



MODULE 4

Resources & Partnerships: Packaging Township Development Projects. Mobilising

- *Development rights (incl land)*
- *Financing*
- *Development Partnerships and leverage*
- *Human capital*

Wednesday, 10 October 2010



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CASE STUDY:

Motherwell Thusong Service Centre



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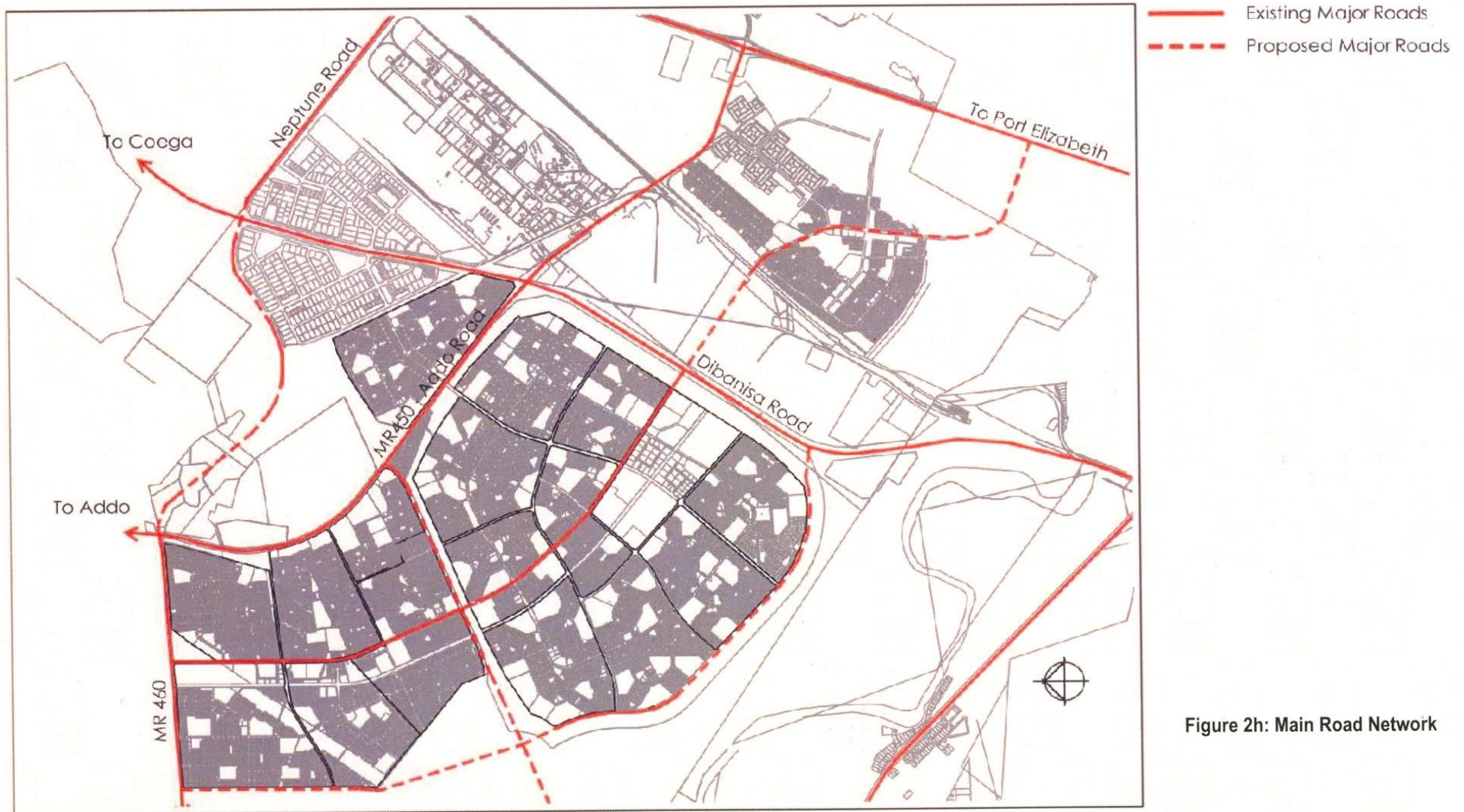


Figure 2h: Main Road Network

Revision Status				
Rev	Date	Description	By	Chk
01	22.10.2003	Covered in	SM	TMF
02	28.10.2003	Covered in	SM	TMF
03	03.10.2003	Covered in	SM	TMF
04	03.10.2003	Revised Sa.	SM	TMF
05	15.10.2003	Revised Sa.	SM	TMF

ERF 26555

ERF AREA: 18 480 SQM

QUANTITY SURVEYORS:
K.W.M.H. Quantity Surveyors
4 Lawrence Street
Central
Port Elizabeth
6001

MECHANICAL AND ELECTRICAL ENGINEERS:
Carico
100 Mangold Street
Nowton Park
Port Elizabeth
6045

PROJECT MANAGERS:
Madam Singh Boster & Associates cc
29 - 6th Avenue
Nowton Park
Port Elizabeth
6045



IMPLEMENTING AGENT:
Nelson Mandela Bay Municipality
P. O. Box 116
Govan Mbeki Avenue
Port Elizabeth
6000

PRINCIPAL AGENT:
Architects
6 Shirley Street
Nowton Park
Port Elizabeth
6045
Tel: (041) 305 2390 Fax: (041) 305 3011
SH/2/P/455



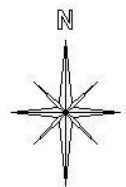
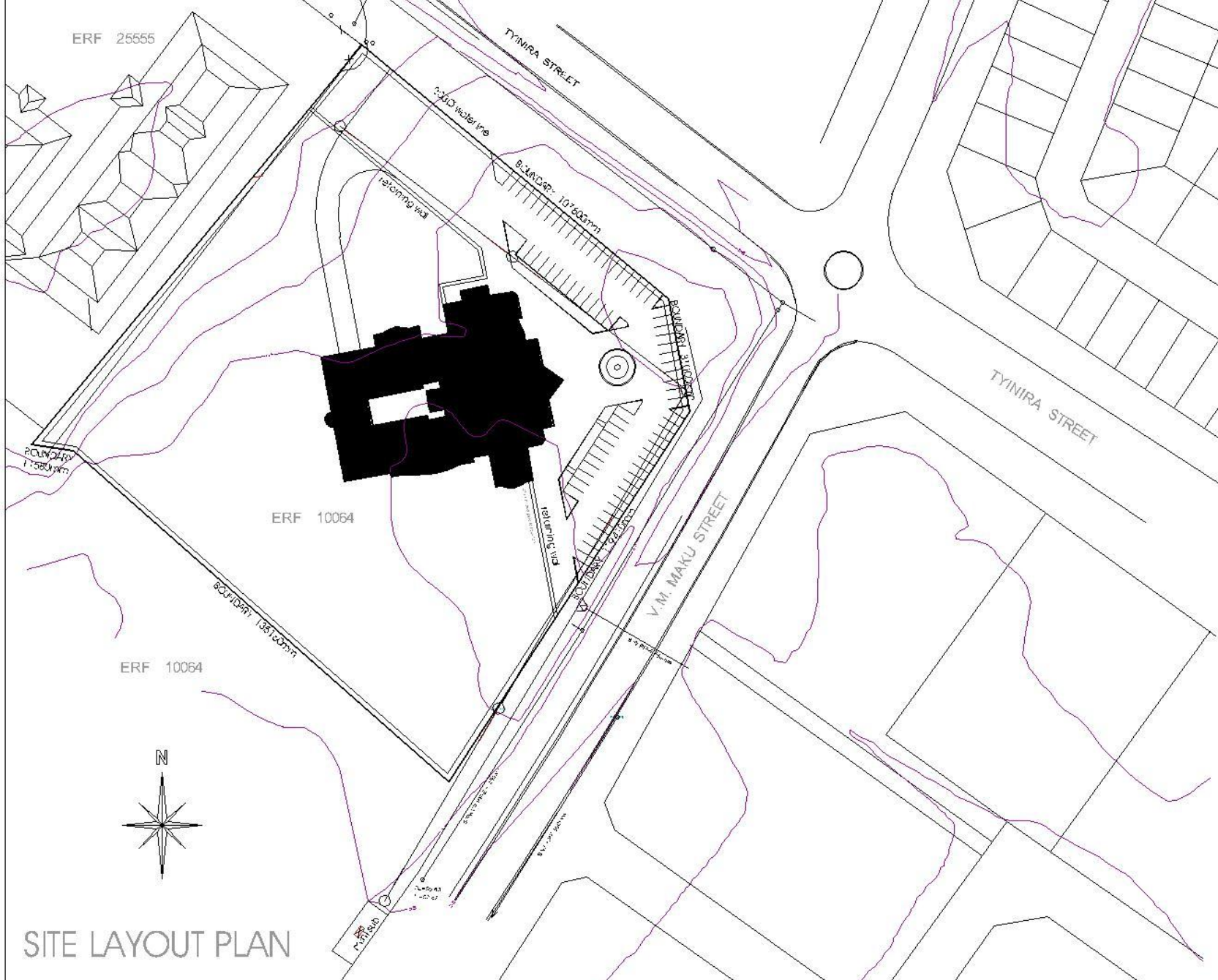
PROJECT:
HEW THU SONG SERVICE CENTRE
III MOTHERWELL
ERF NO. 10064

CONTRACTOR:

ARCHITECT'S SIGNATURE:

Design	Dwg.	Checked	Approved	Date	Scale
RVA	SIANKK	RVA	RVA	03/10/03	1:300

DRAWING NO.
MTC.WD.01



SITE LAYOUT PLAN



VISION:

To better the quality of life of every South African through integrated Service Delivery.



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MISSION:

To roll out the Thusong Service Centre Programme so as to ensure equitable and effective access to government information and services by 2014, through working in partnership with local communities, the private sector and civil society; and the co-ordinated and integrated efforts of the three spheres of government.

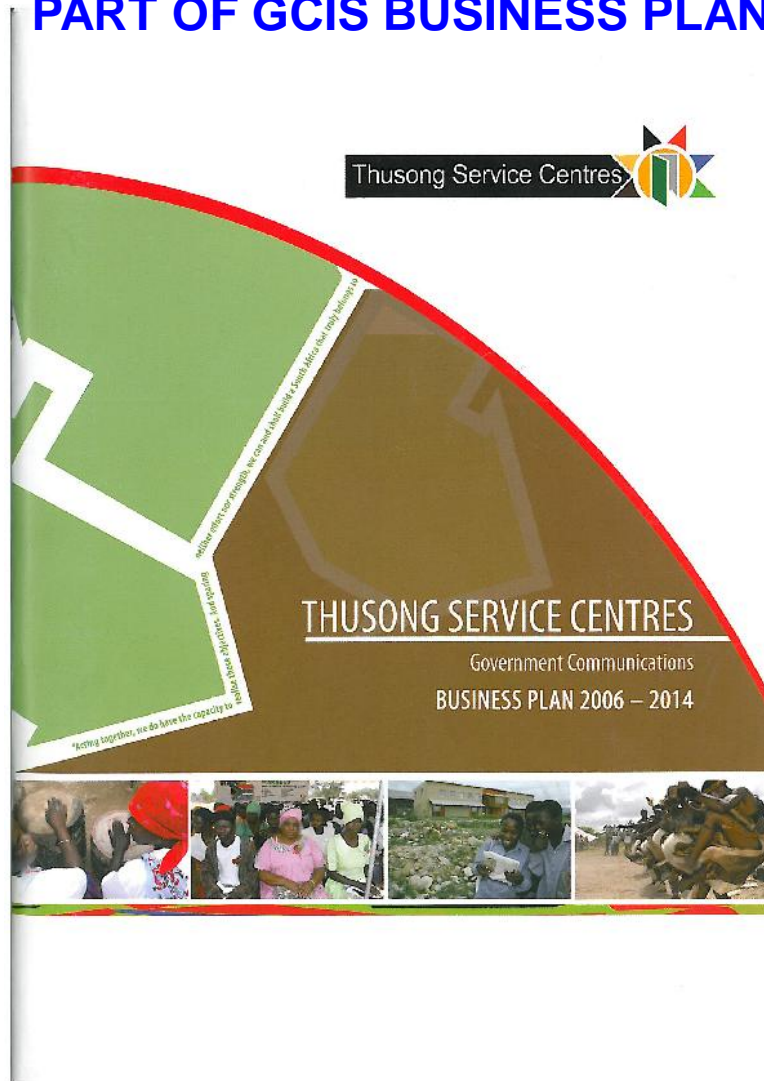


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CONTEXT:

PART OF GCIS BUSINESS PLAN





PROJECT PARTICULARS

- *Consultant Team appointed : June 2008*
- *Contractor on site: 06 May 2009*
- *Original completion date: 06 November 2010*
- *Revised completion date: 13 December 2010*
- *Project budget: R46.2 mil*
- *Jobs created to date: 71*
- *SMMME given work: 5 (still on site)*



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THE SIX (6) BLOCK SERVICES MODEL

BLOCK 1	Government Social & Administrative Services (eg Home Affairs)
BLOCK 2	Office Services (eg Snivesral Services Agency, Post Office etc)
BLOCK 3	Education and Skills Development Services (DoE, SETAs etc)
BLOCK 4	Local Economic Development Services (Municipal LED unit, Provincial LED Support Services, Seda, NGOs, CBOs etc)
BLOCK 5	Business Opportunities and Services (Private sector SMMEs)
BLOCK 6	Information and Communication Activities (GCIS, Community Radio)



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DEPARTMENT COMMITTED TO 7SC

Home Affairs (IDs, Mariage certs, Death, Birth certificates etc)	Municipality - Traffic Department (licence testing, issuing etc)
Department of Labour (UIF, SETA progr etc)	SASSA (SA Social Security Agency)
DEAT	NGO – Legal Aid
Sports Arts & Recreation	Private - Banks
Correctional Services	Post Office
DTI	Department of Education



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DEVELOPMENT RIGHTS:

- *Municipal Land*
- *Housing & Land Planning Processes (SALT) – clearance*
- *Council Resolution (Land, development cost etc)*



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REGULATIONS:

- *TDP (Municipal Systems Act 32 of 2000 & MFMA*
 - *Municipal Finance Management Act No 56 of 2003*
 - *Sec 15 – Appropriation of funds for expenditure*
 - *Sec 16 Annual Budgets*
 - *Sec 17 Contents of Annual Budget and supporting documents*
 - *Sec 18 Funding for expenditure*
 - *Sec 19 (2) Operational & Maintenance implications of Capital budgets -*



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W O R K I N G T O G E T H E R F O R U B U N T U



FINANCING

- *EU - R200 000 for feasibility studies & Business Planning*
- *R3 mil from DPLG (E/Share) – Construction*
- *R 17 mil – National Treasury (NDPG) – Construction*
- *R 26 mil EU & Eshare – Construction & establishment*



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DEVELOPMENT PARTNERSHIPS

- *GOIS*
- *NATIONAL TREASURY*
- *COGTA*
- *EU*
- *NMBM (Inter-directorate task team)*
- *DLGTA – Bhisho (mobilisation of funds)*
- *Community (Inputs, SMMEs working, work force)*
- *Home Affairs (urgent need)*



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BEST PRACTISES RESEARCH

PLACE VISITED	LESSONS LEARNT
Ethekwini	Integrated customer service (IGR) eg traffic services, municipal services
Alexandra	Centre management Shared services configuration, documented processes, but building costs high
Sterkfontein	Efficiency & Creativity (low cost renov old bldg, customer channelling etc)
Trompsburg	Consequences of wrong geographical location (between town and location)



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HUMAN CAPITAL

Project Team (Technical)

- 1. Architect*
- 2. Civil Engineer*
- 3. Structural Engineer*
- 4. Quantity Surveyor*
- 5. Topographical surveyor*
- 6. SHE consultant*
- 7. Electrical & Mechanical Consultants*



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HUMAN CAPITAL - STRUCTURES

- MISC

- PISC

- MISC

- GCIS

- NOMB

- SERVICE PROVIDERS

- O&M TEAM (TO BE FUNDED BY MURP FOR 1 YEAR AND HAND OVER TO CORP SERVICES)



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CHALLENGES

- *Political dynamics – MCD7 VS M87*
- *Inadequate technical capacity to deliver the project by the line department (project owner)*
 - *O & M Planning omission by the relevant directorate*
 - *Contract administration challenges*
 - *Supply Chain delays and inhibitions*
 - *Community dynamics (80% job creation and 30% SMME usage)*
 - *Incapacity on the part of social facilitation company*
- *Reluctancy and indecisive commitment from other Government Departments (Tenants)*



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CHALLENGES

- *Silo mentality displayed by departments (municipal & other spheres)*
 - *Ineffective, ineffective IGR (Chapter 3 of the constitution – shortest Chapter)*
 - *Staff Shortage & lack of capacity (resulting in poor planning & implementation)*
 - *Supply chain Challenges with IGR (See Separate Slide)*
 - *Legal delays and Challenges (MOU/MOA especially between spheres of Govt)*



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CHALLENGES

- *PEOPLE SIDE OF PROJECT MANAGEMENT*

 - *Hidden agendas – What is in it for me?*

 - *Verbal instructions – esp Political*

 - *Infighting*

 - *Corruption (eg officials who are also Contractors) - General*



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SUPPLY CHAIN CHALLENGES

- 1. Municipal formal tendering too long > 2 months*
- 2. Ambiguity with section 32 of MMBM supply chain (Awards from other organs of state)*
- 3. IGR misaligned supply chain thresholds*
 - a) Quotations*
 - Municipality R10k*
 - Public Works R20k*
 - b) Informal tender*
 - Municipality R200k*
 - PWD R500k*



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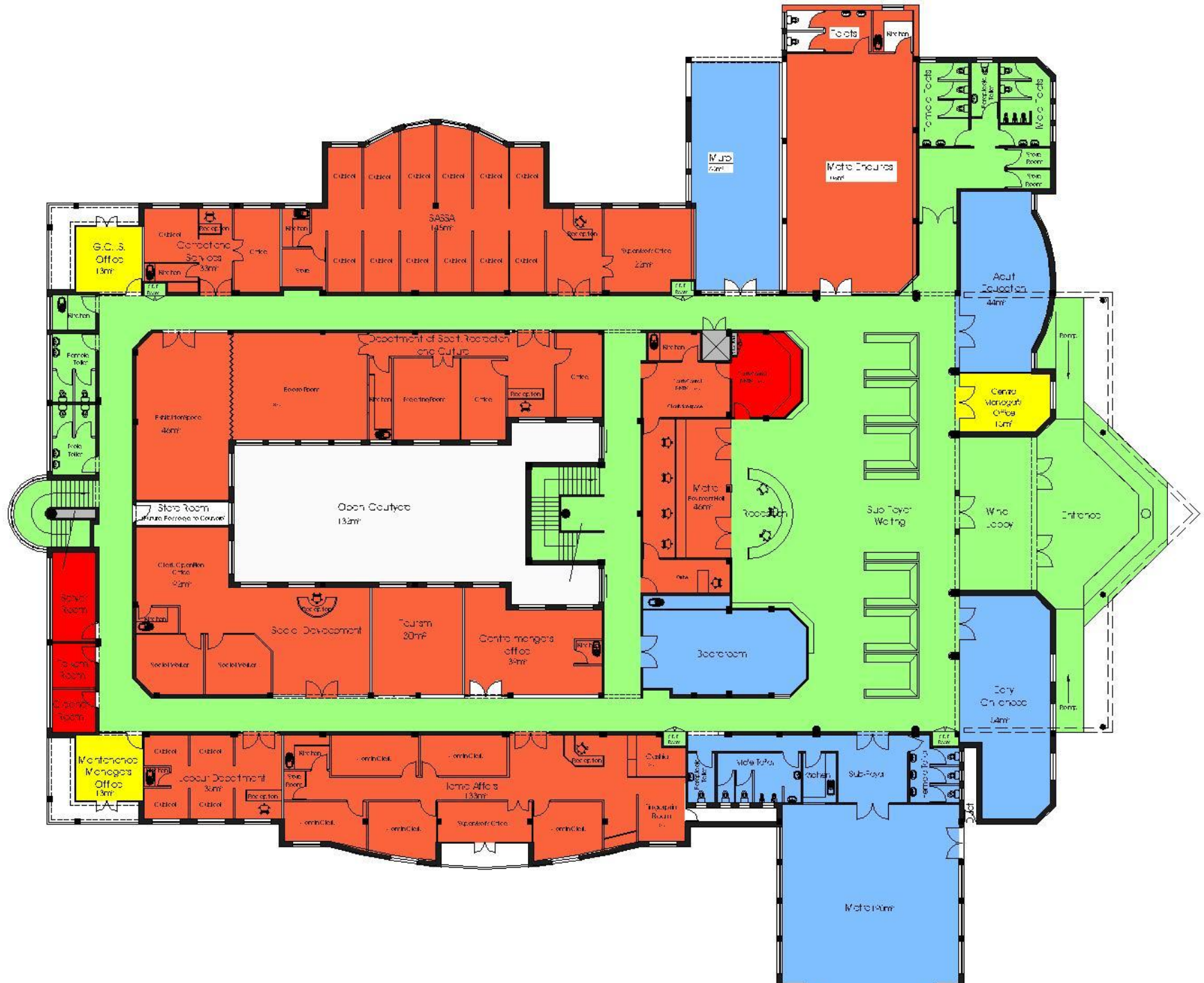
SOLUTIONS APPLIED

- *Organised a retreat whereby politicians and MCD came to a workable understanding*
 - *MURP provided technical support to manage the project*
 - *MURP will finance 1st year operations while owner department budgets for future years*
 - *MURP assisting with contract admin*
 - *Consultants Appointments made through approved roster*
 - *Social facilitator replaced by 3 community liaison officers*
 - *Written agreement reached with Community on min 80% job creation and 30% SMME usage*
- *Service provider appointed to draw up written commitments, SLAs with all committed tenants and service providers*



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ROOF
 Chromalok/ Sheet on 75x60mm Spine
 purlin of 120mm centre spacing on 30x14mm
 Spine, installation of waterproofing
 114x33mm precast of SP19 on Shaded
 plates

CUTTE RS & DOW NP RES
 120x150x120mm square column on cast bed
 300x300mm base and 4 of each
 100x100mm diameter base bed each

ROOF TIE BE
 40mm dia rod in location of linking ele-
 mented against cast bed wood base on cast bed
 (metal deck) in accordance with SANS 10055

FASC A BOARDS
 19x30mm 3000mm long Fasc Boards
 with 10mm profile, installed on cast bed
 profile on a 10mm x 10mm

EAVES OVERHANG
 60mm overhang of eaves, finished with
 64mm thick Board Foot on 30x30mm SA
 Ply, forming cast bed on cast bed on
 Board Foot

CEILING
 Suspended ceiling installed, finished with
 6mm thick gypsum plaster on 100mm dia
 metal or wood batten of 25 x 35mm Spine
 finished with 60mm corner and finished with
 200x200mm corner suspended ceiling

EXTERNAL WALL
 140mm block with 10mm plaster of finish
 and outside of bricks of 200mm dia
 of a 30mm

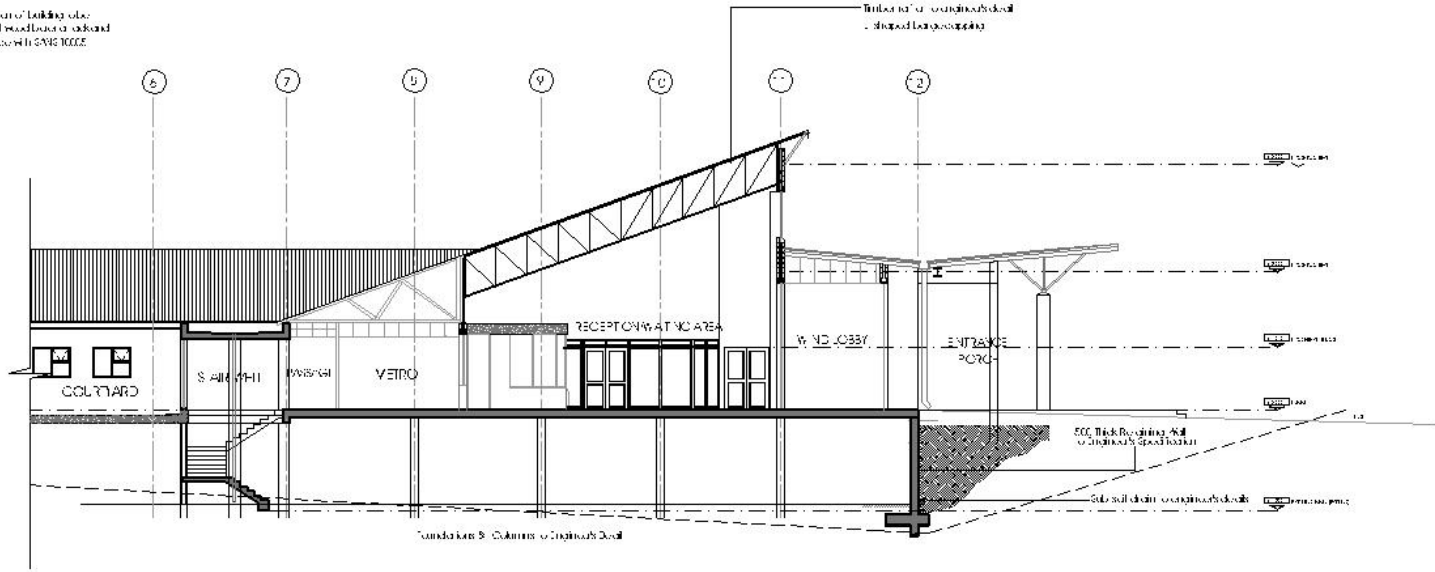
INTERNAL WALL
 90mm block with finishing up to 2100mm high
 and 110mm block with on cast bed on cast

DOORS & W NDOWS
 Anodized Aluminium window frames, Anodized
 Aluminium door frames with 4mm x 4mm
 panels for or and clear 544mm high door
 windows with or and clear 1100mm high door
 Anodized Aluminium door frames in specified
 sizes

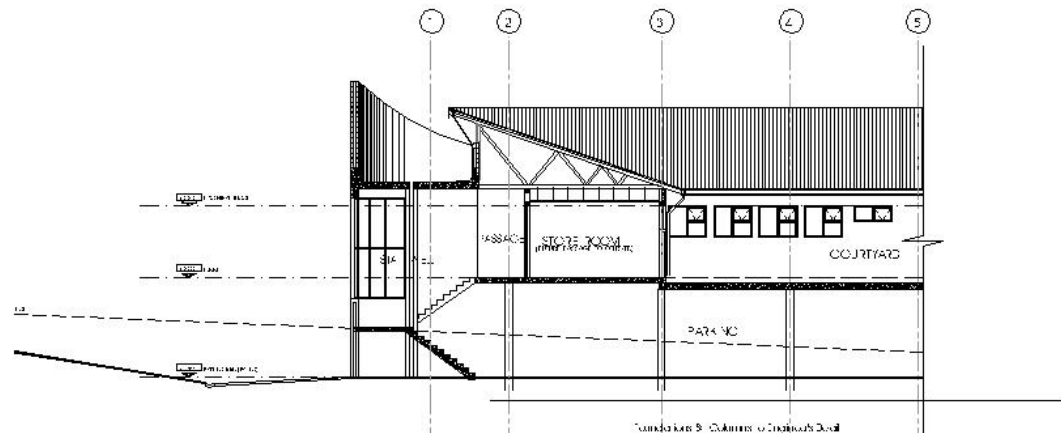
WINDOW CASE
 200mm edge of cast window sill, finished
 on end and painted in cast window sill

SKYTRAC
 150x90mm flat skirting wall, finished on cast
 150x90mm cast skirting wall, finished on cast
 only

Rev	Date	Description	By	Chk
01	22/09/09	Revised	SW	TW
02	24/09/09	Revised	SW	TW
03	01/10/09	Revised	SW	TW
04	03/10/09	Revised	SW	TW
05	15/10/09	Revised	SW	TW
06	12/10/09	Revised	SW	TW
07	15/09/09	Revised	SW	TW
08	19/09/09	Revised	SW	TW
09	11/09/09	Revised	SW	TW



LONG SECTION (part 1)
 SCALE 1:100



LONG SECTION (part 2)
 SCALE 1:100

QUANTITY SURVEYORS:
 K.W.M.H. Quantity Surveyors
 4 Lawrence Street
 Central
 Port Elizabeth
 6001

MECHANICAL AND ELECTRICAL ENGINEERS:
 Carlin
 100 Mangold Street
 Newton Park
 Port Elizabeth
 6045



CIVIL AND STRUCTURAL ENGINEERS:
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 29 - 6th Avenue
 Newton Park
 Port Elizabeth
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IMPLEMENTING AGENT:
 Nelson Mandela Bay Municipality
 P.O. Box 118
 Govan Mbeki Avenue
 Port Elizabeth
 6000

PRINCIPAL AGENT:
 Architects
 6 Shirley Street
 Newton Park
 Port Elizabeth
 6045
 Tel: (041) 202 2890 Fax: (041) 202 2011
 SW/CA/ 4032



PROJECT:
 NEW THUSONG SERVICE CENTRE
 IN MOTHERWELL

DRAWING TITLE:
 LONG SECTION

ARCHITECT'S SIGNATURE:

Designed	Drawn	Checked	Approved	Date	Scale
TW	SW/TS/AY	TR/LS	TW	11/07/09	1:100

DRAWING NO.
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ROOF
 Chromalok/Alu/Sheeting on 75x50mm S/Pine
 rafters @ 1200mm centre spacing on 30x140mm
 S/Pine purlins @ 600mm centre spacing
 114x33mm precast or cast in situ concrete
 slab

CUTTE RS & DOW NP RES
 120x150x120mm square cutters on cast bed or
 three cast beds and 2 of each
 100x100mm diameter for one bed each

ROOF TILES
 40 tiles used in location of tiling observed
 on site - cast concrete roof base on cast
 metal deck in accordance with SANS 10355

FASC A BOARDS
 19x300mm three face exterior task board
 with 19mm profile and joint a cast in situ
 profile concrete slab or concrete

EAVES OVERHANG
 600mm overhang of eaves tiling with
 64mm thick Board Trud. on 300mm S/P
 Pine framing also fixed on steel or cast
 concrete slab

CEILING
 Suspended ceiling installed through tiling
 6mm thick gypsum plaster board
 nailed to beams/rafter @ 250x30mm S/Pine
 board/rafter @ 600mm centres and nailed with
 200x200mm concrete spaced rafters

EXTERNAL WALLS
 140mm brick walls of deep red tumbled
 and outside of tumbled or painted a
 white color

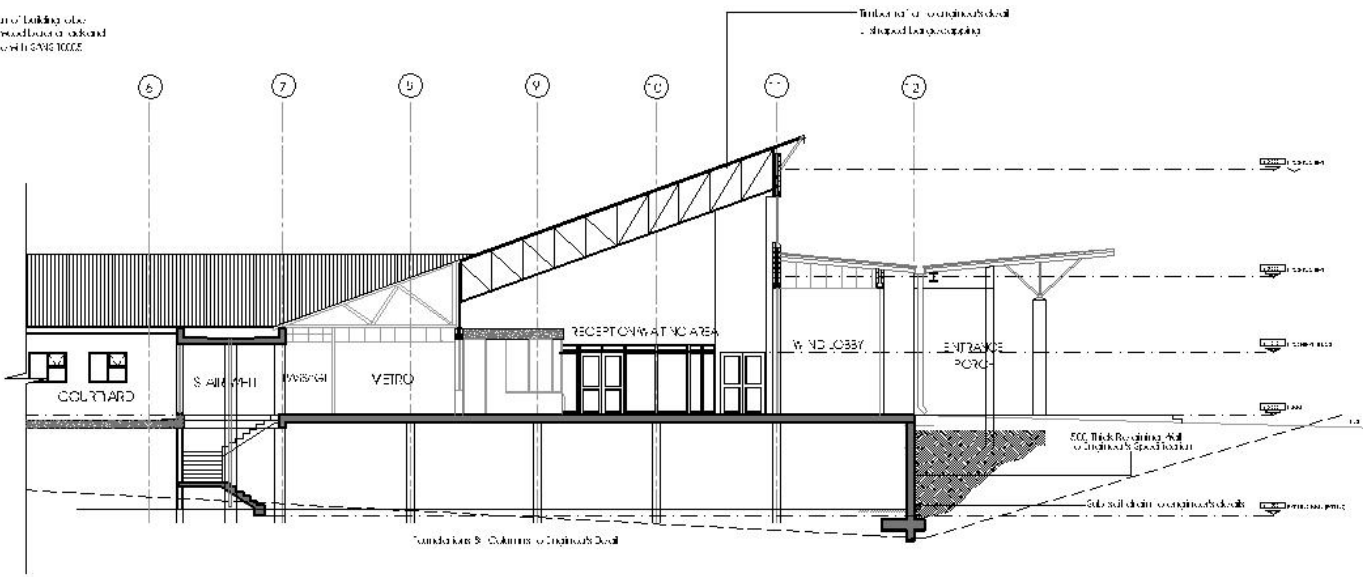
INTERNAL WALLS
 90mm double face tiling up to 2100mm high
 and 110mm brick walls on cast concrete

DOORS & W NDOWS
 Anodized Aluminium window frames Anodized
 Aluminium door frames with 4mm x 25mm x 25mm
 panes for or and clear 5-64mm thick low
 eisen glass with seal frames in concrete
 Anodized Aluminium door frames in specified
 sizes

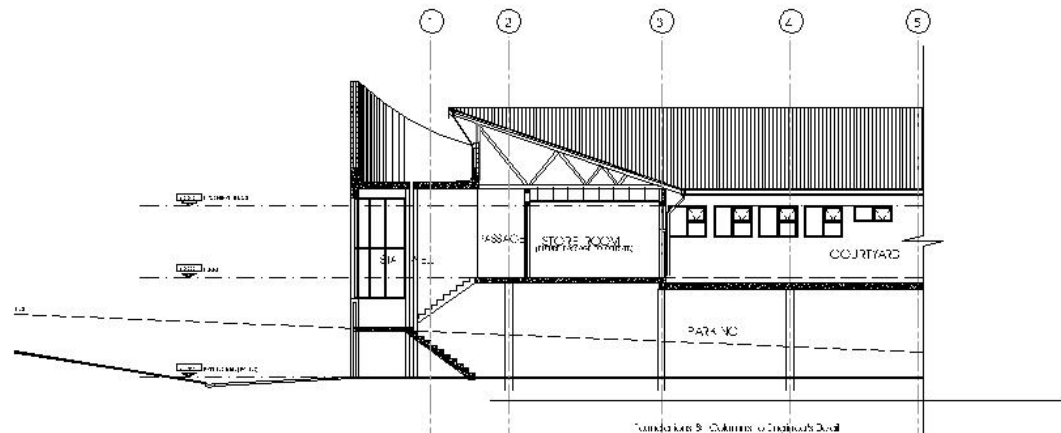
W NDOW GLASS
 6mm clear edge or tinted window glass
 16mm and panes of tinted window glass

SKYTRAC
 150x90mm flat slitting wall led on cast
 150x150mm cast in situ concrete on
 only

Rev	Date	Description	By	Chk
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06	12/10/09	Revised Sd.	SW	TW
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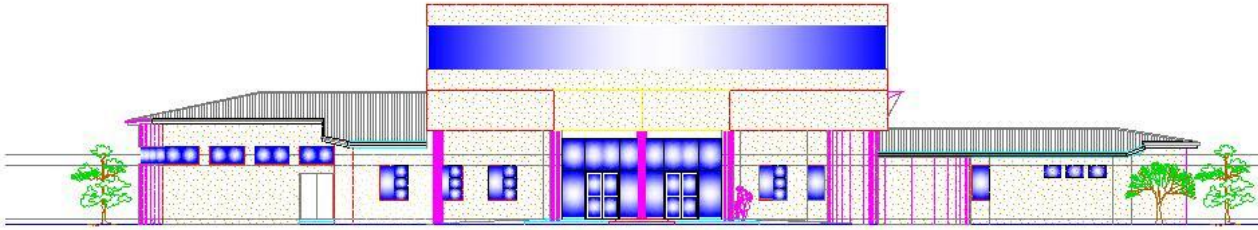
PROJECT:
 NEW THUSONG SERVICE CENTRE
 IN MOTHERWELL

DRAWING TITLE:
 LONG SECTION

ARCHITECT'S SIGNATURE:

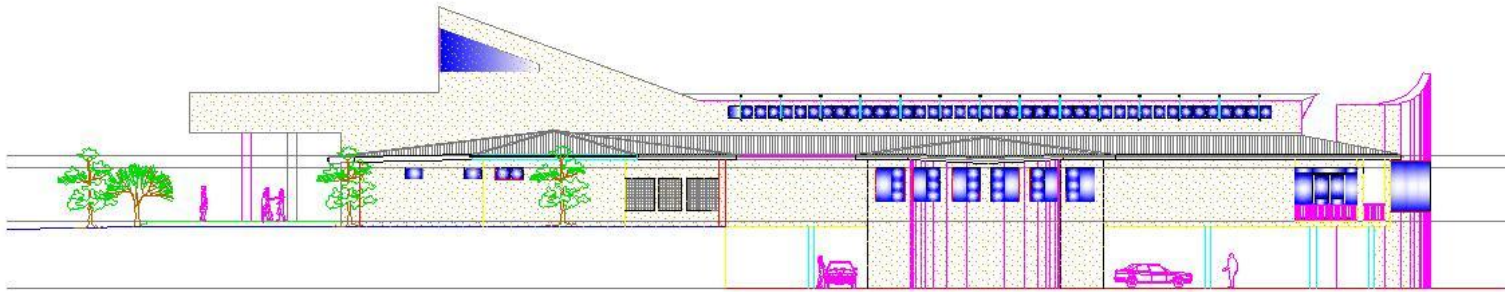
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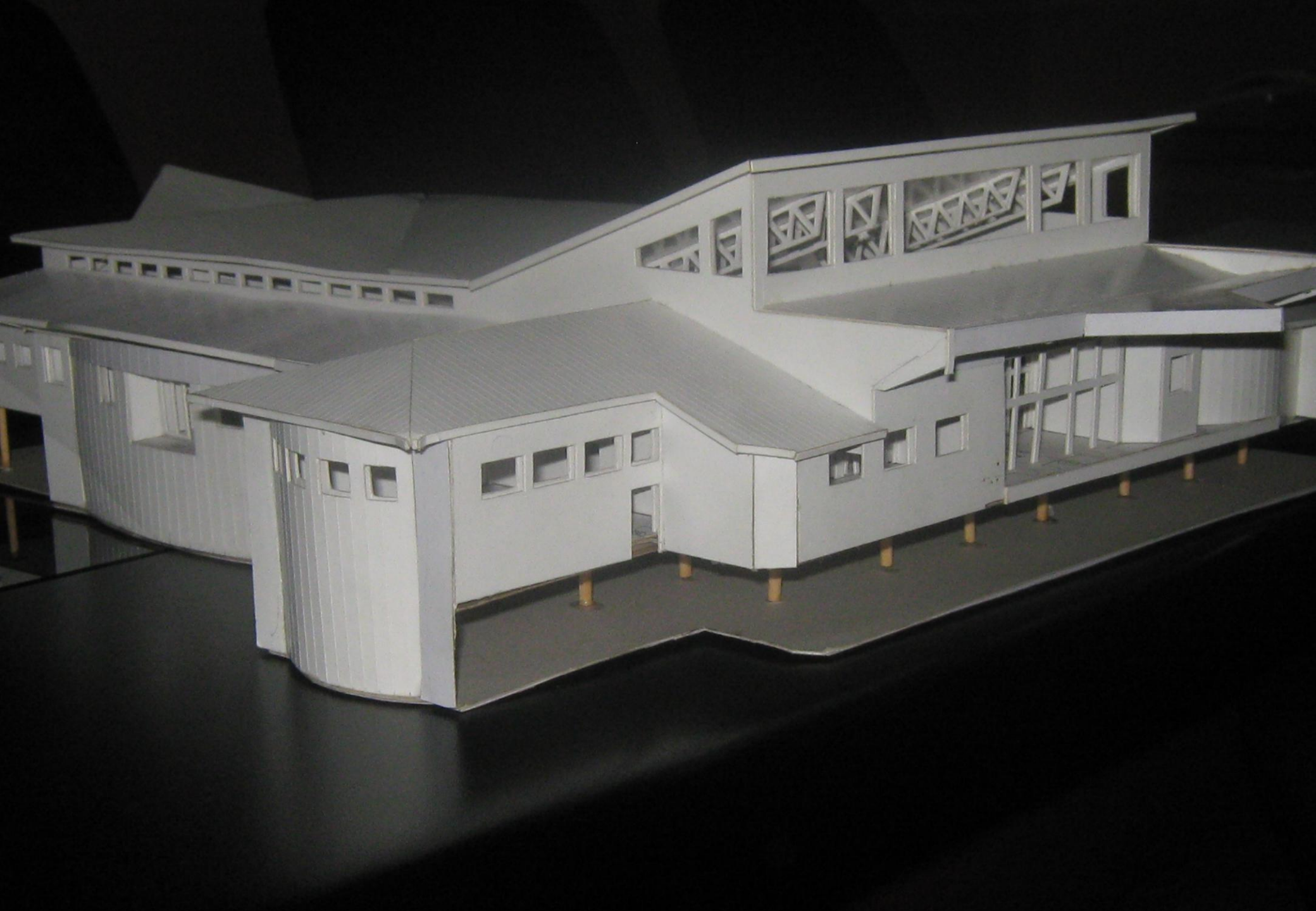
FRONT ELEVATION

...



SIDE ELEVATION

...





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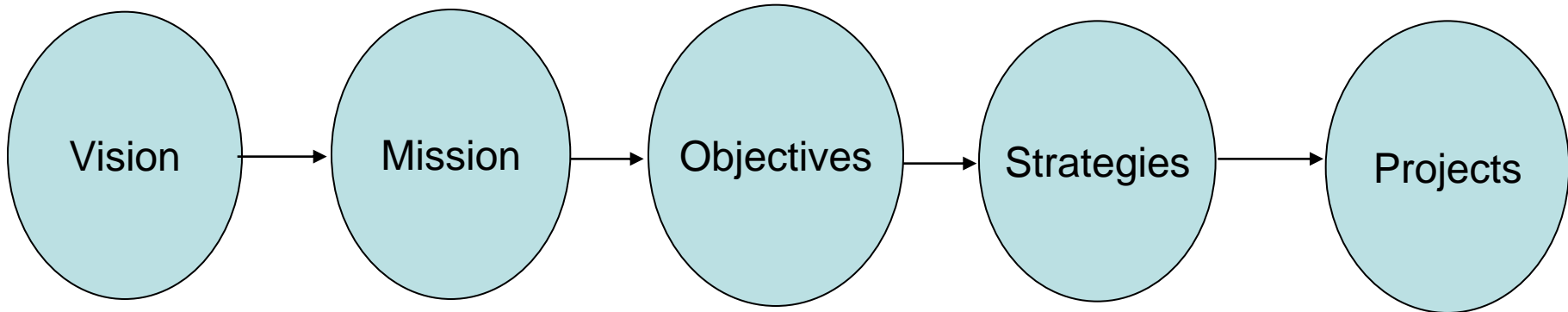


Socio economic
benefits thus far

- 81 jobs created
- 5 SMMEs used



PACKAGING: ORIGIN OF PROJECTS - GENERIC

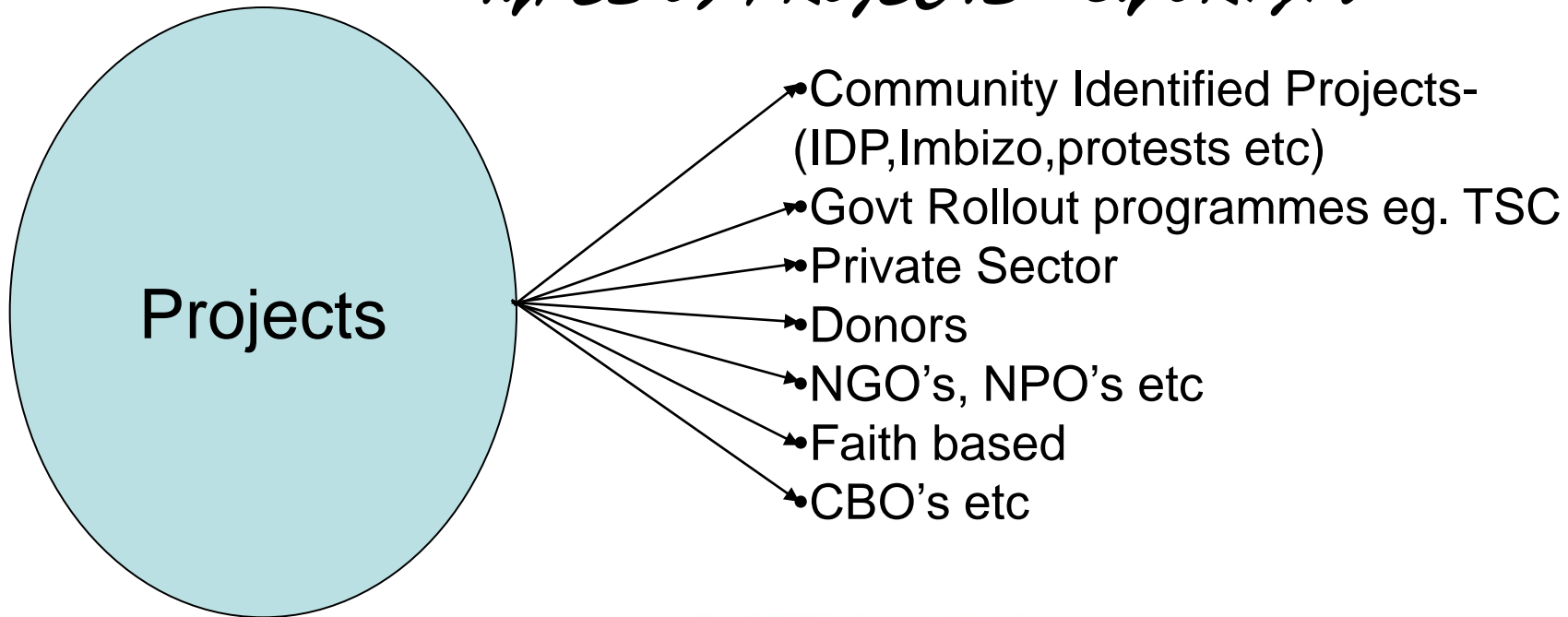


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TYPES OF PROJECTS - BY ORIGIN



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PACKAGING: 9 AREAS OF PROJECT MANAGEMENT - (PMBOK)

- 1. Project Scope Management*
- 2. Project Integration Management*
- 3. Project communication Management*
- 4. Project Time Management*
- 5. Project Cost Management*
- 6. Project Risk Management*
- 7. Project Human Resource Management*
- 8. Project Procurement Management*
- 9. Project quality Management*



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PACKAGING PROCESS - GENERIC

1. *Social Studies*
2. *Projects Identification (Defined)*
3. *Feasibility Studies*
4. *Business Plan*
5. *Funding mobilisation*
6. *Design*
7. *Apply PMBOK (PMP & PIP) – See Separate Slide*
8. *Contract Admin*
9. *O&M*



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PARTNERSHIPS AND LEVERAGE POSSIBILITIES

- 1. Municipalities*
- 2. Govt Departments*
- 3. Private sector (Nestle, Cadbury, banks etc)*
- 4. Donors*
- 5. Community*
- 6. CBOs*
- 7. NGOs*
- 8. NPO*



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PARTNERSHIPS AND LEVERAGE POSSIBILITIES

- 1. Parastatals*
- 2. Co-ops*
- 3. Faith based org. (War on Hunger, Churches provide space)*
- 4. Trust and institutions eg:*
 - Gary player foundation*
 - Bill Gates foundation*
 - Nelson Mandela foundation*



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FOSTERING INTEGRATION

- 1. Introduce cluster system report to statutory committee*
- 2. Introduce political heads of clusters who are part of statutory committees*
- 3. Cluster' to report to institutional M&E system*
- 4. Cluster integration to form part of the Senior managers and politicians*
- 5. Introduce clear process of integration eg. All departments plans to follow housing*
- 6. Regular engagement and team building/cohesion foster activities eg. IGR forums*
- 7. Need for a national legislation/policy compelling integration ???*



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O&M MODELLING

- *Income from tenants (service level Agreements)*
- *Dedicated funds from Municipality its sec 19 MFM, sec 152 as well as sec 153 of Constitution*
- *Advertising costs (Cell C, MTN, Vodacom etc)*
- *Banks (ATMs) & Private sector rents*
- *Hiring of Functional Hall*
- *Renewal energy – to cut down costs*



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Thank you



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