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POLICY ON HOUSING CONSTRUCTION PROJECT STEERING COMMITTEES IN THE NORTH WEST PROVINCE 2025

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EDICT OF GOVERNMENT

To promote public education and public safety, equal justice for all, a better-informed citizenry, the rule of law, world trade, and world peace, this policy guideline is hereby made available on a non-commercial basis, as it is the right of all humans to know and speak the laws that govern them.

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ABBREVIATIONS

ABBREVIATION	FULL DESCRIPTION
BQIH	Building Quality Inspection Index
CHSP	Construction Health and Safety Plan
CIDB	Construction Industry Development Board
CLO	Community Liaison Officer
CONQUAS	Construction Quality Assessment System
CSIR	Council for Scientific Research
DHS	Department of Human Settlements
HOD	Head of Department
MEC	Member of the Executive Council
NHBRC	National Housing Building Regulations Council
NWDHS	North West Department of Human Settlements
NWP	North West Province
OHS	Occupational Health and Safety
PFMA	Public Finance Management Act
PMU	Project Management Unit
PSC	Project Steering Committee
PSP	Project Service Provider
SABS	South African Bureau of Standards
SAPS	South African Police Services
SSA	State Security Agency
TOR	Terms of Reference

DEFINITIONS

CONCEPT	DEFINITION
Beneficiary	Beneficiary refers to a qualifying person who received a housing benefit from the State.
Building	Building refers to construction works that have the provision of shelter for its occupants or contents as one of its main purposes, usually partially or enclosed and designed to stand permanently in one place.
Building (Housing) Inspector	A Building (Housing) Inspector refers to a person who is employed by either a statutory council, municipality, national or provincial government, financial institution, or private entity, and must be certified in one or more of the relevant disciplines, qualifying them to make professional judgments on whether a building meets building code requirements.
Construction Health and Safety Plan	The Construction Regulations (2014, p.4) define the Health and Safety Plan as "a site, activity or project-specific documented plan under the client's health and safety specification.
Code	The Code refers to the National Housing Code as contemplated in Section 1 of the Housing Act, Act 107 of 1997, as amended, and Part 2, Section 4, subsection (6) states that the Code shall be binding on the provincial and local spheres of government.
Department	The Department refers to the North West Department of Human Settlements.
Developer	Developer refers to the organ/institution planning and implementing human settlement developments as mandated by the Housing Act, Act 107 of 1997, as amended. In the case of the North West Province, the Department of Human Settlements remains the Developer unless a Local Municipality has been assigned/accredited under the Housing Act, Act 107 of 1997, as amended, and the Municipal Accreditation Framework.
Housing development	Housing development refers to 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, educational, and social amenities in which all citizens and permanent residents of the Republic will, on a progressive basis, have access to (a) permanent residential structures with secure tenure, ensuring internal and external privacy and providing adequate protection against the elements; and (b) potable water, adequate sanitary facilities and domestic energy supply.

Human settlements project planning	Human settlements project planning refers to the process of project preparation and implementation, and ends with each project being evaluated according to what it is planned to achieve.
National Home Builders Registration Council	<p>The National Home Builders Registration Council (NHBRC) is established in terms of the Housing Consumers Protection Measures Act, Act 95 of 1998, as amended, and the objectives of the Council include:</p> <ul style="list-style-type: none"> a) represent the interests of housing consumers by providing warranty protection against defects in new homes; b) regulate the home building industry; c) protect housing consumers in respect of the failure of home builders to comply with their obligations in terms of the Act; d) establish and promote ethical standards in the home building industry; e) improve structural quality in the interests of housing consumers and the home-building industry; f) promote housing consumer rights and provide housing consumer information; g) communicate with and assist home builders to register in terms of the Act; and h) assist home builders, through training and inspection, to achieve and maintain satisfactory technical standards of home building.
Occupational Health and Safety	Occupational health and safety is defined as "the science of the anticipation, recognition, evaluation and control of hazards arising in or from the workplace that could impair the health and well-being of workers, taking into account the possible impact on the surrounding communities and the general environment".
Occupational health and safety risk	In the context of the research topic, the Occupational Health and Safety Act (1993, p.5) define risk as the "probability that injury or damage will occur".
Project	A project refers to a temporary endeavour 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 Manager	A Project Manager refers to a person appointed by a Provincial Department of Human Settlements who deals with programming, time control, and other management aspects related to project management.
Project stakeholder	Project stakeholder refers to individuals and organisations who are actively involved in the project or whose interests may be positively or negatively affected by the project.

Project Steering Committee	A project steering committee is a high-level group of stakeholders, typically including senior leaders and experts, who guide and oversee a project, ensuring it aligns with organisational goals and strategic direction. They provide strategic direction, make key decisions, and resolve conflicts, acting as an advisory board for the project.
Risk management	Risk management refers to the identification, assessment, and prioritisation of risks followed by coordinated and economic application or strategy of resources to minimise, monitor, and control the probability and/or impact of unfortunate events or to maximise the realisation of opportunities.

1. INTRODUCTION

A Project Steering Committee in construction is a high-level oversight group composed of key stakeholders who provide strategic guidance, governance, and decision-making support throughout the lifecycle of a construction project. Its primary role is to ensure that the project aligns with organisational goals, stays within scope, budget, and schedule, and complies with quality and regulatory standards. The committee helps manage risks, resolves major issues, and supports project teams by providing direction and resources as needed.

This Policy outlines the governance framework for overseeing housing construction projects undertaken by the Department of Human Settlements in the North West Province. The Policy defines the purpose, roles, responsibilities, and operational procedures of the Steering Committee to ensure that housing development initiatives are executed effectively, efficiently, and in alignment with strategic goals.

The Project Steering Committee plays a critical role in providing leadership, strategic oversight, and decision-making support throughout the project lifecycle, from planning and design to implementation and completion. Its function is to guide project teams, monitor progress, manage risks, and ensure compliance with regulatory, financial, and quality standards.

By establishing clear governance and accountability structures, this policy aims to foster transparency, enhance stakeholder collaboration, and promote the successful delivery of housing construction projects that meet community needs and long-term development objectives.

2. PURPOSE AND OBJECTIVES OF THE POLICY GUIDELINES

The purpose of this Policy is to guide the Department of Human Settlements regarding the establishment and composition of project steering committees. It aims to outline how these committees will engage during project implementation and ensure uniformity

and standardisation in the execution of housing development projects in the North West Province (NWP).

3. SCOPE OF APPLICABILITY OF THE POLICY GUIDELINES

This Policy applies to all Human Settlements housing construction projects and external stakeholders, including contractors, consultants, and community representatives involved in the construction of housing opportunities in the North West Province.

4. ENFORCEMENT

The risk of not complying with this Policy in conjunction with relevant and applicable legislative and policy frameworks ultimately bears negative consequences for development and legal risk that can range from being accountable to justify actions or decisions made incorrectly, and therefore knowingly accepting legal responsibility for loss of life. Therefore, the risks need to be managed, and the responsibility thereof lies with the accountable officials.

5. GUIDING PRINCIPLES

This Policy is underpinned by the following policy principles:

- 5.1. Define clear roles and responsibilities: Each committee member should have a defined role and understand their level of authority to facilitate effective decision-making.
- 5.2. Regular communication: Maintain open communication channels to keep all stakeholders informed about project progress, challenges, and decisions made.
- 5.3. Strategic alignment: Ensure the project goals and deliverables are aligned with the organisation's overall strategy and business objectives.

- 5.4. Risk management: Proactively identify, assess, and mitigate potential risks throughout the project lifecycle.
- 5.5. Stakeholder engagement: Actively involve key stakeholders in the project by soliciting their input and addressing concerns.
- 5.6. Progress monitoring: Regularly review project status reports, key performance indicators (KPIs), and milestones to identify deviations from the plan and take corrective actions.
- 5.7. Decision-making authority: Empower the committee to make critical decisions regarding project scope, budget, schedule, and resource allocation.
- 5.8. Conflict resolution: Facilitate constructive dialogue and resolve conflicts between team members or stakeholders promptly.
- 5.9. Transparency and accountability: Maintain transparency in decision-making processes and hold team members accountable for their roles and responsibilities.
- 5.10. Adaptability: Be prepared to adjust the project plan as needed based on changing circumstances or new information.
- 5.11. Important considerations for a steering committee: Composition: Include representatives from key stakeholder groups, developers, senior management, technical experts, and end-users.
- 5.12. Meeting frequency: Schedule regular meetings to discuss project progress, address issues, and make informed decisions.
- 5.13. Meeting structure: Establish an agenda with clear topics for discussion and ensure effective time management.
- 5.14. Documentation: Maintain detailed records of meeting minutes, key decisions, and action items to facilitate project tracking and communication.

6. STRATEGIC INTENT

The strategic intent of this Policy is to establish standardised Project Steering Committees for housing development construction projects. It aims to ensure that housing development projects are executed under this policy, promoting effective and

efficient implementation across the North West Province. To comply with this strategic intent is to:

- 6.1. Ensure that all projects are delivered on time, within budget, and to the required quality standards through effective steering and oversight.
- 6.2. Identify, assess, and mitigate risks associated with projects to minimise the likelihood and impact of adverse events and ensure that projects are delivered successfully.
- 6.3. Streamline project steering processes, eliminate unnecessary bureaucracy, and promote a culture of innovation and continuous improvement to ensure that projects are delivered efficiently and effectively.
- 6.4. Develop the capacity and skills of project steering committee members, project managers, and other stakeholders to ensure that they have the necessary knowledge, skills, and expertise to deliver projects successfully.
- 6.5. Establish a robust monitoring and evaluation framework to track project progress, identify areas for improvement, and adjust as necessary to ensure that projects achieve their intended objective.
- 6.6. Ensure that all projects align with provincial and national priorities, policies, and strategies, to promote coherence, consistency, coordination, and maximise impact.

7. LEGISLATIVE MANDATE

The legislative, policy, and strategic frameworks outlined below are the main enabling legislation relevant to the Project Steering Committee for housing construction projects. These frameworks should not be understood or applied in isolation; rather, they should be viewed as part of a broader suite of primary and secondary legislative, policy, and strategic frameworks. Additionally, any relevant frameworks not mentioned here should also be consulted as needed.

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

The Constitution of the Republic of South Africa Act 108 of 1996, specifically in Section 10, states that everyone has an inherent right to dignity and the right to have that dignity respected and protected. This right is essential for implementing Section 26, which asserts that everyone has the right to access adequate housing. Additionally, the state (Department of Human Settlements) is required to take reasonable legislative measures, within its available resources, to fulfil this progressive right.

Adequate housing is essential, as it encompasses safe living conditions. This means that when developing human settlements, all reasonable precautions must be taken to ensure the safety of residents. As stated in Section 24(a), everyone has the right to an environment that is not harmful to their health or well-being. Additionally, Section 152(1)(d) outlines that one of the objectives of local government is to promote the health and safety of its inhabitants.

7.2. Housing Act, Act 107 of 1997, as amended

The Housing Act, Act 107 of 1997, as amended, is the main legislation governing housing in South Africa. It legally establishes the policy principles outlined in the 1994 White Paper on Housing, which promotes sustainable housing development. This act specifies general principles for housing development across all levels of government and defines the roles of national, provincial, and local governments in housing development. It also serves as the foundation for financing national housing programs.

As per Section 3(4)(j)(ii) of the Housing Act, the Minister of Human Settlements has decided to further regulate the application of Ministerial National Norms and Standards. This regulation aims to ensure that the government's housing programs effectively utilise housing subsidy amounts, promoting an equitable housing assistance system and fostering sustainable human settlements.

7.3. Housing Code, 2009

The housing vision is based on the principles of sustainability, viability, integration, equality, reconstruction, holistic development, and good governance. South Africa's housing policy and strategy aim to contribute to a non-racial, non-sexist, and democratic integrated society. The primary goal is to enhance the quality of life for all South Africans, particularly focusing on the poor and those who cannot meet their basic housing needs independently.

According to Part 3, Volume 4, Section 2.2.1 (f)(iii) of the National Housing Code 2009, developers have the responsibility to identify all stakeholders. This includes other commercial and business entities, landlords, public authorities, and any representative organisations of individuals with a shared interest. These stakeholders may be directly or indirectly affected by or have an interest in a proposed housing project. Developers must make every effort to engage these stakeholders, especially when their input is critical to the project's success, by establishing social compacts with the relevant parties.

7.4. Housing Consumer Protection Measures Act, Act 95 of 1998, as amended

The Housing Protection Measures Act, Act 95 of 1998, as amended, requires the National Home Builders Registration Council (NHBR) to publish a Home Building Manual. This manual includes the Technical Requirements (2014) prescribed by the Minister, as well as guidelines established by the NHBR. It outlines the roles and responsibilities of various stakeholders specified in primary legislation governing the design and construction of homes, including the National Building Regulations and Building Standards 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.

The NHBR Technical Requirements incorporate standards aligned with the National Standards Act, Act 8 of 2008. These standards cover performance requirements, evaluation, geotechnical investigations for foundation parameters, development on dolomite, greenfield developments, approved certification schemes, and a list of competent persons. The NHBR, in collaboration with the Council for Scientific and

Industrial Research (CSIR), developed the Building Quality Inspection Index for Houses (BQIH). This system serves as a quality assessment framework for the home building industry, establishing benchmarks for constructed works against workmanship standards and specifications.

In addition to providing technical norms and standards, the NHBRC advocates housing consumers by offering warranty protection against defects in newly built homes. It regulates the entire home building industry, establishes and promotes ethical standards, seeks to improve structural quality in the interests of housing consumers and the industry, and champions consumer rights.

According to Section 10 of the Housing Consumer Protection Measures Act, Act 95 of 1998, as amended, home builders are required to construct homes in a competent manner that makes them fit for habitation. These homes must comply with the NHBRC Technical Requirements. Registered home builders are obligated to rectify major structural defects in homes that arise from non-compliance with these requirements within a specified period. It is important to note that the Housing Consumer Protection Measures Act does not exempt any individual or entity from adhering to the provisions outlined in the National Building Regulations and Building Standards Act, Act 103 of 1977, as amended.

7.5. Intergovernmental Relations Framework Act, Act 13 of 2005, as amended

The Intergovernmental Relations Framework Act, Act 13 of 2005, as amended, aims to establish a structure for cooperative governance in line with Chapter 3 of the Constitution, Act 108 of 1996. This framework is designed for the national government, provincial governments, local governments, and all organs of state within those governments. Its purpose is to facilitate coordination in implementing policies and legislation, promote coherent government, ensure effective service delivery, monitor policy implementation, and achieve national priorities.

7.6. Occupational Health and Safety Act, Act 85 of 1993, as amended

The Occupational Health and Safety Act (OHSA), Act 85 of 1993, as amended, aims to ensure the health and safety of individuals at work, as well as the safety of those using plant and machinery. It also protects individuals who are not at work from health hazards associated with the activities of workers. House and site inspections are considered construction activities and fall under the regulations of the Construction Regulations, 2014, which are part of this Act.

The Construction Regulations, 2014, issued under the Occupational Health and Safety Act, apply to everyone involved in construction work. They outline requirements for applications for construction work permits, notifications regarding construction activities, and the responsibilities of clients, designers, principal contractors, and contractors. These regulations also cover the management and supervision of construction work, risk assessments, fall protection, structures, temporary works, excavations, demolition, tunneling, scaffolding, suspended platforms, rope access work, material hoists, bulk mixing plants, explosive actuated fastening devices, cranes, construction vehicles, electrical installations and machinery on construction sites, the use and temporary storage of flammable liquids, water environments, housekeeping, general safety at construction sites, employee facilities, health and safety technical committees, approved inspection authorities, and offences and penalties.

Additionally, this Act and its various regulations should be read alongside the Department's Policy Guidelines for Occupational Health and Safety at Human Settlements Construction Sites in the North West Province, 2023. The primary objective of these guidelines is to ensure that occupational health and safety in construction is implemented under legislative and policy requirements, protocols, and procedures. This approach aims to facilitate effective housing delivery in the North West Province while minimising occupational health and safety injuries and fatalities.

7.7. Policy for Beneficiary Management for the Department of Human Settlements, 2025

The Policy for Beneficiary Management for the Department was developed to provide guidelines in the Department of Human Settlements to be followed by providing procedures for identifying rightful beneficiaries, providing procedures on the breakdown of cohabiting relationships, providing procedures 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.

7.8. Guidelines for implementing Housing Consumer Education in the North West Province, 2022/2023

The Housing Consumer Education Guideline aims to create a clear vision and a cohesive framework to guide housing consumer education and awareness initiatives. This guideline seeks to promote uniformity and standardisation in the implementation of housing consumer education by the Department of Human Settlements and other implementing agents across the North West Province.

7.9. Policy on Housing Development Project Processes for the Department of Human Settlements, 2025

This Policy provides guidelines and procedures for housing development processes, which are project-based. It aims to ensure that all human settlement projects are implemented uniformly, effectively, and efficiently, maximising the use of state resources while minimising waste. This Policy aims to support the development and implementation of high-quality contract and project management plans for housing projects undertaken by the Department.

This Policy ensures that quality is an integral part of every housing project, reduces the need for rework or extensions, and guarantees compliance with all relevant sector-related norms, standards, and legislative requirements. Ultimately, it aims to ensure that the houses built meet the satisfaction of the beneficiaries of low-cost housing options, who are the customers of the Department.

7.10. Public Finance Management Act, Act 1 of 1999, as amended

The Public Finance Management Act, Act 1 of 1999, as amended, is crucial for managing government finances and resources. It emphasises the importance of good management and accountability, clarifying the accountability chain by defining the responsibilities of Accounting Officers and their Ministers or MECs. This Act regulates the management of finances and resources for national and provincial governments, outlining procedures for the efficient and effective management of all revenue, expenditure, assets, and liabilities. It ensures transparency, accountability, and sound financial management in government and public institutions.

7.11. White Paper on Human Settlements 2025

The Human Settlements White Paper 2025 signifies a pivotal change in South Africa's approach to housing and urban development. It shifts away from the traditional model in which the government is the primary provider of housing, moving towards a more collaborative, inclusive, and sustainable framework.

This policy emphasises the creation of integrated human settlements that extend beyond mere housing provision. It focuses on the development of essential infrastructure, service delivery, land use patterns, governance relations, and socio-economic integration to ensure the establishment of sustainable communities. A key feature of this initiative is the introduction of Managed Land Settlement, which entails preparing land with basic services and tenure recognition in anticipation of need. This method enables individuals to settle and construct homes in an organised manner using their resources.

The White Paper advocates for a 'whole of society' approach, fostering partnerships among the government, the private sector, civil society, and communities. This collaborative effort aims to tackle housing challenges more effectively. Special attention is devoted to vulnerable populations, including persons with disabilities, victims of domestic violence, the elderly, and the 'missing middle', those who do not

qualify for social housing yet cannot afford market rates. The policy supports incremental housing development, allowing communities to gradually enhance their living conditions through initiatives like alternative building technologies and self-help housing projects.

The Human Settlements White Paper 2025 introduces a comprehensive strategy for housing delivery, emphasising the need for effective and efficient construction processes. This policy shift aims to address the persistent housing backlog and improve both the quality and speed of housing provision.

The White Paper advocates for the integration of innovative building technologies (IBTs) to accelerate housing delivery and enhance quality. Technologies such as 3D printing and modular construction are proposed as solutions to reduce construction time and costs, thereby more effectively addressing the housing backlog. The managed land settlement approach prepares land with necessary services and tenure recognition ahead of need, allowing communities to settle and build homes in an organised manner using personal resources. The policy aims to streamline construction processes and minimise delays related to land acquisition and servicing.

Moreover, it emphasises the importance of appointing competent contractors and implementing robust contract management to ensure the timely and quality delivery of housing projects. Strong measures for consequence management against underperforming contractors are called for to prevent delays and budget overruns.

The White Paper also highlights the significance of standardising housing designs and construction processes to ensure consistent quality. It proposes the development of norms and standards for innovative building technologies and calls for enhanced monitoring and assessment of projects to maintain high-quality workmanship. Recognising the need to empower emerging contractors, the policy proposes providing adequate support and capacity building so they can deliver quality projects within established timelines and budgets. This initiative aims to expand the pool of competent contractors and promote inclusive economic growth.

In summary, the Human Settlements White Paper 2025 is focused on transforming construction processes through innovation, improved contractor performance, standardisation, and support for emerging contractors. These measures are intended to enhance the efficiency and effectiveness of housing delivery in South Africa.

8. ROLES AND RESPONSIBILITIES

8.1. National Department of Human Settlements

8.1.1. The National Department of Human Settlements (NDHS) sets national policy in terms of technical requirements, norms, and standards, and publishes subsidy quanta with applicable variations regularly under the authority of the Minister for Human Settlements.

8.2. Provincial Department of Human Settlements

- 8.2.1. Monitor project progress, identifying potential risks, and implementing mitigation strategies.
- 8.2.2. Provide regular progress reports and ensure accountability for project outcomes.
- 8.2.3. Ensure effective allocation of resources, including funding and personnel to support project implementation.
- 8.2.4. Facilitate engagement with relevant stakeholders, including local communities and local municipalities.
- 8.2.5. Ensure project compliance with relevant with the policy, laws, and regulations.

8.3. Local Municipalities

- 8.3.1. Assist in resolving conflicts or disputes that arise between the project developer, the community, or other stakeholders.
- 8.3.2. Ensure clear and transparent communication is maintained with the community regarding the project's progress, timelines, and any potential impacts.

- 8.3.3. Ensure representatives are nominated to serve on the Project Steering Committee (PSC), providing input and guidance on key decisions related to the project.
- 8.3.4. Monitor the project's progress and identify any issues or delays that may arise with the project.
- 8.3.5. Work closely with developers to ensure that the project is implemented according to the approved plans and specifications.
- 8.3.6. Provide ongoing support to residents of the new housing development, such as ensuring access to essential services and amenities.

8.4. Project Steering Committee

- 8.4.1. Provide strategic guidance to ensure the project aligns with broader organisational goals.
- 8.4.2. Monitor project progress and performance to ensure the project adheres to its scope, budget, and timeline.
- 8.4.3. Make important decisions that the project team cannot resolve, such as approving major changes, resource allocation, and addressing high-level risks.
- 8.4.4. Identify, assess, and mitigate risks. A proactive approach helps prevent potential issues from derailing the project.
- 8.4.5. Prioritise and integrate occupational health and safety (OHS) considerations into project planning and execution, ensuring that all project activities are conducted safely and healthily.
- 8.4.6. When the project team cannot settle conflicts, the PSC steps in to mediate and resolve disputes, ensuring that the team remains focused and unified toward achieving the project goals.
- 8.4.7. Project Steering Committee members, including the Chairperson, Deputy Chairperson, and Secretariat, are nominated by the Project Manager and are appointed in writing.
- 8.4.8. The quorum will be met only when the Chairperson and at least fifty per cent (50%) + one (1) key members are present at a meeting. Should this not be achieved at any of the meetings, the meeting will be rescheduled to a later date

identified at the meeting, but not later than two (2) weeks after the meeting did not meet a quorum.

8.5. PSC Chairperson

- 8.5.1. Terms of reference for the PSC Committee must be drafted after the PSC is established at the first meeting. This must be approved by the Chairperson of the PSC after consensus has been reached at the first meeting of the PSC.
- 8.5.2. Set the agenda for each meeting and distribute it to members in advance.
- 8.5.3. Facilitating discussions during meetings to ensure all viewpoints are heard and decisions are reached efficiently, keeping meetings focused on strategic issues and avoiding unnecessary details, summarising key decisions made during meetings and assigning action items.
- 8.5.4. Provide high-level direction and oversight on the project's overall goals and objectives.
- 8.5.5. Assess project risks and potential challenges and propose mitigation strategies.
- 8.5.6. Monitor project progress against key performance indicators (KPIs)
- 8.5.7. Stakeholder Engagement: Communicating project updates and decisions to key stakeholders regularly.
- 8.5.8. Manage stakeholder expectations and address concerns effectively.
- 8.5.9. Build consensus and collaboration among committee members representing different stakeholders.
- 8.5.10. Make critical project decisions within the committee's involvement and consensus, on issues such as resource allocation, budget adjustments, and scope changes, ensuring that decisions are aligned with the project's overall goals and strategic objectives.
- 8.5.11. Present regular project status reports to senior management and other relevant stakeholders, holding the project team accountable for meeting project deliverables and timelines

8.6. PSC Deputy Chairperson

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

8.7. PSC Secretariat

- 8.7.1. Schedule and coordinate committee meetings.
- 8.7.2. Assist the Chairperson in preparing and distributing agendas for meetings in advance.
- 8.7.3. Take detailed minutes of meetings, capture key decisions, action items, and assigned responsibilities. Follow up on action items from previous meetings to ensure completion.
- 8.7.4. Distribute meeting minutes and important updates to committee members promptly, and manage communication channels for the committee, including email correspondence and document sharing.
- 8.7.5. Keep PSC stakeholders informed about project progress and key decisions made by the committee.
- 8.7.6. Maintain accurate and organised project files, including meeting minutes, presentations, reports, and relevant documents.
- 8.7.7. Track project milestones, budget updates, and any changes to the project scope.
- 8.7.8. Preparing reports for the committee and other relevant parties, summarising project progress and key issues.
- 8.7.9. Coordinate logistics for committee meetings, including venue arrangements, catering, and technological needs.
- 8.7.10. Assist with the preparation of presentations and supporting materials for committee meetings.
- 8.7.11. Manage any administrative tasks assigned by the PSC Chairperson.

8.8. Project Steering Committee Members

8.8.1. Ideally, the Regional Director should chair the Project Steering Committee meetings.

8.8.2. The following will make up the membership of the PSC, per project:

8.8.2.1. Regional Director

8.8.2.2. Housing Planning and Technical Services

8.8.2.3. Building/Housing Inspectors

8.8.2.4. Developers/Contractors

8.8.2.5. Local Municipality Housing representative

8.8.2.6. Occupational Health and Safety representatives

8.8.2.7. Project Monitoring and Evaluation

8.8.2.8. Housing Subsidy System representative

8.8.2.9. National Housing Building Regulation Council

8.8.2.10. Community Liaison Officer of the Local Municipality (observer)

8.8.2.11. Applicable Councillor to where the project is being implemented
(observer)

8.8.2.12. Risk Officer (from the Department of Human Settlements)

8.9. Additional Members

8.9.1. Additional members to the PSC are identified by the PSC members as and when technical and specific knowledge and skills are required for the PSC to make critical decisions.

8.9.2. Give guidance and assistance to the members of the PSC.

8.9.3. Participate in the decision-making of the PSC.

9. POLICY GUIDELINES

The primary function of the PSC is to supervise the project's implementation following its objectives.

SECTION 1: PROJECT PLANNING PHASE

- 9.1. During the planning phase, when the project implementation commences, PSC plays a crucial role in defining the project's scope, goals, budget, timeline, and key milestones. They ensure that the project aligns with the organisation's objectives while also identifying potential risks and developing effective strategies to mitigate them.
- 9.2. The following issues must be discussed at a PSC level during the project planning stage:
- 9.2.1. Establishing project objectives: Defining clear, measurable goals and outcomes for the project.
 - 9.2.2. Scope definition: Determining the boundaries of the project, including what is included and excluded.
 - 9.2.3. Resource allocation: Identifying and assigning necessary personnel, budget, and other resources to the project.
 - 9.2.4. Timeline development: Creating a project schedule with defined milestones and deadlines.
 - 9.2.5. Risk assessment: Proactively identifying potential risks and developing mitigation plans.
 - 9.2.6. Stakeholder engagement: Identifying and communicating with key stakeholders to gather input and manage expectations.
 - 9.2.7. Quality standards setting: Establishing quality criteria for project deliverables.
 - 9.2.8. Budget approval: Reviewing and approving the project budget.
 - 9.2.9. Strategic alignment: Ensuring the project aligns with the organisation's overall strategy and goals.

SECTION 2: PROJECT IMPLEMENTATION PHASE

- 9.3. During the project implementation phase, a project steering committee plays a crucial role in providing strategic oversight. Their responsibilities include making important decisions, managing risks, resolving significant issues as

they arise, and ensuring the project remains aligned with its goals, budget, and timeline. They achieve this by monitoring progress and offering guidance to the project team. Essentially, the steering committee acts as a high-level decision-making body, guiding the project toward successful completion.

- 9.4. The following issues must be discussed at PSC meetings during project implementation meetings:
 - 9.4.1. Reviewing project progress reports and identifying potential problems.
 - 9.4.2. Regularly assessing project performance against established metrics to identify areas for improvement or potential roadblocks.
 - 9.4.3. Making informed decisions on significant deviations from the initial project plan.
 - 9.4.4. Managing risks and mitigation strategies: Identifying potential risks early on and developing plans to address them.
 - 9.4.5. Manage and address threats that can impact project implementation: As and when external threats are identified, the PSC should involve the South African Police Service (SAPS) and State Security Agency (SSA) to manage and address such threats.
 - 9.4.6. Resolving conflicts between stakeholders: Facilitating communication and mediating disagreements between different project teams or stakeholders.
 - 9.4.7. Communicating project status to senior management: Keeping key decision-makers updated on project progress and critical issues.
 - 9.4.8. Advocating on project needs: Ensuring necessary resources and support are available to the project team

SECTION 3: PROJECT CLOSE OUT

- 9.5. During the project close-out phase, the PSC plays a crucial role by reviewing final deliverables, approving project completion, providing feedback on project outcomes, and ensuring that all key stakeholders are informed about the project's conclusion and lessons learned. Essentially, the committee acts as a high-level decision-making body that formally signs off on the project's closure and evaluates its success against the initial objectives.

- 9.6. The members of the PSC must discuss the following issues during the project close-out meeting:
- 9.6.1. Formal acceptance of deliverables: Reviewing and approving the final project deliverables to confirm they meet the project requirements.
 - 9.6.2. Post-mortem analysis: Participating in a project review to identify successes, failures, and areas for improvement.
 - 9.6.3. Stakeholder communication: Communicating project outcomes and key learnings to senior management and other relevant stakeholders.
 - 9.6.4. Resource allocation: Overseeing the release of project resources and ensuring proper handover to ongoing operations.
 - 9.6.5. Documentation review: Checking the accuracy and completeness of project documentation, including lessons learned and project reports.

SECTION 4: RISK MANAGEMENT

- 9.7. Stakeholders play a crucial role in influencing decisions, affecting the utilisation of output, realising project outcomes, and achieving long-term business benefits. It is essential to identify and document their perceptions of risk. Ongoing communication and consultation with all key stakeholders should be maintained throughout the project, not just during the initial risk identification and analysis process. This ongoing interaction should be integrated into the overall communication strategy for the project, rather than being treated as a separate activity.
- 9.8. Before creating the Risk Management Plan for large or complex projects, the PSC and other key stakeholders should convene to conduct an initial risk identification and analysis. This process is valuable for confirming the project's objectives and uncovering various perspectives on the potential risks the project may face. Additionally, it may reveal differing assumptions and understandings about the project.

- 9.9. Risks are typically reported to the Project Steering Committee (PSC) regularly through the Project Status Report. As the status of these risks evolves throughout the project lifecycle, any changes must be communicated to both the Project Contractor and the PSC. Depending on the nature of the change, this information can be included in the Project Status Report or may require a separate document for the PSC's endorsement. This documentation should provide a detailed analysis of the change in risk status, along with the usual information found in the Project Risk Register. This includes potential impact, date of review, proposed mitigation strategies, assigned responsibilities, estimated costs for mitigation, timeframe for implementation, and an assessment of how the changes may affect the Project Execution Plan, Project Work Plan, or Work Breakdown Structure.
- 9.10. Before risks can be effectively managed, they need to be identified. A thorough identification, analysis, and evaluation of project risks should be included in the Project Business Case. After the project receives approval to proceed, the initial risk identification should involve key stakeholders, including members of the PSC. One effective method for this process is to conduct brainstorming sessions that help identify and clarify the main risks that could hinder the project from achieving its defined outcomes.
- 9.11. It is crucial to clearly define the project scope at this stage to ensure that the identification of risks remains focused on factors that could threaten the delivery of project outputs, such as resources, time, cost, and quality. Additionally, the type and level of risks associated with the project may affect the available options for developing and delivering these outputs.
- 9.12. Categorising risks is an effective way to ensure that all relevant risks are identified. Risks can be classified by their cause or type, such as corporate risks, business risks, project risks, and system risks. These categories can be further divided into subcategories, including economic, environmental, financial, human, information and physical security, natural hazards,

occupational health and safety, and public liability. Another approach is to distinguish between external risks, which originate outside the project, and internal risks, which arise from within the project itself.

9.13. A Risk Management Plan should be included as a section in the Project Business Plan or, depending on the size of the project, as a separate document, and should cover, at a minimum, the following:

9.13.1. The process for identifying, analysing, evaluating, and treating risks, both initially and throughout the life of the project, including estimated costings.

9.13.2. The process for transferring approved risk costings into the project budget.

9.13.3. The process for transferring risk mitigation activities into the Project Execution Plan (or Project Work Plan or Work Breakdown Structure).

9.13.4. How often the Project Risk Register will be reviewed, the process for review, and who will be involved.

9.13.5. How risk status will be reported and to whom, and who will be responsible for which aspects of risk management.

9.13.6. An appendix showing a snapshot of the major risks, current gradings, planned mitigation strategies and costings, who will be responsible for implementing any mitigation strategies (the snapshot may be a copy of the Project Risk Register), and how recovery actions will be managed.

9.14. A Risk Register is essential for documenting all the risks identified before and during a project. It records each risk's likelihood and severity, along with proposed mitigation strategies, associated costs, and assigned responsibilities. The Project Risk Register serves as the foundation for the Risk Management Plan.

9.15. The Project Risk Register should cover:

9.15.1. A unique identifier for each risk.

9.15.2. A description of each risk and how it would affect the project (identification of consequences).

- 9.15.3. An assessment of the likelihood it will occur (low, medium, high) and the possible seriousness if it does occur (low, medium, high, extreme).
- 9.15.4. A grading of each risk according to a risk assessment (low, medium, high, extreme).
- 9.15.5. Recording of any change in the risk grading (i.e., increase or decrease) and date of last review.
- 9.15.6. Description of the mitigation strategies selected/developed, which can include preventative (to reduce the likelihood) and contingency actions (to reduce the seriousness).
- 9.15.7. Responsibility allocation for undertaking the mitigation strategies.
- 9.15.8. The costs for each mitigation strategy.
- 9.15.9. Timeframe for implementation of the mitigation actions.

Section 5: Occupational Health and Safety

- 9.16. The project steering committee plays a crucial role in ensuring occupational health and safety (OHS) on construction sites. It provides strategic guidance and oversight, ensuring that OHS is integrated into all aspects of the project. This includes approving OHS plans, monitoring compliance, and making decisions related to OHS risks and mitigation strategies. Here is a more detailed breakdown of their role:
 - 9.16.1. Strategic Planning and Oversight: Setting OHS goals and objectives: The steering committee establishes the overall direction for OHS on the project, ensuring alignment with the organisation's broader OHS policies and standards.
 - 9.16.2. Approving OHS plans: The PSC views and approves the project's Construction Health and Safety Plan (CHSP), ensuring it adequately addresses risks and complies with relevant regulations.
 - 9.16.3. Ensuring OHS is integrated: The steering committee actively works to integrate OHS considerations into all project activities, from design to construction and beyond.

- 9.16.4. Risk Management and Monitoring: Identifying and evaluating risks: The steering committee participates in the identification and assessment of potential OHS risks on the project.
- 9.16.5. Developing and implementing mitigation strategies: The PSC oversees the development and implementation of risk mitigation plans, ensuring they are effective and regularly reviewed.
- 9.16.6. Monitoring project progress and OHS compliance: The steering committee tracks the project's OHS performance and ensures compliance with all applicable regulations and standards.
- 9.16.7. Decision-Making and Communication: Addressing OHS concerns: The steering committee provides a platform for addressing OHS concerns, making timely and informed decisions regarding project activities and safety measures.
- 9.16.8. Communicating OHS information: The PSC ensures that all stakeholders, including employees, subcontractors, and clients, are adequately informed about OHS policies and procedures.
- 9.16.9. Ensuring OHS culture: The steering committee fosters a culture of safety on the project, promoting a proactive approach to risk management and continuous improvement.
- 9.16.10. Legal Compliance and Accountability: The steering committee plays a vital role in ensuring that the project complies with all relevant OHS regulations and standards.
- 9.16.11. Accountability for OHS performance: The PSC is accountable for the project's overall OHS performance and takes appropriate action to address any deficiencies.
- 9.16.12. Collaboration with regulatory bodies: The steering committee may collaborate with regulatory bodies, such as the Department of Labour, to ensure compliance and address any issues that were raised regarding non-compliance with OHS.
- 9.16.13. In essence, the project steering committee is the driving force behind OHS on a construction project. By providing strategic guidance, oversight, and

accountability, they contribute to creating a safer and more productive working environment for everyone involved.

SECTION 6: PROJECT STEERING COMMITTEE MEETINGS

- 9.17. A Project Steering Committee (PSC) meets regularly during a project to monitor issues and track progress at the project site office. The frequency of these meetings will be established during the first PSC meeting. The Chairperson will then determine the specific dates based on the agreed-upon frequency.
- 9.18. The Project Manager should attend these meetings to be a source of information for PSC members and to be kept informed of PSC decisions.
- 9.19. A PSC meeting may cover the following minimum items on the agenda:
- 9.19.1. Introductory items, such as the purpose of the meeting, attendance and apologies, minutes from the last meeting, and matters arising from minutes.
 - 9.19.2. Project Business Plan issues, such as amendments, revisions, or arising related issues, project management issues, including progress reports, and reports from consultants.
 - 9.19.3. Important issues at the time of the meeting, such as a budget committee submission or review of actions arising from previous PSC meetings, it may be useful to keep a formal list of these actions to track them effectively.
 - 9.19.4. Plans for the next meeting and important activities which should be undertaken and reported at the next meeting.
 - 9.19.5. The Project Steering Committee is responsible for overseeing the project until its Target Outcomes are fully achieved or sufficiently achieved to enable the Committee to formally close the project.
- 9.20. To ensure procedural compliance when the PSC convenes, the Secretariat must ensure that the following are in place, as guided by the constitution of the PSC:

- 9.20.1. A notice of meeting is sent out to all members, and the agenda is compiled and distributed.
- 9.20.2. Minutes of the meeting must be taken and must be sent to all PSC members after the meeting.
- 9.21. At least five (5) working days before each scheduled meeting, receive an invitation with:
 - 9.21.1. The agenda.
 - 9.21.2. Minutes of the last meeting, including an action list.
 - 9.21.3. A progress report on the project's status at the last meeting, prepared by the Project Manager, along with other documents to be considered at the meeting.
- 9.22. The Chairperson will conduct the meeting according to the agenda, ensuring that all members are encouraged to provide input throughout the meeting and that any decisions or recommendations are appropriately resolved and confirmed by the members.
- 9.23. A copy of the meeting minutes should be distributed to all members within a week of the meeting. This approach is more effective in ensuring that the minutes accurately capture the decisions and discussions from the meeting. Members will more easily recall what was discussed and can confirm that any important issues or comments raised during the meeting have not been overlooked.
- 9.24. All verbal and written communication, as well as any project-related documents, either in whole or in part, between the project team and PSC members, must be treated as confidential. These communications and documents should not be shared with third parties who are not involved in the project, nor should they be used for any purposes other than those for which they were created or provided.
- 9.25. No member of the PSC will be paid a committee-sitting fee/stipend to attend meetings by the Department.

- 9.26. Costs to host the PSC meetings will be borne by the respective Regional Office of the Department where the project is implemented, i.e., costs towards any logistical arrangements, if required, and appropriate approval has been granted in line with the Department's policies and procedures.

10. IMPLEMENTATION, AWARENESS, COMMUNICATION, AND DISSEMINATION

- 10.1. The Policy will be implemented by the North West Department of Human Settlements, Chief Directorate for Housing Development, in conjunction with applicable stakeholders and role-players.
- 10.2. Communication, awareness, and dissemination of the Policy will be done through the North West Department of Human Settlements Directorate for Housing Research and Policy Development in conjunction with applicable stakeholders and role-players.

11. MONITORING AND EVALUATION

- 11.1. Monitoring and evaluation of compliance with the Policy remains the most critical area to ensure effective implementation of the Policy.
- 11.2. The Sub-Directorate of Monitoring and Evaluation under the Chief Directorate of Housing Needs, Research, Planning, and Technical Services in the North West Department of Human Settlements will be responsible for monitoring and evaluating compliance with the Policy.

12. THE COMMENCEMENT DATE OF THE POLICY


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

13. REVIEW OF THE POLICY

This Policy will be reviewed as and when changes are enacted in applicable legislation about the Project Steering Committees.

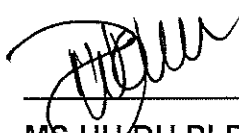
14. APPROVAL

Policy Guidelines Developer:



MS KV MALOKA
DEPUTY DIRECTOR:
HOUSING POLICY DEVELOPMENT

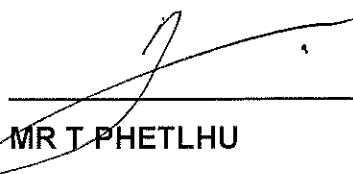
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DATE



MS HH DU PLESSIS
DIRECTOR:
HOUSING RESEARCH AND
POLICY DEVELOPMENT

06/10/2025
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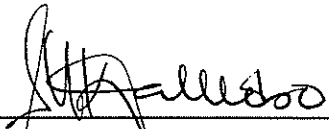
Recommendation:



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

07/10/2025
DATE

Recommendation: Approval recommended!




MS MK MAHLOBO
HEAD OF DEPARTMENT
HUMAN SETTLEMENTS

13/10/2025

DATE

Approval: ✓



MEC GO MOLAPISI
COOPERATIVE GOVERNANCE,
HUMAN SETTLEMENTS, AND
TRADITIONAL AFFAIRS

26/11/2025

DATE

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