



**KWAZULU-NATAL PROVINCE**

**HUMAN SETTLEMENTS**  
REPUBLIC OF SOUTH AFRICA

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## **PROJECT STEERING COMMITTEE POLICY**

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# Contents

<b>ACRONYMS .....</b>	<b>3</b>
<b>DEFINITIONS.....</b>	<b>4</b>
<b>1. INTRODUCTION.....</b>	<b>5</b>
<b>2. LEGISLATIVE FRAMEWORK.....</b>	<b>5</b>
<b>3. PURPOSE OF THE POLICY .....</b>	<b>6</b>
<b>4. THE NEED FOR THE ESTABLISHMENT OF A PSC .....</b>	<b>6</b>
<b>5. COMPOSITION OF THE PROJECT STEERING COMMITTEES.....</b>	<b>7</b>
<b>6. PROJECT STEERING COMMITTEE MANDATE .....</b>	<b>7</b>
<b>7. PROJECT STEERING COMMITTEE ESTABLISHMENT PROCESS.....</b>	<b>8</b>
<b>8. PROCEDURAL COMPLIANCE .....</b>	<b>8</b>
<b>9. FUNCTIONS OF THE PROJECT STEERING COMMITTEE.....</b>	<b>8</b>
<b>10. ROLES AND RESPONSIBILITIES.....</b>	<b>9</b>
<b>11. QUORUM .....</b>	<b>10</b>
<b>12. MONITORING AND EVALUATION .....</b>	<b>111</b>

# ACRONYMS

<b>CLO</b>	Community Liaison Officer
<b>EPWP</b>	Expanded Public Works Programme
<b>KZN</b>	KwaZulu-Natal
<b>PSC</b>	Project Steering Committee

## DEFINITIONS

- Committee** : a group of people elected for a specific function by a larger group and typically consisting of members of that group.
- Ex-Officio** : denoting or relating to a member of a body who holds the role as a result of their status or another position that they hold.
- Membership**: the fact of being a member of a group.
- Quorum** : is the minimum number of members of an assembly or society that must be present at any of its meetings to make the proceedings of that meeting valid.

## 1. INTRODUCTION

A project steering committee is a group of people formed to oversee and support a housing project development. It is a governing system used to organise key project stakeholders and empower them to steer a project to a successful conclusion.

The inaugural Project Steering Committee (PSC) shall comprise a minimum of seven (7) and a maximum of fifteen (15) members per project. The members must be elected at a beneficiary meeting from the project beneficiaries as per the constitution of the PSC.

Committee members are selected based on their stake in the project, which means that a steering committee should represent the main stakeholders. Those who sit in the committee do not have vested interest to work in the project. Steering committees could provide much positive influence on the project's success.

The committee is guided by the PSC Constitution and the Social Compact, which must be adhered to constantly. A standard PSC Constitution is attached as **Annexure A**. Proforma social compacts for urban and rural projects are attached as **Annexure B** and **Annexure C**, respectively.

## 2. LEGISLATIVE FRAMEWORK

- 2.1 The Constitution of the Republic of South Africa, Act No. 108 of 1996 recognises everyone's right to access adequate housing and that the state must take reasonable legislative and other measures within its available resources to achieve the progressive realisation of this right. The Department makes every effort to address this need of households through various means.
- 2.2 The Housing Act, Act 107 of 1997, part 1 Section 2 (1) (b) states that National, Provincial and Local spheres must consult meaningfully with individuals and communities affected by housing development.
- 2.3 In terms of Part 3, Volume 4, Section 2.2.1 (f)(iii) of the National Housing Code 2009, one of the responsibilities of the developer is to identify all stakeholders, such as other commercial and business concerns, landlords, public authorities, and any representative organisation of individuals sharing a specific interest or interests, which will be directly or indirectly affected by or which have a direct or indirect interest in or contribution to make to a proposed housing project. The developer must use its best endeavours where such contribution or interests are critical to the success of the project to among others, enter into social compacts with all the relevant stakeholders.
- 2.4 In keeping with this requirement as well as adhering to good project management principles the Province together with the Municipality and the Service Provider or registered Section 21 Company have to consult with the beneficiary communities when projects are implemented through the establishment of a PSC.

### 3. PURPOSE OF THE POLICY

The purpose of this policy is to formalise and guide the KZN Department Human Settlements in the establishment and composition of project steering committees as well as the engagement of these structures during project implementation.

### 4. THE NEED FOR THE ESTABLISHMENT OF A PSC

The establishment of a PSC enables social cohesion, improved livelihoods, sustainability, governance, and ownership as follows:

#### 4.1 Social Cohesion

- a) Represent the needs of the beneficiaries that do not have relations with the councillor or contractor;
- b) They have a responsibility to report to the beneficiaries after site meetings;
- c) Deliver required results where the purpose and vision must be clearly defined, monitored and maintained;
- d) Management of local contradiction, i.e., political, social, economic, and institutional issues;
- e) The mobilisation and use of local resources, skills, practices, community beliefs, values, and rights; and
- f) Produce a united structure in respect of sharing information, knowledge management and processing (working together with the councillor, contractor, implementing agent, municipality, registered section 21 company, and the province)

#### 4.2 Improved Livelihoods

- a) This refers to assets (where applicable), resources, capabilities, services, and skills that the local community has before, during and after intervention; and
- b) Ensure that the community is part of the project by utilising and capacitating their skills.

#### 4.3 Sustainability

- a) Monitoring and facilitating progress during each phase of the project process;
- b) Ensuring continuous improvement in the livelihoods of the greater communities; and
- c) Active community participation, ownership of the project, community-based operation, maintenance and cost recovery measures and systems.

#### 4.4 Governance

- a) Establishment of an accountable, transparent and value created utility of resources;
- b) Building-up a corporate leadership;
- c) Creating a united decision making process;
- d) Elect a new committee according to contract phases that are being approved (if required);
- e) The PSC may be reconstituted based on the project size; and
- f) Support gender equity and designated groups.

## 4.5 Ownership

- a) Maximise the project ownership of the communities, local structures and other relevant institutions;
- b) Enhance community involvement and participation through well-structured inputs, decision making, local solution to conflict resolution; and
- c) Be a source of alternatives to problems and challenges of the projects using localised knowledge information and services as per the PSC social compact.

## 5. COMPOSITION OF THE PROJECT STEERING COMMITTEE

### 5.1 Membership

A PSC will be made up of the following:

#### a) Executive members

- i. PSC Chairperson;
- ii. PSC Deputy Chairperson;
- iii. PSC Secretary;
- iv. PSC Deputy Secretary;

#### (b) Ex-Officio Members

- i. Traditional Leader, where applicable;
- ii. Ward Councillor;
- iii. Ward committee member from the ward where the project is being implemented responsible for Human Settlements matters;
- iv. Municipal Official;
- v. Department of Human Settlements Official;
- vi. Contractor Official;
- vii. Community Liaison Officer (appointed by the executive members of the PSC) and
- viii. Business Forum representative.

**NB:** For the purpose of easier voting, it is recommended that there should be an odd number of members.

## 6. PROJECT STEERING COMMITTEE MANDATE

The key role of the project steering committee is to oversee the implementation of the project in line with the objectives of the project.

### 6.1 Within the planning phase, the project steering committee assists with the following:

- a) Planning and conceptualisation of the project;
- b) Identifying training of relevant skills available within the affected community for engagement on the project; and
- c) Liaising with the community regarding progress and issues which concern them.

## 6.2 During the construction phase the project steering committee assists with the following:

- a) The recruitment of the Community Liaison Officer (CLO) and local labour;
- b) Community queries and concerns raised; and
- c) Receiving progress on the project and communicating such with the communities.

## 7. PSC ESTABLISHMENT PROCESS

Based on the housing needs being established, the municipality will:

- a) Adhere to the approved Housing Sector Plan;
- b) Ensure that there is an approved housing contract in place;
- c) Upon approval of stage 1 of the housing development project, the developer advises the approved beneficiaries to elect the PSC;
- d) The developer then convenes and officiates over a general community meeting from which the PSC is elected by beneficiaries.

## 8. PROCEDURAL COMPLIANCE

To ensure procedural compliance when the PSC convenes, the secretary must ensure that the following are in place as guided by the constitution of the PSC:

- a) A notice of meeting is sent out to all members and the agenda is compiled and distributed;
- b) Members must be advised of the quorum requirement in order to comply;
- c) Compulsory attendance of the Executive Members;
- d) Where applicable, provision may be made for the declaration of interest/conflict of interest of members;
- e) The developer, contractor and beneficiaries are advised of the committee member's attendance register;
- f) Minutes of the meeting must be recorded after the introductory meeting where all stakeholders are workshopped on their roles and responsibilities. The minutes should be informed by the KZN guidelines for project meetings and minutes of meetings attached as **Annexure D**; and
- g) An official record of the meeting by all eligible stakeholders must form part of the project file.

## 9. FUNCTIONS OF THE PROJECT STEERING COMMITTEE

9.1 The aim of the committee is to represent the needs, views and interests, of the relevant beneficiaries residing within the ward of the specific municipal area, in respect of a housing projects development.

9.2 The committee shall hold meetings at least once a month unless agreed unanimously by the committee to hold additional meetings.



- 9.3 If a member does not attend three (3) meetings consecutively in a period of six (6) months and does not extend an apology, he/she shall be deemed to be suspended from the committee and is thus no longer a member of the committee.
- 9.4 Any three (3) or more members may request the chairperson to call a special meeting and the chairperson is obliged to call such a meeting. The members requesting a special meeting shall state the reason for the meeting and this must be communicated to members at least five (5) working days before the special meeting.
- 9.5 All committee members are obliged to attend all meetings constitutionally convened. If a member is unable to attend, he/she must convey apologies through another member who will be attending.
- 9.6 Members of the project steering committee are required to volunteer their time and involvement and will **NOT BE REMUNERATED** for their services.
- 9.7 Members will not strive for personal gain at the expense of the beneficiaries or any section of the committee. Should a member of the project steering committee wish to be employed during the implementation of the project then that person must immediately resign from the committee so that there is no conflict of interest.

## 10. ROLES AND RESPONSIBILITIES

### 10.1 Project Steering Committee

- a) Liaise on all matters pertaining to the beneficiaries;
- b) Assist in resolving community local labour problems in terms of the applicable EPWP labour prescripts thus minimising potential conflict;
- c) Training of the PSC members in the functioning of a committee is essential;
- d) Is the core organ connecting the municipality, contractor, community, department and other key stakeholders involved in the project;
- e) Monitor project progress by being part of the regular site meetings and visits, and report to the beneficiaries at public project progress meetings;
- f) Assist in the appointment of a Community Liaison Officer and sourcing of local labour for the project;
- g) Inform the beneficiaries through the ward councillor about the project and resolutions that concern the beneficiaries;
- h) Record and report any incidents and accidents to the assigned social facilitator;
- i) Assist the Department when conducting verification of activities on the implementation of the project;
- j) Educate beneficiaries on issues which may lead to a failure of the project, such as theft, vandalism, unnecessary protests; etc.; and
- k) Assist with the identification and verification of the HSS list of beneficiaries to be allocated, including the prioritisation of vulnerable groups.

It is essential that the PSC is empowered on how to handle conflict and resolve disputes as per the constitution as these are likely to occur within any developmental project.

Upon resignation or dismissal of any member in terms of the Constitution of the PSC, the PSC shall inform all stakeholders and arrange support for a replacement.

## **10.2 PSC Chairperson**

- a) Chairing of PSC meetings;
- b) Signing of minutes;
- c) Present progress report to beneficiaries after PSC meeting;
- d) Facilitate dispute resolution of committee members;
- e) Treat all beneficiaries equally;
- f) Liaise with the Municipality/Contractor/Consultant/Section 21 Company/Department; and
- g) Report on cases such of theft to the beneficiary community.

## **10.3 PSC Deputy Chairperson**

- a) Takes the responsibilities of the Chairperson in his/her absence.

## **10.4 PSC Secretary**

- a) Ensure procedural compliance of the PSC as detailed in Section 8 of the PSC policy;
- b) Set up and communicate meeting as per the PSC schedule;
- c) Record all the proceedings of the PSC meetings in conjunction with the Social Facilitator of the IA;
- d) Receive and distribute correspondences to and from the project stakeholders; and
- e) Keep the records of the PSC minutes.

## **10.5 PSC Deputy Secretary**

- a) Takes the responsibilities of the Secretary in his/ her absence.

## **10.6 Additional Members**

- a) Give guidance and assistance to the executive members of the PSC;
- b) Participate in decision making of the PSC;
- c) Undertake the duties assigned by the Chairperson or Committee/beneficiaries representatives.

## **11. QUORUM**

The quorum will be met only when the Chairperson and at least fifty percent (50%) + 1 member are present at a meeting. Should this not be achieved at any of the meetings, the meeting will be rescheduled to a later date. The PSC may meet on a monthly basis or as and when the need arises. Scheduled dates will be approved by the Chairperson.

## 12. MONITORING AND EVALUATION

The Policy, Research and Product Development Directorate will undertake a policy review after three years and/or when the need arises. The Department's Regional Project Management offices must monitor and ensure compliance with the PSC policy.