

**DEPARTMENT OF LOCAL GOVERNMENT AND HUMAN
SETTLEMENTS**

**POLICY ON HOUSING DEVELOPMENT
PROJECT PROCESSES**

TABLE OF CONTENTS

	Abbreviations	3
	Definitions	5
1.	Introduction	15
2.	Purpose of the policy	16
3.	Scope of application	16
4.	Objectives of the policy	16
5.	Policy principles	16
6.	Legislative mandate	17
7.	Roles and responsibilities	31
8.	Deliverables of the policy	32
	Section A: Planning and Budgeting	33
	Section B: Project Management	45
	Section C: Contract Management	60
	Section D: Beneficiary Management	76
	Section E: Financial Management	86
9.	Effective date of the policy	94
10.	Policy review	94
11.	Approval	94
12.	References	96

ABBREVIATIONS

ABBREVIATION	FULL DESCRIPTION
BAC	Bid Adjudication Committee
BAS	Basic Accounting System
BBBEE	Broad-Based Black Economic Empowerment
BEC	Bid Evaluation Committee
BNG	Breaking New Ground
BSC	Bid Specification Committee
CFO	Chief Financial Officer
CRU	Community Residential Unit
CSIR	Council for Scientific and Industrial Research
EIA	Environmental Impact Assessment
ESTA	Extension of Security of Tenure Act, Act 62 of 1977
HOD	Head of Department
HSDG	Human Settlement Development Grant
HSS	Housing Subsidy System
IDP	Integrated Development Plan
IGS	Infrastructure Gateway System
ITA	Income Tax Act
LGHS	Department of Local Government and Human Settlements
MEC	Member of the Executive Council
MTEF	Medium Term Expenditure Framework
NDHS	National Department of Human Settlements
NDP	National Development Plan
NEPF	National Evaluation Policy Framework
NHBRC	National Home Builders' Registration Council
NHNR	National Housing Needs Register
NHSDB	National Housing Subsidy Data Base
PD	Provincial Department
PIE	Prevention of Illegal Eviction

POE	Portfolio of Evidence
PMU	Project Management Unit
SABS	South African Bureau of Standards
SCM	Supply Chain Management
SH	Social Housing
SHI	Social Housing Institution
SHRA	Social Housing Regulatory Authority
SIPDM	Supply Chain Management Policy for Infrastructure Procurement and Delivery
VAT	Value-Added Tax

DEFINITIONS

Beneficiary refers to a member of the public who completed a registration form to assistance to acquire a house from the variety of housing opportunities available through the National Housing Programmes as outlined in the Housing Code and whose details have been captured on the National Housing Needs Register.

Beneficiary Management refers to a process of capturing, verifying and approving subsidy applications for all human settlement programmes including the identification of rightful beneficiaries and tracing of missing beneficiaries.

Bill of quantities refers to a detailed statement of work, prices, dimensions and other details for the erection of a building by contract.

Capturer on Housing Subsidy System refers to an official employed by the Department of Local Government and Human Settlement who is responsible for the capturing of relevant information on the Housing Subsidy System.

Construction refers to everything that is constructed or results from construction operations.

Contract refers to a written and legally binding agreement between two parties identified in the agreement to fulfil the terms and conditions outlined in the agreement.

Contract Manager refers to a person appointed by the implementer to administer projects as the principal agent of the employer, and to perform duties relating to the overall management of such contract from the implementer's point of view.

Contract Management refers to the process of managing contract creation, execution and analysis to maximise operational and financial performance at an organization, all while reducing financial risk and maximizing financial and operational

performance. Critical factors for successful contract management includes that the expected business benefits and financial returns are being realised; the supplier is cooperative and responsive to the organization's needs; the organization encounters no contract disputes; and the delivery of services is satisfactory to all parties.

Contractor refers to a person or an organization contracted to construct, refurbish, rehabilitate, extend, alter, repair, maintain or demolish works or components thereof.

Delegation refers in terms of the Housing Act, Act 107 of 1997, Part 3, Section 7, Sub-sections (1), (2), (3) and (5):

- (1) Every provincial government, through its MEC, must after consultation with the provincial organizations representing municipalities as contemplated in section 136(a) of the Constitution, do everything in its power to promote and facilitate the provision of adequate housing in its province within the framework of national housing policy.*
- (2) For the purposes of sub-section (1) every provincial government must through its MEC:*
 - (a) determine provincial policy in respect of housing development;*
 - (b) promote the adoption of provincial legislation to ensure effective housing delivery;*
 - (c) take all reasonable and necessary steps to support and strengthen the capacity of municipalities to effectively exercise their powers and perform their duties in respect of housing development;*
 - (d) co-ordinate housing development in the province;*
 - (e) take all reasonable and necessary steps to support municipalities in the exercise of their powers and the performance of their duties in respect of housing development;*
 - (f) when a municipality cannot or does not perform a duty imposed by this Act, intervene by taking any appropriate steps in accordance with section 139 of the Constitution to ensure the performance of such duty; and*
 - (g) prepare and maintain a multi-year plan in respect of the execution of the province of every national housing programme and every provincial housing*

programme, which is consistent with national housing policy and section 3(2)(b), in accordance with the guidelines that the Minister approves for the financing of such a plan with money from the Fund.

(3) An MEC must:

(a) administer every national housing programme and every provincial housing programme which is consistent with national housing policy in section 3(2)(b), and for this purpose may, in accordance with that programme and the prescripts contained in the Code, approve:

(I) any projects in respect thereof; and

(II) the financing thereof out of money paid into the provincial housing development fund as contemplated in section 12(2);

(b) determine provincial housing development priorities in accordance with national housing policy;

(c) apply procurement policy in respect of housing development determined by the Minister in terms of section 3(2)(c); and

(d) administer the assets contemplated in section 14.

(4) The MEC may, subject to conditions he or she may deem appropriate in any instance:

(a) delegate any power conferred on him or her by this Act; or

(b) assign any duty imposed upon him or her by this Act,

to an officer or employee of the department responsible for the administration of housing matters in a province, either in her or her personal capacity or by virtue of the rank he or she holds or the post he or she occupies: Provided that the delegation or assignment does not prevent the person who made the delegation or assignment from exercising that power or performing that duty to himself or herself.

Department refers to the Department of Local Government and Human Settlements in the North West Province. The Department of Local Government and Human Settlements is also referred to as the custodian of infrastructure designated in terms of the Government Immovable Asset Management Act, Act 19 of 2007.

Developer refers to the organ/institution planning and implementing human settlement developments. In the case of the North West Province, the Department of Local Government and Human Settlements remains the Developer, unless a local municipality have been assigned/accredited under the Housing Act, Act 107 of 1997, and the Municipal Accreditation Framework.

Dolomite stability investigation studies refers to stability studies that must be undertaken on all land underlain by dolomite before construction can commence in line with relevant legislative prescripts.

Environmental Impact Assessment refers to a process of evaluating the likely environmental impact of a proposed project or development, taking into account inter-related socio-economic, cultural and human-health impacts, both beneficial and adverse.

Geotechnical site investigations refers to the process of evaluating the geotechnical character of a site in the context of existing proposed works or land usage, which may include:

- a) evaluation of the geology and hydrogeology of the site;
- b) examination of existing geotechnical information pertaining to the site;
- c) excavating or boring in soil or rock and the systematic description of the soil and rock profiles;
- d) determining the depth of any fill that might be present;
- e) *in-situ* assessment of geotechnical properties of materials;
- f) recovery of samples of soil or rock for examination, identification, recording, testing or display;
- g) testing of soil or rock samples to quantify properties relevant to the purposes of the investigation;
- h) evaluation of geotechnical properties of tested soils;
- i) reporting the results; and
- j) solutions (where relevant) and conclusions.

Housing development (human settlement development) is defined in terms of Housing Act, Act 107 of 1997, as the establishment and maintenance of habitable, stable and sustainable public and private residential environments to ensure viable households and communities in areas allowing convenient access to economic opportunities, and to health, education and social amenities in which all citizens and permanent residents of the Republic will, on a progressive basis, have access to permanent residential structures with secure tenure, ensuring internal and external privacy and providing adequate protection against the elements, and potable water, adequate sanitary facilities and domestic energy supply.

Human settlement programme planning refers to a typical cycle that will include of a group of projects, that is aimed at addressing a particular section of human settlement needs, being identified, implemented and their success evaluated in preparation for the next programme cycle.

Human settlement project planning refers to the process of project preparation, implementation and ends with each project that is evaluated according to what it planned to achieve.

Infrastructure refers to immovable assets which are acquired, constructed or which results from construction operations or moveable assets which cannot function independently from purpose-built immovable assets.

Infrastructure delivery refers to the combination of all planning, technical, administrative and managerial actions associated with the construction, supply renovation, rehabilitation, alteration, maintenance, operation or disposal of infrastructure.

Milestone in project management refers to a scheduled event that indicates the completion of a major deliverable event or a project. Milestones are measurable and observable and serve as progress markers.

Municipality refers to a Municipality/Local Authority as contemplated in Section 2 of the Local Government Municipal System Act, Act 32 of 2000.

Municipal area refers to the area under the jurisdiction and control of the Municipality's Council.

Municipal Manager refers to a person appointed in terms of Section 82 of the Municipal Structures Act, Act 117 of 1998, as head of the Municipality's administration or his/her delegate.

National Department refers to the National Department of Human Settlements.

National Home Builders Registration Council refers to the Council that is established in terms of the Housing Consumers Protection Measures Act, Act 95 of 1998, and the objectives of the Council includes, of utmost importance:

- a) representing the interests of housing consumers by providing warranty protection against defects in new homes;
- b) regulating the home building industry;
- c) providing protection to housing consumers in respect of failure of home builders to comply with their obligations in terms of the Act;
- d) establishing and promoting ethical standards in the home building industry;
- e) improving structural quality in the interests of housing consumers and the home building industry;
- f) promoting housing consumer rights and provide housing consumer information;
- g) communicating with and assist home builders to register in terms of the Act; and
- h) assisting home builders, through training and inspection, to achieve and maintain satisfactory technical standards of home building.

National housing programme refers to any national policy framework to facilitate housing development, including, but not limited to, any housing assistance measure

as referred to in Section 3(5) of the National Housing Act, Act 107 of 1997, or any other measure or arrangement to:

- a) assist persons who cannot independently provide for their own housing needs;
- b) facilitate housing delivery; or
- c) rehabilitate and upgrade existing housing stock, including municipal services and infrastructure.

Needs analysis/assessment refers to a technique that is used to identify all the information necessary for achieving certain goals or objectives, such as performing an activity, achieving project implementation, or making strategic decisions.

Policy refers to the Policy on Housing Development Project Processes for the Department of Local Government and Human Settlements in the North West Province.

Procurement refers to the process that creates, manages and fulfils contracts. Procurement deals with activities involving contracts. Such processes focus on establishing what is to be procured, developing a procurement strategy, producing procurement documentation, soliciting and evaluating tender offers, awarding of contracts and administering contracts. It also refers to the design, planning, execution, controlling and monitoring of supply chain activities in the delivery of goods, services or any combination thereof.

Procurement strategy refers to the strategy the Developer, i.e. the Department of Local Government and Human Settlements, should consider to apply to implement a housing project and the three strategies applicable to housing development that can be considered includes:

- a) **Turnkey strategy** that refers to a Turnkey Developer that is appointed by the Developer (LGHS) through a public tender to do all the work related to the successful completion of the project, i.e. planning of approved land; township

establishment processes; and design and installation of internal reticulation services and the construction of houses.

- b) **Traditional pre-planned strategy** that refer to professional and contracting services that may be provided in-house or procured through public tenders whereby the Developer (LGHS) has the flexibility to appoint and brief professionals and to manage the process of development in a hands-on manner; and Contractors undertake construction by making use of the comprehensive designed issued by the Developer (LGHS).
- c) **Development contract** that refers to Community Contractors that are contracted/appointed through public tenders and this strategy permits the community to participate in development to the extent that they are able to do so.

Project refers to a temporary endeavor designed to produce a unique product, service or result with a defined beginning and end (that is usually time-constrained, and often constrained by funding or staffing), undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value.

Project scope refers to the project's objectives and deliverables. Scope definition, also referred to as project specification, provides an administrative plan that is used to develop your operational plan, i.e. the plan for how you are going to run the project. Scope definition should be as brief as possible, but complete. Poorly defined scope leads to project failure. The development of the scope must involve the project manager, sponsors, performing organizations and beneficiaries.

Project stakeholders refers to individuals and organizations who are actively involved in the project, or whose interests may be positively or negatively affected by the project.

Project management refers to a process of leading a team of capable people in planning and implementing a series of related activities that need to be accomplished

on a specific date with a limited budget. Because of its nature, coordinating all these activities requires a process approach.

Province refers to the North West Province.

Quality management refers to the process of ensuring that the project will satisfy the needs of the beneficiaries. Quality is defined as a commitment to deliver the project outputs and meet the expectations of the beneficiaries, which means that quality is ultimately defined by the beneficiary. Quality is not about delivering the most expensive materials or services; it is more concerned in ensuring the project outputs are relevant to the needs of the beneficiaries, that they are delivered in a timely manner and are adequate to the conditions in which they have to be used. It is not necessarily doing additional work if it does not add value or benefit to the beneficiaries, it's about delivering on the commitment the project made at its initiation, and it's doing what the project said it was going to do.

Specification/s refers to a working document for an identified project or package which specifies at any point in time the relevant needs, objectives, acceptance criteria and priorities of the client, provides the context of the project or package and any appropriate design or maintenance requirements within which all subsequent specification/s and designing can take place.

Supply chains comprises all those public and public and private entities that are involved in delivering the inputs, outputs and outcomes of projects.

Supply Chain Management is concerned with the oversight, co-ordination and monitoring of inputs and outcomes of projects from the various entities within a supply chain.

Title Deed refers to documentary proof of ownership in terms of the Deeds Registries Act 47 of 1937.

Township establishment refers to a complex process of converting land into residential, commercial or industrial properties.

Transversal systems refers to computerized systems that account for financial and related transactions within the Department, of which systems include the Basic Accounting System (BAS), the Logistical Information System (LOGIS), the Housing Subsidy System (HSS) and WALKER.

Variation calculator refers to an electronic calculator has been developed for use when calculating the adjustment of the subsidy amount. The formulas used in the calculator are based on the extraordinary development conditions and the subsidy amount available during a specific financial year. Following the adjustment of the subsidy amount, an updated calculator is made available by the National Department of Human Settlement. To facilitate the evaluation of project applications, the Variation Manual is supported by an automatic variation amount calculator. This calculator operates through the software programme Microsoft Word Excel and is available from the National Department of Human Settlement. The calculator will annually adjusted by the Department in line with the building cost index. It is important to note that although the calculator can be used to determine variation amounts required for the adjustment of the project cost at project application stages, the actual variation amount must be determined based on professional assessment of the extraordinary development conditions and the costing of the precautionary measures designed by the professionals. A geotechnical calculator was developed for the Department, in line with the National Department's variation calculator, in 2004, by Sonderland and Schutte Consulting Engineers, to be used by the Department for the calculation of geotechnical variations, which remains in use in the Department until such time deemed otherwise by the Accounting Officer of the Department.

1. INTRODUCTION

The Constitution of the Republic of South Africa, Act 108 of 1996, provides the legislative mandate of the Department of Local Government and Human Settlements (LGHS) to ensure that beneficiaries of low cost housing development or programme options are provided with quality housing that provides an investment value for beneficiaries in the long term.

In order for the Department of Local Government and Human Settlements to ensure that low cost housing development or programme options are of optimum quality providing long-term investment value, it becomes critical for the LGHS to design a policy that can guide the implementation of housing development from beginning to end and that the process and end-product is not compromised in any event.

The Auditor-General has highlighted in previous audit years that it becomes necessary for LGHS to adopt a policy to ensure that all human settlement projects are implemented uniformly, effectively, efficiently ensuring optimum utilization and minimal wastage of state resources. This policy is therefore developed to provide guidelines for LGHS to be followed in terms of housing development project processes within the housing programme planning cycle.

This policy should not be read and implemented in isolation, there is a broad array of legislative prescripts that governs the human settlement/construction sector, which should be read and implemented in conjunction with this policy, irrespective whether such legislation is referred to or not in this policy. It should further specifically be read in conjunction with the National Department of Human Settlements Project Process Guide for Human Settlements Programmes and the National Department of Human Settlements Delivery Business Model, of which are the founding prescripts for this policy.

2. PURPOSE OF THE POLICY

This purpose of this policy is to:

- 2.1. assist with the development and implementation of quality contract and project management plans for housing projects that will be undertaken by LGHS;
- 2.2. ensure that quality is an integral part of every housing project;
- 2.3. reduce re-work and/or extensions on/of housing projects;
- 2.4. compliance with all relevant sector-related norms, standards and legislative prescripts;
- 2.5. ensure that houses meet the satisfaction of the beneficiaries of low cost housing options as the customers of LGHS.

3. SCOPE OF THE POLICY

This policy applies to all subsidized human settlement development projects and housing subsidy options, irrespective the housing programme that is being implemented, as implemented by LGHS in the North West Province.

4. OBJECTIVES OF THE POLICY

This policy seeks to, in line with the purpose of the policy, provide guidelines and procedures in relation to housing development processes which are project based to ensure that all human settlement projects are implemented uniformly, effectively, efficiently ensuring optimum utilization and minimal wastage of state resources.

5. POLICY PRINCIPLES

This policy is underpinned by the following principles:

- 5.1. Ensuring that human dignity is upheld regarding the distinct needs of vulnerable groups such as women, children, the elderly and people with disabilities as beneficiaries of low cost housing opportunities.
- 5.2. Ensuring effectiveness, efficiency and sustainability in choice and method of intervention, as well as the careful utilization of funds to ensure value for money.
- 5.3. Ensuring constant open communication with beneficiaries in order for them to understand and be informed about what level and quality of assistance they will receive from LGHS.
- 5.4. Ensuring that processes that are to be followed under this policy should be open and transparent at all times.

6. LEGISLATIVE MANDATE

6.1. Breaking New Ground: Comprehensive Policy on the Development of Sustainable Human Settlements, 2004

The Breaking New Ground: Comprehensive Policy on the Development of Sustainable Human Settlements articulates the intention of government to develop sustainable human settlements, to contribute towards poverty alleviation of asset poverty through housing. It concludes that asset poverty is a result of inadequate access to assets by individuals, households and communities including inadequate shelter (which manifests in badly located low cost and overcrowded dwellings), the inadequate provision of appropriate infrastructure and the inadequate provision of basic services such as health, safety, emergency services and education facilities amongst others. The framework provide several programmes which were formulated as strategic objectives, of which programmes includes:

- Stimulating the residential property market;
- Spatial restructuring and development of sustainable human settlements;
- Social (medium-density) housing programmes at scale;
- Informal settlement upgrading programmes;

- Institutional reform and capacity building;
- Housing subsidy funding systems' reform; and
- Housing and job creation.

The vision of LGHS is to "ensure a transformed developmental local government and integrated sustainable human settlements in safe and dignified communities". To reinforce this vision, LGHS is committed to meet the objectives set out in the Comprehensive Plan for the Development of Sustainable Human Settlements, commonly known as "Breaking New Ground" (BNG).

6.2. Broad-Based Black Economic Empowerment Act, Act 53 of 2003

The fundamental objective of the Broad-Based Black Economic Empowerment Act, is to advance economic transformation and enhance the economic participation of black people in the South African economy in order to achieve a substantial change in the racial composition of ownership and management structures in the skilled occupations of existing and new enterprises promoting investment programmes that lead to broad-based and meaningful participation in the economy in order to achieve sustainable development and general prosperity. This Act sets out Codes of Good Practice, as was gazetted on 9 February 2007, which contains sections about measuring ownership, management control, employment, skills development, preferential procurement, enterprise development, socio-economic impact development and qualifying small enterprises.

6.3. Building Regulations and Building Standards Act, Act 103 of 1977

The Building Regulations and Building Standards Act provides for the promotion of uniformity in law relating to the construction of buildings and prescribing of building standards. The Regulations consists of the following parts, ALL equally applicable to human settlement developments for government: Part A: Administration; Part B: Structural Design; Part C: Dimensions; Part D: Public Safety; Part E: Demolition Work; Part F: Site Operations; Part G: Excavations; Part H: Foundations; Part J: Floors; Part

K: Walls; Part L: Roofs; Part M: Stairways; Part N: Glazing; Part O: Lighting and Ventilation; Part P: Drainage; Part Q: Non-waterborne means of Sanitary Disposal; Part R: Storm water Disposal; Part S: Facilities for Disabled Persons; Part T: Fire Protection; Part U: Refuse Disposal; Part V: Space Heating; Part W: Fire Installations.

The National Building Regulations are concerned with the protection of property and general safety, health and convenience of the public in relation to the building of homes, the design and construction of homes which are not harmful to the health or well-being of users and occupiers, and ensuring that certain solutions that are adopted for homes contribute positively to environmental sustainability. South African National Standards (SANS) establishes the level of performance (quantitative requirements) and "deemed-to-satisfy" provisions and the means by which functional requirements established in the regulations may be satisfied by application of a set of rules, national assessments or rational designs by a Competent Person and Agrément certification. All applicable SANS regulations should be consulted in conjunction with this policy.

6.4. Constitution of the Republic of South Africa, Act 108 of 1996

Section 26 of the Constitution of the Republic of South Africa Act, mandates the state to take legislative and other measures to realize the right to adequate housing of citizens within its available resources. It enshrines access to adequate housing as a basic right for all citizens and permanent residents and the LGHS is compelled to take reasonable measures within its available resources towards ensuring that all citizens enjoy this right. Emphasis is on placed on adequate housing as adequate housing is inclusive of housing that is safe, meaning that all reasonable precaution should be taken where human settlements are developed such that safety of beneficiaries are guaranteed, as it also states in Section 24(a) that *everyone has the right to an environment that is not harmful to their health or well-being* whereas Section 152(1)(d) states that *the objective of local government is to promote health and safety of its inhabitants*.

6.5. Consumer Protection Act, 86 of 2008

The Consumer Protection Act provides for the protection of the interests of consumers, of which consumer are referred to the beneficiaries of low cost housing opportunities, developed through LGHS, and for that purpose to make provision for the establishment of consumer councils and other authorities for the settlement of consumers' disputes and for matters connected therewith. This Act has an impact particular on the design of homes as it gives every consumer a right to receive goods (tangible objects) that are not only reasonable suitable for purposes of which they are generally intended, but also comply with any applicable standards as set out under the Standards Act, Act 8 of 2008.

6.6. Deeds Registries Act, Act 47 of 1937

The Deeds Registries Act sets out laws relating to the registration of Deeds.

6.7. Division of Revenue Act, published annually

The Division of Revenue Act provides for the equitable division of revenue raised nationally among the national, provincial and local spheres of government for the a particular financial year and the determination of each province's equitable share and allocations to provinces, as well as local government and municipalities and further sets out roles and responsibilities of each sphere of government pursuant to such divisions and allocations.

6.8. Environment Conservation Act, Act 73 of 1989

The Environment Conservation Act provides for the effective protection and controlled utilization of the environment and therefore forthrightly states that no development, which has a detrimental effect on the environment, can take place without the consideration of the Minister for Environmental Affairs and Tourism in terms of Part V of this act. The Minister may grant exemption from compliance with any or all of the provisions of the regulations in the Act, or may refuse to do so. The steps for application for exemption are listed in the Act.

6.9. Expropriation Act, Act 63 of 1975

The Expropriation Act provides for the expropriation of land and other property for public and certain other purposes within the confines of the law and processes and procedures outlined in the Act.

6.10. Geo-Science Amendment Act 16 of 2010

The Geo-Science Amendment Act provides for the establishment of the Council for Geoscience as the custodians of geotechnical information and to act as an advisory authority in respect of geohazards related to infrastructure and development. The Act permits the Council to review and evaluate all geotechnical reports in respect of geohazards that may affect infrastructure and development. Emphasis remains on LGHS obligation to work hand-in-hand with the Council for Geoscience in relation to geotechnical investigation pertaining to extra-ordinary human settlement development conditions.

6.11. Guidelines of Human Settlements Planning and Design, Council for Scientific and Industrial Research, 2005

The Guidelines of Human Settlements Planning and design is commonly known as the "Red Book" with the main aim to provide a guiding framework for professionals for settlement-making, of which guidelines should be followed by all human settlement professionals in LGHS. Therefore, the purpose of the guidelines is not merely to assist professionals in producing efficiently serviced "townships", but rather to create sustainable and vibrant human settlements which in this context, a "human settlement" is regarded as any built environment where people live, work and play, with the provision that only residential areas.

6.12. Housing Act, Act 107 of 1997

The Housing Act defines and clarifies the roles and responsibilities of the different spheres of government and sets out to provide for the facilitation of a sustainable housing development process. For this purpose, it lays down general principles applicable to housing development in all spheres of government, and defines the functions of national, provincial and local governments in respect of housing development. The Act also requires that all citizens and permanent residents of South Africa will, on a progressive basis, have access to portable water, adequate sanitary facilities and domestic energy supply.

6.13. Housing Code, 2009

Section 3 of the Housing Act of 1997 (Act No. 107 of 1997) requires the Minister of Human Settlements to determine national policy, including national norms and standards, in respect of housing development including those in respect of permanent residential structures. Section 4 of the Act requires the Minister to publish a National Housing Code containing national housing policy, administrative or procedural guidelines in respect of any other matter that is reasonably incidental to national housing policy. The National Housing Code is binding on the provincial and local spheres of Government.

The National Housing Code published in terms of this Act contains the simplified Guide and Policy Context which provides the background and context to the guides and an overview of the current national housing programmes; technical and general guide which contains the framework for approved housing programmes and the rules and eligibility criteria relating thereto, beneficiary contribution requirements, national norms and standards for the construction of stand-alone dwellings financed through national housing programmes, broader environmental guidelines, components of environmentally sound housing, a variation manual which provides for the variation of subsidies for extraordinary development conditions, Extended Public Works Programme (EPWP) guidelines, an outline of housing subsidy systems, a description of the multi-year planning processes for human settlement developments and the monitoring, evaluation and impact assessment strategy for the housing sector; and

interventions which comprises of financial interventions covering Accreditation of Municipalities, Enhanced Extended Discount Benefit Scheme, Individual Subsidies, Operational Expenditure Budget in Support of the Implementation of National and Provincial Housing Programmes, Integrated Development Plans, Provision of Social and Economic Facilities, Rectification of pre-1994 Residential Properties and Subsidy Quantum – Financial Intervention; incremental interventions covering Consolidation Subsidy Programme, Emergency Subsidy Programme, Integrated Residential Development Programme, Enhanced People's Housing Subsidies, Upgrading of Informal Settlements Programme and Subsidy Quantum - Incremental Interventions; rural interventions covering Communal Land Rights, Programme, Farm Resident Subsidy Programme and Subsidy Quantum – Incremental Interventions; and social and rental interventions covering Community Rental Units Programme, Institutional Subsidies, Social Housing Policy and Subsidy Quantum – Social and rental Interventions.

The Housing Code also includes a Variation Manual which makes provision for variations in the subsidy amount to finance extraordinary development conditions. These variations are Annexure A: Legislation which impact upon housing based on the geo-technical and topographical conditions of the development area and the special housing needs of certain categories of disabled beneficiaries. The application for the adjustment of the subsidy amount for geotechnical conditions is based on NHBRC phased geotechnical investigations. The geo-technical conditions that will require precautionary measures to ensure a quality housing product are seepage / groundwater i.e. permanent or perched water tables, erodibility of the soil, hard excavation, dolomites, expansive clays, collapsing sand, compressible soils, mining subsidence, seismic activity (mining induced and natural seismic activity) and topography of the site (average ground slope). Variations in subsidies are also granted for the location of site in relation to major centres to reflect increased cost of materials, to cater for the needs of people with physical disabilities or special needs and sites located within the Southern Cape Coastal Condensation Area. Verification methods are provided to establish and quantify the degree of severity of these extraordinary conditions to enable subsidies to be determined.

6.14. Housing Consumer Protection Measures Act, Act 95 of 1998

The Housing Consumer Protection Measures Act requires the NHRBC to publish a Home Building Manual which contains the Technical Requirements prescribed by the Minister and guidelines established by the NHBRC to satisfy such requirements. The Home Building Manual amongst others describes the roles and responsibilities of different role players assigned in terms of the primary pieces of legislation governing the design and construction of homes, i.e. the National Building Regulations and Building Standard Act, Act 103 of 1977; the Housing Consumer Protection Measures Act, Act 95 of 1998; and the Occupational Health and Safety Act, Act 85 of 1993. It further illustrates compliance methods that must be applied to satisfy the NHBRC's Technical Requirements for a basic house; and identified extraordinary development conditions which necessitate regional adjustments to single storey homes.

6.15. Intergovernmental Relations Framework Act, Act 13 of 2005

The Intergovernmental Relations Framework Act seeks to provide within the spirit of co-operative governance as set out in Chapter 3 of the Constitution, Act 108 of 1996, a framework for national government, provincial governments and local governments, and all organs of state within those governments, to facilitate co-ordination in the implementation of policies and legislation including coherent government, effective provision of services, monitoring implementation of policies and legislation, and realising national priorities.

6.16. Municipal Accreditation Framework, 2012

The Municipal Accreditation Framework was established within the Constitution, Act 108 of 1996, of which envisages that additional powers and functions may be transferred to the local sphere of government and offers a framework for the assignment of such powers to local government by national or provincial legislatures or executives. The principle of subsidiarity is introduced in terms of Section 156(4) of the Constitution, Act 108 of 1996, which determines that a national and provincial

government must assign to a municipality, by agreement and subject to any conditions, the administration of a matter listed in Part A of Schedule 4 or Part A of Schedule 5 subject to certain criteria. There is legislative and policy convergence that the principle of subsidiarity applies to the housing function and that the intention is to assign to local government the administration of all national housing programmes contained within the National Housing Code, 2009. Accreditation has been introduced as an instrument to ensure the progressive capacitation of municipalities in order for them to perform the assigned function without compromising delivery capacity in short term. The accreditation, and ultimately assignment, seeks to achieve two inter-linked objectives of coordinated development and accelerated delivery.

6.17. National Development Plan, 2011

The National Development Plan (NDP), 2011, calls for the establishment of viable, socially and economically integrated communities in well located land. It aims to ensure that all South Africans attain a decent standard of living through the development of sustainable human settlements in areas allowing convenient access to economic opportunities; as well as health, educational and social amenities. LGHS has a key role to play in terms of the national government's stated commitment to improving the quality of households' lives within the ambit of the NDP. In terms of the NDP, LGHS must strive to achieve measurable progress towards offering the majority of South Africans in the NWP access to adequate housing, affordable services in better living environments, within a more equitable and functional residential property market by 2030.

6.18. National Evaluation Policy Framework, 2011

The Constitution, Act 108 of 1996, Section 195, mandates the public service must use resources efficient, economically, and efficiently; which must be development-orientated; accountable; and transparent. Therefore, the National Evaluation Policy Framework (NEPF) provides for a minimum system of evaluation across government and its programmes in order to improve the effectiveness and impact of government

programmes by reflecting on what is working and what is not working and thereby revise policies and the implementation of programmes of government as well as to establish best practices. The NEPF defines evaluation as *the systematic collection and analysis of evidence on public policies, programmes, projects, functions and organization to assess such as relevant, performance (effectiveness and efficiency) and value for money, and recommend way forward*. The focus is on evaluation of policies, sector and cross-sectoral plans, programmes and projects and the types of evaluations (evaluation here is inter-changeably used as research/study) are defined as diagnosis, design evaluation, implementation evaluation, and impact evaluation and these evaluations can take place at various stages, i.e. prior to evaluation, during and/or after implementation.

6.19. National Treasury Standard for Infrastructure Procurement and Delivery Management, 2016

The National Treasury Standard for Infrastructure Procurement and Delivery Management establishes a control framework for the planning, design and execution of infrastructure projects and infrastructure procurement as it relates to institutional arrangements, demand management, acquisition management, contract management, logistics management, disposal management, risk management, as well as providing minimum requirements for infrastructure procurement. It of great importance that LGHS adheres to these guidelines in all instances of procurement that is related to infrastructure management.

6.20. Occupational Health and Safety Act, Act 85 of 1993

The Occupational Health and Safety Act provides for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery and the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work. Of great importance is related to person at work related to construction which is governed by the Construction Regulations, 2014, of this Act.

6.21. Policy for Beneficiary Management for the Department of Local Government and Human Settlements, 2017

The Policy for Beneficiary Management for LGHS was developed to provide guidelines in the Department of Local Government and Human Settlements to be followed by providing procedures in identifying rightful beneficiaries, providing procedures on the breakdown of cohabiting relationships, providing procedure to deal with duplicate dependants, providing procedures to register rightful heirs upon the death of beneficiaries, and by providing procedures in the tracing and deregistration of missing/untraceable beneficiaries.

6.22. Policy for Emergency Housing Assistance for the Department of Local Government and Human Settlements, 2017

The main objective of the Policy for Emergency Housing Assistance for LGHS is to provide temporary assistance in the form of secure access to land and/or basic municipal engineering services and/or shelter in a wide range of emergency housing situations of exceptional need through the allocation of grants. Emphasis is placed on the categories of responses available under this programme, especially where beneficiaries of housing opportunities have been negatively affected by extra-ordinary human settlement development conditions.

6.23. Prevention of Illegal Eviction from and Unlawful Occupation of Land Act, Act 19 of 1998

The Prevention of Illegal Eviction from and Unlawful Occupation of Land Act is a very important piece of legislation as it gives effect to Section 26(3) of the Constitution, Act 108 of 1996, which safeguards against the illegal eviction of unlawful occupiers living on both privately and/or publicly owned land and is therefore applicable to everyone who occupies land or property without the express or tacit consent of the owner or the person in charge of the land or the property. The Act stipulates express procedural requirements in Sections 4 and 6 for lawful evictions. While the provision

of “alternative accommodation” for eviction under the PIE Act is generally accepted as the domain of emergency housing, evictions under the Extension of Security of Tenure Act, Act 62 of 1997, which covers rural areas, are often unaccounted for. ESTA applies in areas zoned for farming and agriculture. Growing numbers in cases of farmer worker evictions offer insight into the role of emergency housing in providing alternative accommodation to evicted farm workers; even in cases where only a few farm workers are affected. Municipal jurisdiction extends to the rural areas, and therefore a person facing eviction in rural areas has the right to approach government for emergency housing.

6.24. Public Finance Management Act, Act 1 of 1999

The Public Finance Management Act is a key element to the management of government finances and resources and therefore place emphasis on the importance of good management and accountability, and also clarifies the accountability chain by defining the division of responsibilities between Accounting Officers and their Ministers or MEC’s. The Act therefore regulates the management of the finances and resources of national and provincial governments and sets out procedures for efficient and effective management of all revenue, expenditure, assets and liabilities in an attempt to secure transparency, accountability and sound financial management in government and public institutions.

6.25. Rental Housing Amendment Act, Act 35 of 2014:

The Rental Housing Amendment Act amended the Rental Housing Act, Act 50 of 1999 in relation to certain definitions, rights and obligations of tenants and landlords, the establishment of Rental Housing Tribunals and related processes, appeal processes as well as the responsibilities and functions of provincial and local spheres of government.

6.26. Spatial Planning and Land Use Management Act, Act 16 of 2013

The Spatial Planning and Land Use Management Act provides a framework for spatial planning and land use management and specifies the relationship between spatial planning and land use management systems and other kinds of planning by providing a framework for policies, principles, norms and standards for spatial development planning and land use management. This Act redresses past spatial and regulatory imbalances and promotes greater consistency and uniformity in the application procedures and decision making by authorities responsible for land use decisions and development applications. This Act seeks to address sustainable development of land which requires integration of social, economic and environmental considerations in both forward planning and ongoing land use management to ensure that development of land serves past, present and future generations and promote ongoing social and economic inclusion.

6.27. Social Housing Act, Act 16 of 2008

The Social Housing Act establishes and promotes sustainable social housing environments by outlining the roles and responsibilities of all spheres of government and the establishment of Social Housing Regulatory Authority. It further provides for the establishment and operations of SHRA who is responsible for the accreditation of SHI's as well as the implementation of SH and CRU projects as grant funding for these projects are now allocated to SHRA, and no longer to provinces.

6.28. Standards Act, Act 8 of 2008

The Standards Act provides for the development, promotion and maintenance of standardization and quality in connection and rendering of related conformity assessment services to ensure provision of an internationally recognized standardization system that continue to support the needs of South African enterprises. The South African Bureau of Standards (SABS) is a statutory body that was established in terms of the this Act as the national standardization institution of South Africa which is mandated to develop, promote and maintain South African national standards, promote quality in connection with commodities, products and

services, and render conformity assessment services and assist in matter connected therewith.

It becomes necessary to differentiate between the SABS and the Board of Agrément South Africa, of which the latter is an independent body under a ministerial delegation of authority from the Minister of Public Works. Agrément South Africa assesses and certifies fitness for purposes of systems, elements and components intended for use in construction of buildings and infrastructure which fall outside the scope of existing standards established by the SABS. Fitness for purpose in this context means the ability of the system, element or component to be consistently developed, manufactured, applied and installed such that it fulfills its intended purposes.

6.29. Supply Chain Management Policy for Infrastructure Procurement and Delivery Management (SIPDM) for the Department of Local Government and Human Settlements, 2017

The purpose of the Supply Chain Management Policy for Infrastructure Procurement and Delivery Management for LGHS was established to regulate infrastructure delivery management in LGHS in accordance with the provisions of the regulatory frameworks for procurement and supply chain management and includes the procurement of goods and services necessary for the building of new facilities to be used as functional entities. The Policy directs that all infrastructure procurement and delivery management shall be undertaken in accordance with the applicable legislation and relevant requirements of the National Treasury Standard for Infrastructure Procurement and Delivery Management and that no departure will be made from the provisions of this Policy without the approval of the Accounting Officer of LGHS and the National Treasury.

6.30. Value Added Tax, Act 89 of 1991

The Value Added Tax (VAT) Act provides for tax that is levied on the supply by a vendor of goods or services in the course and furtherance of any enterprise carried

on by a vendor. VAT is an indirect tax based on consumption of goods and services in the economy. It is a tax added to the cost of a product or service and is levied for purposes of generating revenue for the government.

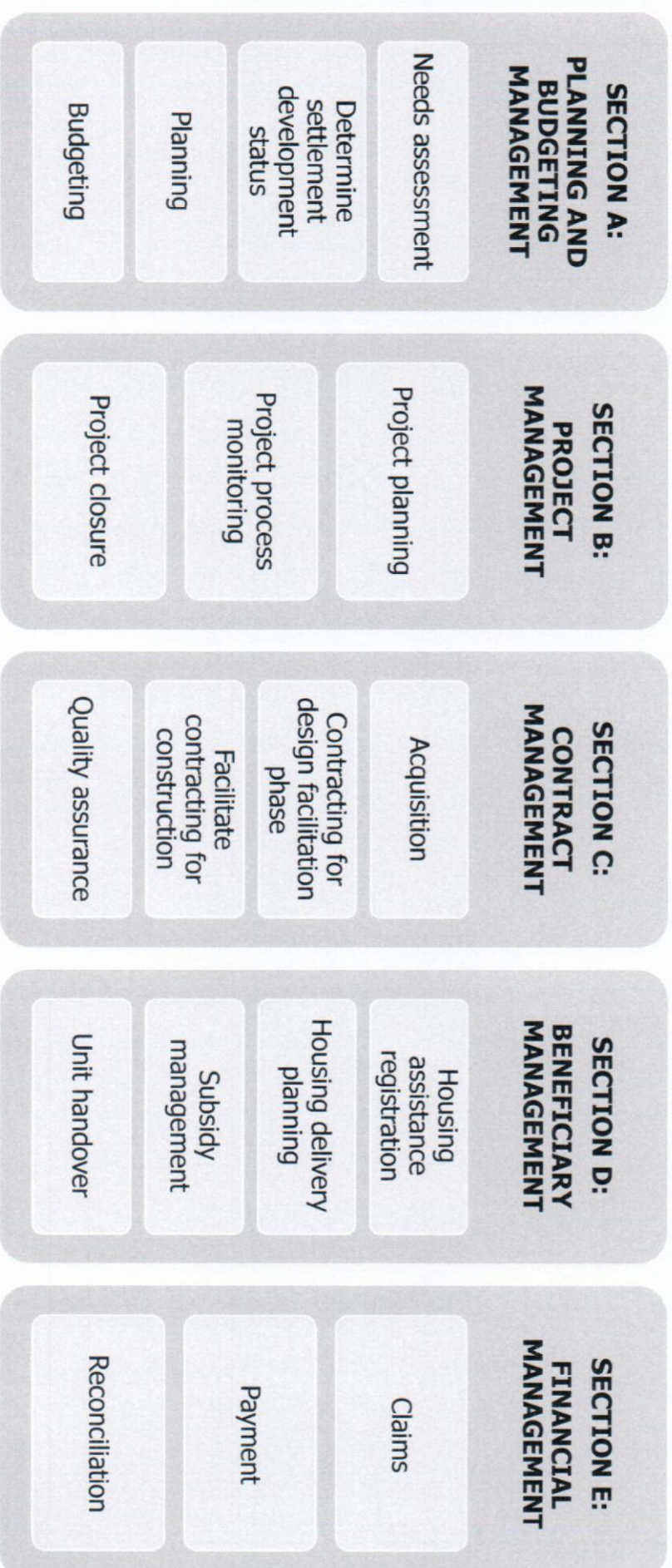
7. ROLES AND RESPONSIBILITIES

Roles and responsibilities of various role-players and stakeholders are assigned in conjunction with the deliverable of this policy under section 8, the various role-players and stakeholders critical for the planning, implementation, monitoring and evaluation of all human settlement projects includes:

- 7.1. Member of Executive Council for LGHS
- 7.2. Accounting Officer/Head of Department for LGHS
- 7.3. Chief Financial Officer for LGHS
- 7.4. Chief Director: Housing Development for LGHS
- 7.5. Chief Director: Housing Needs, Research, Planning and Technical Services for LGHS
- 7.6. Director: Supply Chain Management for LGHS
- 7.7. Director: Housing Subsidy Administration and Claims for LGHS
- 7.8. Director: Finance for LGHS
- 7.9. Director: Legal Services for LGHS
- 7.10. Director: Strategic Planning and Evaluation for LGHS
- 7.11. Housing Project Manager/Regional Directors for LGHS
- 7.12. Relevant Provincial Departments
- 7.13. Relevant organs of state
- 7.14. Local Municipalities
- 7.15. National Department of Human Settlements
- 7.16. Social Housing Regulatory Authority
- 7.17. Housing Development Agency
- 7.18. Contractors appointed in writing by LGHS

8. DELIVERABLES OF THE POLICY

The Housing Delivery Business Model is divided into five (5) pillars that are also further sub-divided into activities and sub-activities, which are interlinked and inter-dependent on each other in the delivery of housing, i.e.:



SECTION A: PLANNING AND BUDGETING MANAGEMENT

Planning and budgeting are essential management control functions. The planning function consists of developing objectives (the work required to achieve the organization's goals), timetables, and performance standards to implement the organization's strategy and assigning individual responsibility. The budgeting function involves identifying, prioritizing, acquiring, and allocating the resources needed to carry out the plan and then to align it with the plan. For the purposes of this policy, planning and budgeting management entails the processes of assessing the housing needs (A.1.); determining settlement development statuses (A.2.); housing planning (A.3.) and linking the budget with the housing plan (A.4.):

Process	Activity	Sub-Activity (Input)	Output (Portfolio of Evidence)	Policy Process	Timeframe	Responsibility
A.1. Needs Assessment	A.1.1. <i>Determine housing needs</i>	A.1.1.1. Obtain households qualifying for assistance (link with D.1.3.1. by verifying results from external searches - passed).	NHNR from household profiles print-out	Housing Act Housing Code NHNR	2 days	Housing Planning and Technical Services Local Municipality NDHS - NHNR
		A.1.1.2. Analyse housing needs information in terms of gender, income, age and special assistance.	NHNR print-out/ spreadsheet	Housing Act Housing Code NHNR	1 day	Housing Planning and Technical Services NDHS - NHNR
		A.1.1.3. Prioritise housing needs information according to local	Municipal IDP's/ spreadsheet	Housing Act Housing Code	1 days	Housing Planning and Technical Services

A.1.2. Link needs to strategic priorities	government strategic objectives.				Housing Planning and Technical Services
	A.1.1.4. Estimate calculated cost for subsidy per income level and product type (by referring to subsidy quanta received from NDHS).	Spreadsheet	Housing Act Housing Code Subsidy quanta	2 days	
	A.1.1.5. Confirm/ authorise housing needs information.	Spreadsheet	Housing Act Housing Code	1 day	Housing Planning and Technical Services
	A.1.2.1. Obtain and clarify national housing strategic objectives.	Budget speech of National Minister for Human Settlements Outcome 8 MTEF targets	National Minister for Human Settlements Outcome 8 MTEF targets	1 day	Housing Planning and Technical Services
	A.1.2.2. Determine provincial housing priorities.	Budget speech of MEC for Human Settlements Outcome 8 MTEF targets	Provincial MEC for Human Settlements Outcome 8 MTEF targets	1 day	MEC Housing Planning and Technical Services
	A.1.2.3. Setting target for delivery.	Business Plan	Housing Act Housing Code Outcome 8 MTEF targets	2 days	Housing Planning and Technical Services
	A.1.2.4. Consolidate authorised housing needs.	Business Plan	Housing Act Housing Code Outcome 8 MTEF targets	1 day	Housing Planning and Technical Services
	A.1.2.5.	Business Plan	Housing Act Housing Code	1 day	Housing Planning and Technical Services

A.2. Determine Settlement Development Status	A.1.3. Prioritise housing needs	Link housing need (per settlement) with provincial housing priorities.		Outcome 8 MTEF targets		
		A.1.3.1. Prioritise housing needs per settlement.	Business Plan	Housing Act Housing Code Outcome 8 MTEF targets	2 days	MEC Housing Planning and Technical Services
		A.1.3.2. Authorise housing needs per settlement (link with A.4.3.1. analyse provincial housing plans; and link with A.4.1.1. analyse each project to determine the capital expenditure profile).	Business Plan Stratified Settlement Need	Housing Act Housing Code Outcome 8 MTEF targets	1 day	Housing Planning and Technical Services
	A.2.1 Survey settlement development status	A.2.1.1. Distribute Settlement Survey forms.	Survey forms	Housing Act Housing Code Municipal IDP's Census information	30 days	Housing Planning and Technical Services
		A.2.1.2. Complete settlement development status.	Survey forms Spreadsheet	Housing Act Housing Code Municipal IDP's Census information	5 days	Housing Planning and Technical Services
		A.2.1.3. Capture and verify settlement development status information. A.2.1.4.	Spreadsheet Spreadsheet	Housing Act Housing Code Municipal IDP's Census information Housing Act Housing Code	5 days 5 days	Housing Planning and Technical Services HOD

	Authorise settlement development status survey information (link with A.2.3.2. to determine the state of readiness to deliver on housing need).		Municipal IDP's Census information		Housing Planning and Technical Services
A.2.2. Analyse feasibility of settlement	A.2.2.1. Conduct a feasibility study.	Geotechnical study report Environment Impact Assessments report Dolomite Stability study report Township Establishment report	Housing Act Geosciences Act Standards Act Engineering Professions Act Building Regulations and Building Standards Act Housing Consumer Protection Measures Act Housing Code NHBRC Manual	90-180 days	Housing Planning and Technical Services
	A.2.2.2. Determine timeframes to fulfil housing need as the feasibility study.	Business Plan Project Readiness Matrix	Housing Act Housing Code	5 days	Housing Planning and Technical Services
	A.2.2.3. Prepare a detailed cost breakdown as per results from the feasibility study (link with A.3.2.3. to calculate the total cost per project; and A.3.2.4. to estimate	Business Plan	Housing Act Housing Code Treasury Regulations	5 days	Housing Planning and Technical Services

	geotechnical variations were required).					Housing Planning and Technical Services	
	A.2.2.4. Record results from feasibility study.	Business Plan	Housing Act Geosciences Act Standards Act Engineering Professions Act Building Regulations and Building Standards Act Housing Consumer Protection Measures Act Housing Code NHBRC Manual	1 day			
	A.2.2.5. Submit results from feasibility study and supporting documentation (link with C.2.2.1. to schedule meeting with service providers per project; and A.3.1.5. to determine timeframes per project).	Business Plan Project Readiness Matrix Geotechnical study report Environment Impact Assessments report Dolomite Stability study report Township Establishment report	Housing Act Geosciences Act Standards Act Engineering Professions Act Building Regulations and Building Standards Act Housing Consumer Protection Measures Act Housing Code NHBRC Manual	5 days			Housing Planning and Technical Services
	A.2.3. Gap analysis						
	A.2.3.1. Determine remaining need after delivery through current project (link with	Business Plan Project Readiness Matrix	Housing Act Housing Code	1 day		Housing Planning and Technical Services	

		B.1.4.2. by creating a summary of all projects in terms of budget expenditure time frames).					
		A.2.3.2. Determine state of readiness to deliver on housing need (link to A.2.1.4. authorise settlement development status survey information).	Project Readiness Matrix	Housing Act Housing Code	1 day		Housing Planning and Technical Services
		A.2.3.3. Prepare a cost and time estimate (link with A.3.1.5. to determine timeframes per project; and A.3.2.3. calculating the total cost of the project; and A.3.1.1. identifying projects from the consolidated needs).	Business Plan	Housing Act Housing Code Treasury Regulations	2 days		Housing Planning and Technical Services
		A.2.4.1. Obtain costs and time estimates (link with A.1.3.2. the authorised housing needs per settlement).	Business Plan	Housing Act Housing Code Treasury Regulations	1 day		Housing Planning and Technical Services
	A.2.4. Funding requirement	A.2.4.2.	Subsidy quanta	Housing Act Housing Code	1 day		Housing Planning and Technical Services

		Obtain subsidy level per programme (link with A.4.1.4. prepare budget report in terms of housing strategic goals and objectives, programmes and sub programmes).		Treasury Regulations			
		A.2.4.3. Estimates funding requirement per settlement (link with A.3.3.1. by obtaining the stratified settlement need).	Business Plan	Housing Act Housing Code Treasury Regulations	1 day		Housing Planning and Technical Services
		A.3.1.1. Identify projects from the consolidated needs (link with the authorised housing needs per settlement A.1.3.2.).	Business Plan	Housing Act Housing Code	1 day		Housing Planning and Technical Services
		A.3.1.2. Compare identified projects with current projects to eliminate duplication.	Business Plan Project Readiness Matrix	Housing Act Housing Code	1 day		Housing Planning and Technical Services
		A.3.1.3. Complete projects and subsidy classification matrix.	Business Plan Project Readiness Matrix	Housing Act Housing Code	1 day		Housing Planning and Technical Services
		A.3.1.4.	Business Plan	Housing Act Housing Code	5 days		Housing Planning and Technical Services
A.3. Planning	A.3.1. Define projects						

		Classify each project according to project type, national priority and subsidy instrument.				
		A.3.1.5. Determine timeframes per project (link with A.2.2.5. submit results from feasibility study and supporting documents; and A.2.3.3. in preparing a cost and time estimate; and B.1.4.1. to combine all input data in a generic project plan format for each project).	Business Plan Project Readiness Matrix	Housing Act Housing Code	5 days	Housing Planning and Technical Services
	A.3.2. Prepare estimated project cost	A.3.2.1. Obtain the unit costs (by evaluating historic unit costs from previous bills of quantities). A.3.2.2. Conduct inflation cost adjustments (link with A.2.3.3. when preparing a time and cost estimate; and A.2.2.3. when prepare a detailed	Unit cost spreadsheet	Housing Act Housing Code	5 days	Housing Planning and Technical Services
			Business Plan	Housing Act Housing Code Treasury Regulations	5 days	Housing Planning and Technical Services

		cost breakdown as per results from the feasibility studies).				
		A.3.2.3. Calculate estimated total cost per project.	Business Plan	Housing Act Housing Code Treasury Regulations	1 day	Housing Planning and Technical Services
		A.3.2.4. Estimate Geotech variations (where required)(link with A.2.3.3. when preparing a time and cost estimate; and A.2.2.3. when prepare a detailed cost breakdown as per results from the feasibility studies).	Business Plan	Housing Act Housing Code Treasury Regulations	1 day	Housing Planning and Technical Services
		A.3.2.5. Complete estimated project cost	Business Plan	Housing Act Housing Code Treasury Regulations	1 day	Housing Planning and Technical Services
	A.3.3. Annual Business Plan	A.3.3.1. Obtain stratified settlement need (link with A.1.3.2. by obtaining the authorised housing needs per settlement; and link with A.2.4.3. the estimated funding requirements per settlement; and A.4.1.5. update budget as per DORA).	Business Plan Stratified Settlement Need	Housing Act Housing Code Treasury Regulations	2 days	Housing Planning and Technical Services

		<p>A.3.3.2. Obtain funding requirement per settlement.</p> <p>A.3.3.4. Complete annual business plan.</p> <p>A.3.3.5. Authorise annual business plan</p>	<p>Business Plan</p> <p>Business Plan</p> <p>Business Plan</p>	<p>Housing Act Housing Code Treasury Regulations</p> <p>Housing Act Housing Code Treasury Regulations</p> <p>Housing Act Housing Code Treasury Regulations</p>	<p>2 days</p> <p>5 days</p> <p>30 days</p>	<p>Housing Planning and Technical Services</p> <p>Housing Planning and Technical Services</p> <p>NDHS MEC HOD Housing Planning and Technical Services</p>
A.4. Budgeting	A.4.1. Prepare budget	<p>A.4.1.1. Analyse each project to determine the capital expenditure profile (link with the authorised housing needs per settlement in A.1.3.2.; and for current projects link with B.2.3.7. updating the system with current progress and inspections; and C.4.3.4. by receiving notification on results of inspections; thereby approving variations orders as per C.3.5.4.; and submit request for payment processes as per E.1.3.3.).</p>	Business Plan	<p>Housing Act Housing Code Treasury Regulations</p>	5 days	<p>Housing Planning and Technical Services</p>

	A.4.1.2. Combine expenditure profile for existing projects and new projects in terms of the best capital expenditure profile.	Business Plan	Housing Act Housing Code Treasury Regulations	5 days	Housing Planning and Technical Services
	A.4.1.3. Find the best cash flow solution in terms of baseline budget (MTEF) and expenditure profile (link with E.2.4.1. reconciliation made through BAS).	Business Plan	Housing Act Housing Code Treasury Regulations	5 days	Housing Planning and Technical Services Finance
	A.4.1.4. Prepare budget report in terms of housing strategic goals and objectives, programmes and sub programmes (link with A.2.4.2. obtain subsidy level per programme).	Business Plan	Housing Act Housing Code Treasury Regulations	Annual	Housing Planning and Technical Services Finance
	A.4.1.5. Update budget as per DORA (link with A.3.3.1. by obtaining stratified settlement need; and commence setting up project	Business Plan	DORA Housing Act Housing Code	Biannual	Housing Planning and Technical Services Finance

		committees as per E.3.1.1.).				
A.4.2. Approve new housing project	A.4.2.1.	Update committed project cash flows (link with A.4.2.1.2 find the best cash flow solution in terms of baseline budget (MTEF) and expenditure profile; and obtain project plan for planned projects from Project Manager as per A.4.2.1.1.)		Housing Act Housing Code Treasury Regulations	Monthly	Housing Planning and Technical Services
	A.4.2.2.	Prepare a request for approval of planned projects to meet housing needs.	Business Plan Memorandum for submission	Housing Act Housing Code	1 day	Housing Planning and Technical Services
	A.4.2.3.	Submit request for approval for planned housing projects.	Business Plan Memorandum for submission	Housing Act Housing Code	1 day	Housing Planning and Technical Services
	A.4.2.4.	Receive request for approval for planned housing projects.	Business Plan Memorandum for submission	Housing Act Housing Code	1 day	NDHS MEC HOD Housing Planning and Technical Services
	A.4.2.5.	Approve/decline planned housing projects (link with	Business Plan Memorandum for submission	Housing Act Housing Code	30 days	NDHS MEC HOD

		B.1.1.1 specifying measurable objectives linked to Governments' strategic priorities and outputs).				Housing Planning and Technical Services
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SECTION B: PROJECT MANAGEMENT

Project management is the practice of initiating, planning, executing, controlling and closing the work of a team to achieve a specific purpose with specific goals and objectives meeting specific success criteria at a specified time. A project is of a temporary nature designed to produce a specific and unique product, service or result with a defined beginning and end that is undertaken to meet specific goals and objectives, typically to ensure beneficial change and/or to add value. For the purposes of this policy, project management entails project initiation (B.1.); project progress monitoring (B.2.); and project closure (B.3.):

Process	Activity	Sub-Activity	Output (Portfolio of Evidence)	Policy Process	Timeframe	Responsibility
B.1. Project Initiation	B.1.1. Scope Project	B.1.1.1. Specify measurable objectives linked to government's strategic priorities and outputs (link with A.4.2.5. the approved/declined planned housing projects).	Business Plan List of financial and non-financial targets per project	Housing Act Housing Code Treasury Regulations	1 day	Housing Project Manager/Regional Directors for LGHS Housing Planning and Technical Services
		B.1.1.2. Specify outputs.	Technical specifications, bills of	Housing Act Housing Code	5 days	Housing Project Manager/Regional Directors for LGHS

		quantities and house-plans	NHBRC Manual SCM Regulations		Housing Planning and Technical Services SCM
	B.1.1.3. Select outcome indicators.	Technical specifications	Housing Act Housing Code NHBRC Manual SCM Regulations	1 day	Housing Project Manager/Regional Directors for LGHS Housing Planning and Technical Services
	B.1.1.4. Setting of targets against historical and or forecasted targets.	Business Plan List of financial and non-financial targets per project	Housing Act Housing Code Treasury Regulations	1 day	Housing Project Manager/Regional Directors for LGHS Housing Planning and Technical Services
	B.1.1.5. Prepare format for performance reporting.	Performance reporting templates (per relevance for NHDS/Housing Monitoring and Evaluation/Strategic Planning and Evaluation	Housing Act Housing Code Treasury Regulations	1 day	NDHS Housing Planning and Technical Services Strategic Planning and Evaluation
	B.1.1.6. Define processes for corrective action (if required).	Project Risk Register	Housing Act Housing Code	2 days	Housing Project Manager/Regional Directors for LGHS
B.1.2. Plan progress milestones	B.1.2.1. Consider milestones (link with C.2.2.3. by chairing service provider briefing meetings following the pre-forma service provider briefing meeting complete with agenda and	Completed project milestones with timeframes, payment milestones and date schedule	Housing Act Housing Code	2 days	Housing Project Manager/Regional Directors for LGHS

		minutes; and for current projects Receive notification on results from inspections as per C.4.3.4.; and D.3.5.3. by approving applicants).				Housing Project Manager/Regional Directors for LGHS
		B.1.2.2. Select applicable milestone.	Completed project milestones with timeframes, payment milestones and date schedule	Housing Act Housing Code	1 day	
		B.1.2.3. Group milestones together where applicable.	Completed project milestones with timeframes, payment milestones and date schedule	Housing Act Housing Code	1 day	Housing Project Manager/Regional Directors for LGHS
		B.1.2.4. Study housing project delivery task tables to obtain timeframes for each milestone.	Completed project milestones with timeframes, payment milestones and date schedule	Housing Act Housing Code	1 day	Housing Project Manager/Regional Directors for LGHS
		B.1.2.5. Document timeframe for each milestone.	Completed project milestones with timeframes, payment milestones and date schedule	Housing Act Housing Code	1 day	Housing Project Manager/Regional Directors for LGHS
		B.1.2.6. Calculate milestone dates from milestone time frames (for current projects link with B.3.2.1.	Completed project milestones with timeframes, payment milestones and date schedule	Housing Act Housing Code	2 days	Housing Project Manager/Regional Directors for LGHS

		reconciling claims approved with total subsidy amount per project).				
B.1.3. Plan payment milestone	B.1.3.1. Identify expenditure relevant to each progress milestone (link with C.3.4.5. by distributing project initiation meeting minutes to all parties).	Payment per site/ project expenditure report	Housing Act Housing Code Treasury Regulations	1 day	Housing Development Housing Project Manager/Regional Directors for LGHS HSS	
	B.1.3.2. Calculate payment for each project milestone based on project value.	Payment per site/ project expenditure report	Housing Act Housing Code Treasury Regulations	1 day	Housing Development Housing Project Manager/Regional Directors for LGHS HSS	
	B.1.3.3. List expenditure against milestone and timeframes per project (link with C.1.3.1. to compile the acquisition strategy).	Payment per site/ project expenditure report	Housing Act Housing Code Treasury Regulations	1 day	Housing Development Housing Project Manager/Regional Directors for LGHS HSS	
B.1.4. Prepare detailed project plan	B.1.4.1. Combine all input data in generic project plan format for each project (link with A.3.1.5. by determining timeframes per	Completed Project Schedule	Housing Act Housing Code	1 day	Housing Development Housing Project Manager/Regional Directors for LGHS Housing Planning and Technical Services	

	<p>project; and for current projects</p> <p>Update system with current progress and inspection details as per B.2.3.7.; receive notification on results from inspections as per C.4.3.4.; and approve variation order as per C.3.5.4.).</p>				
	<p>B.1.4.2. Create summary of all projects in terms of budget expenditure timeframe (link with A.2.3.1. by determining the remaining need after delivery through current projects; and for current projects verify request for payment and supporting documentation as per E.1.2.1.; and submit request for payment processing as per E.1.3.3.; and reconcile payments made to through BAS as per E.2.4.1.).</p>	<p>Project Charter Completed Project Schedule Expenditure Report</p>	<p>Housing Act Housing Code</p>	<p>Monthly</p>	<p>Housing Development Housing Project Manager/Regional Directors for LGHS Housing Planning and Technical Services HSS Finance</p>

B.1.5. Facilitate agreement on performance management	B.1.5.1. Schedule a meeting to discuss project plans, performance management and reporting framework.	Invitation/Notice Agenda Minutes Attendance Register	Housing Act Housing Code	Pre-project commencement Monthly progress Project closure	Housing Project Manager/Regional Directors for LGHS Municipal Housing Manager Finance HSS
	B.1.5.2. Stakeholders to attend the meeting.	Invitation/Notice Agenda Minutes Attendance Register	Housing Act Housing Code	Pre-project commencement Monthly progress Project closure	Housing Project Manager/Regional Directors for LGHS Municipal Housing Manager Finance HSS
	B.1.5.3. Obtain consensus on project plans from relevant stakeholders.	Invitation/Notice Agenda Minutes Attendance Register Draft Project Plan	Housing Act Housing Code	Pre-project commencement Monthly progress Project closure	Housing Project Manager/Regional Directors for LGHS Municipal Housing Manager Finance HSS
	B.1.5.4. Submit Project Plan to HOD for approval.	Approved Project Plan	Housing Act Housing Code	Annual	Housing Development Housing Project Manager/Regional Directors for LGHS
B.1.6. NHBRC Enrolment	B.1.6. Obtain information to be supplied to the NHBRC for project registration (link with C.3.2.6. by capturing NHBRC project registration and contract details).	NHBRC project registration documents and confirmation of registration	Housing Act Housing Code, NHBRC Manual/ Regulations	5 days	Housing Development Housing Project Manager/Regional Directors for LGHS Housing Planning and Technical Services

B.2. Project Progress Monitoring	B.2.1. Monitor projects progress against progress milestones	B.2.1.1. Review quality management plan guidelines.	Approved Project Plan Quality Management Plan Signed Contract	Housing Act Housing Code	1 day	Housing Project Manager/Regional Directors for LGHS Housing Planning and Technical Services
		B.2.1.2. According to the progress on site, check the relevant quality guideline for the building workmanship.	Inspection Report	Housing Act Housing Code NHBRC Manual/ Regulations	Monthly/as and when milestones are completed	Housing Project Manager/Regional Directors for LGHS Housing Planning and Technical Services
		B.2.1.3. In the event of bad workmanship ensure that a site instruction that indicates the problem, is issued.	Inspection Report Site Instruction Book	Housing Act Housing Code NHBRC Manual/ Regulations	As and when milestones are completed/bad workmanship is detected	Housing Project Manager/Regional Directors for LGHS Housing Planning and Technical Services
		B.2.1.4. Facilitation of issuing of remedial instructions for rectification and submit this report to the Administration unit, NHBRC Inspectors and to the Developer/Contractor.	Inspection Report Site Instruction Book Remedial Action Inspection Report	Housing Act Housing Code NHBRC Manual/ Regulations	As and when remedial action instructions were issued	Housing Project Manager/Regional Directors for LGHS Housing Planning and Technical Services NHBRC
		B.2.1.5. After the remedial actions are implemented, the Project Manager and service provider must	Remedial Action Inspection Report	Housing Act Housing Code NHBRC Manual/ Regulations	5 days after rectification took place	Housing Project Manager/Regional Directors for LGHS Housing Planning and Technical Services NHBRC

						Contractor
	re-inspect for compliance.	Invitation/Notice Agenda Attendance Register Minutes Inspection/ Remedial Action Inspection Report	Housing Act Housing Code NHBRC Manual/ Regulations	1 day		Housing Project Manager/Regional Directors for LGHS
B.2.2. Mediation and dispute resolution	B.2.2.1. Schedule a meeting with all affected parties.					
	B.2.2.2. Provide each party with the opportunity to state their case and grievances.	Invitation/Notice Agenda Attendance Register Minutes Inspection/ Remedial Action Inspection Report Written grievances from parties	Housing Act Housing Code NHBRC Manual/ Regulations	1 day		Housing Project Manager/Regional Directors for LGHS Relevant aggrieved parties and/or stakeholders/role- players
	B.2.2.3. Document all grievances, concerns and viewpoints and rulings.	Minutes	Housing Act Housing Code NHBRC Manual/ Regulations	3 days		Housing Project Manager/Regional Directors for LGHS
	B.2.2.4. Consult contract agreements and specifications.	Project Contract/ Agreement	Housing Act Housing Code NHBRC Manual/ Regulations Treasury Regulations SCM Regulations	1 day		Housing Project Manager/Regional Directors for LGHS Legal
	B.2.2.5. Inform the meeting of what the contract agreements and specifications	Project Contract/ Agreement Minutes	Housing Act Housing Code NHBRC Manual/ Regulations Treasury Regulations	1 day		Housing Project Manager/Regional Directors for LGHS Legal

		stipulate in an amicable fashion.		SCM Regulations		
		B.2.2.6. If dispute cannot be resolved, provide a ruling in terms of the contract agreement and specifications.	Dispute/grievance ruling Minutes	Housing Act Housing Code NHBRC Manual/ Regulations Treasury Regulations SCM Regulations	3 days	Housing Project Manager/Regional Directors for LGHS Legal
	B.2.3. Progress meetings	B.2.3.1. Project progress meetings to be conducted monthly (link with C.4.3.4. by receive notification on results from inspection monthly; and by submitting request for payment processing as per E.1.3.3.; and reconciliation of payment made to through BAS as per E.2.4.1.).	Invitation/Notice Agenda Attendance Register Minutes Inspection/ Remedial Action Inspection Report Monthly Expenditure Report	Housing Act Housing Code NHBRC Manual/ Regulations	Monthly	Housing Project Manager/Regional Directors for LGHS
		B.2.3.2. Schedule project progress meeting with all relevant stakeholders.	Monthly meeting schedule Invitation/Notice	Housing Act Housing Code NHBRC Manual/ Regulations	1 day	Housing Project Manager/Regional Directors for LGHS
		B.2.3.3. Develop and distribute agenda.	Invitation/Notice Agenda	Housing Act Housing Code NHBRC Manual/ Regulations	1 day	Housing Project Manager/Regional Directors for LGHS

		B.2.3.4. Chair project progress meeting.	Agenda Attendance Register	Housing Act Housing Code NHBRC Manual/ Regulations	Monthly	Housing Project Manager/Regional Directors for LGHS All relevant stakeholders/role- players
		B.2.3.5. Compile minutes of the progress meeting.	Minutes	Housing Act Housing Code NHBRC Manual/ Regulations	3 days	Housing Project Manager/Regional Directors for LGHS
		B.2.3.6. Distribute minutes of progress meeting to all parties.	Minutes Proof of distribution	Housing Act Housing Code NHBRC Manual/ Regulations	1 day	Housing Project Manager/Regional Directors for LGHS
		B.2.3.7. Update system with current progress and inspection details (link with A.4.1.1. by analysing each project to determine the capital expenditure profile; and combining all input data in generic project plan format for each project as per B.1.4.1.; and C.4.1.1. completing a request for inspection; and in obtaining variation orders as per C.3.5.1.; and	Project Plan Project Plan Reporting Templates Inspection/ Remedial Action Inspection Report Monthly Expenditure Report	Housing Act Housing Code NHBRC Manual/ Regulations Treasury Regulations	Monthly	Housing Development Housing Project Manager/Regional Directors for LGHS Finance HSS Strategic Planning and Evaluation

		therefore consider variation designs as per B.2.3.7.).				
B.3. Project Closure	B.3.1. Verify certificates and reconcile beneficiaries to correct stand numbers and deeds	<p>B.3.1.1. Obtain completed handover certificates from Contractor.</p> <p>B.3.1.2. Compile a list with stand numbers.</p> <p>B.3.1.3. Review deeds and align stand numbers with beneficiaries.</p> <p>B.3.1.4. Ensure beneficiary application has been successful.</p> <p>B.3.1.5. Schedule meeting with signatories on handover certificates.</p> <p>B.3.1.6. Obtain signatures on handover certificates from all relevant parties.</p> <p>B.3.1.7. Provide copies of signed Hand-over Certificates to all signatory parties.</p>	<p>Close-out Report and Completion Hand-over Certificates NHBRC Warranty Certificate</p> <p>List of stand numbers</p> <p>List of stand numbers and title deeds per beneficiary</p> <p>HSS Beneficiary approval print-out</p> <p>Invitation/Notice Agenda</p> <p>Completed and signed Hand-over Certificates</p> <p>Completed and signed Hand-over Certificates Close-out Report</p>	<p>Housing Act Building Regulations and Building Standards Act Housing Code NHBRC Manual</p> <p>Housing Act Housing Code</p> <p>Housing Act Housing Code</p> <p>Housing Act Housing Code</p> <p>Housing Act Housing Code NHBRC Manual</p> <p>Housing Act Housing Code NHBRC Manual</p>	<p>Within 1 month after project completion</p> <p>2 days</p> <p>2 days</p> <p>5 days</p> <p>1 day</p> <p>Within 1 month after project completion</p> <p>Within 1 month after project completion</p>	<p>Housing Development Housing Project Manager/Regional Directors for LGHS NHBRC</p> <p>Housing Project Manager/Regional Directors for LGHS</p> <p>Housing Project Manager/Regional Directors for LGHS</p> <p>Housing Project Manager/Regional Directors for LGHS</p> <p>Housing Project Manager/Regional Directors for LGHS</p> <p>Housing Development Housing Project Manager/Regional Directors for LGHS NHBRC</p> <p>Housing Project Manager/Regional Directors for LGHS</p>

B.3.2. Reconcile project finances	B.3.2.1. Reconcile claims approved with total subsidy amount per project (link with E.2.4.1. reconciliation of payment made to through BAS; and B.1.2.6. by calculating milestone dates from milestone timeframes).	Reconciled claims/ Expenditure Report	Housing Act Housing Code Treasury Regulations	5 days	HSS Finance
	B.3.2.2. Evaluate over/under expenditure.	Expenditure Evaluation Report	Housing Act Housing Code Treasury Regulations	1 day	Housing Development Housing Project Manager/Regional Directors for LGHS Housing Planning and Technical Services HSS
	B.3.2.3. Review project payment milestones and cash flows.	Expenditure Evaluation Report Project Plan Implementation Report	Housing Act Housing Code Treasury Regulations	1 day	Housing Development Housing Project Manager/Regional Directors for LGHS Housing Planning and Technical Services HSS
	B.3.2.4. Evaluate actual payments vs payment milestones.	Expenditure Evaluation Report Project Plan Implementation Report	Housing Act Housing Code Treasury Regulations	1 day	Housing Development Housing Project Manager/Regional Directors for LGHS Housing Planning and Technical Services

	B.3.3. Prepare close-out report in terms of performances and reporting	B.3.2.5. Update system with actual payments and updates payment milestone.	Expenditure Evaluation Report Project Plan Implementation Report	Housing Act Housing Code Treasury Regulations	1 day	HSS Finance Housing Project Manager/Regional Directors for LGHS HSS Finance
		B.3.3.1. Ensure that all documentation has been inserted in the correct sections of the project file.	Project file (i.e. Certified Payment Claims; Contract Variation Sheets; Inspection Reports confirming completion of work; Completion Certificates; Beneficiary Hand-over Certificates; Municipality Hand- over Certificates; Project report indicating number of stands transferred, number of houses completed; and Expenditure Reports)	Housing Act Housing Code	1 day	Housing Project Manager/Regional Directors for LGHS
		B.3.3.2. Compile project file check list.	Project File Checklist	Housing Act Housing Code	1 day	Housing Project Manager/Regional Directors for LGHS
		B.3.3.3. Reconcile all obtained information by comparing contract deliverables and the actual work done.	Comparison checklist	Housing Act Housing Code	1 day	Housing Project Manager/Regional Directors for LGHS

	B.3.3.4. Confirm the information.	Completed Project File Checklist and complete Project File	Housing Act Housing Code	1 day	Housing Project Manager/Regional Directors for LGHS
	B.3.3.5. Complete close-out report and insert into Project File.	Close-out Report Project File	Housing Act Housing Code	2 days	Housing Project Manager/Regional Directors for LGHS
	B.3.3.6. Certify payment.	Payment Certificate	Housing Act Housing Code Treasury Regulations	1 day	Housing Development Housing Project Manager/Regional Directors for LGHS
	B.3.3.7. Perform project evaluation.	Project Evaluation Report	Housing Act Housing Code	At the end of every project	Housing Development Housing Project Manager/Regional Directors for LGHS Housing Planning and Technical Services
	B.3.3.8. Obtain HOD signature of approval	Approved Project Evaluation Report Approved Close-out Report	Housing Act Housing Code	5 days	HOD Housing Development
B.3.4. Hand-over of project to municipality for maintenance and future management of the infrastructure	B.3.4.1. Schedule meeting.	Invitation/Notice Agenda	Housing Act Housing Code	1 day	Housing Project Manager/Regional Directors for LGHS Municipal Manager Municipal Housing/Infrastructure Manager/s
	B.3.4.2. Chair formal project hand-over meeting with Municipality.	Agenda Attendance Register	Housing Act Housing Code	1 day	Housing Project Manager/Regional Directors for LGHS Municipal Manager

		B.3.4.3. Hand-over of documentation to the Municipality.	Minutes of hand-over	Housing Act Housing Code	1 day	Municipal Housing/ Infrastructure Manager/s
		B.3.4.4. Obtain signature from Municipal Representative on project hand-over certificate.	Signed Project Hand-over Certificate	Housing Act Housing Code	1 day	Housing Project Manager/Regional Directors for LGHS Municipal Manager Municipal Housing/ Infrastructure Manager/s
		B.3.4.5. Document all decisions and matters discussed at the project hand-over and completion meeting.	Minutes	Housing Act Housing Code	1 day	Housing Project Manager/Regional Directors for LGHS
		B.3.4.6. Compile and distribute minutes of the project hand-over and completion meeting.	Minutes	Housing Act Housing Code	3 days	Housing Project Manager/Regional Directors for LGHS

SECTION C: CONTRACT MANAGEMENT

Contract management refers to the process of managing contract creation, execution and analysis to maximise operational and financial performance at an organization, all while reducing financial risk and maximizing financial and operational performance. Critical factors for successful contract management includes that the expected business benefits and financial returns are being realised; the supplier is cooperative and responsive to the organization's needs; the organization encounters no contract disputes; and the delivery of services is satisfactory to all parties. For the purposes of this policy, contract management entails acquisition (C.1.); contracting for design facilitation phase (C.2.); facilitate contracting for construction (C.3.); and quality assurance (C.4.):

Process	Activity	Sub-Activity	Output (Portfolio of Evidence)	Policy Process	Timeframe	Responsibility
C.1. Acquisition	<i>C.1.1. Obtain permission to begin the acquisition process</i>	C.1.1.1. Asses the acquisition instruction.	Submission with project specifications and acquisition instruction	Housing Act Housing Code Treasury Regulations SCM Regulations	1 day	Housing Project Manager/Regional Directors for LGHS SCM Finance
		C.1.1.2. Estimate the financial value of the proposed acquisition.	Submission with project specifications, acquisition instruction linked with financial values	Housing Act Housing Code Treasury Regulations	1 day	Housing Project Manager/Regional Directors for LGHS Finance
		C.1.1.3. Confirm that the budget is available.	Budget confirmation certificate	Housing Act Housing Code Treasury Regulations	1 day	Housing Project Manager/Regional Directors for LGHS Finance
		C.1.1.4.	Submission with project specifications, acquisition instruction	Housing Act Housing Code Treasury Regulations	1 day	Housing Development

	C.1.2. Authorise the appointment of the various Bid Committees (Specification, Evaluation and Adjudication)	Submit the acquisition instruction for approval.	linked with financial values, and budget confirmation certificate	SCM Regulations		
		C.1.1.5. Approve the acquisition instruction.	Approved acquisition instruction.	Housing Act Housing Code Treasury Regulations SCM Regulations	5 days	HOD Housing Development
		C.1.2.1. Prepare submission for approval of the Bid Committee.	Submission for approval of appointment of Bid Committees	Housing Act Housing Code Treasury Regulations SCM Regulations	Annually with the inception of financial year	SCM
		C.1.2.2. Submit request for approval of the Bid Committee Members.	Submission for approval of appointment of Bid Committees	Housing Act Housing Code Treasury Regulations SCM Regulations	1 day	SCM
		C.1.2.3. Sign the appointment of Bid Committee Members and appointment letters.	Approved and signed submission for approval of appointment of Bid Committees and signed appointment letters of Bid Committee Members	Housing Act Housing Code Treasury Regulations SCM Regulations	5 days	HOD
	C.1.3. Define the acquisition strategy	C.1.3.1. Compile the acquisition strategy (link with B.1.3.3.by listing expenditure against milestone and timeframe per project; and C.2.5.4. amending generic specifications to	Submission with acquisition strategy	Housing Act Housing Code Treasury Regulations SCM Regulations	7 days	BSC

	include contract specific details).				
	C.1.3.2. Verify if transversal or term contract is available for acquisition.	Submission with acquisition strategy specifying contract type	Housing Act Housing Code Treasury Regulations SCM Regulations	1 day	BSC
	C1.3.3. Distribute draft bid specification and acquisition strategy for approval.	Submission with acquisition strategy	Housing Act Housing Code Treasury Regulations SCM Regulations	1 day	BSC
	C.1.3.4. Approve bid specification and acquisition strategy.	Approved and signed submission with acquisition strategy	Housing Act Housing Code Treasury Regulations SCM Regulations	5 days	HOD
C.1.4. Prepare bid documentation	C.1.4.1. Compile the bid document pack and invitation to bid (link with C.3.1.6. by obtaining signatures form delegated personnel on contract agreement).	Bid documentation pack	Housing Act Housing Code Treasury Regulations SCM Regulations	5 days	SCM
	C.1.4.2. Confirm budgets are available.	Bid documentation pack Budget availability certificate	Housing Act Housing Code Treasury Regulations SCM Regulations	1 day	SCM
C.1.5. Conduct Bid Process	C.1.5.1. Advertise Bids.	Bid advertisement/s	Housing Act Housing Code Treasury Regulations SCM Regulations	30 days for Bidders to respond	SCM

<p>C.1.6. <i>Confirm the list of bid offers received</i></p>	C.1.5.2. Issue bid documents.	Tender document as well as proof of payment for bidding	Housing Act Housing Code Treasury Regulations SCM Regulations	Within 30 days bidding period	SCM
	C.1.5.3. Respond to requests for clarification (through a compulsory briefing session with Bidders).	Invitation/Notice Agenda Attendance Register Minutes	Housing Act Housing Code Treasury Regulations SCM Regulations	1 day	SCM
	C.1.6.1. Receive bid offers from suppliers.	Register of received bids	Housing Act Housing Code Treasury Regulations SCM Regulations	1 day	SCM
	C.1.6.2. Return late bids.	Register of late bid received returned	Housing Act Housing Code Treasury Regulations SCM Regulations	1day	SCM
	C.1.6.3. Open bid offers.	Register of bids opened	Housing Act Housing Code Treasury Regulations SCM Regulations	1 day	SCM
	C.1.6.4. Complete the bid register for receiving bids.	Register of bids received and opened as well as late bids received and returned	Housing Act Housing Code Treasury Regulations SCM Regulations	1 day	SCM
	<p>C.1.7. <i>Conduct the evaluation process</i></p>	C.1.7.1. Prepare the responsive bids for evaluation.	Housing Act Housing Code Treasury Regulations SCM Regulations	14 days	SCM
		C.1.7.2. Conduct evaluation process.	Housing Act Housing Code Treasury Regulations SCM Regulations	14 days	BEC

C.2. Contracting for design facilitation phase	C.1.8. <i>Adjudicate and award the bid on the basis of the submitted recommendations</i>	C.1.7.3. Prepare recommendation for assessment and award.	Bid documents	Housing Act Housing Code Treasury Regulations SCM Regulations	5 days	SCM
		C.1.8.1. Adjudicate and award the bid offer on the basis of the submitted recommendation.	Approved and signed submission for recommendation of award/evaluation recommendation	Housing Act Housing Code Treasury Regulations SCM Regulations	7 days	BAC HOD
		C.1.8.2. Notify successful and unsuccessful Bidder on the outcome and Bidder should accept/decline award in writing.	Singed letters to Bidders Accept/decline letters from Bidders Advertisement in e- portal on outcome of bidding process	Housing Act Housing Code Treasury Regulations SCM Regulations	7 days	SCM
		C.2.1.1. Submit documentation to legal section.	Approved tender Adjudication report Contract details Bid file Project file Project plan	Housing Act Housing Code Treasury Regulations SCM Regulations	1 day	SCM
	C.2.1. <i>Liaise with legal services on contract documents</i>	C.2.1.2. Facilitate development of service provider contract by legal section	Draft contract and delivery schedule	Housing Act Housing Code Treasury Regulations SCM Regulations	5 days	Legal Services
		C.2.1.3. Obtain contract from legal section.	Draft contract and delivery schedule	Housing Act Housing Code Treasury Regulations SCM Regulations	1 day	SCM

		C.2.1.4. Schedule meeting with service provider.	Invitation/Notice Agenda Draft contract and delivery schedule	Housing Act Housing Code Treasury Regulations SCM Regulations	1 day	SCM
		C.2.1.5 Obtain signatures on all relevant sections of contract from the service provider.	Signed contract and delivery schedule between service provider	Housing Act Housing Code Treasury Regulations SCM Regulations	2 days	SCM Service provider
		C.2.1.6. Obtain signatures from Department of Human Settlements delegated personnel on contract.	Signed contract and delivery schedule by service provider and HOD for Human Settlements	Housing Act Housing Code Treasury Regulations SCM Regulations	2 days	SCM HOD
	C.2.2. Briefing meeting with professional team	C.2.2.1. Schedule a briefing meeting with service providers per project (link with A.2.2.5. by receiving results from feasibility study/ies and supporting documentation).	Invitation/Notice Agenda Feasibility study/ies Reports Project Readiness Matrix	Housing Act Housing Code	3 days	Housing Project Manager/Regional Directors for LGHS
		C.2.2.2. Compile an agenda for the service provider, briefing meeting and distribute three days prior meeting.	Invitation/Notice Agenda Feasibility study/ies Reports Project Readiness Matrix	Housing Act Housing Code	3 days	Housing Project Manager/Regional Directors for LGHS
		C.2.2.3. Chair Service provider meeting (link with	Invitation/Notice Agenda Attendance Register	Housing Act Housing Code	1 day	Housing Project Manager/Regional Directors for LGHS

C.2.3. Compile requirements for municipal services design specifications	B.1.2.1. to consider progress milestones).	Minutes Contract (and milestone) deliverables Feasibility study/ies Reports Project Readiness Matrix Communication channels Beneficiary Management and Administration			SCM Service providers
	C.2.3.1. Instruct service provider to conduct preliminary study of existing bulk services.	Bulk Service Availability Study Report Environmental Impact Assessment Report	Housing Act Housing Code	30 days	Housing Planning and Technical Services
	C.2.3.2. Assess capacity of existing bulk services.	Confirmed status report/certificate of bulk service availability	Housing Act Housing Code	5 days	Housing Planning and Technical Services
	C.2.3.3. Assess required capacity considering new development.	Comparison spreadsheet	Housing Act Housing Code	5 days	Housing Planning and Technical Services
	C.2.3.4. Determine need for new/additional bulk services.	Project Readiness Matrix	Housing Act Housing Code	1 day	Housing Planning and Technical Services
	C.2.3.5. Perform preliminary study for new/additional bulk	Bulk Service Requirement Study Report	Housing Act Housing Code	30 days	Housing Planning and Technical Services

	C.2.4. Commission technical assessment	services and assess responsibility for the provision of services.	Environmental Impact Assessment Report				Housing Planning and Technical Services
		C.2.3.6. Liaise with Municipality regarding Municipal services required.	Letter to Municipality	Housing Act Housing Code	1 day		
		C.2.4.1. Review report on required bulk services.	Bulk Service Requirement Study Report Environmental Impact Assessment Report	Housing Act Housing Code	5 days		Housing Planning and Technical Services
		C.2.4.2. Review historical environmental and geotechnical data.	All feasibility study reports, i.e. EIA, Geotechnical studies, and dolomite stability studies	Housing Act Housing Code	10 days		Housing Planning and Technical Services
		C.2.4.3. Instruct service provider to conduct an assessment on land use.	Land Use Assessment Report	Housing Act Housing Code	30 days		Housing Planning and Technical Services
	C.2.5. Prepare Technical Specifications for bidding process	C.2.5.1. List scope of services.	List for scope of services in conjunction with all feasibility study reports, i.e. EIA, Geotechnical studies, and dolomite stability studies and project need as per Business Plan	Housing Act Housing Code NHBC Manual National Building Regulations Red Book	5 days		Housing Planning and Technical Services Housing Project Manager/Regional Directors for LGHS

C.3. Facilitate contracting for construction	C.3.1. Preparation of contract documents	C.2.5.2. Divide scope of services into categories (e.g. bulk water supply pipeline).	List of scope of services, refined	Housing Act Housing Code NHBRC Manual National Building Regulations Red Book	1 day	Housing Planning and Technical Services Housing Project Manager/Regional Directors for LGHS
		C.2.5.3. Select applicable generic specifications.	List of scope of services and generic specifications, refined	Housing Act Housing Code NHBRC Manual National Building Regulations Red Book	1 day	Housing Planning and Technical Services Housing Project Manager/Regional Directors for LGHS
		C.5.2.4. Amend generic specifications to include contract specific details (link with C.1.3.1. to compile the acquisition strategy).	Construction technical bid specification	Housing Act Housing Code NHBRC Manual National Building Regulations Red Book	2 days	Housing Planning and Technical Services Housing Project Manager/Regional Directors for LGHS SCM
		C.3.1.1. Submit documentation to legal section.	Approved tender adjudication report Contract details as per contract file	Housing Act Housing Code Treasury Regulations SCM Regulations	5 days	Housing Project Manager/Regional Directors for LGHS SCM Legal Services
		C.3.1.2. Facilitate development of Developer Contract agreement by legal section. C.3.1.3. Obtain contract from legal section.	Draft Contractor Contract Draft Contractor Contract	Housing Act Housing Code Treasury Regulations SCM Regulations Housing Act Housing Code Treasury Regulations	5 days 1 day	Legal Services Housing Project Manager/Regional Directors for LGHS

		C.3.1.4. Schedule meeting with developer.	Invitation/Notice Agenda Draft Contract	Housing Act Housing Code Treasury Regulations SCM Regulations	1 day	SCM Housing Project Manager/Regional Directors for LGHS SCM
		C.3.1.5. Obtain signatures on all relevant sections of contract from the Developer.	Signed contract (by Contractor) Attendance register Minutes	Housing Act Housing Code Treasury Regulations SCM Regulations	1 day	Housing Project Manager/Regional Directors for LGHS SCM
		C.3.1.6. Obtain signatures from LGHS delegated personnel on contract (link with C.1.4.1. by compiling the bid document pack).	Signed contract (by Contractor and LGHS)	Housing Act Housing Code Treasury Regulations SCM Regulations	1 day	Housing Project Manager/Regional Directors for LGHS SCM HOD
	C.3.2. Contract registration (NHBRC Enrolment and HSS Contract Registration)	C.3.2.1. Obtain signed contract. Collect and submit all data required for contract registration on HSS.	Registration pack containing the signed contract with detailed contract deliverables and project deliverables and detailed project implementation plan	Housing Act Housing Code NHBRC Manual	2 days	HSS
		C.3.2.2. Complete milestone registration form. Submit information to external party (secretariat) for contract registration on HSS.	Registration pack containing the signed contract with detailed contract deliverables and project deliverables and detailed project implementation plan	Housing Act Housing Code NHBRC Manual	2 days	HSS

		C.3.2.3. Register contract on HSS.	Registration pack containing the signed contract with detailed contract deliverables and project deliverables and detailed project implementation plan	Housing Act Housing Code NHBRC Manual	1 day	HSS
		C.3.2.4. Obtain contract number from HSS.	Contract number	Housing Act Housing Code NHBRC Manual	1 day	HSS
		C.3.2.5. Record contract number in project file.	Project file with print-out of contract number	Housing Act Housing Code NHBRC Manual	1 day	Housing Project Manager/Regional Directors for LGHS HSS
		C.3.2.6. Capture NHBRC project registration and contract details an confirm registration of project (link with B.1.6.1. by obtaining information that must be supplied to the NHBRC – i.e. project detail; subsidy detail; township establishment; milestone payments/redemptions; phase defaults; national/provincial expenditure priorities; phase profiles; progress	Project file with print-out of contract number confirmation of project registration certificate from NHBRC.	Housing Act Housing Code NHBRC Manual	5 days	Housing Project Manager/Regional Directors for LGHS

	inspections; progress; project evaluation; site occupation certificate).				
C.3.3. Facilitate project initiation meeting	C.3.3.1. Schedule a meeting with stakeholders, i.e. LGHS; Developer/ Contractor; Local Municipality; Department of Labour (OHS); NHBRC; Community Representative/ Liaison Officer; other service providers; water authorities; role-playing departments.	Invitation/Notice	Housing Act Housing Code	1 day	Housing Project Manager/Regional Directors for LGHS
	C.3.3.2. Select venue for a project initiation meeting (nearest/ within project site).	Venue confirmation	Housing Act Housing Code	1 day	Housing Project Manager/Regional Directors for LGHS
	C.3.3.3. Prepare and distribute an agenda.	Agenda Notices with agenda	Housing Act Housing Code	3 days prior to meeting agenda should be distributed 1 day for preparation and distribution of agenda	Housing Project Manager/Regional Directors for LGHS
	C.3.3.4. Complete project initiation meeting minutes.	Minutes Attendance register	Housing Code Housing Act	3 days	Housing Project Manager/Regional Directors for LGHS

		C.3.3.5. Distribute project initiation meeting minutes to all parties.	Minutes Attendance register Proof of distribution	Housing Code Housing Act	1 day	Housing Project Manager/Regional Directors for LGHS
C.3.4. Site handover meeting (in order to commence with construction)	C.3.4.1. Obtain signatures from all required parties on site occupation certificate (link with C.3.3.5. by distributing project initiation meeting minutes to all parties).	Invitation/notice Agenda Attendance register Signed site handover certificate	Housing Code Housing Act	5 days	Housing Project Manager/Regional Directors for LGHS	
	C.3.4.2. Capture contract details onto site occupation certificate and submit certificate to contract management team.	Completed and signed occupation certificate	Housing Act Housing Code	1 day	Housing Project Manager/Regional Directors for LGHS	
	C.3.4.3. Complete site handover meeting minutes.	Minutes	Housing Act Housing Code	1 day	Housing Project Manager/Regional Directors for LGHS	
	C.3.4.4. Distribute contract site handover meeting minutes to all parties.	Minutes Proof of distribution	Housing Act Housing Code	1 day	Housing Project Manager/Regional Directors for LGHS	
C.3.5. Manage variations	C.3.5.1. Obtain variation information (link with B.2.3.7. by updating	Variation report	Housing Act Housing Code Treasury Regulations	5 days	Housing Project Manager/Regional Directors for LGHS	

C.4. Quality assurance	C.4.1. Request inspection	system with current progress and inspection details).		SCM Regulations		
		C.3.5.2. Prepare variation order.	Variation report Draft submission for variation	Housing Act Housing Code Treasury Instruction Treasury Regulations SCM Regulations	1 day	Housing Project Manager/Regional Directors for LGHS
		C.3.5.3. Submit variation order for approval.	Variation report Draft submission for variation	Housing Act Housing Code Treasury Instruction Treasury Regulations SCM Regulations	1 day	Housing Project Manager/Regional Directors for LGHS SCM/BAC
		C.3.5.4. Approve variation order.	Approved variation order	Housing Act Housing Code Treasury Instruction Treasury Regulations SCM Regulations	5 days	HOD/Treasury
		C.4.1.1. Complete request for inspection (link with B.2.3.7. by updating the system with current progress and inspection details).	Request for inspection form	Housing Act Housing Code NHBRC Manual	1 day	Contractor
		C.4.1.2. Submit request for inspection.	Request for inspection form	Housing Act Housing Code NHBRC Manual	1 day	Contractor
		C.4.1.3. Receive request for inspection.	Request for inspection form	Housing Act Housing Code NHBRC Manual	1 day	Housing Project Manager/Regional Directors for LGHS
	C.4.2. Inspection	C.4.2.1. Verify details on request for inspection	Request for inspection form	Housing Act Housing Code NHBRC Manual	1 day	Housing Project Manager/Regional Directors for LGHS

	(link with link to C.4.2.1.1. to follow process to resolve declined inspections).				
	C.4.2.2. Allocate Inspector to conduct inspection.	Request for inspection form	Housing Act Housing Code NHBRC Manual	1 day	Housing Project Manager/Regional Directors for LGHS
	C.4.2.3. Generate instruction for inspection.	Inspection instruction form	Housing Act Housing Code NHBRC Manual	1 day	Housing Project Manager/Regional Directors for LGHS
	C.4.2.4 (5). Receive instruction for inspection.	Inspection instruction form Request for inspection form	Housing Act Housing Code NHBRC Manual	1 day	Inspector
	C.4.2.6. Conduct inspection as per the inspection instruction.	Inspection instruction form Request for inspection form	Housing Act Housing Code NHBRC Manual	1 day	Inspector
	C.4.2.7. Capture inspection results	Request for inspection form	Housing Act Housing Code NHBRC Manual	1 day	Inspector
	C.4.2.8. Capture photographic image of relevant site.	Request for inspection form Photographs of site	Housing Act Housing Code NHBRC Manual	1 day	Inspector
	C.4.2.9. Submit inspection results.	Completed request for inspection form Photographs of site	Housing Act Housing Code NHBRC Manual	1 day	Inspector to Housing Project Manager/ Regional Directors for LGHS
C.4.3. Authorisation of inspection results	C.4.3.1. Receive and verify inspection results.	Completed request for inspection form Photographs of site	Housing Act Housing Code NHBRC Manual	2 days	Housing Project Manager/Regional Directors for LGHS

		C.4.3.2. Authorise or decline the inspection.	Approved/declined completed request for inspection form	Housing Act Housing Code NHBRC Manual	1 day	Housing Project Manager/Regional Directors for LGHS
		C.4.3.3. Notify on inspection results.	Notification of approved/declined completed request for inspection form	Housing Act Housing Code NHBRC Manual	1 day	Housing Project Manager/Regional Directors for LGHS Inspector
		C.4.3.4. Receive on notification on results from inspection (link with A.4.1.1. to analyse each project to determine the capital expenditure profile for the new financial year; B.1.2.1. to consider progress milestones; B.1.4.1. combine all input data in generic project plan format for each project; B.2.3.1. project progress meetings to be conducted monthly; D.2.1.1. Request list on households registered for housing assistance; and	Notification of approved/declined completed request for inspection form	Housing Act Housing Code NHBRC Manual	1 day	Developer/Contractor Housing Project Manager/Regional Directors for LGHS

	E.1.1.1. complete request for payment).				
C.4.4. Contract closure	Refer to the entire B.3. for project closure and informing HSS, SCM and Legal Services for closure of contracts.	All document required per B.3.	Housing Act Housing Code Treasury Regulations SCM Regulations NHBRC Manual	5 days	Housing Project Manager/Regional Directors for LGHS SCM Legal Services HHS

SECTION D: BENEFICAIARY MANAGEMENT

Beneficiary management, in terms of housing beneficiaries of various housing assistance programmes refers to a process of capturing, verifying and approving subsidy applications for all human settlement programmes including the identification of rightful beneficiaries and tracing of missing beneficiaries, as well as general administration and management related to housing beneficiaries. For the purposes of this policy, beneficiary management entails housing assistance registration (D.1.); housing delivery planning (D.2.); subsidy management (D.3.); and unit handover (D.4.):

Process	Activity	Sub-Activity	Output (Portfolio of Evidence)	Policy Process	Timeframe	Responsibility
D.1. Housing assistance registration	D.1.1. Capture housing assistance forms	D.1.1.1. Obtain completed housing assistance questionnaire.	Completed Housing Assistance Questionnaire and required supporting documentation	Housing Act Housing Code	1 day	Housing Subsidy Administration and Claims
		D.1.1.2. Verify corrections and completeness of	Completed Housing Assistance Questionnaire and	Housing Act Housing Code	1 day	Housing Subsidy Administration and Claims

		documentation (if incomplete, it should be referred back to the relevant Local Municipality for completion and re-submission).	required supporting documentation			Housing Planning and Technical Services
		D.1.1.3. Capture data on electronic housing assistance questionnaire.	Completed Housing Assistance Questionnaire and required supporting documentation Print-out from system	Housing Act Housing Code	5 days	Housing Subsidy Administration and Claims Housing Planning and Technical Services
		D.1.1.4. Scan and reference documentation (Hard copies of documents).	Completed Housing Assistance Questionnaire and required supporting documentation	Housing Act Housing Code	1 day	Housing Subsidy Administration and Claims Housing Planning and Technical Services
		D.1.1.5. Verify captured data against scanned documentation.	Completed Housing Assistance Questionnaire and required supporting documentation	Housing Act Housing Code	1 day	Housing Subsidy Administration and Claims Housing Planning and Technical Services
		D.1.1.6. Authorise data captured for household assistance.	Print-out of authorization from system	Housing Act Housing Code	2 days	Housing Subsidy Administration and Claims Housing Planning and Technical Services
	D.1.2. Apply qualifying criteria (searches)	D.1.2.1. Upload housing assistance data (link with D.3.1.3. by capturing data/ importing data from	Provincial Housing Assistance Register	Housing Act Housing Code	1 day	Housing Subsidy Administration and Claims

		housing subsidy application form; D.3.2.3. and receiving results from "searches"; and D.3.5.3. by approving/declining applications).				
		D.1.2.2. Verify mandatory data.	Provincial Housing Assistance Register	Housing Act Housing Code	2 days	Housing Subsidy Administration and Claims
		D.1.2.3. Prepare data for "external searches".	Provincial Housing Assistance Register	Housing Act Housing Code	1 day	Housing Subsidy Administration and Claims
		D.1.2.4. Submit batched data for "external searches".	Provincial Housing Assistance Register	Housing Act Housing Code	1 day for submission 3 days to conduct "external searches"	Housing Subsidy Administration and Claims
		D.1.2.5. Receive results for "external searches" Report on passed and failed searches (link with D.1.3.1. by verifying results from "external searches"; and D.2.3.1. receive completed application form with supporting documentation (hard copies documentation).	Provincial Housing Assistance Register "Passed/Failed" Searches Report	Housing Act Housing Code	5 days	Housing Subsidy Administration and Claims

D.2. Housing delivery planning	D.1.3. Refer back to local authority	D.1.3.1. Verify results from "external searches" (link with A.1.1.1. by obtain households qualifying for assistance; D.2.1.1. requesting lists on households registered for housing assistance; requesting investigation on failed "searches" as per D.1.3.3. by following the process to investigate "failed searches").	Provincial Housing Assistance Register "Passed/Failed" Searches Report	Housing Act Housing Code	5 days	Housing Subsidy Administration and Claims
		D.1.3.2. Notify local government on results of "external searches" (link with D.2.4.1. Follow process to investigate "failed searches; D.1.3.3. Request investigation on failed searches)	Provincial Housing Assistance Register "Passed/Failed" Searches Report Notification letter	Housing Act Housing Code	2 days	Housing Subsidy Administration and Claims
	D.2.1. Prioritise households qualifying assistance	D.2.1.1. Request lists on households registered for housing assistance.	Provincial Housing Assistance Register	Housing Act Housing Code	5 days	Housing Planning and Technical Services

		D.2.1.2. Prioritize Housing Assistance Register.	Prioritised Provincial Housing Assistance Register	Housing Act Housing Code	2 days	Housing Planning and Technical Services
		D.2.1.3. Submit list of households prioritised for housing assistance to Allocation Committee for unit allocation.	Prioritised Provincial Housing Assistance Register linked with unit allocation	Housing Act Housing Code	5 days	Housing Planning and Technical Services Housing Subsidy Administration and Claims
	D.2.2. Invite households qualifying for housing assistance to apply for housing subsidy	D.2.2.1. Request list on households qualifying for housing assistance in that settlement.	Lists of applications per type per region	Housing Act Housing Code	1 day	Housing Subsidy Administration and Claims
		D.2.2.2. Publish list of households qualifying for assistance.	Publication of lists of applications per type per region	Housing Act Housing Code	30 days	Housing Subsidy Administration and Claims
		D.2.2.3. Invite households qualifying for housing assistance to complete subsidy application forms.	Publication of lists of applications per type per region inviting qualifying households to apply	Housing Act Housing Code	30 days	Housing Subsidy Administration and Claims
	D.2.3. Obtain completed subsidy application forms	D.2.3.1. Receive completed subsidy application forms with supporting documentation (Hard copies of documents).	Completed subsidy application forms with required supporting documentation	Housing Act Housing Code	30 days	Housing Subsidy Administration and Claims
		D.2.3.2. Receive completed subsidy application	Completed subsidy application forms with	Housing Act Housing Code	30 days	Housing Subsidy Administration and Claims

		forms with supporting documentation (Hard copies of documents).	required supporting documentation			
		D.2.3.3. Check forms and documentation.	Completed subsidy application forms with required supporting documentation	Housing Act Housing Code	5 days	Housing Subsidy Administration and Claims
		D.3.1.1. Obtain completed subsidy application forms.	Completed subsidy application forms with required supporting documentation	Housing Act Housing Code	30 days	Housing Subsidy Administration and Claims
		D.3.1.2. Verify correctness and completeness of documentation.	Completed subsidy application forms with required supporting documentation	Housing Act Housing Code	5 days	Housing Subsidy Administration and Claims
		D.3.1.3. Capture data/import data from housing subsidy application form (link with D.1.2.1. by uploading housing assistance data).	Completed subsidy application forms with required supporting documentation	Housing Act Housing Code	5 days	Housing Subsidy Administration and Claims
		D.3.1.4. Scan and reference documentation (hard copies of documents).	Completed subsidy application forms with required supporting documentation	Housing Act Housing Code	1 day	Housing Subsidy Administration and Claims
		D.3.1.5. Verify captured data against scanned documentation.	Completed subsidy application forms with required supporting documentation	Housing Act Housing Code	1 day	Housing Subsidy Administration and Claims
D.3. Subsidy Management	D.3.1. Process housing subsidy application form					

	D.3.1.6. Submit batches for "searches".	Provincial Housing Assistance Register and captured application forms with required supporting documentation	Housing Act Housing Code	1 day	Housing Subsidy Administration and Claims
D.3.2. Apply qualifying criteria (searches)	Refer to activity and sub-activity steps in D.1.2. and D.1.3.				
D.3.3. Investigate "failed" search results	D.3.3.1. Receive failed search results.	List of "failed searches"	Housing Act Housing Code	1 day	Housing Subsidy Administration and Claims
	D.3.3.2. Investigate reason for failed searches to determine valid or invalid failures.	Final list of valid and/or invalid failure results	Housing Act Housing Code	5 days	Housing Subsidy Administration and Claims
	D.3.3.3. Prepare recommendation and submit for 1 st level override for invalid failures.	Submission with recommendation for 1 st level override	Housing Act Housing Code	1 day	Housing Subsidy Administration and Claims
	D.3.3.4. Notify Local Municipality on valid "failed searches".	Notification letter to Local Municipality	Housing Act Housing Code	1 day	Housing Subsidy Administration and Claims
D.3.4. Apply 1st and 2nd level override	D.3.4.1. Receive request for 1 st level override.	Final list of valid and/or invalid failure results Submission with recommendation for 1 st level override	Housing Act Housing Code	1 day	Housing Subsidy Administration and Claims

		D.3.4.2. Apply criteria for 1 st level override (if still incomplete/incorrect, link with D.3.3.4. by notifying the Local Municipality on valid "failed searches").	Final list of valid and/or invalid failure results Submission with recommendation for 1 st level override	Housing Act Housing Code	2 days	Housing Subsidy Administration and Claims
		D.3.4.3. Apply 1 st level override.	Final list of valid and/or invalid failure results Submission with recommendation for 1 st level override Override results	Housing Act Housing Code	5 days	Housing Subsidy Administration and Claims
		D.3.4.4. Submit for 2 nd level override.	Final list of valid and/or invalid failure results Submission with recommendation for 2 nd level override	Housing Act Housing Code	1 day	Housing Subsidy Administration and Claims
		D.3.4.5. Receive request for 2 nd level override.	Final list of valid and/or invalid failure results Submission with recommendation for 2 nd level override	Housing Act Housing Code	1 day	Housing Subsidy Administration and Claims
		D.3.4.6. Apply criteria for 2 nd level override.	Final list of valid and/or invalid failure results Submission with recommendation for 2 nd level override	Housing Act Housing Code	2 days	Housing Subsidy Administration and Claims

	D.3.5. Approve applicants	D.3.4.7. Apply 2 nd level override.	Final list of valid and/or invalid failure results Submission with recommendation for 2 nd level override Override results	Housing Act Housing Code	5 days	Housing Subsidy Administration and Claims
		D.3.4.8. Notify Local Municipality on "failed/passed searches".	Notification letter to Local Municipality	Housing Act Housing Code	1 day	Housing Subsidy Administration and Claims
		D.3.5.1. Select applicants for approval.	Provincial Housing Assistance Register	Housing Act Housing Code	1 day	Housing Subsidy Administration and Claims
		D.3.5.2. Notify Project Manager on passed search results.	Notification letter with approved list of beneficiaries per project	Housing Act Housing Code	1 day	Housing Subsidy Administration and Claims
		D.3.5.3. Approve applications (link with D.1.2.1. by upload housing assistance data; and B.1.2.1. considering progress milestones).	Provincial Housing Assistance Register Approved list of beneficiaries	Housing Act Housing Code	5 days	Housing Subsidy Administration and Claims
D.4. Unit Handover	D.4.1. Site Meeting	D.4.1.1. Notify households of completed unit handover.	Notification letter.	Housing Act Housing Code	30 days	Housing Project Manager/Regional Directors for LGHS Housing Subsidy Administration and Claims

	D.4.2. Design tenure letter ("Happy Letter")	D.4.1.2. Arrange site visit to inspect unit.	Invitations/notices Agenda Attendance registers Unit inspection checklists	Housing Act Housing Code	1 day	Housing Project Manager/Regional Directors for LGHS Housing Subsidy Administration and Claims
		D.4.1.3. Inspect unit.	Attendance registers Unit inspection checklists	Housing Act Housing Code	30 days	Housing Project Manager/Regional Directors for LGHS Housing Subsidy Administration and Claims
		D.4.2.1. Sign tenure letter.	Signed tenure letter	Housing Act Housing Code	30 days	Housing Project Manager/Regional Directors for LGHS Housing Subsidy Administration and Claims Housing Beneficiaries
		D.4.2.2. Notify attorney to transfer.	Signed tenure letter Notification letter to attorney	Housing Act Housing Code	1 day	Housing Subsidy Administration and Claims
	D.4.3. Hand Over of tenure certificate (title deed)	D.4.3.1. Handover tenure certificates/title deeds (link with B.3.1.1. by obtaining completed handover certificates to Developer/ Contractor).	Title deed/tenure certificate	Housing Act Housing Code	30 days	Housing Project Manager/Regional Directors for LGHS Housing Subsidy Administration and Claims Housing Beneficiaries

SECTION E: FINANCIAL MANAGEMENT

Financial management refers to the efficient, effective, economic, sound and transparent management and administration of all expenditure related to housing delivery. For the purposes of this policy, financial management entails claims (E.1.); payments (E.2.); and reconciliation (E.3.):

Process	Activity	Sub-Activity	Output (Portfolio of Evidence)	Policy Process	Timeframe	Responsibility
E.1. Claims	<i>E.1.1. Request for payment</i>	E.1.1.1. Compile request for payment (link with C.4.3.4. by receiving notification on results from inspection).	Claim form Invoice	Housing Act Housing Code Treasury Regulations SCM Regulations	1 day	Contractor
		E.1.1.2. Submit request for payment and supporting documents.	Claim form Invoice	Housing Act Housing Code Treasury Regulations SCM Regulations	1 day	Contractor
		E.1.1.3. Receive request for payment.	Claim form Invoice	Housing Act Housing Code Treasury Regulations SCM Regulations	1 day	Housing Project Manager/Regional Directors for LGHS Housing Subsidy Administration and Claims

E.1.2. Verify request for payment	E.1.2.1. Verify request for payment and supporting documents (link with B.1.4.2. by creating a summary of all projects in terms of budget expenditure timeframes; and B.2.3.7. by updating the system with current progress and inspection details).	Claim form Invoice Inspection Reports	Housing Act Housing Code Treasury Regulations SCM Regulations	1 day	Housing Project Manager/Regional Directors for LGHS Housing Subsidy Administration and Claims
	E.1.2.2. Verify completeness of documentation. If complete, continue to sub-activity E.1.2.3.; and if incomplete, request rectification for payment processes.	Claim form Invoice Inspection Reports	Housing Act Housing Code Treasury Regulations SCM Regulations	1 day	Housing Project Manager/Regional Directors for LGHS Housing Subsidy Administration and Claims
	E.1.2.3. Verify availability of funds. If funds are available, submit request for payment approval; if no funds are available, notify on non-availability of funds.	Funds Availability Certificate Request for payment/ notification of non- availability of funds	Housing Act Housing Code Treasury Regulations SCM Regulations	1 day	Housing Project Manager/Regional Directors for LGHS Housing Subsidy Administration and Claims

	E.1.3. Approve/ decline payment request	E.1.3.1. Receive request for payment for approval.	Claim form Invoice Inspection Reports Funds Availability Certificate Request for payment	Housing Act Housing Code Treasury Regulations SCM Regulations	1 day	Housing Subsidy Administration and Claims
		E.1.3.2. Verify request for payment.	Claim form Invoice Inspection Reports Funds Availability Certificate Request for payment	Housing Act Housing Code Treasury Regulations SCM Regulations	1 day	Housing Subsidy Administration and Claims
		E.1.3.3. Submit request for payment processing (link with A.4.1.1. to analyse each project to determine the capital expenditure profile; and B.1.4.2. in creating a summary of all projects in terms of budget expenditure timeframes; and E.3.1.1. by making payment reconciliations).	Claim form Invoice Inspection Reports Funds Availability Certificate Request for payment Contract	Housing Act Housing Code Treasury Regulations SCM Regulations	2 days	Housing Development Housing Subsidy Administration and Claims Finance
E.2. Payment	E.2.1. Import payment on BAS	E.2.1.1. Receive authorised claim from Project Manager/Housing Subsidy	Claim form Invoice Inspection Reports Funds Availability Certificate Request for payment	Housing Act Housing Code Treasury Regulations SCM Regulations	1 day	Housing Development Housing Project Manager/Regional Directors for LGHS

		Administration and Claims.				Housing Subsidy Administration and Claims Finance
	E.2.2. Verify payment on BAS/WALKER	E.2.2.1. Verify correctness and completeness of documentation. If the documentation is incomplete/incorrect, refer back for rectification; if the documentation is complete/correct, continue to activity E.2.2.2.	Claim form Invoice Inspection Reports Funds Availability Certificate Request for payment Contract	Housing Act Housing Code Treasury Regulations SCM Regulations	2 days	Finance SCM
		E.2.2.2. Capture claim on BAS/WALKER.	Claim form Invoice Inspection Reports Funds Availability Certificate Request for payment Contract	Housing Act Housing Code Treasury Regulations SCM Regulations	2 days	Finance SCM
		E.2.2.3. Verify claim on BAS/WALKER.	Claim form Invoice Inspection Reports Funds Availability Certificate Request for payment Contract	Housing Act Housing Code Treasury Regulations SCM Regulations	2 days	Finance SCM
	E.2.3. Approve payment on BAS	E.2.3.1. Approve claim on BAS. BAS payment/	Print-out of payment/ disbursement	Housing Act Housing Code Treasury Regulations SCM Regulations	1 day	Finance

		disbursement takes place.				Finance
	E.2.4. Reconcile payment to BAS	E.2.4.1. Reconciliation of payment made through BAS (link with B.3.2.1. by reconciling claims approved with total subsidy amount per project; A.4.1.3. finding the best cash flow solution in terms of baseline budget (MTEF) and expenditure profile; and B.1.4.2. creating a summary of all projects in terms of budget expenditure timeframes).	BAS Payment Summary	Housing Act Housing Code Treasury Regulations SCM Regulations	5 days	
E.3. Reconciliation	E.3.1. Reconciliation	E.3.1.1. Payment Reconciliation.	BAS Payment Summary	Housing Act Housing Code Treasury Regulations SCM Regulations	5 days	Housing Project Manager/Regional Directors for LGHS Housing Subsidy Administration and Claims HSS Housing Planning and Technical Services Finance
		E.3.1.2. Obtain all payment details.	BAS Payment Summary	Housing Act Housing Code Treasury Regulations	2 days	Housing Project Manager/Regional Directors for LGHS

			SCM Regulations		Housing Subsidy Administration and Claims HSS Housing Planning and Technical Services Finance
		E.3.1.3. Obtain BAS payment reports.	BAS Payment Summary	Housing Act Housing Code Treasury Regulations SCM Regulations	2 days Housing Project Manager/Regional Directors for LGHS Housing Subsidy Administration and Claims HSS Housing Planning and Technical Services Finance
		E.3.1.4. Obtain payment details from independent source.	Sundry Payment Summary	Housing Act Housing Code Treasury Regulations SCM Regulations	2 days Housing Project Manager/Regional Directors for LGHS Housing Subsidy Administration and Claims HSS Housing Planning and Technical Services Finance
		E.3.1.5. Reconciliation of payment records and independent source.	HSS Source Data BAS Payment Summary	Housing Act Housing Code Treasury Regulations SCM Regulations	2 days Housing Project Manager/Regional Directors for LGHS Housing Subsidy Administration and Claims HSS

						Housing Planning and Technical Services Finance
		E.3.1.6. List of projects linked to payment.	HSS Source Data List of projects linked to payment	Housing Act Housing Code Treasury Regulations SCM Regulations	2 days	Housing Project Manager/Regional Directors for LGHS Housing Subsidy Administration and Claims HSS
		E.3.1.7. Split payment into milestones.	HSS Source Data BAS Payment Summary	Housing Act Housing Code Treasury Regulations SCM Regulations	2 days	Housing Project Manager/Regional Directors for LGHS Housing Subsidy Administration and Claims HSS
						Housing Planning and Technical Services Finance
		E.3.1.8. Obtain Project details (individual claims and contracts).	HSS Source Data BAS Payment Summary	Housing Act Housing Code Treasury Regulations SCM Regulations	2 days	Housing Project Manager/Regional Directors for LGHS Housing Subsidy Administration and Claims HSS

E.3.2. Sign off	E.3.2.1. Update templates for input on HSS.	Payment records Reconciliation template	Housing Act Housing Code Treasury Regulations SCM Regulations	2 days	Housing Project Manager/Regional Directors for LGHS Housing Subsidy Administration and Claims HSS Housing Planning and Technical Services
	E.3.2.2. Update HSS.	Payment records Reconciliation template HSS Report	Housing Act Housing Code Treasury Regulations SCM Regulations	2 days	HSS
	E.2.2.3. Update Matrix	Payment records Reconciliation template HSS Report	Housing Act Housing Code Treasury Regulations SCM Regulations	2 days	Housing Planning and Technical Services
	E.2.2.4. Project sign off (link with B 3.2.1 Reconcile claims approved with total subsidy amount per project).	Payment records Reconciliation template HSS Report Project sign-off certificate	Housing Act Housing Code Treasury Regulations SCM Regulations	5 days	Housing Development Manager/Regional Directors for LGHS Housing Planning and Technical Services

9. EFFECTIVE DATE OF THE POLICY

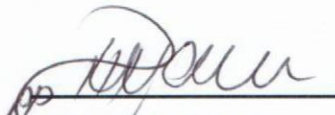
This policy shall come into effect from the date of approval.

10. POLICY REVIEW

This policy will be reviewed as and when changes are made in national legislation pertaining to the policy prescript contained in this policy.

11. APPROVAL

Policy Developer/s:



MS KV MALOKA

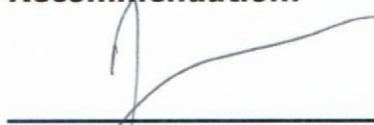
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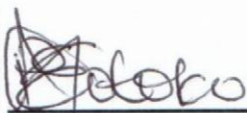
10/09/2018
DATE

Recommendation:



MR T PHETLHU
CHIEF DIRECTOR: HOUSING NEEDS,
RESEARCH, PLANNING AND
TECHNICAL SERVICES

11/09/18
DATE



MR PE MOTOKO
HEAD OF DEPARTMENT

11/09/18
DATE

Approval:



MEC GF GAOLAOLWE



DATE

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Task Name	Duration	Task Complete
HUMAN SETTLEMENTS DELIVERY PROCESS	973 days	
FEASIBILITY	64 days	
Pre-application Feasibility	64 days	
Identify Need (per Housing Chapter in IDP)	4 days	
Status quo assessment to define demand	4 days	
Initial identification of potential project beneficiaries	0 days	
Feasibility Studies	60 days	
Subsidy Application	30 days	
MEC receives provincial housing subsidy allocation from National	30 days	
Municipality applies for reservation of project funding i.t.o. approved IDP	30 days	
MEC confirms reservation of project funding	30 days	
Municipality calls for land availability proposals	30 days	
Adjudication of land availability proposals in relation to IDP	30 days	
MEC adjudicates - conditional approval of project funding	30 days	
Enrollment with NHBRC	30 days	
MEC confirms subsidy project approval	30 days	
Adjudication of land proposals	30 days	
Municipality/Developer chooses procurement strategy	30 days	
PLANNING AND STATUTORY APPROVAL	447 days	
Obtain Basemapping Information	40 days	
Land Surveyor - Aerial Photo, contours & as built	40 days	
Conveyancer - Conveyancers Report	5 days	
Civil Engineers - Availability of services reports (Water, sewer, roads & stormwater)	14 days	
Electrical Engineer - Availability of electrical services report	14 days	
Geotechnical Engineer - Geotechnical Investigation	40 days	
Other: Circumstances might require additional studies to be conducted	40 days	
Environmental Impact Studies	287 days	
Pre-application Phase (advised)	56 days	
Consultation with Competent Authority (CA)	14 days	
Identify Interested and Affected Parties (I&APs)	5 days	
Compilation & Notification of Background Information Document	14 days	
Public Participation	30 days	
Application Phase	15 days	
Prepare application form	3 days	
Land owner consent	1 day	
Submit application form to CA	1 day	
Awaiting approval by CA	10 days	
CA issues acknowledgement of receipt of application	0 days	
Scoping Phase	61 days	
Specialist studies and fieldwork	2 days	
Compile Draft Scoping Report	5 days	
Avail Draft Scoping Report for public comment	1 day	
Circulate Draft Scoping Report for 30 day public comment	30 edays	
Incorporate comments	1 day	
Submit report to CA	1 day	
CA decision-making period	43 edays	
CA accept OR refuse report	0 days	

Task Name	Duration	Task Complete
Environmental Impact Assessment Phase	136 days	
Specialist studies	14 days	
Compile Draft Environmental Impact Report (EIR) and Environmental Management Programme (EMP)	20 days	
Avail Draft EIR and EMP for public comment	2 days	
Circulate Draft EIR and EMP for a public comment period	30 edays	
Incorporate comments	5 days	
Submit final EIR and EMP to CA	1 day	
CA decision-making period	107 edays	
CA grants or refuses Environmental Authorisation (EA)	0 days	
Environmental Authorisation	32 days	
Notify I&APs of decision	12 days	
Appeal period	20 days	
Compilation & Submission of Application	252 days	
Define planning parameters	5 days	
Prepare draft layout, settlement and subdivision plans	14 days	
Calculation of yield of layout plan	2 days	
Refinement of potential project beneficiary list	2 days	
Test plans against engineering requirements	2 days	
Legal Framework - Decision on application legislation to use	2 days	
Prepare land development application	7 days	
Submit application to local authority	0 days	
Statutory advertisement of application	28 days	
Obtain comments from external & internal departments	14 days	
Preparation of conditions for approval and/or conditions of establishment	1 day	
Local authority approval process	5 days	
Approval of development rights by local authority	0 days	
Land Surveying & Conveyance	155 days	
Preliminary calculations	5 days	
Pegging of newly created stands/plots/erven/portions	10 days	
Prepare diagrams and plans for submission to Surveyor General	10 days	
Submission of diagrams and plans to Surveyor General	60 days	
Initial examination of diagrams and plans	45 days	
Advise amendments/corrections	3 days	
Amend/correct diagrams and plans and re-submit	2 days	
Final examination of diagrams and plans	5 days	
Approval advice of diagrams and plans	5 days	
Preparation of application	5 days	
Advertising of removal or restrictions/court order	28 days	
Advising Deeds Office	2 days	
Opening of register in Deeds Office	35 days	
Drafting of application	20 days	
Submission of approved diagrams/plans to Deeds Office	2 days	
Lodge documents at Deeds Office	3 days	
Conveyance procedures	10 days	
Registerable stands/plots/erven/portions (subject to clearance certificates)	0 days	

Task Name	Duration	Task Complete
PEOPLE: BENEFICIARY ASSESSMENT, ALLOCATION AND APPROVAL	632 days	
Set up allocation procedures	20 days	
Distribute application forms or sign up applicants	60 days	
Process application forms and submit for approval	10 days	
Approval of individual subsidies	80 days	
Inform/Contact approved applicant	10 days	
Registration of Transfer	248 days	
Signing of Legal Documentation e.g. Sales Agreement (or other recognised legal agreement)	60 days	
Obtain clearance certificates	10 days	
Prepare all transfer documents	5 days	
Lodge documents at Deeds Office	1 day	
Register transfer	10 days	
Register property owner	0 days	
IMPLEMENTATION	844 days	
Land Servicing	844 days	
Establish Available Capacity	30 days	
Assessment of Physical Features of site	1 day	
Incorporate topographical surveys	5 days	
Incorporate geo-technical surveys	5 days	
Determine floodlines	5 days	
Bulk Services Investigation/Feasibility	30 days	
Establish connection points	30 days	
Services agreements	221 days	
Determining design standards	10 days	
Prepare draft agreement	10 days	
Negotiate with local authority	14 days	
Sign agreement	0 days	
Preliminary Design Report	45 days	
Prepare preliminary design	10 days	
Prepare abbreviated specifications	10 days	
Prepare cost estimates	5 days	
Draft report	20 days	
Approval of Design Report by Local Authority	5 days	
Finalisation of Level of Service	5 days	
Review product quality/cost	5 days	
Funding Application to Electricity Regulator	30 days	
Detail Design	60 days	
Review and confirmation of preliminary design in line with layout	5 days	
Detail design and specifications	40 days	
Obtain approval from local authority	20 days	
Tender Process and Award	55 days	
Call for tenderers/issue documents	20 days	
Evaluate tenders & tender report	5 days	
Review & award tender	20 days	
Appoint contractor	10 days	
Completion of Contractual Requirements	20 days	
Approve insurances & guarantees	10 days	
Approve Occupational Health & Safety (OHS) Plan	10 days	
Determine contractual dates & communication procedures	0 days	

Task Name	Duration	Task Complete
Construction of Services	90 days	
Construction of civil services	60 days	
Construction of electricity reticulation	60 days	
Measurement & interim certification of completed work	80 days	
Resolve claims and extra work	10 days	
Phase 2 Geo-technical Investigation	30 days	
Completion/Handover Process	17 days	
Arrange completion inspections	10 days	
Handover completed work to local authority	5 days	
Substantial completion certificate by engineer	2 days	
Serviced erf (clearance certificate issued by Local Authority)	0 days	
Maintenance Period	240 days	
End of maintenance inspection & rectification	12 mons	
Final completion certificate	0 days	
House Construction	574 days	
Preliminary Design	20 days	
Prepare preliminary design	20 days	
Prepare abbreviated specifications	10 days	
Prepare cost estimates	10 days	
Review & award tender	5 days	
Approval of product	20 days	
Detail Design and Specifications	40 days	
Prepare detailed designs	40 days	
Prepare specifications	40 days	
Tender Process and Award	55 days	
Call for tenderers/issue documents	20 days	
Evaluate tenders & tender report	5 days	
Review & award tender	20 days	
Appoint contractor	10 days	
Completion of Contractual Requirements	12 days	
Approve insurances & guarantees	10 days	
Approve Occupational Health & Safety (OHS) Plan	10 days	
Determine contractual dates & communication procedures	2 days	
Building Plan Approval	40 days	
Submission of individual building plans	10 days	
Approval of building plans	30 days	
Construction of Houses	90 days	
Construction of houses	80 days	
Structural inspections	80 days	
Measurement & interim certification of completed work	80 days	
Resolve claims and extra work	10 days	
Completion Handover Process	17 days	
Arrange completion inspections (building control)	10 days	
Accept handover in terms of contract	7 days	
Completed top structure	0 days	
Maintenance period	60 days	
End of maintenance inspection & rectification	3 mons	
Final completion certificate	0 days	
Project Handover	103 days	
Occupation of houses by beneficiaries	10 days	
Title deed handed over to the beneficiary	10 days	
Final subsidy drawdown	0 days	
Final completion at end of maintenance period	0 days	