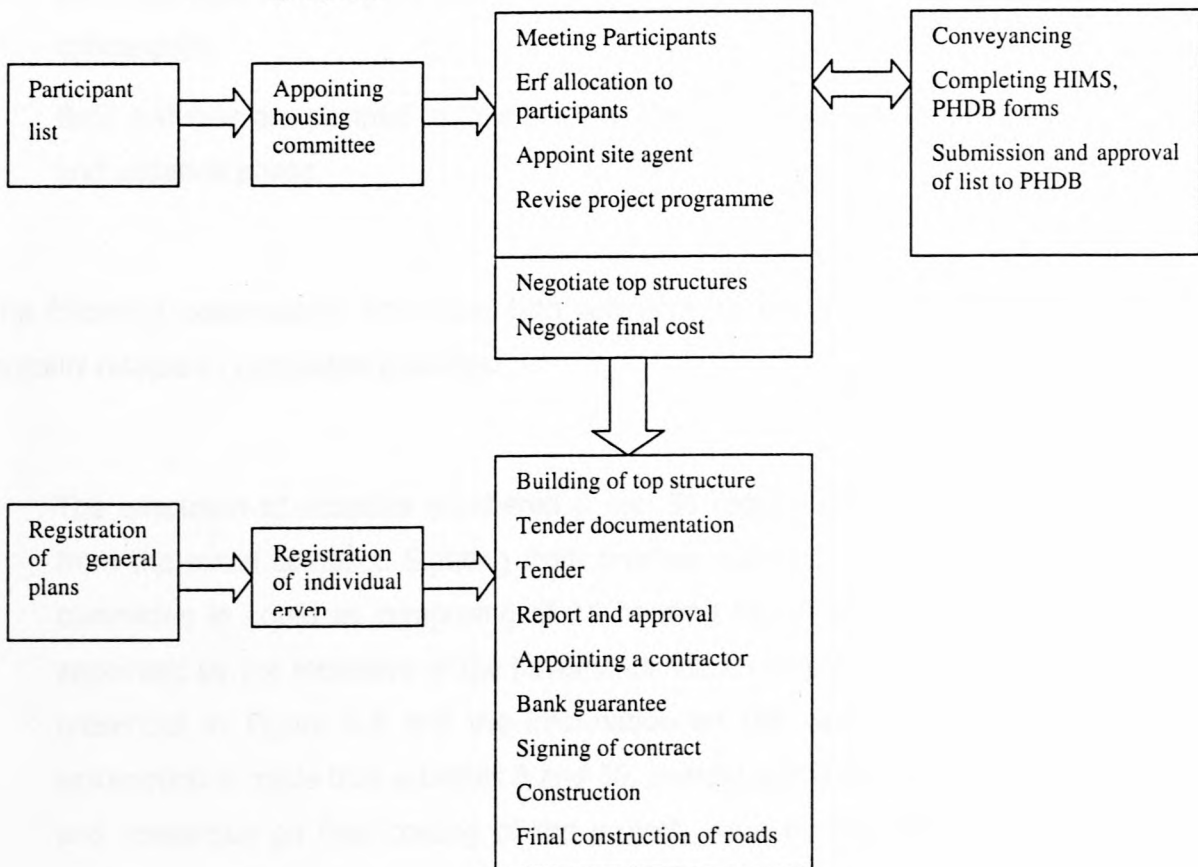
5.3.2.1 Incomplete activities that hinder project completion

The research study determines that the beneficiary list as an input in the SVHP is not singly responsible for affecting the completion of the project on schedule. There exist additional activities that culminate to delay in the project schedule. Incomplete activities, both critical and non-critical, are presented in a causal flow chart in Figure 5.6. The incomplete activities

that are critical are shaded. Also, there are some incomplete activities that are not identified as critical tasks in the planning programme shown in Figure 5.3, but which affect the completion of the project. They are referred to as *incomplete critical non-identified tasks*.

The following observation is made in relation to the foregoing discussion. The process of identifying activities and critical tasks in the scope of work requires that the project managers, consultants, service managers, supervisors, municipal department officials and the housing committee work together as a team. This ensures that the program schedule is accurate and the critical tasks are adequately identified and planned. Miller (1992:153) notes that time estimates for activities in a planning schedule are most accurate when estimated by the persons most familiar with the activity involved. Therefore identification of activities and time estimates is ideally not the responsibility of the consulting project manager but of a team of stakeholders.

Figure 5.6 Causal chart of activities that delay the completion date of the project



5.3.3 Incomplete activities that are logically related to completed activities

The incomplete activities that have logical relationships with completed activities are represented in pink. The observation is made that there are incomplete activities that are succeeded by completed activities. Indicating the existence of a logical relationship. The activities that are incomplete and have logical relationships with completed activities are identified as activities 8 and 36 namely, appointing of a housing committee and consensus on final costing. (See Figure 5.5).

The following is mentioned in relation to activities numbered 8 and 36.

- Both activities are indicated as critical tasks in the planning programme and in the implementation programme. (See Figure 5.3 and Figure 5.5 respectively).
- Both activities have logical dependencies with critical tasks; therefore they are in a critical path.
- Both activities are planned to take place at the initial stage of the project, the concept and initiation phase.

The following observations are made with reference to the incomplete activities that are logically related to completed activities.

- The execution of activities numbered 8 and 36 require the involvement of members from the social compact. Sighting from previous discussion in chapter 4, the housing committee is noted as comprising of 15 housing beneficiaries and 3 to 4 councillors appointed by the members of the Kayamandi social compact. On the basis of the data presented in Figure 5.4 and the information on the case study in Chapter 4, the assumption is made that activities 8 and 36, namely appointing of a housing committee and consensus on final costing of the project, were by passed to allow progress to succeeding critical tasks.

- In addition, the SVHP progresses to preceding activities before some critical activities are completed. This is likely to imply two things first; interest and focus is placed on succeeding activities that result to quantifiable project outcomes, and activities that result to qualitative project outcomes are secondary. Second, completing tasks on time contributes to the project processes becoming operational as soon as possible. Commenting on the responsibility to see that task schedules are adhered to, Lefferts (1983:23) notes that insufficient attention goes to preparatory and planning activities and the typical consequence is the temptation to employ short cuts that lack sustainable consequence.

5.4 ANALYSIS OF INCOMPLETE ACTIVITIES

Figure 5.7 is a representation of the incomplete activities. Incomplete activities account for 31% of total project activities.

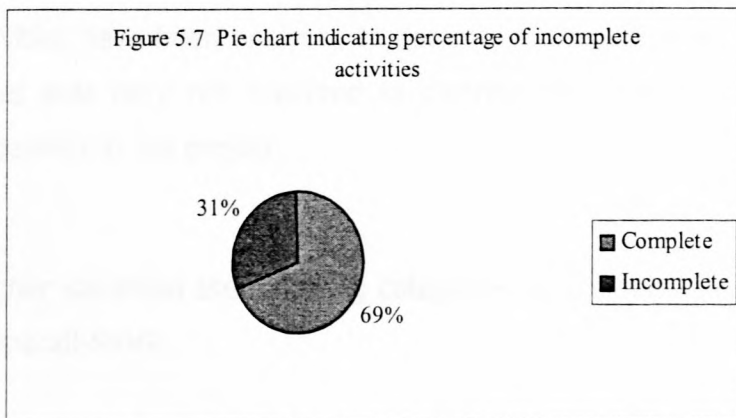
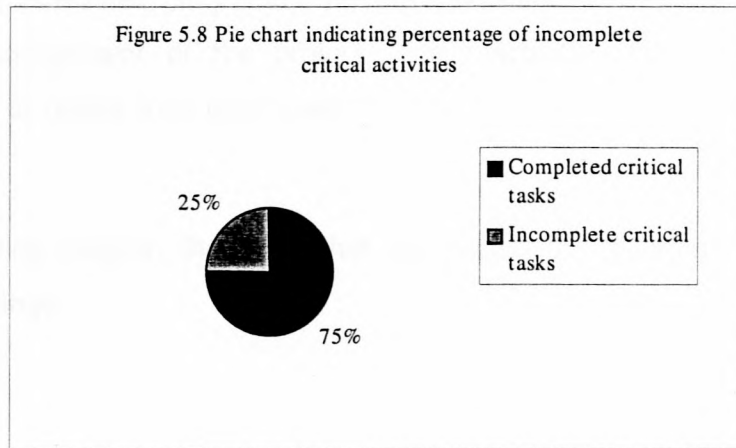


Figure 5.8 is a representation of the percentage of incomplete critical activities. Incomplete critical tasks account for 25 % of total critical activities.



5.5 CONCLUSION

The researcher has observed planning and scheduling of tasks in Kayamandi-SVHP. All project activities have been analysed to determine activities that were executed as planned and activities that were not executed as planned. Activities executed as planned fostered time management in the project.

The researcher identified the following categories of activities for beneficiary listing process in the Kayamandi-SVHP.

- Obtaining and approving the beneficiary list, meeting beneficiaries/ participants, appointing a housing committee, negotiating top structures and revising the project programme
- Registration of the general plan, the town register and the individual erven
- Completing PHDB forms, signing contracts, preliminary approval and registration of homeowners.

The categories of activities noted above were not executed as planned in the Kayamandi-SVHP planning programme. The "non-executed" activities comprised of critical tasks, non-

critical tasks and tasks referred to as *incomplete critical non-identified tasks*. These activities influence the scheduled programme for the Kayamandi-SVHP, and they have an impact on the time management of the project. These activities also require the interaction of stakeholders to realise their objectives.

In the following chapter, the researcher will discuss the recommendations drawn from the research findings.

5.2 Control of the scope of work

Housing projects are subject to scope creep, which requires ongoing information on the factors that need to be managed when the actual scope of the work for adequate recording of tasks and structured framework for monitoring, measuring and controlling with the responsibility to carry out scope comparisons.

The recommended team would comprise of members from municipal departments, representatives of the national representatives of the housing coalitions. The team should have interest in the project and a defined need to utilise the project. The team of the team will be primarily to assist an officer managing the project that the project records are updated, and the project activities are reported appropriately and accurately. It is recommended that the consulting project member of the proposed team. The responsibility of the project manager is the integration of the updated project information in the project and technical advice where need be.

CHAPTER 6: RECOMMENDATIONS AND CONCLUSIONS

6.1 RECOMMENDATIONS

The problem areas identified in chapter 5 are administrative in nature. They result from organisational arrangements. The three recommendations presented in this chapter have a common characteristic. They relate to the structural mechanisms in which the Kayamandi-Snake Valley Housing Project (SVHP) exists. Structural mechanisms influence how project activities are planned, managed, controlled and realised.

6.2 Control of the scope of work

Housing projects are subject to scope changes in their life cycle. As a result, the project requires ongoing information on the factors that are likely to lead to change. The factors need to be managed when the actual changes occur. In chapter 5, the researcher indicates the need for accurate recording of scope changes. Hence the recommendation is made for a structured framework for monitoring, evaluation and scope approval and a team designated with the responsibility to carry out scope configurations.

The recommended team would comprise of members derived from the Stellenbosch municipal departments, representatives of the Kayamandi social compact and representatives of the housing committee. The team members should have a recognised interest in the project and a defined need to utilise the project information. The responsibility of the team will be primarily to enable an efficient reporting cycle. The team should ensure that the project records are updated, and the project activities are reported back and noted appropriately and accurately. It is recommended that the consulting project manager be a member of the proposed team. The responsibility of the project manager will be to facilitate the integration of the updated project information in the MS project software and to provide technical advise where need be.

Burke (1999:196) indicates that to facilitate an effective scope control process, there needs to be an efficient progress reporting cycle where information on the project activities is reported back to the project committee and noted in the project programme. The process is effectively carried out by the departments that utilise the information (Burke 1999:196).

6.3 Holistic planning

As a process that involves decisions and choices about alternative ways of achieving particular goals, planning ought to be holistic in its approach. Farrington et al (1999:2) summarises the principle of holistic planning as follows.

- It is non-sectoral and applicable to groups
- It recognises multiple influences on the targeted community, and seeks to understand the relationship between these influences
- It recognises multiple actors—private sectors, national ministries, community-based organisations, and newly emerging decentralised government bodies
- It acknowledges the multiple strategies that a particular community adopts to shape and secure the livelihoods of its members
- It seeks to achieve positive change that is determined and negotiated by the people targeted by change

At the SVHP implementation level, holistic planning translates to adopting measures for reconciling project inputs derived from sectoral departments. The recommendation is made for a project task force comprised of representatives from the various sectors and disciplines represented by the project strategic team. In meetings organised for the task force, technical designs, social analysis and project programmes require to be simplified to a level where all present understands.

The contribution of the members of the task force in identifying activities and logical relationships is the main project contribution of such a forum. In the process of developing activity links, critical tasks and milestones, interdependencies and problem areas are

revealed which are not obvious and not well defined in a single sector forum. Cross-sectoral and multi-disciplinary planning as a holistic approach directs the task force to recognise the multiple influences of the project on the multiple actors, in so doing enabling decisions to adopt multiple strategies.

6.4 Flexibility of management approaches

The researcher recommends flexibility in planning, organising, executing and controlling the operations of the project. Housing projects have quantitative and qualitative objectives. Flexible measurement of the project performance and status at any one time ought to consider both the quantitative and qualitative aspects of the project. Determining the project performance and status in quantitative terms alone ignores the qualitative activities, which interact with the project core elements of scope, time, cost, quality and organisation to realise the project goals.

Closely related to the flexibility in management of objectives is flexibility in time management. It is the primary concern of the project committee in the SVHP that the project is implemented according to the schedule and within the limits of time. It is also deduced that the project committee in the research case study is overwhelmed with implementing scheduled activities and hence, they lose sight of the changing project environment and the impact of events on the project.

An example is the recent local government elections held in November 2000 that deferred the focus of the members of the social compact to imminent political needs. As a result, the capacity of the members to carry out scheduled project advisory functions was limited. The project committee would therefore do well to adopt a balance between managing and controlling the project schedule, and managing and influencing events in the project environment.

6.5 CONCLUSION

Development projects take place in complex environments. The environments are structures by social organisations and political relations that determine the inherent structures of distributing resources. Working relationships and networks enable development initiatives; they enhance identification of needs and consent on mechanisms for adoption.

In the housing sector, project management skills and techniques are utilised to implement housing projects. Project managers integrate core project elements of scope, time, cost, quality, organisation and supportive management functions to realise goals. The relationship between core-elements is not linear. Project inputs are often non-proportional. Project outcomes are influenced by a matrix of stakeholder relationships to generate complexity and unpredictability.

The problems of determining the scope of work scope configuration and rigid managerial approaches require structured approaches. A framework for monitoring, evaluating and approving scope changes facilitates effective scope control. Such a process is fostered by the creation of a project task force comprised of members who have defined interest in the project. The concept of such a framework is a holistic approach to planning and flexible management approaches.

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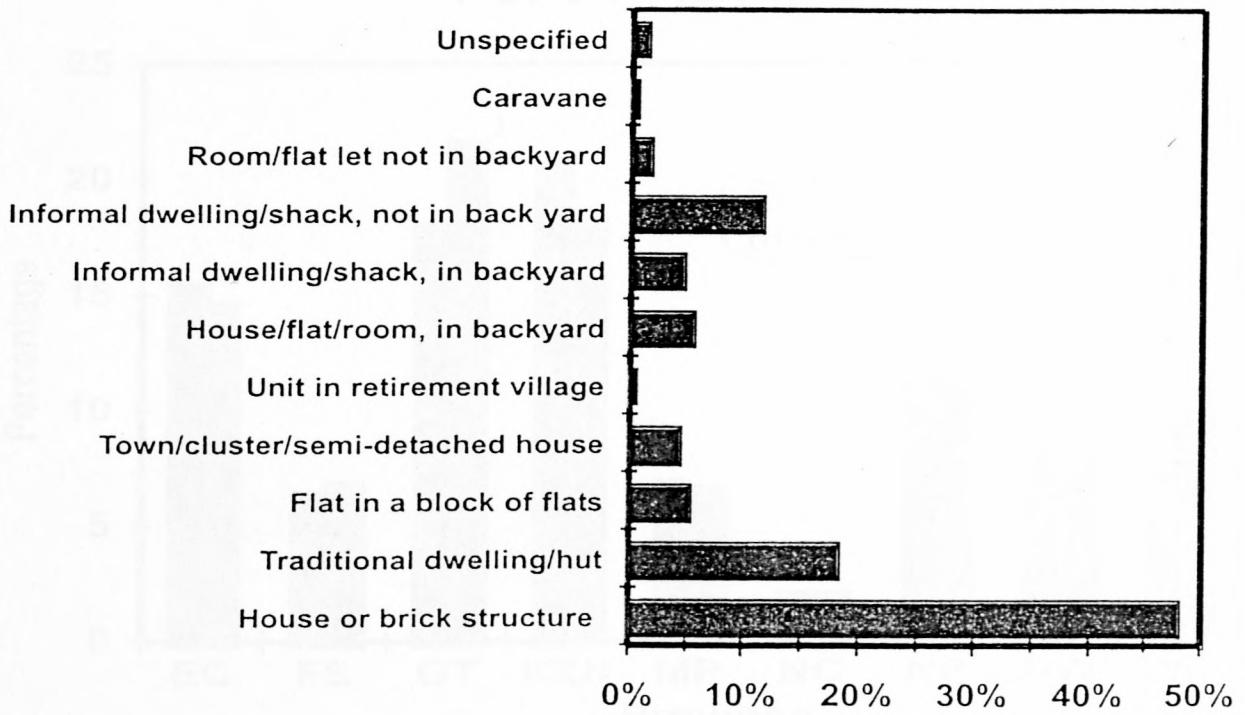
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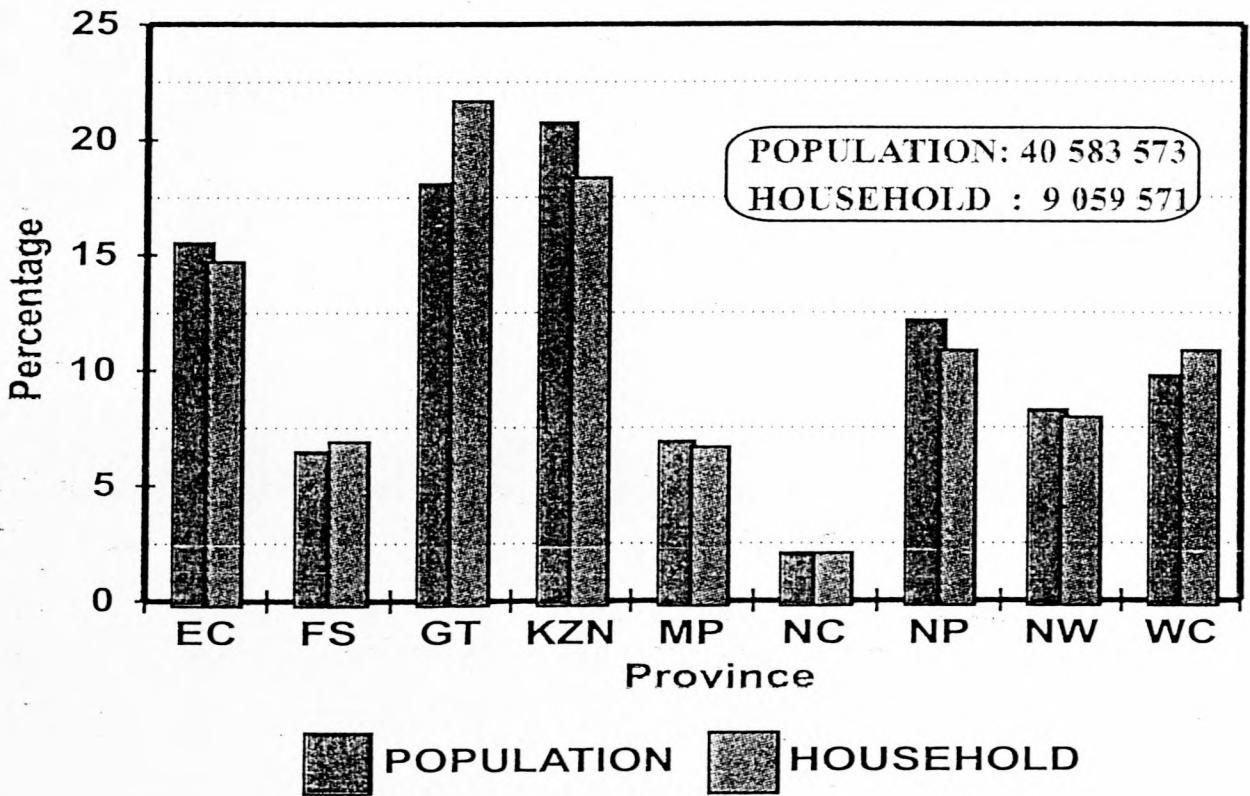
Appendix 1

Households in South Africa BY Type of Dwelling



Appendix 2

Population and Household Distribution Per Province



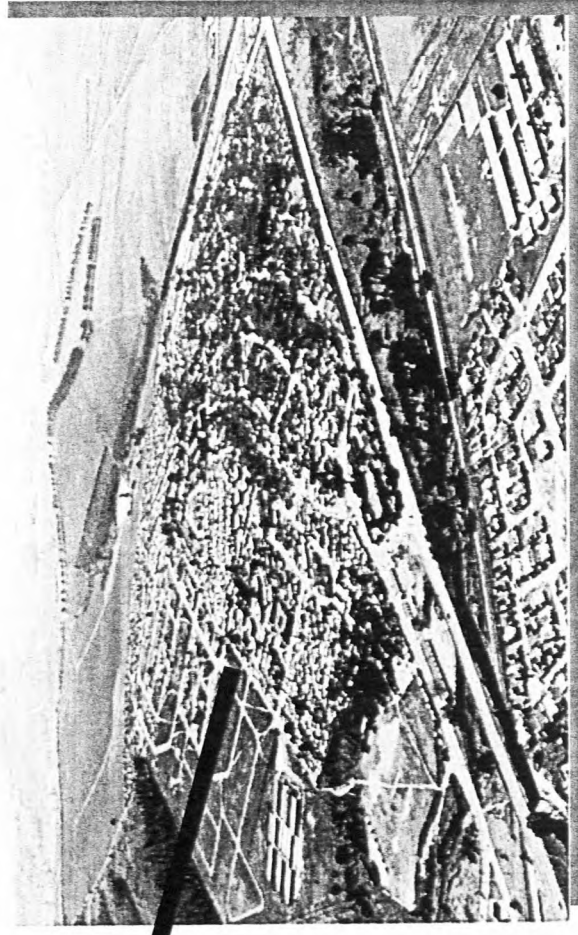
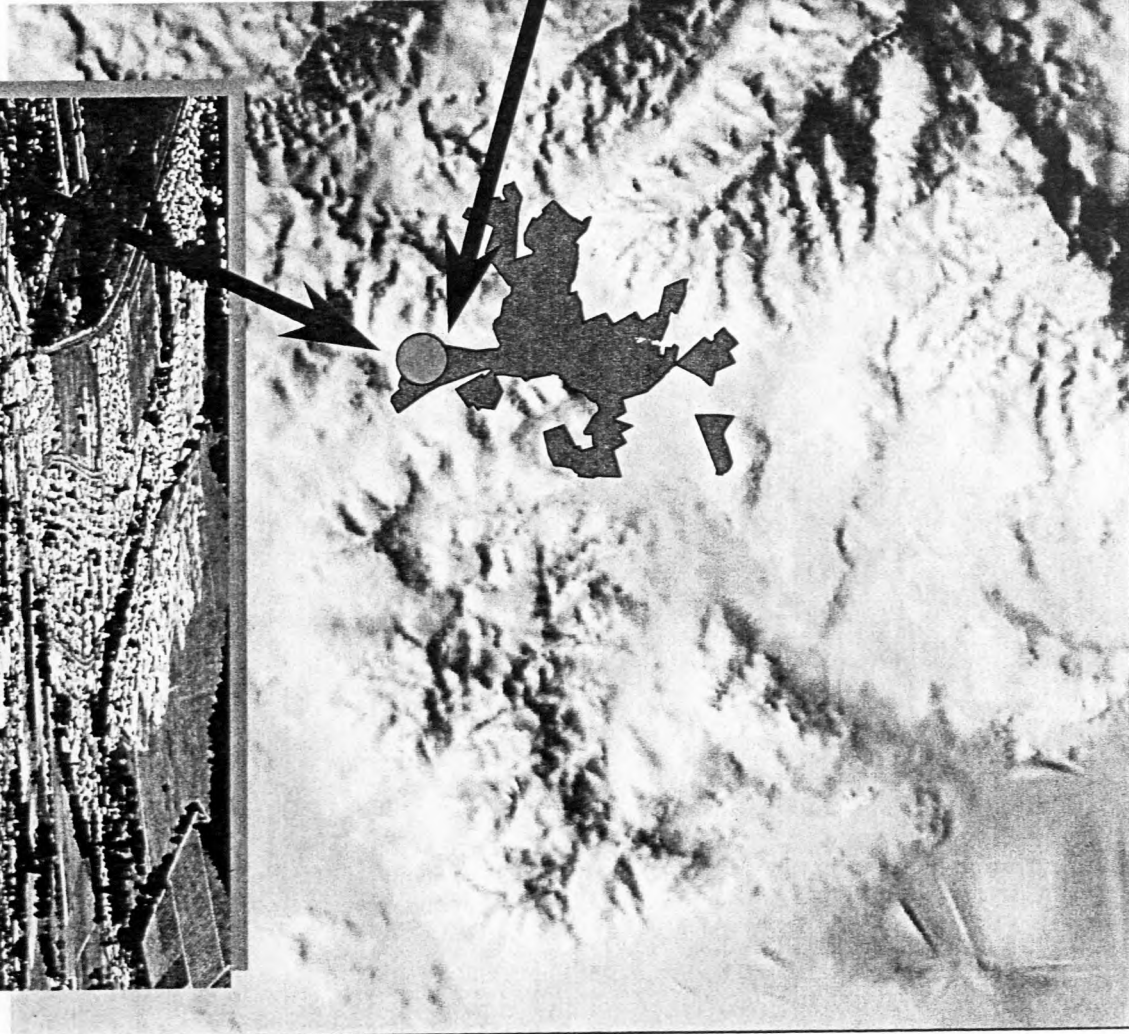
LOOKING SOUTH
KAYAMANDI IN
CONTEXT OF
STELLENBOSCH

Appendix 3

LOOKING SOUTH



KAYAMANDI IN CONTEXT OF STELLENBOSCH



LOOKING WEST

Appendix 4

3 APRIL 2000

Mr Keith Ford
Housing Department
Municipality
STELLENBOSCH

Dear Keith

Field Study Opportunity: Rachel M. Mbogo

Our conversation of last week in the above regard refers to Mr. Mbogo, a student at the School of Public Management and Planning at the University of Stellenbosch, studying towards obtaining a Masters in Public Administration. As part of her course work for the year, she intends to examine a project which will allow her to analyse the nature of its existence within a project in a housing department.

Examples of project management issues are time management, financial management, cost management, or integration management. She is keen to do this with reference to these issues as exemplified within a project.

To successfully carry out the above, I kindly request assistance from you to assist Mr. Mbogo in obtaining information and also participate in some of the particular project activities. This will be useful in providing the needed information to arrive at a final project on which the study will be based. Your collaboration in this undertaking will be highly appreciated.


J. J. VAN BAALEN

3 April 2000

Mr Keith Ford
Housing Department
Municipality
STELLENBOSCH

Dear Keith

Field Study Opportunity: Rachel M Mbogo

Our conversation of last week in the above regard refers. Me Mbogo is a Kenyan student at the School of Public Management and Planning at the University of Stellenbosch, studying towards obtaining a Masters in Public Administration. As part of her course work for the year, she intends to examine a project management issue and analyse the nature of its existence within a project in a housing department.

Examples of project management issues are time management, scope management, cost management, or integration management. She is likely to address either one of these issues as exemplified within a project.

To successfully carry out the above, I kindly request assistance from your department to assist Me Mbogo in obtaining information and also participating as observer in particular project activities. This will be useful in providing the needed orientation to arrive at a final project on which the study will be based. Your collaboration in this undertaking will be highly appreciated.


J.P.J. VAN BAALEN

Appendix 5

Guidelines for allocating subsidies for extended care services

The PHDS carries out various subsidy schemes to assist in the development and provision of services. The categories of various subsidies are listed in the table below, as decided in detail by The Department of Housing, Planning and Environmental Services, are listed below.

Appendix 5

1. Individual Subsidies

PHDS allocate funds to individuals based on eligibility and on their financial situation. Subsidies are allocated on the basis of the income and assets of the applicant on an available basis, subject to approval by the Provincial Minister of Housing. PHDS also make a direct subsidy on a quarterly basis to cover the cost of the care taken up, with the expectation that the care will be covered by the applicant's income to comply for the next budget period.

2. Project Level Subsidies

PHDS approves financing project

PHDS reserves subsidy quota

PHDS contracts with developer

Prospective homebuyer's apply for subsidies, which are granted on the basis of the eligibility criteria (see box 1 in chapter 3 for eligibility of beneficiaries)

3. Corporative Subsidies

PHDS issues corporative subsidies to a group of persons who previously received individual services

Application is made for further benefit to provide for upgrading of housing units

Subsidies are requested for existing owners who already qualified. The value of the housing unit is valued.

Appendix 5

Guidelines for allocating subsidies for subsidy programmes.

The PHDB carries out various subsidy related activities that determine allocation criteria, procedures and processes. The categories of various activities carried out and the principles of operation are discussed in detail by The Department of National housing/ Implementation Manual (1995:1-3,6) and are briefly stated below.

1 Individual Subsidies

- PHDB allocate funds to individuals based on eligibility and on the availability of funds.
- Subsidies are allocated on the basis of first come first served or on any alternative equitable basis, subject to approval by the Provincial Minister of Housing.
- PHDB sets aside individual subsidies on a quarterly basis. Once the quarterly provision is taken up, additional applications for that period are rejected, and applicants are requested to reapply for the next funding period.

2 Project Linked Subsidies

- PHDB approves a housing project
- PHDB reserves subsidy quota.
- PHDB contracts with developer.
- Prospective homeowners apply for subsidies, which are granted, provided that they fulfill the eligibility criteria (See Box 1 in chapter 3 for eligibility of beneficiaries).

3 Consolidated Subsidies

- PHDB issues consolidated subsidies to a group of persons who previously acquired public financed serviced sites.
- Application is made for further benefit to provide for upgrading of house units.
- Subsidies are requested for existing owners who already qualified; therefore the eligibility test is waived.

- Subsidy amount differ from those indicated in figure 3.1.
- Consolidation subsidy is allocated only if the applicants site was previously serviced to a basic minimum level.
- The applicant is the registered owner of the site.

4 Institutional Subsidies

- PHDB delivers institutional subsidies to an institution that provides rental accommodation to qualifying beneficiaries.
- Institutions are legally recognized and have long-term responsibility for the rental housing units.

List of Sources

Department of National Housing 1994: **Implementation Manual**

Appendix 5

The Financial Crisis

The financial crisis... leading to a... mortgage... the... and...

Appendix 6

The Government... low-cost housing... facilities... 2008, the UK Minister of Housing... needs pattern to...

Since they... prospective... to low-income... the financial... was... with their...

There... banks... and house...

Service... (2008)

Service... by the... Department of...

Appendix 6

The Financial Sector

The financial sector utilizes a number of efforts to finance low-cost housing. They include mortgage lending, life offices, pension funds, stokvels and employer subsidy. The most commonly used method in this category is mortgage lending, coupled with employer subsidy (Mohlasedi and Nkado. 1999: 64). Mortgage bonds are effective for middle and upper income families but are expensive and ill suited for the low-income and poor families (Housing in Southern Africa. 1999: 2).

The Government intervenes in accessing houses to low-income and poor families by indirectly funding low-cost housing through financial institutions. Housing credits are a fundamental requirement; they facilitate the upgrading of house units provided through Government subsidies. In an interview in June 2000, the SA Minister of Housing, Ms Sankie Mthembu-Mahanyele, stated that the "Government critically needs partners to add value to its housing subsidy scheme" (Gavin. 2000: 1).

Banks play a vital role as Government partners in the housing process; they provide housing credit to prospective homeowners. The process is hindered by the potential risk of lending for low-cost housing to low-income borrowers. Tomlison, (1999:2) states that the Government policy aimed at encouraging the financial institutions to make mortgage finance available results in numbers of households being over-borrowed when their economic circumstances worsen.

There exists institutions that have been set up by the national Government in conjunction with the banks, to help spread the risk of credit to low-cost housing across financial institutions, the Government and house owners. The examples of these institutions are stated below:

1 Servcon Housing Solutions (Servcon)

Servcon exists to dispose off a portfolio of houses repossessed by the banks as a result of creditors inability to meet the credit requirements (Department of National Housing/ Annual Report. 1998: 47).

2 Thubelisha homes

Thubelisha homes were established with the aim of right sizing stock for Servcon clients. The process requires assisting clients to borrow an amount that they can afford to pay back to the banks (Department of National Housing/ Annual Report. 1998:49).

3 The Mortgage Indemnity Fund (MIF)

The MIF carries out negotiations with the state to under write loans and it negotiates revised repayments for bond defaulters. MIF activities terminated in May 1998 after a long-term framework had been established between banks, Government and representatives of homeowners (Finance Week. 1998: 13).

4 The National Urban Reconstruction and Housing Agency (NURCHA)

NURCHA offers guarantees to financial institutions to encourage the release of both working capital loans and end-user finance. It also assists individual projects already in the pipeline to gain access to the finance required for successful completion of the projects (Hall. 1997: 22).

5 National House Builder Registration Council (NHBRC)

NHBRC aims at protecting consumers and regulating homebuilders. In so doing it raises construction standards. NHBRC introduces a level of consumer protection and supports a national warranty fund in order to be able to intervene where builders fail to honor the NHBRC's Defects Warranty Scheme (Housing in Southern Africa.1999: 8).

6 National Housing Finance Corporation (NHFC)

NHFC exists to service the housing needs of an estimated 30% of the SA housing market. The NHFC targets persons who have the ability to financially contribute to their housing costs but are residents of areas that are un-serviced or under-serviced by the conventional banking industry. NHFC achieves its objectives through four programmes:

- The Housing Equity Funds
- The Niche Market Lenders (NML)
- The Housing Institutions Development Fund (HIDF)
- The Rural Housing Fund (RHF)

(Department of National Housing/ Implementation Manual. 1998: 52).

7 Social Housing Foundation (SHF)

The SHF was established in November 1997 as a development unit of NHFC. Its mandate is to develop housing institutions and to empower them with the capacity required to access finance from the NHFC, through the Housing Institutions Development Fund (HIDF). The latter provides financial assistance to housing institutions including social housing organizations (Denny-Dimitriou. 1999: 35).

The role of the financial sector in respect to housing is presently under review. The findings reflect that most financial institutions are partially playing their roles. Banks ought to support the housing process not only through allocation of individual home loans and mortgage bonds but also through mobilizing investment for housing. Negotiations with banks on these issues are well under way. Terms under consideration request banks to accept small deposits from collective groups and to devise innovative ways of measuring collateral and designing flexible mortgage bond schemes (Gavin. 2000: 1).

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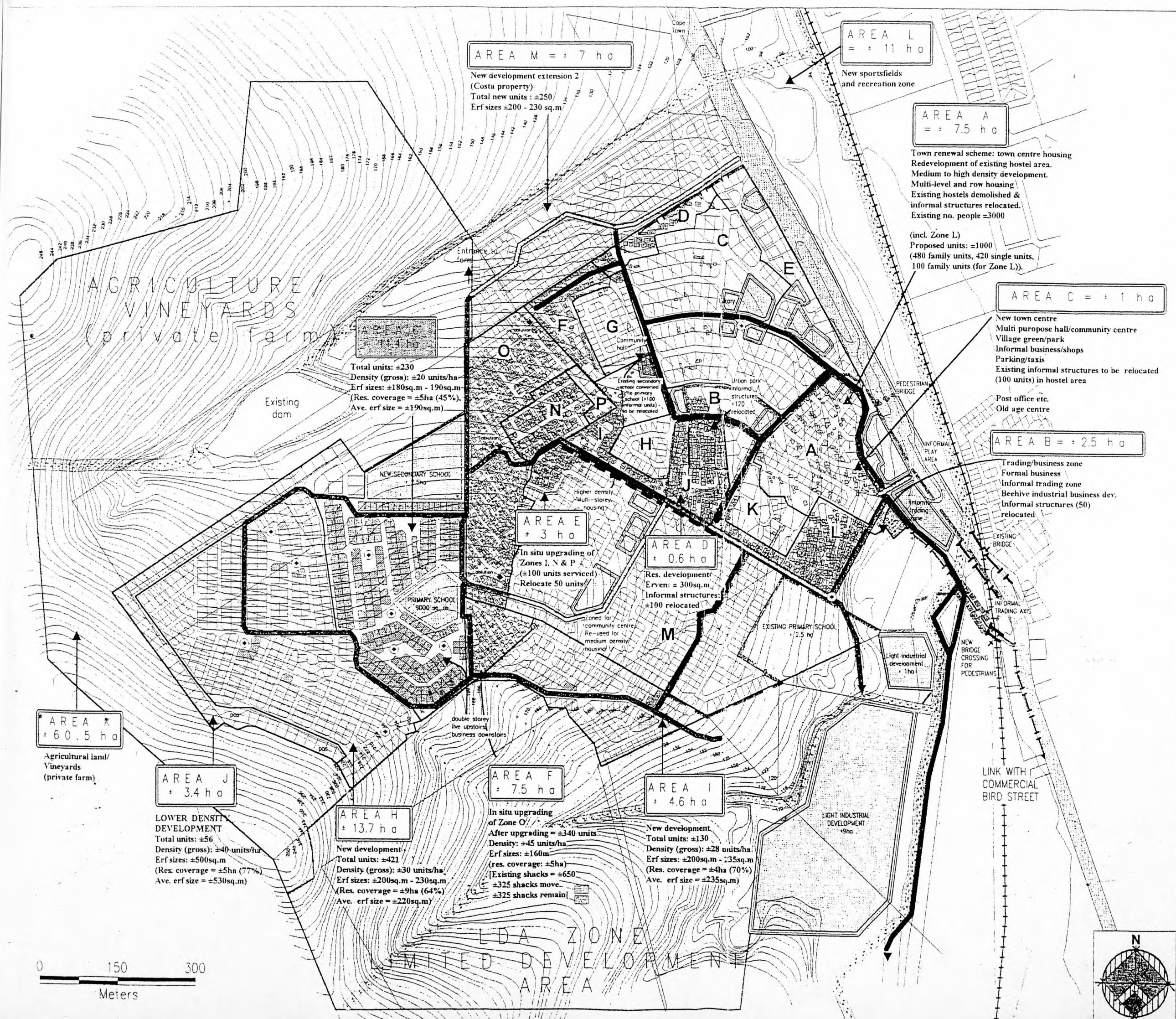
Appendix 7

Table of Contents with page numbers and chapter titles, including sections like 'Introduction', 'Methodology', and 'Results'.

Table of Contents with page numbers and chapter titles, including sections like 'Discussion', 'Conclusion', and 'References'.

Table of Contents with page numbers and chapter titles, including sections like 'Appendix 1', 'Appendix 2', and 'Appendix 3'.

Table of Contents with page numbers and chapter titles, including sections like 'Appendix 4', 'Appendix 5', and 'Appendix 6'.



- New secondary roads
 - Existing secondary roads
 - New collector roads
 - Existing collector roads
 - Area of town renewal scheme
 - Urban courts / squares
 - Pedestrian paths
 - Railway line
 - Higher density multi-storey housing
- A. Zones

- Existing schools
- Proposed schools
- Light industrial development
- Existing administration
- Proposed administration
- Existing churches
- Proposed churches
- Existing business
- Proposed business

- AREAS**
- A: Town renewal scheme
 - B: Trading/business zone
 - C: New town centre
 - D: Residential development
 - E: In situ upgrading (zone I, N & P)
 - F: In situ upgrading (zone O)
 - G: New extension area (high density)
 - H: New extension area (high density)
 - I: New extension area (high density)
 - J: New extension area (lower density)
 - K: Private farm (agriculture/vineyards)
 - L: New sportsfields
 - M: Costa Property

DENNIS MOSS PARTNERSHIP
 FAC. 021-8883233 TEL. 021-8883234
 11 BLOOMFIELD STREET, STELLENBOSCH 7601

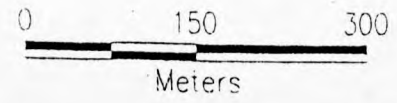
CLIENT
Stellenbosch Town Council

PROJECT
KAYAMANDI

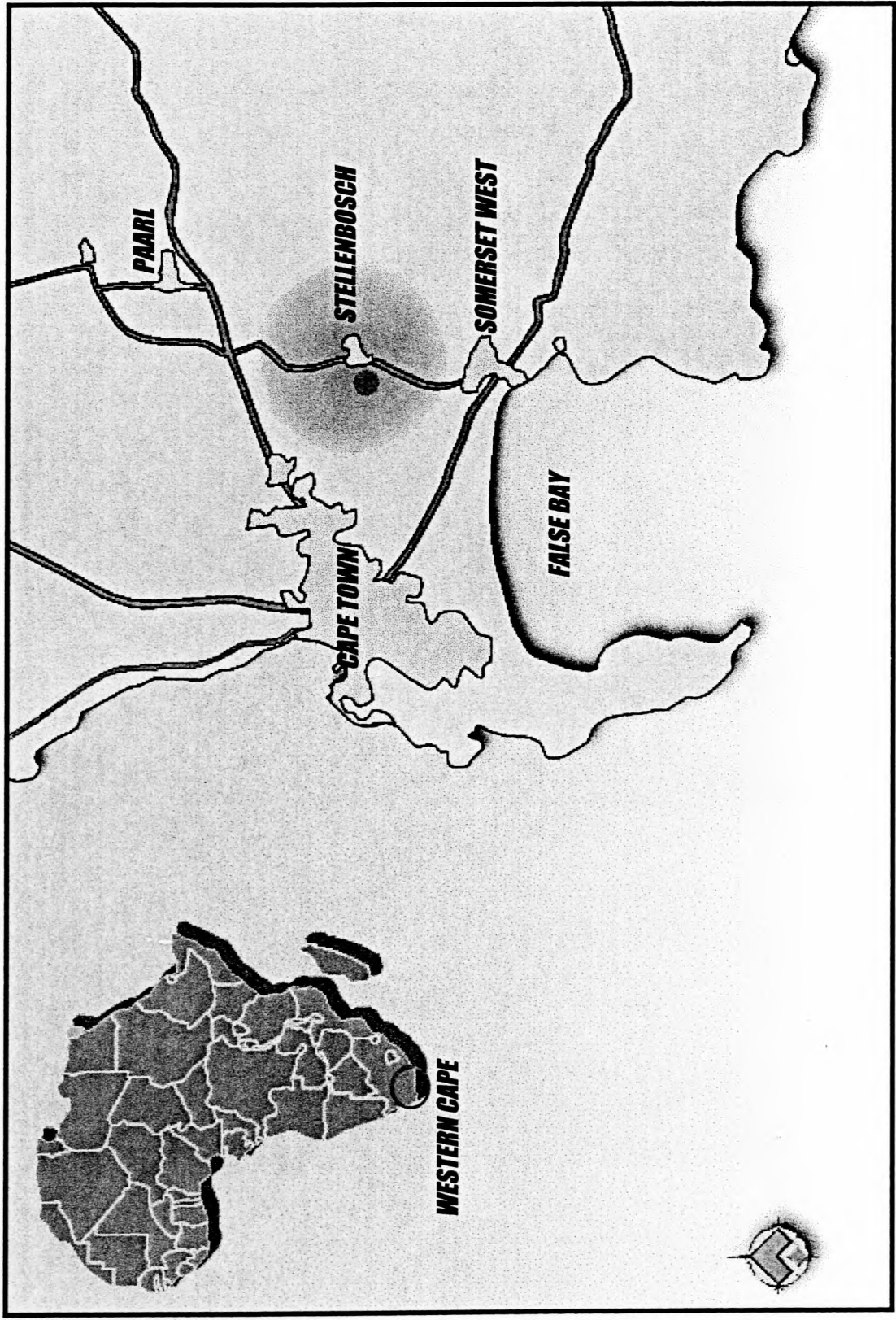
DRAWING

SPATIAL
 DEVELOPMENT
 FRAMEWORK

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 DRAWING No: DATE: MARCH '97
 DRAWN: CHECKED:

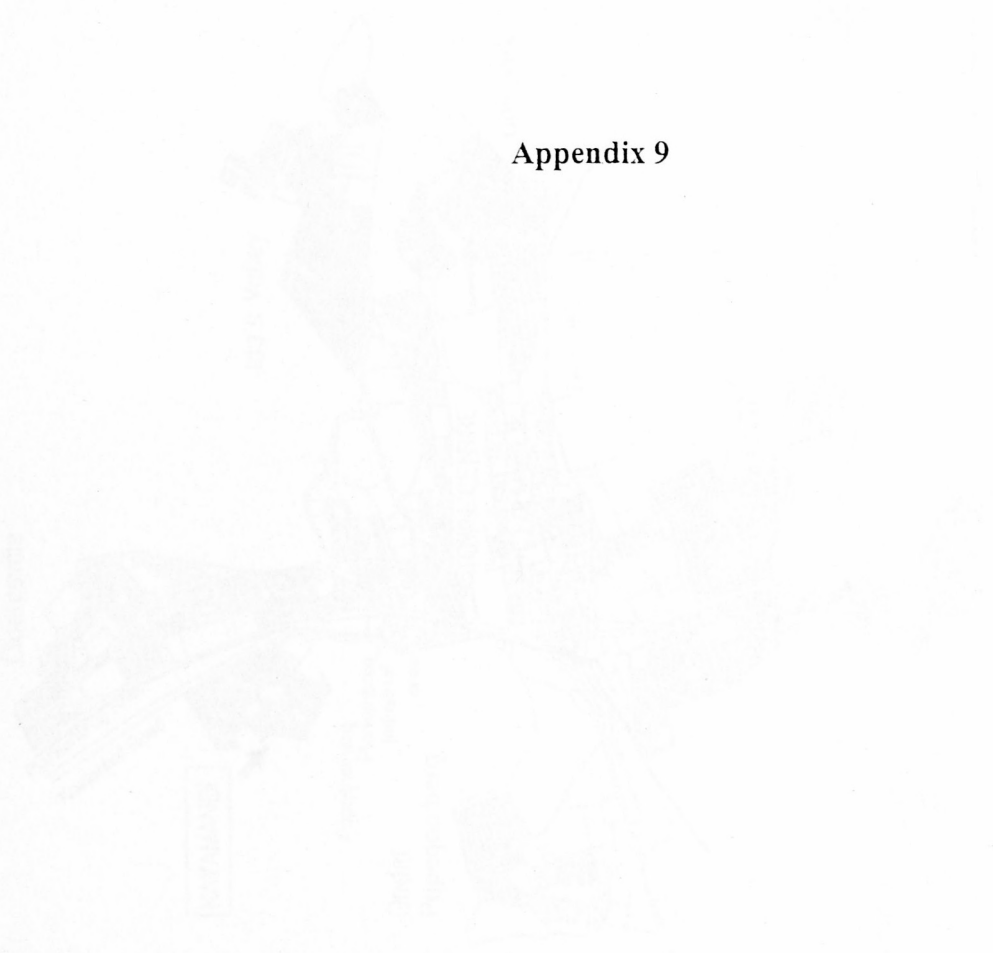


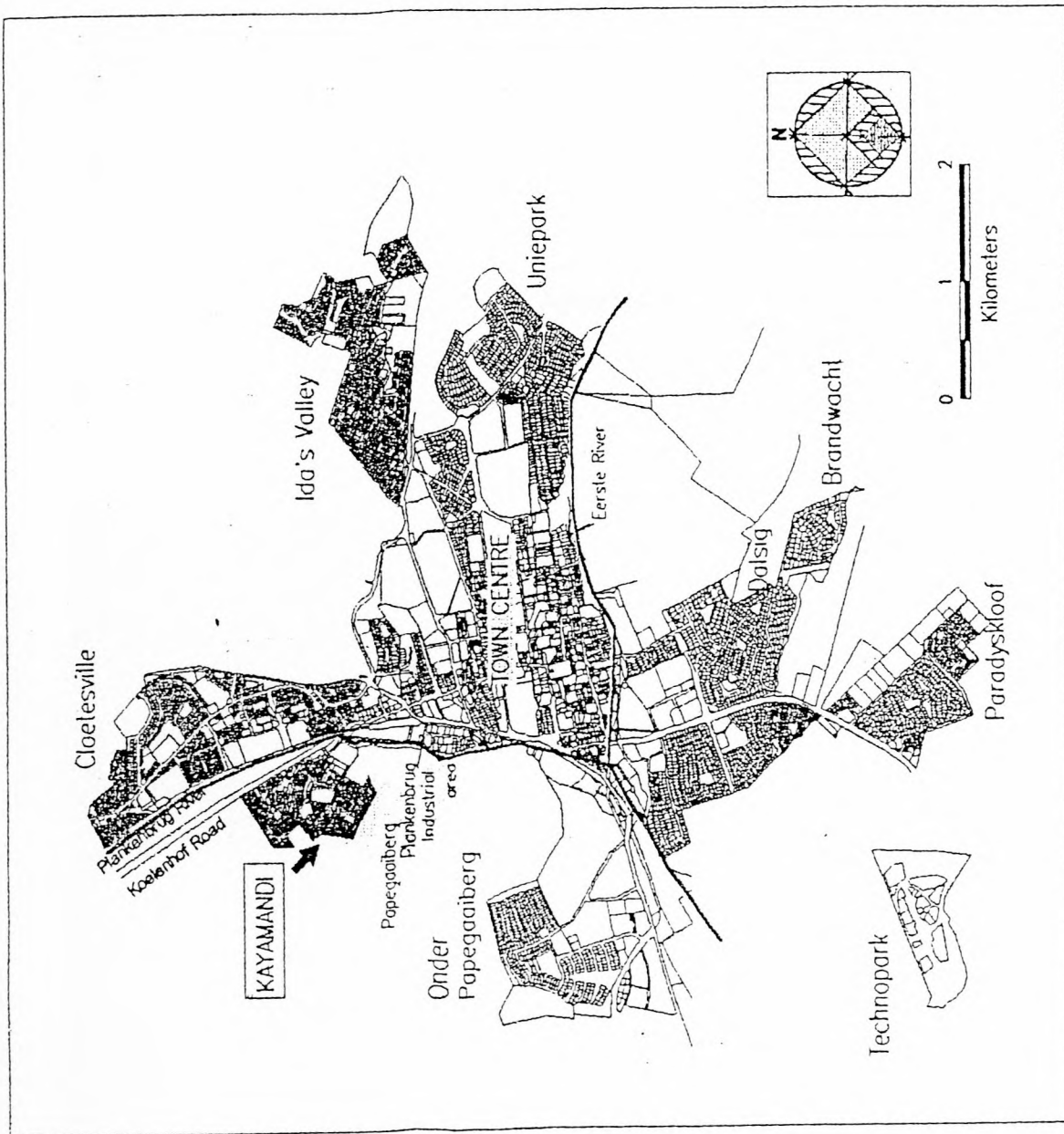
Appendix 8



Stellenbosch in context to Africa and the Western Cape

Appendix 9





PRIORITY PROJECTS

Table with multiple rows and columns, containing project details and status information. The text is faint and difficult to read.

Appendix 10

AREAS

- A. Town council building
- B. Trading/business zone
- C. New town centre
- D. Riverside development
- E. Waste recycling (zone 1 & 2)
- F. In situ upgrading (zone 3)
- G. New industrial area
- H. New residential area
- I. Sport centre
- J. New employment area (zone 4)
- K. Private land

Stirling Council
Stirling Town Council

KAYAMANO

PRIORITIES FOR IMPLEMENTATION

Area	Priority	Year	Cost

- New secondary roads
- Existing secondary roads
- New collector roads
- Existing collector roads
- Area of town renewal scheme
- Urban courts / squares
- Pedestrian paths
- Railway line
- Higher density multi-storey housing
- Zones

AGRICULTURE/
VINEYARDS
(Private farm)

Existing dam

AREA J = ± 7 ha

New development extension 2
(Coast property)
Total new units: 248
Erfen sizes: ± 200 - 230 sq.m

AREA I = ± 11 ha

New sportsfields and recreation zone

AREA A = ± 7.5 ha

Town renewal scheme: town centre housing
Redevelopment of existing hostel area.
Medium to high density development.
Multi-level and row housing.
Existing hostels demolished & informal structures relocated.
Existing no. people ± 3000 (incl. Zone L)
Proposed units: ± 1000
(480 family units, 420 single units, 100 family units (for Zone L)).

AREA C = ± 1 ha

New town centre
Multi purpose hall/community centre
Village green/park
Informal business/shops
Parking/taxis
Existing informal structures to be relocated
Post office etc. ostel area
Old age centre

AREA B = ± 2.5 ha

Trading/business zone
Formal business
Informal trading zone
Beehive industrial business dev.
Informal structures (50) relocated

AREA E = ± 3 ha

In situ upgrading of Zones I, N & P
(± 100 units)
Relocate 50 units

AREA D = ± 0.6 ha

Res. development
Erfen: ± 30sq.m
Informal structures: ± 100 relocated

AREA F = ± 7.5 ha

In situ upgrading of Zone O
After upgrading = ± 320 units
Density: ± 43 units/ha
Erf sizes: ± 140m
(res. coverage: ± 5ha)
(Existing shacks = ± 650
± 330 shacks move
± 320 shacks remain)

AREA G = ± 12 ha

Total units: ± 400
Density: ± 30 units/ha
Erf sizes: ± 180sq.m - 190sq.m
(res. coverage = ± 7ha
ave. erf size = ± 180m)

AREA K = ± 68.5 ha

Agricultural land/
Vineyards
(private farms)

LDA ZONE
LIMITED DEVELOPMENT AREA

- PRIORITY PROJECTS:**
- 1 Development of Coats Property (almost completed)
 - 2 Redevelopment of existing hostel area for new residential units for Watergang Property and Old Coats Property
 - 3 Acquisition of land for further development (a-c): Watergang Property (± 36ha), Old Coats Property (± 5ha)
 - 4a, b Redevelopment of old Hostel zone for Town Centre & High Density Family Apartments
 - 5 Redevelopment of existing sportsfields as a Business Zone
 - 6 Planning & development of new sportsfields
- Provision of Bulk Services

- AREAS**
- A : Town renewal scheme
 - B : Trading/business zone
 - C : New town centre
 - D : Residential development
 - E : In situ upgrading (zone I, N & P)
 - F : In situ upgrading (zone O)
 - G : New extension area
 - H : New extension area
 - I : Sport fields
 - J : New development area (extension 2)
 - K : Private farm

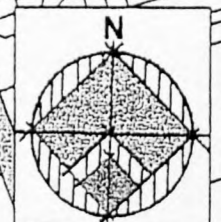
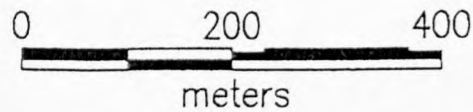


CLIENT
Stellenbosch Town Council

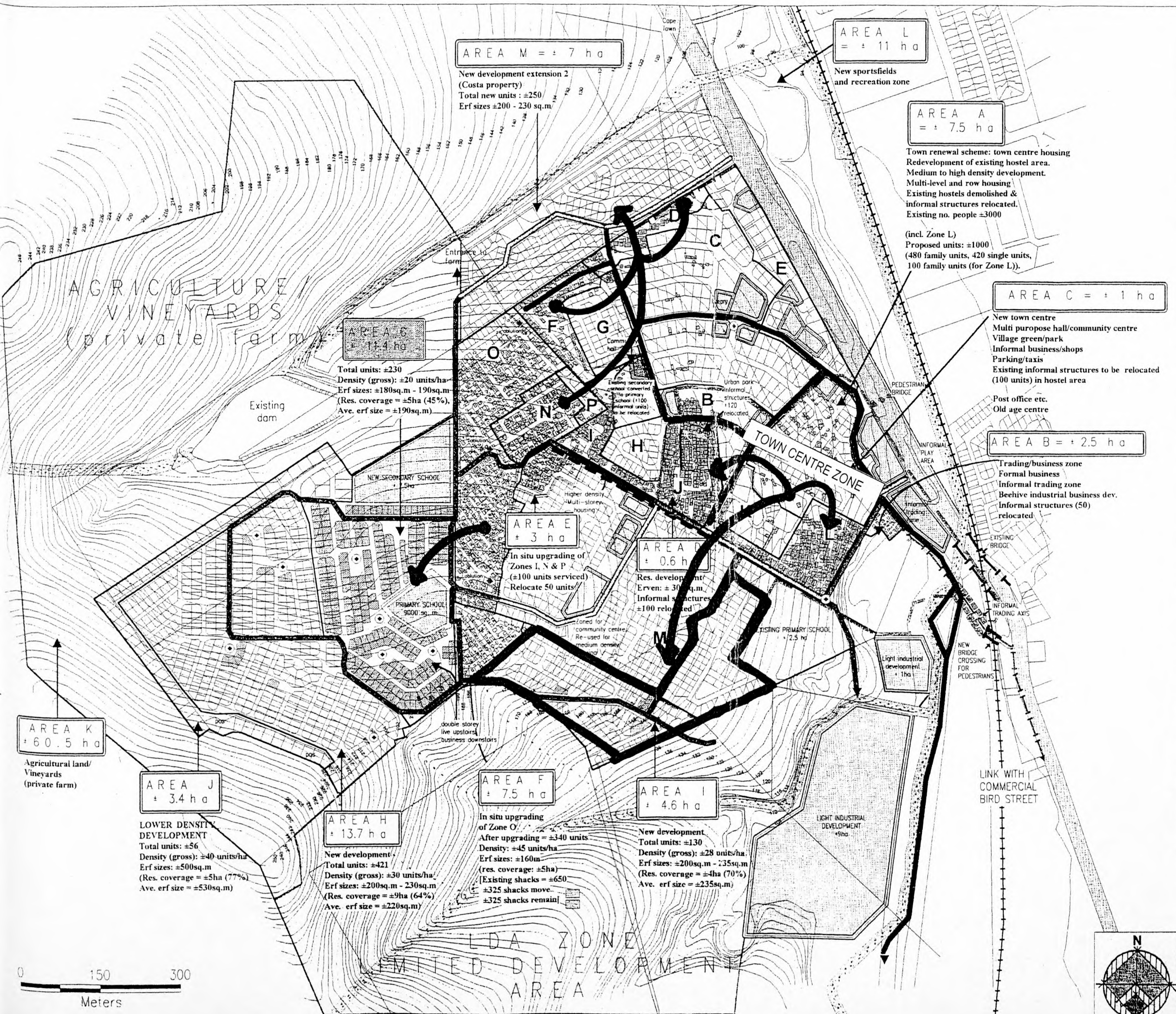
PROJECT
KAYAMANDI

DRAWING
PLAN 7:
PRIORITIES FOR IMPLEMENTATION

PROJECT No	N2557	SCALE	NTS
DRAWING No		DATE	OCT. 98
		DRAWN	CHECKED
		RSG	



Appendix 11



AREA M = ± 7 ha
 New development extension 2
 (Costa property)
 Total new units : ±250
 Erf sizes ±200 - 230 sq.m

AREA L = ± 11 ha
 New sportsfields
 and recreation zone

AREA A = ± 7.5 ha
 Town renewal scheme: town centre housing
 Redevelopment of existing hostel area.
 Medium to high density development.
 Multi-level and row housing
 Existing hostels demolished &
 informal structures relocated.
 Existing no. people ±3000

AREA G = ± 1.4 ha
 Total units: ±230
 Density (gross): ±20 units/ha
 Erf sizes: ±180sq.m - 190sq.m
 (Res. coverage = ±5ha (45%),
 Ave. erf size = ±190sq.m)

AREA C = ± 1 ha
 New town centre
 Multi purpose hall/community centre
 Village green/park
 Informal business/shops
 Parking/taxis
 Existing informal structures to be relocated
 (100 units) in hostel area

AREA B = ± 2.5 ha
 Trading/business zone
 Formal business
 Informal trading zone
 Beehive industrial business dev.
 Informal structures (50)
 relocated

AREA E = ± 3 ha
 In situ upgrading of
 Zones I, N & P
 (±100 units serviced)
 Relocate 50 units

AREA D = ± 0.6 ha
 Res. development
 Erven: ± 30sq.m
 Informal structures
 ±100 relocated

AREA K = ± 60.5 ha
 Agricultural land/
 Vineyards
 (private farm)

AREA J = ± 3.4 ha
 LOWER DENSITY
 DEVELOPMENT
 Total units: ±56
 Density (gross): ±40 units/ha
 Erf sizes: ±500sq.m
 (Res. coverage = ±5ha (77%),
 Ave. erf size = ±530sq.m)

AREA H = ± 13.7 ha
 New development
 Total units: ±421
 Density (gross): ±30 units/ha
 Erf sizes: ±200sq.m - 230sq.m
 (Res. coverage = ±9ha (64%),
 Ave. erf size = ±220sq.m)

AREA F = ± 7.5 ha
 In situ upgrading
 of Zone O
 After upgrading = ±340 units
 Density: ±45 units/ha
 Erf sizes: ±160m
 (res. coverage: ±5ha)
 (Existing shacks = ±650
 ±325 shacks move
 ±325 shacks remain)

AREA I = ± 4.6 ha
 New development
 Total units: ±130
 Density (gross): ±28 units/ha
 Erf sizes: ±200sq.m - 235sq.m
 (Res. coverage = ±4ha (70%),
 Ave. erf size = ±235sq.m)

- New secondary roads
- Existing secondary roads
- New collector roads
- Existing collector roads
- Area of town renewal scheme
- Urban courts / squares
- Pedestrian paths
- Railway line
- Higher density multi-storey housing
- A.** Zones

- Existing schools
- Proposed schools
- Light industrial development
- Existing administration
- Proposed administration
- Existing churches
- Proposed churches
- Existing business
- Proposed business

- AREAS**
- A: Town renewal scheme
 - B: Trading/business zone
 - C: New town centre
 - D: Existing development
 - E: In situ upgrading (zone I, N & P)
 - F: In situ upgrading (zone O)
 - G: New extension area (high density)
 - H: New extension area (high density)
 - I: New extension area (high density)
 - J: New extension area (lower density)
 - K: Private farm (agriculture/vineyards)
 - L: New sportsfields
 - M: Costa Property

DENNIS MOSS PARTNERSHIP
 111 MAIN STREET, STELLENBOSCH 7600
 TEL: 021-483 0124 FAX: 021-483 0123

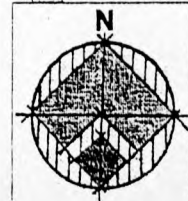
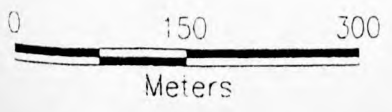
CLIENT
Stellenbosch Town Council

PROJECT
KAYAMANDI

DRAWING
RE - LOCATION

PLAN

PROJECT No: N2557	SCALE NOT TO SCALE
DRAWING No:	DATE: MARCH '97
	DRAWN: CHECKED:



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10	INTRODUCTION
14	PROJECT DESCRIPTION
14	FINANCIAL
18	PROJECT PROGRAMME
18	COMMUNITY INVOLVEMENT

Appendix 12

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4.0 PROJECT PROGRAMME	5
5.0 COMMUNITY INVOLVEMENT	6

1.0 INTRODUCTION

- 1.0 The survey undertaken by the Municipality in September 1995 indicated that a need for approximately 2 000 housing units existed. This survey did not include the hostels as this was being addressed as a separate project. As a result of the survey a development plan to develop the area in phases was proposed and accepted for the area.
- 1.1 The Stellenbosch Municipality submitted an application for 2 000 project based subsidies to the Provincial Housing Board (PHB) in April 1996. The application, which was approved in July 1996, was linked to the phases proposed in the development plan.
- 1.2 In 1996 the hostel Professional Team identified a need for land to accommodate the residents of the hostels that could not afford the redeveloped hostel housing units. It was agreed that these individuals would form part of the Project 2 (previously known as Phase 1B) development.
- 1.3 This business plan addresses the development of Project 2 of Kayamandi.

2.0 PROJECT DESCRIPTION

2.1 Project Location

The site is situated to the south of the 8,5 ha development in Kayamandi. The project will be integrated with the existing neighbourhood concerning quality of services and size of erven. See Appendix One for Layout Plan of Development.



2.2 Scope of the project

2.2.1 The following will be provided on the project.

- ❖ All consulting services required designing and managing the project.
- ❖ The provision of internal civil engineering services for 133 erven.
- ❖ The provision of 133 top structures;
- ❖ The conveyancing of the properties into the names of the beneficiaries.
- ❖ The Municipality will provide the external and internal electrification. This however will only be provided after the completion of the civil services and the top structures;
- ❖ All external civil engineering services.

2.2.2 The project work packages that will be recovered from the housing subsidy are

- ❖ Some consulting services required designing and managing the project;
- ❖ The provision of internal civil engineering services for 133 erven;
- ❖ The provision of 133 top structures;
- ❖ The conveyancing of the properties into the names of the beneficiaries.



2.2.3 The work packages that will not be recovered from the housing subsidy are

- ❖ The balance of consulting services;
- ❖ The external and internal electrifications;
- ❖ All external civil engineering services;
- ❖ Stellenbosch Council's contribution towards internal services.

2.2.4 The internal civil engineering services comprise of tarred roads, waterborne sewerage, above ground storm water and running water. The external civil engineering services comprise of a tarred buss route, the main sewerage lines, the main water lines and external storm water.

2.3 Project Committee

2.3.1 The project committee comprises of the design team, Stellenbosch Municipality and representatives of the Transitional Council. A Housing Committee must still be established for the project.

2.3.2 The Design Team on the project who were appointed after fees had been negotiated and agreed, consists of:

Project Manager	CSM Consulting Engineers & Project Managers
Town Planner	Dennis Moss Partnership
Civil Consulting Engineer	Entech Consulting Engineers
Land Surveyor	Gray O'Neil Surveyors
Attorney	Malan Laas & Scholtz (To be approved)
Electrical Engineer	De Villiers & Moore

2.3.3 Monthly project meetings are held to ensure that the project is kept on schedule. Once the Housing Committee has been identified regular meeting will be scheduled to keep the community informed of the progress on the project as well.

2.4 Top Structures

2.4.1 The normal tender procedures will be followed to determine the end product to be constructed. The final design, floor area, specifications and construction method will be work shopped at a project committee meeting before any tender documentation is prepared. Contractors will be encouraged to submit development proposals for the top structures as well when tendering. The tender for the top structure will be advertised while the internal civil engineering services are constructed. New buildings will be built in accordance with current building regulations and Municipal byelaws.

2.4.2 The Provincial Housing Board requires that a top structure of at least 27 m² be erected.

3.0 FINANCIAL

3.1 Project Funding

The internal development costs will be funded from the subsidies that the applicants receive from the Provincial Housing Board. Once the beneficiaries have been identified the total amount available for the development will be calculated. The income profile of phase 1 has revealed that 95 % of the applicants fall within the R 0-00 to R 1 500-00 income bracket. If this profile is used for Project 2 then it can be assumed that the majority of the applicants will qualify for R 17 250-00. In the application to the PHB the motivation for adverse soil conditions was also approved. This increased the subsidy amount from R 15 000-00 to R 17 250-00 per applicant.

The external engineering services will be funded from Winelands District Council and Stellenbosch Transitional Council.

The estimate cost of the 25 m² house is R 10 000 leaving only R 7 250 for fees and internal services. The Stellenbosch Transitional Council will carry the balance of the cost of the internal services.

3.2 Development Cost Summary

DESCRIPTION	COST PER ERF
Civil Engineering Fees	570-00
Site Supervision	390-00
Disbursements	129-92
Town Planning Fees	280-00
Land Surveying Fees	260-00
Surveyor General Fees	45-00
Project Management and Construction Management Fees	900-00
Project Sundries	300-00
HIMS Administration	70-00
Attorney Costs	120-00
Total Administration Cost	R 3 064-92
Civil Engineering Services	13 204-00
Demolishing (Trees)	203-00
Sub-Total	R 16 471-92
Estimated Unit Cost	10 000-00
Sub-Total	R 26 471-92
Available from subsidy	17 250-00
Shortfall	R 9 221-92

3.3 Internal Services Cost Breakdown

DESCRIPTION	COST PER ERF	TOTAL
Water	1 051-00	139 845-68
Storm Water	2 685-00	357 146-97
Sewerage	1 192-00	158 563-34
Roads	3 063-00	407 347-16
Ducts	60-00	7 925-40
Miscellaneous	1 080-00	143 620-38
Sub-Total	R 9 131-00	R 1 214 448-93
Preliminary and General	2 181-00	290 138-40
Project Contingency / Sundries	1 855-00	246 735-40
Project Escalation	37-00	4 968-00
Total	R 13 204-00	R 1 756 292-73
Available from Subsidy	4 185-08	556 615-64
Shortfall	R 9 018-92	R 1 199 677-09

3.4 External Services Breakdown

DESCRIPTION	TOTALS
External Storm Water	63 025-94
Bus Route	335 284-04
External Sewerage	85 380-26
External Water	75 301-52
Sub-Total	R 556 991-76
Preliminary and General	32 237-00
Project Contingency	27 415-04
Project Escalation	552-00
Professional Fees	25 270-00
Site Supervision	17 290-00
Disbursements	5 720-00
Sub-Total	R 665 475-80
Value Added Tax	93 166-61
Total	R 758 642-41
Available from Wineland District Council	600 000-00
Shortfall	R 158 642-41

3.5 Electrical Installation

DESCRIPTION	TOTALS
Electrical Installation	394 250-00
Contingency of 5 %	20 750-00
Sub-Total	R 415 000-00
Overhead Service Cables Not in this Contract	22 000-00
Sub-Total	R 437 000-00
Engineer's Fees	91 770-00
Total	R 528 770-00

3.6 Final Summary

Total Income

Winelands	R	600 000-00	
PHB Subsidy	R	2 294 250-00	(All subsidies as R 17 250-00)
Total	R	<u>2 894 250-00</u>	

Costs

Development Cost (3.2 & 3.3)	R	3 520 765-36
External Services (3.4)	R	758 64-41
Electrical Installation (3.5)	R	528 770-00
Total	R	<u>4 808 177-77</u>

3.7 Budget Requirements from Stellenbosch Local Council

External Services	R	160 000-00
Internal Services	R	1 230 000-00
Electricity	R	530 000-00
Total	R	<u>1 920 000-00</u>

4.0 PROJECT PROGRAMME

4.1 Project Milestone Dates

The following milestone dates have been proposed for the project.

DESCRIPTION	DATES
Submit PHB Application	April 1996
PHB Approval	June 1996
Approval of Town Layout	29 November 1999
Finalise Civil Design	7 January 2000
Call for Tenders (Civil)	14 January 2000
Call for Tenders (Top Structures)	1 June 2000
Submit Tender report to Client	11 February 2000
Client Approval	29 February 2000
Contractor on Site	13 March 2000
Completion Civil Services	14 August 2000
Completion of Top Structures	15 December 2000

5.0 COMMUNITY INVOLVEMENT

All work undertaken on the project will be done with the consent of all parties affected by the project. Clear lines of communication will be established to ensure this occurs at all times. Community meetings will be scheduled on a quarterly basis to keep the community informed of the progress. Project committee meetings will also be scheduled monthly to ensure that all parties are kept informed of the progress of the project.

The project committee will also address other criteria such as capacity building within the community. The use of local labour on the project will be addressed during the construction phase of the project. This project is regarded as high priority to maintain a stable and healthy community, by both the Community and Local Authority. It will be a requirement that all unschooled labour used by both the engineering and building contractor be locals, as far as practically possible.

Appendix 13

KAYAMANDI PHASE 1B BLOCK CO-ORDINATES (L3 13)		
POINT NO.	Y	X
A	14327.380000	54839.970000
B	14011.780000	54817.230000
C	14214.383325	54911.386792
D	14228.500898	54888.094312
E	14270.850109	54821.540388
F	14280.833240	54802.872980
G	14322.735155	54800.004267
H	14321.505708	54782.048303
J	14375.367408	54751.798240
K	14455.088213	54751.798240

NOTAS / NOTES

ROADS

- ROAD
- TYPE 1
- TYPE 2
- TYPE 3
- TYPE 4
- TYPE 5
- TYPE 6

WATER

- 100 mm PC PIPE LINE
- 150 mm PC PIPE LINE
- POLYPROPYLENE 250 mm SINGLE OR 200 mm DOUBLE HOUSE CONNECTION
- PIPE DETAIL NO. & AIR VALVE
- HYDRANT
- ISOLATING VALVE

SEWER

- 100 mm PC PIPE, SERIES 4
- HOUSE CONNECTION
- HANDHOLE

STORMWATER

- 100 mm PC PIPE
- UPSTREAM TRANSITION
- CATCHPIT
- HANDHOLE

WYSIGINGS / AMENDMENTS

KODE / CODE

A : DEUR KLIENT / BY CLIENT
 B : DEUR ARCHITEK / BY ARCHITECT
 C : DEUR MED. & ELEK. / BY MED. & ELEC.
 D : DEUR ENTECH / BY ENTECH
 E : DEUR ANDERE / BY OTHER !

Nr. / CODE	DATUM / DATE	VOORL. / INITIAL	BESKRIVING / DESCRIPTION
F	31/2000	AW v/d W	AS BUILT DETAIL ADDED

KLIENT / CLIENT
STELLENBOSCH LOCAL COUNCIL

GOEDGEKEUR / APPROVED

NAME KLIENT / FOR CLIENT

DATUM / DATE

PROJEC / PROJECT
KAYAMANDI PHASE 1B

TEKENINGSTITEL / DRAWING TITLE
CIVIL ENGINEERING SERVICES

DATUM : NOVEMBER 2000
 DATE :
 SKAAL : 1:1000
 SCALE :

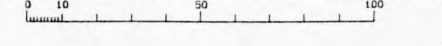
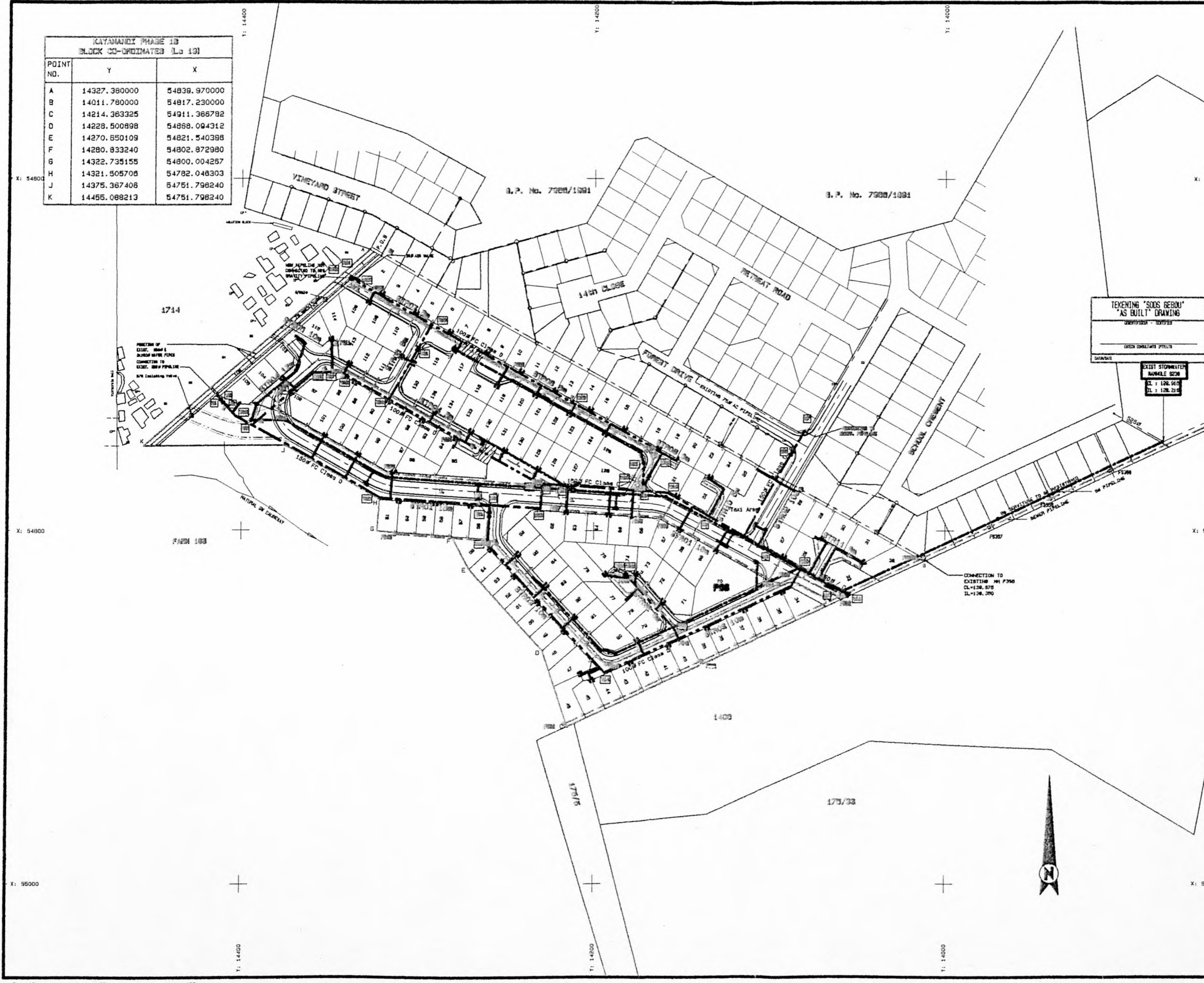
SPECIALIS RAADBORENDING // SPECIALIST CONSULTING
 INGENIEURS ENGINEERS



INGENIEUR : SJ BREDEHANN
 ENGINEER :
 ONTWERP : AW v/d W / ZD
 DESIGN :
 GETEKEN : ZD
 DRAWN :
 NABESIEEN :
 CHECKED :

ENTECH TEK. NR. / ENTECH DNG. NO. LAER NR. / FILE NO.
102854/100 F
 ENGINEER P:\PROJDATA\102854
 DRAWING\100F.DWG

KLIENT TEK. NR. / CLIENT DNG. NO. LAER NR. / FILE NO.



(m)	%
1	3
2	24
3	33
4	100

Appendix 14

Year	Area (m ²)
1990	1000
1991	1000
1992	1000
1993	1000
1994	1000
1995	1000
1996	1000
1997	1000
1998	1000
1999	1000
2000	1000
2001	1000
2002	1000
2003	1000
2004	1000
2005	1000
2006	1000
2007	1000
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2011	1000
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2016	1000
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2018	1000
2019	1000
2020	1000
2021	1000
2022	1000
2023	1000
2024	1000
2025	1000
2026	1000
2027	1000
2028	1000
2029	1000
2030	1000



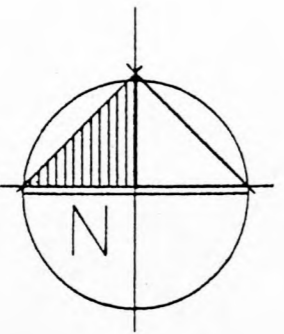
ERF NO.	LAND USE	ZONING	AREA (±sq.m)	%
1,70,106,107	P.O.S.	P.O.S.	1430	3
2-69,71-105	Single Residential	Single Residential	29 800	64
Rem. Street	Street	Street	15 360	33
TOTAL			46 590	100


 DENNIS MOSS PARTNERSHIP
 17 MARKET STREET
 FAX: 021-8865393 TEL: 021-887 0124
 ARCHITECTS URBAN AND REGIONAL PLANNERS LANDSCAPE ARCHITECTS

CLIENT STELLENBOSCH TOWN COUNCIL

PROJECT
KAYAMANDI
 PHASE 1(B)

DRAWING
PROPOSED
SUBDIVISION
PLAN



Appendix 15

HOUSING SUBSIDY SCHEME

APPLICATION FORM FOR PROJECT
LINKED OR INDIVIDUAL SUBSIDY

HOUSING SUBSIDY SCHEME

**APPLICATION FORM FOR PROJECT
LINKED OR INDIVIDUAL SUBSIDIES**

APPLICATION FOR SUBSIDY

This Form is to be completed for either Individual Subsidies or Project Linked Subsidies

*(Refer to the Implementation Manual for the Housing Subsidy Scheme, part Three, Four and Five)
(This form is available, on request, in the official languages of the Province concerned)*

1. APPLICATION TYPE (Mark with an "X" in the appropriate space)

Project Linked Subsidy <input type="checkbox"/> Project Linked Non-Credit (PNC) <input type="checkbox"/> Project Linked Credit Deposit Route (PCD) <input type="checkbox"/> Project Linked Credit Savings Route (PCS)	Individual Subsidy <input type="checkbox"/> Individual, Non-Credit (INC) <input type="checkbox"/> Individual, Credit Deposit Route (ICD) <input type="checkbox"/> Individual, Credit Savings Route (ICS)
---	--

FOR OFFICIAL USE ONLY									
Date Received									
	Y	Y	M	M	D	D			
Individual Application Number									
Prov.	Y	Y	M	M	N	N	N	N	N

If Project Linked quote the Provincial Housing Board Project Application No.

Prov.	Y	Y	N	N	N	N			

2. DETAILS OF CONVEYANCER/LENDER

If the conveyancer/lender is already registered with the Provincial Housing Board, then only the Conveyancer's/Lender's name and PHB code need be inserted, unless the details have been changed.

2.1 Name.....	2.3 Tel. Code & No.....												
2.2 Postal Address.....	2.4 Fax code & No.....												
.....	2.5 Provincial Housing Board Code No.:												
.....	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td>Prov.</td> <td>N</td> <td>N</td> <td>N</td> <td>N</td> <td></td> </tr> </table>							Prov.	N	N	N	N	
Prov.	N	N	N	N									

SECTION A: PERSONAL DETAILS OF APPLICANT (To be completed by all applicants)

1. (a) Surname: <small>(also maiden name if applicable):</small>	9. Mark with an (X) in the appropriate space:	Male	Female
(b) Previous name: <small>(if the name has been changed):</small>	10. Mark with an (X) in the appropriate space and complete date if applicable:		
2. First names:	Married in community of property	Date:	
3. Initials:	Married out of community of property	Date:	
4. Date of birth:	Single with dependants		
5. Occupation:	Single but habitually cohabiting		
6. ID Number:	Divorced with dependants	Date:	
7. Residential address:	Widow with dependants	Date:	
	Partner in a customary union		
8. Postal address:			

SECTION B: PERSONAL DETAILS OF 'SPOUSE' i.e. of Husband, Wife or Partner in Habitual Cohabitation (To be completed only by applicant's 'Spouse')

1. Surname:	5. Date of birth:		
2. Previous surname: <small>(if the name has been changed):</small>	6. Occupation:		
3. First names:	7. Identity number		
4. Initials:	8. Period of Marriage/ Cohabitation:	Years	

SECTION C: DETAILS OF DEPENDANTS (To be completed by all applicants)

GIVE DETAILS OF ALL PERSONS WHO ARE FINANCIALLY DEPENDANT ON THE APPLICANT					
SURNAME	FIRST NAME	RELATIONSHIP TO APPLICANT	AGE	RESIDENTIAL ADDRESS	ID NO (if available)

SECTION D: EMPLOYMENT AND INCOME DETAILS (To be completed by all applicants)

<p>1. Is the Applicant employed? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If employed, provide name, address and phone number of Employer:</p> <p>.....</p> <p>.....</p> <p>.....</p>	<table border="0" style="width: 100%;"> <tr> <td></td> <td style="text-align: right;">Applicant</td> <td style="text-align: right;">'Spouse'</td> </tr> <tr> <td>3. Basic salary or wages/month</td> <td style="text-align: right;">R.....</td> <td style="text-align: right;">R.....</td> </tr> <tr> <td>4. Details of other remuneration received from any source:</td> <td></td> <td></td> </tr> <tr> <td> 4.1 Regular periodic allowances</td> <td style="text-align: right;">R.....</td> <td style="text-align: right;">R.....</td> </tr> <tr> <td> 4.2 Loan interest subsidies</td> <td style="text-align: right;">R.....</td> <td style="text-align: right;">R.....</td> </tr> <tr> <td> 4.3 Financial obligations met by Employer on behalf of the Applicant or Spouse</td> <td style="text-align: right;">R.....</td> <td style="text-align: right;">R.....</td> </tr> <tr> <td> 4.4 Commission received [ave. over period of 12 (twelve) months]</td> <td style="text-align: right;">R.....</td> <td style="text-align: right;">R.....</td> </tr> <tr> <td> 4.5 Retirement or disability benefits</td> <td style="text-align: right;">R.....</td> <td style="text-align: right;">R.....</td> </tr> <tr> <td> 4.6 Subtotals</td> <td style="text-align: right;">R.....</td> <td style="text-align: right;">R.....</td> </tr> <tr> <td>4.7 Total (Applicant + 'Spouse')</td> <td style="text-align: right;">R.....</td> <td></td> </tr> </table>		Applicant	'Spouse'	3. Basic salary or wages/month	R.....	R.....	4. Details of other remuneration received from any source:			4.1 Regular periodic allowances	R.....	R.....	4.2 Loan interest subsidies	R.....	R.....	4.3 Financial obligations met by Employer on behalf of the Applicant or Spouse	R.....	R.....	4.4 Commission received [ave. over period of 12 (twelve) months]	R.....	R.....	4.5 Retirement or disability benefits	R.....	R.....	4.6 Subtotals	R.....	R.....	4.7 Total (Applicant + 'Spouse')	R.....	
	Applicant	'Spouse'																													
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4.5 Retirement or disability benefits	R.....	R.....																													
4.6 Subtotals	R.....	R.....																													
4.7 Total (Applicant + 'Spouse')	R.....																														
<p>2. Is the 'Spouse' employed? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If employed, provide name, address and phone number of Employer:</p> <p>.....</p> <p>.....</p> <p>.....</p>																															

SECTION E: INCOME DERIVED THROUGH SELF-EMPLOYMENT
(To be completed only if applicant and/or 'Spouse' derive/s income through self-employment)

<p>1. Is the Applicant self-employed? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>1.1 Nature of business</p> <p>1.2 Address/situation of business</p> <p>.....</p> <p>.....</p>	<table border="0" style="width: 100%;"> <tr> <td></td> <td style="text-align: right;">Applicant</td> <td style="text-align: right;">'Spouse'</td> </tr> <tr> <td>3. Average monthly turnover</td> <td style="text-align: right;">R.....</td> <td style="text-align: right;">R.....</td> </tr> <tr> <td>4. Deduct average monthly expenses</td> <td style="text-align: right;">R.....</td> <td style="text-align: right;">R.....</td> </tr> <tr> <td>5 Subtotals</td> <td style="text-align: right;">R.....</td> <td style="text-align: right;">R.....</td> </tr> <tr> <td>6. Total (Applicant + 'Spouse')</td> <td style="text-align: right;">R.....</td> <td></td> </tr> </table>		Applicant	'Spouse'	3. Average monthly turnover	R.....	R.....	4. Deduct average monthly expenses	R.....	R.....	5 Subtotals	R.....	R.....	6. Total (Applicant + 'Spouse')	R.....	
	Applicant	'Spouse'														
3. Average monthly turnover	R.....	R.....														
4. Deduct average monthly expenses	R.....	R.....														
5 Subtotals	R.....	R.....														
6. Total (Applicant + 'Spouse')	R.....															
<p>2. Is the 'Spouse' self-employed? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>2.1 Nature of business</p> <p>2.2 Address/situation of business</p> <p>.....</p> <p>.....</p>																

SECTION F: TOTAL HOUSEHOLD INCOME (To be completed by all applicants)

1. Section D	R
2. Section E	R
3. Total household income	R

SECTION G: DETAILS OF PROPERTY TO BE ACQUIRED BY APPLICANT (To be completed by all applicants)

1. Name and address of seller					
2. Description of property Erf/Lot No.in the town ofand, if available, street address of property					
3. Type of tenure [mark with an (X) in the appropriate space]	Ownership		Leasehold		Deed of Grant
	Other		Specify:		
4. Type of property being acquired:	New site and building bought from developer		Existing property purchased from owner		
	Other		Specify:		
5. If this is the first sale of a newly developed property:					
5.1 Name of project:					
5.2 Developer's name:					
5.3 Developer's address:					
5.4 Telephone No. & Code:					
5.5 Fax No. & Code:					
5.6 Number of sites in project:		6. Product Price		R	
7. Method of payment:	7.1 Subsidy				R
	7.2 Cash contribution by applicant, if any				R
	7.3 Employer's contribution, if any				R
	7.4 Credit Loan granted or to be granted				R
	Other	Specify:			R
	Total				R

SECTION H: DETAILS OF CREDIT LINKED APPLICATIONS

(To be completed only by an applicant who has applied for a loan to pay part of the purchase price of the property to be acquired by him or her)

1. Security for loan [Mark with an (X) in the appropriate space]	Mortgage bond		Other		None
If security other than a mortgage bond will be supplied, give details thereof:					
2. Amount of loan:	R	3. Monthly repayment:		R	

SECTION I: DETAILS OF CITIZENSHIP (To be completed by all applicants)

1. Country of citizenship [Mark with an (X) in the appropriate space]:	South African		Non South African	
2. If applicant is not a South African citizen indicate:				
2.1 The country of his/her citizenship:				
2.2 Date when residence in South Africa commenced:				
2.3 Details of permanent resident permit:	(a) Permit number:			
	(b) Date of issue:			

AFFIDAVIT BY APPLICANT

I, the undersigned applicant, hereby declare solemnly/under oath*:

1. That all the information contained in this application form is true and correct and that all material facts have been disclosed therein;
2. That neither I nor my 'Spouse' (as defined in this form)—
 - now own or have ever previously owned any residential property in full ownership, leasehold or deed of grant;
 - have never purchased a State-subsidised residential property of which transfer has not yet been taken;
 - have previously received financial assistance from the government of the Republic of South Africa in order to acquire a residential property; and
3. That my estate has not, at the date of this application, been sequestrated or made insolvent.

I further acknowledge:

4. That should the property which I am to acquire not have been transferred to me within three months after the date on which the Housing Board makes the subsidy amount available, the Board shall, at its discretion, be entitled to withdraw the subsidy.
5. That I am aware that if any information supplied by me in this application is incorrect or fraudulent, the Housing Board may take appropriate civil action against me and may also institute criminal proceedings.

.....
Applicant

I CERTIFY that the Deponent has acknowledged that he/she* knows and understands the contents of this affidavit, which was signed and sworn to/affirmed* before me at on this theday of19.....

Name

Capacity

Address

Area

.....
Commissioner of Oaths

Made this contract by and between KAYE P. HAYES

known as GRANT CLOUT

Appendix 16

of ELLEN SISHUBA

born 1963-02-17

Identified by 630219 0345 088

and 39 MARI TANDONE etc

known as the PURCHASER

The PURCHASER hereby grants to the SELLER known as GRANT CLOUT the RIGHT to be granted by the state of NSW as per the conditions set out in ACT 1990 AS PER GRANT CLOUT 3443/93 NEGOTIATED 206m²

The PURCHASER will be bound by the conditions to be attached to the contract of sale in respect of the right

DEED OF SALE

Made and entered into by and between **KAYA MANDI TOWN COUNCIL**

represented by **GRANT CLOETE**



and **ELLEN SISHUBA**

born on **1963 - 02 - 19**

Identity Number **630219 0345 086**

CC
E.H.S.

Address **39 MASITANDANE STREET**

hereinafter referred to as "the PURCHASER")

The PURCHASER hereby purchases and the SELLER hereby sells certain right of leasehold ("the RIGHT") to be granted by it in terms of Section 52 of Act no 4 or any amendment thereof ("the ACT") in respect of Site No **ERF 1190 AS Per General Plan 3443/93 MEASURING 204m²**

1. The PURCHASER will be bound by the conditions to be imposed in terms of Section 52 of Act in respect of the right.

CC
E.H.S.

CC
E.H.S.

2. The PURCHASER purchases the right on the basis that the property will be accepted and occupied by him "voetstoots" and to the extent such as it now lies according to the General Plan or as physically identified in terms of the existing demarcations and the SELLER gives no warranty in regard thereto, save as set out herein.

3. PURCHASE PRICE **R4618-43**

The purchase price (selling price) is calculated as follows:

and is **CC**
E.H.S.

3.1	Right of leasehold	R
3.2	Improvements (House price)	R
3.3	Cost of infrastructure	R
3.4	Survey fees	R
3.5	Installation of water meter	R
3.6	Installation of electricity	R
3.7	Annual fee	R
3.8	Reclaime costs	R
3.9	Insurance	R
3.10	Commission	R
3.11	Legal fees	R
3.12	Valuation fees	R
3.13	Other	R

TOTAL

R
R 4618-43. **CC**
E.H.S.

KAYAMANDI BOUKONTRAK

Stellenbosch

Ek, die ondergetekende BOUER

KLAPMUTS KONSTRUKSIE BK

Posbus 16
KLAPMUTS
7625

(hierna verwys as die BOU.AANNEMER)

verklaar hiermee dat ek onderneem om 'n woonhuis

Type A _____

Type B _____

Vir THEMBILE LARRY MYATAZA

Van 30 MASITANOANE STREET
Kayamandi, Stellenbosch
7599

met Aansoeknr. 8353

(hierna verwys as die KWALIFISERENDE KOPER)

op te rig volgens die planne en spesifikasies soos ooreengekom tussen die BOUER en KOPER en BIFSA kontrak met al die voorwaardes daarin vervat van toepassing op hierdie kontrak geag sal word.

op Erf 1191, STELLENBOSCH

(Sien uitlegplan)

vir die Totale Bedrag van R _____

(hierna verwys as die TOTALE BEDRAG)

WAARBORG PERIODE

Die waarborg periode sal strek vanaf datum van oorhandiging van die voltooide bouwerk tot en met 'n periode van 3 maande na voltooiing van voorgemelde bouwerk.

DIREKTE AANSPREEKLIKHEID

Enige defekte in die vakmanskap en materiale verskaf deur die bouer welke mag voorkom in die tydperk van die waarborg periode sal binne 30 dae nadat die kontrakteur skriftelik daarvan in kennis gestel is deur die koper, deur die bouer herstel word op sy eie onkoste en tyd.

LYS VAN DEFEKTE

Nieteenstaande die ondertekening deur die koper van die voltooiingslys, sal die bouer verplig wees om alle defekte van welke aard ookal, welke mag voorkom binne die waarborg periode, te herstel.

Hierdie kontrak is onderhewig daaraan dat die subsidie aansoek deur die Behuingsraad goedgekeur word.

Ek, die ondergetekende aanvaar dat die bogenoemde inligting akkuraat en korrek is.

KOPER/BUYER

DATUM/DATE

KAYAMANDI BUILDING CONTRACT

Stellenbosch

I, the undersigned BUILDER

KLAPMUTS CONSTRUCTION CC

P O Box 16
KLAPMUTS
7625

(hereinafter referred to as the BUILDER)

do hereby declare that I undertake to build a House

Type A _____

Type B _____

For THEMBILE LARRY MYATAZA

of 30 MASITANOANE STREET
Kayamandi, Stellenbosch
7599

with Application Nr. 8353

(hereinafter referred to as the QUALIFIED PURCHASER)

according to the plans and specifications as agreed to between the BUILDER and the PURCHASER and BIFSA contract with all conditions of which shall, where applicable, be included herein.

on Erf 1191, STELLENBOSCH

(See the layout plan)

for a Total Amount of R _____

(hereinafter referred to as the TOTAL AMOUNT)

GUARANTEE PERIOD

The guarantee period will extend for the handover of the completed building work for the period of 3 months after the completion of the predetermined building works.

LIABILITY

Any defects in materials and workmanship in regard to the builder during the period of the guarantee must be attended to within 30 days after written notice from the buyer at the builders's own expenses and time.

DEFECTS

Even after signing of the certificate relating to the works, the builder is still liable for all defects in materials and workmanship within the guarantee period.

This contract will only be valid if and when subsidy is approved by the Housing Board.

I, the undersigned hereby acknowledge that the information contained herein is accurate and correct.

BOUER/BUILDER

DATUM/DATE



STADSRAAD / TOWN COUNCIL STELLENBOSCH

DEPARTMENT: STADSTENNOUWES
KOMMUNISITEIT: TOWN TREASURER

APPLICATION FOR WATER AND SEWERAGE

PERSONAL DETAILS OF APPLICANT: **Appendix 18**

NAME OF APPLICANT: _____
 ADDRESS: _____
 TELEPHONE: _____
 E-MAIL: _____
 DATE OF BIRTH: _____
 MARITAL STATUS: _____
 OCCUPATION: _____
 TYPE OF PROPERTY: _____
 VALUE OF PROPERTY: _____

SECTION 2: DECLARATION

I, the undersigned hereby make application for the supply of water and sewerage to the above-mentioned property at this address. I hereby declare that the information provided in this application is true and correct. I further agree to pay any fees, including service and connection fees, and to comply with all applicable laws and regulations. I understand that the supply of water and sewerage is subject to the availability of infrastructure and the approval of the relevant authorities.

DATE: _____
 SIGNATURE OF APPLICANT: _____

SECTION 3: FOR OFFICE USE ONLY

RECEIVED: _____
 CORRECTION READING: _____
 DATE: _____



STADSRAAD / TOWN COUNCIL STELLENBOSCH

DEPARTEMENT : STADSTESOURIER
DEPARTMENT : TOWN TREASURER

Stadhuys/Town Hall
Pleinstraat/Plein Street
Stellenbosch 7600
☒ 17 7599
☒ (021) 808 8111
☒ (021) 808 8574

APPLICATION FOR WATER AND ELECTRICITY SUPPLY

SECTION A: DETAILS OF APPLICANT

ACCOUNT NUMBER: NAME I.D.: AREA:

PLOT NUMBER: SUB SECTION: GROUP:

RECONNECTION NEW CONNECTION OTHER

SURNAME: INITIALS: TITLE:

FULL NAME:

IDENTITY NUMBER: DEBIT ORDER: YES NO

NAME OF STREET: STREET NO.:

NAME OF FLAT: FLAT NO.:

POSTAL ADDRESS:

.....

..... POSTAL CODE:

WORK/PARENT ADDRESS:

.....

.....

TELEPHONE NO.'S: HOME: WORK: CELL:

SECTION B - AGREEMENT

I, the undersigned hereby make application for the supply of water, electricity or temporary electricity in the abovementioned property as from/...../..... and agree to the conditions for the supply of services as laid down in the By-laws of the STELLENBOSCH MUNICIPALITY. I further agree to pay any fees, including attorney and client cost, interest or any charges which may arise as the result of my non-compliance with the said By-Laws.

DATE: SIGNATURE AND CAPACITY:

SECTION C: FOR OFFICE USE ONLY

DEPOSIT: WATER R..... ELECTRICITY R..... RECEIPT NO.:

CONNECTION READINGS

WATER		ELECTRICITY	
METER NUMBER	READINGS	METER NUMBER	READING
.....
.....
.....

COMPLETED AND CHECKED BY: DATE:

HANDOVER & ACCEPTANCE FORM

Appendix 19

I, _____, have taken
possession of _____

ADDRESS _____ on the _____ of _____

I am aware that the house is in the name of Cape Town
Construction Financing Company (Pty) Ltd. and that I must pay
my monthly instalments before due date.

I take responsibility that I am responsible to pay my own water
and electricity accounts.

I have viewed the house in good condition subject to
outstanding items, if any, as explained to me.

I understand that a 3-month retention period is applicable
to the final date of completion, and expires on _____

My car plates were shown to me and I accept responsibility
thereof from this date.

My own meter readings is:

SIGNED: _____

WITNESS: _____

HANDOVER & ACCEPTANCE FORM

I, _____, have taken
possession of

ERF NO: _____ on the _____ of
_____.

I am aware that the house is in the name of Cape Town
Community Housing Company (Pty) Ltd, and that I must pay
my monthly rental before due date.

I also understand that I am responsible to pay my own water
and electricity accounts.

I have received the house in good condition subject to
outstanding items, if any, as explained to me.

I understand that a 3-month retention period is applicable
from the final date of completion, and expires on
_____.

My erf pegs were shown to me and I accept responsibility
thereof from this date.

My water meter reading is:

SIGNED: _____ WITNESS: _____