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Project Planning Assistance
to the
Ministry of Construction & National Housing

QUARTERLY REPORT NO 6
1 APRIL 1984 - 30 JUNE 1984

Richard M. Beardmore
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INTRODUCTION

This report covers the activities of the Project Planning Advisor during the sixth full quarter of the implementation of the Limited Scope Grant Agreement for Technical Assistance to the Ministry of Construction & National Housing. It also takes into account discussions held in the early part of July 1984 with the Director of the Regional Housing and Urban Development Office in Nairobi concerning the use of the resources of the Grant.

MODUS OPERANDI.

The quarter ending 30 June 1984 saw the new MCNH still struggling to define itself as an organization. Consequently virtually all decisions regarding the HG program were held in abeyance with one exception. It was decided to delay implementation of the secondary towns projects pending USAID's approval of the PDP dated 22 March 1984 and MFEPD's written approval to spend the associated funds. The result has been little or no progress on the secondary towns projects. Progress on Parkridge/Fontainebleau by contrast has been remarkable. The major reason for this is simply that getting things done is now no longer a function of the Ministry since all remaining tasks fall to the City of Harare. The fact that Advisors' contracts are approaching an end has prompted some ad hoc action on the questions of assigning Ministry officials to take over some of the routine functions of my work. The individuals tasked with these duties, however, are primarily interested in these assignments because they will acquire personal skills, i.e., using the Apple IIe, and not because they regard these duties as necessary for the strengthening of MCNH. In other words, the incentive to participate in the implementation of the HG program is not to build up the Ministry as an institution but rather to build up marketable personal skills. The lack of team spirit can be attributed to the many months which have elapsed since the merger was announced with little resolution of the structure and manning of the new Ministry. Under the circumstances, I have requested a short extension of up to four months to ensure that some of these skills are developed and to allow for some extra time to work on the secondary towns in the event that the Government does go ahead with the schemes.

WORK ACCOMPLISHED

The following description of work accomplished follows the terms of reference of my contract. Reference should be made to the Work Program contained in last quarter's report.

1. Assist MCNH to establish systems for project identification, feasibility analysis, and selection.

On May 2 1984, I made a proposal to the Ministry to train officers in the use of the Project Financial Planning System. No reply was received until the subject was mentioned again immediately prior to Mr Hansens's visit in July. It was then agreed that a number of people in the Operations Division and in the Strategic Planning Branch become conversant with the system and take over the preparation of routine reports which monitor financial progress. This will be done in the seventh quarter.

2. Co-ordinate with other donors to ensure rational use of scarce resources.

All commodities ordered to date have been received, including the replacement sound/slide projector. MCNH has requested that a micro-computer be purchased for use at Parkridge/Fontainbleau. The USAID Mission in Harare has agreed to this and Cde Wegge is preparing the necessary justification.

A computer expert is being sent to Zimbabwe on a TDY under the terms of the MCNH/UNDP Pilot Project to assist with the setting up of Morrow microcomputers at Kwekwe, Gutu, and at the Ministry. It is intended to liaise with him/her to pool resources to come up with a workable system for administering building loans on site.

3. Provide recommendations to MCNH based on analysis of critical constraints in the low-cost shelter delivery system.

The constraint identified in last month's report concerning the survey of stands for allocation to low-income households continues to be a problem. The Surveyor-General, aware of this constraint for some years now, attempted to alleviate this problem by amending the relevant legislation in 1981 permitting partial beaconing of these areas so long as sufficient beacons were placed to permit identification of the stands. The points not beaconed could be marked after the installation of services with a simple peg placed by technicians who need not be registered land surveyors. Such an approach was deemed satisfactory not only for the allocation of stands but even for purposes of granting title to allottees. Phase I of Parkridge was surveyed under the terms of this waiver. However the few skeleton beacons there were disturbed by construction activity to such an extent that the placing of the remaining pegs was very difficult. The disturbance of these survey points by the Contractors, unavoidable in many instances, was not reported to the Surveyor-General as is required under the law. Moreover many of the displaced beacons were replaced by the Contractors, again in violation of the law. Under these circumstances the City of Harare refused to be responsible for the placing of the intermediate pegs. Moreover they insisted that these pegs be full fledged beacons and not merely "non-cadastral" markers. This experience has induced the Surveyor-General to request for the repeal of the enabling legislation passed in 1981, a move which in my opinion will throw the baby out with the bathwater. It would seem to me that the provision for a waiver should remain, that Contractors must be informed of their responsibilities under the law for maintaining beacons and that local authorities should recognize that the need for a lower standard of plot demarcation is required if the shelter delivery system is to meet the demand for housing. This appears to be another area where Government, both central and local, insist on maintaining the high standards of infrastructure at the expense of affordability and efficiency. The issue is largely outside the purview of MCNH and therefore the matter is out of our hands.

The question posed in QR5 of proposing a house design which includes an expandable wet core has enlarged itself to become one of proposing a set of complete house designs which are more amenable to self-help construction than are those currently offered by the City of Harare to Parkridge allottees. This matter was raised by Mr Hansen in July and could become the subject of a special assignment carried out by local consultants funded out of the Grant. See Section 6 below.

It would appear that GOZ is encountering severe financial constraints when it comes to allocating counterpart funds for various donor-funded projects. Housing is no exception. With this in mind and knowing that MFEPD was taking a long time to approve the PDP for the Second HG Loan, I proposed how GOZ's contribution could be reduced without upsetting the Implementation Agreement. See Annex A. The proposal simply suggested that the rental housing component be reduced and that the provision for capital for loans to self-builders be cut to more closely match the level of loans being approved at Parkridge. I anticipated a saving of Z\$9.744 million. No reply to this suggestion has been received.

In the process of reviewing Cde Wegge's proposal for establishing a building material loan system "in kind", I used a computer model which simulated the queue which could be anticipated at the Material Store. The study is continuing but early results suggest that up to 100 allottees could be catered for on each working day with a waiting time which would not exceed 15 minutes and a line length not exceeding 20 people. This may not be enough to cope with the actual demand but serving "windows" could be increased from 2 to 4 with no difficulty.

During the quarter I revised a sound/slide presentation which I developed for beneficiary orientation in Lesotho. In the process I adapted it to the new Bell & Howell projectors which allows for a synchronized sound track and automatic slide advancing. It was shown to Parkridge site staff as an example of what kind of orientation package could be used to make more efficient use of available manpower on site. The revised script is attached at Annex B.

4. Assist with developing monitoring and evaluation systems.

Financial monitoring of MCNH expenditure and disbursements is continuing with the use of the PFPS. See Annex C.

I prepared a summary of the distribution of allottees household incomes at Parkridge as of 31 May 1984. See Annex D. This report summarizes the data submitted by Harare each month. It should be prepared on a regular basis by MCNH officials and arrangements are being made to do this.

Agreement in principle was reached on a proposal to intensify M&E efforts both at the Ministry and City level during Mr Hansen's visit in early July. TORs for this work are in progress.

5. Assist with project implementation.

I continued to co-ordinate all technical activities within the Ministry. A summary progress report on all components of the HG program as of 30 June 1984 is presented below.

1. Parkridge / Fontainebleau Phase I

A. Project Delivery Plan

No action or amendments during the month of June.

B. Infrastructure

John Burrow and Partners prepared final certificates for all remaining infrastructure contracts and submitted them to MCNH before the end of June as promised. However there was insufficient time to review these documents before the end of the financial year. This exercise is being carried out now and small final payments to the contractors involved will be made before the end of July. See attached bar chart showing progress on infrastructure works. All infrastructure works have been handed over to the City. The City of Harare is continuing with the installation of basic electrical reticulation in Phase I. This will supply electrical power to all tower lights in Phase I and those stands located along the route of power supply to the tower lights. Progress to date on this work is as follows:

Unit 1	65%
Unit 2	60%
Unit 3	5%
Unit 4	30%

Funds to provide electricity to all remaining stands is included in the project budget and in Harare's PSIP for 1984/85. The Surveyor General reported that some beacons had been disturbed owing to the installation of electric poles on plot boundaries. COH to take remedial action where required. Progress on the verification and beaconing exercise is as follows:

Unit 1	100% complete
Unit 2	100% complete
Unit 3	no report
Unit 4	will be complete soon

Of the 20 stands in Phase I without vehicular access, 4 in Unit 4 will be reduced to 2 large stands with access at the cost of putting in 2 culverts. The remaining 16 occur around the periphery of Unit 2 North and are being redesigned by JBP prior

to final survey. JBP's tender report on the bids for servicing the shopping centres was received and analyzed by MCNH. The tenderer was approached and agreed to lower some of the rates. A recommendation has been made to the ZTB that this negotiated tender be accepted in the amount of \$350,000 for Phase I. ZTB to deal on 5 July 1984. MCNH has requested that the City expedite the erection of road signs at the Bulawayo Roundabout to minimize the chances of further road accidents.

C. Plot Allocations

As at 28 June 1984 a total of 1,794 plots had been allocated in Phase I. Allocations have been slowed down by a shortage of fully beacons stands. Moreover there has been a shortage of 200 square metre stands which are preferred by applicants to the larger, marginally more expensive 300 metre stands. This phenomenon raises a possible policy question which bears investigation since the minimum acceptable plot size was increased from 200 to 300 square metres in 1982. A total of 5,788 applicants have been invited for interview, of whom 2,635 have successfully passed the screening and have been offered plots. The average income of all allottees is Z\$152 per month. It has been decided that the 400 stands in Phase I reserved for the development of rental accommodation be allocated for homeownership owing to the temporary lack of funds to build the rental units. There will be an extra 400 units of rental in Phase II to compensate for this action.

D. Construction Loan Programme

As of 28 June 1984, a total of 603 loans had been signed up for a commitment of Z\$1,401,705. The average value of a loan is therefore Z\$2325. All disbursements have so far been in cash. Material loans in kind have not yet started to be disbursed owing to a lack of staff. COH is looking into the matter. Cde Wegge prepared a proposal for an "in kind" material loan system which has reportedly been accepted by the City. Residents have complained that the disbursement of loan funds is too slow. It is hoped this matter will be resolved by having the allottees report to the BLO to request an inspection of his dwelling rather than to the Loan Officer. The City is also considering disbursing cash rather than cheques.

E. House Construction

Over 1,329 model plans have been sold to allottees. Actual physical progress of house construction is as follows:

Trenches complete	504
Slabs complete	123
Window level	18
Roof	1
Occupied	0

Close monitoring of the rate of completion of houses should now

be started. It is possible that a trend of quick starts leading to prolonged construction periods has begun. Possible reasons for this trend should be identified. It has been decided that the site team should encourage people to complete at least one room and a toilet and take occupancy of their plot before completing the remaining rooms. This will save them paying "double rent" and make them easier to track down in the case of arrears.

F. Admin Complex

John Sisk, the building contractor for the Complex, is to grade the site and put in basic roads and drains. Supply of shelving for the materials depot, also provided for in Sisk's contract, is to be arranged.

G. Community facilities

The City reports that they have investigated the costs of building school facilities and their figures exceed the budgeted provision in the PDP. They also indicate that their brigade is fully deployed at Warren Park. Nevertheless City officials have been reminded of the importance of having at least one school operational by the end of the calendar year.

H. Funding

Funds amounting to Z\$4,390,000 were disbursed to the City during the quarter for Phase I operations. These funds included the first installments of the school and clinic construction and to finish, outfitting the material depot. See Annex C.

I. Project Oversight Committee

The eighth meeting of this committee was held on 28 June 1984.

J. Official Inauguration

A ministerial inauguration of P/F planned for the end of June was postponed owing to the short notice given to invitees to attend. It has now been scheduled for 22 July 1984.

2. Parkridge / Fontainbleau Phase II

A. Project Delivery Plan

MFEPD approved the PDP and passed it onto USAID/Harare who in turn submitted it to RHUDO, Nairobi. It is understood that RHUDO approved the document and that AID/Washington has sought expressions of interest from investors to lend the US\$25 million. MCNH awaits formal advice from MFEPD as to whether or not funds for the project will be made available in 1984/85.

B. Infrastructure

Installation of roads, drains, water, and sewers valued at Z\$6.48 million is complete and all services have been handed over to the City. See attached bar chart of infrastructure progress. Six contracts are already under the maintenance period and the remaining one was due for completion on 8 June 1984. JBP's report on the breakdown of the cost of servicing the shop stands in the District Centre is still awaited. JBP report that 166 stands in Phase II are without vehicular access. A decision has been taken to rectify this situation at an estimated cost of \$43,000 and the loss of 51 stands. The negotiated tender price for servicing the shopping centres in Phase II is \$191,717.

C. Funding

It has been decided that no additional funds for Phase II will be issued to Harare until MFEPD confirms that funds will be made available in 1984/85. Funds amounting to Z\$290,000 were issued earlier in 1983/84 to finance the construction of the bulk water supply. See A. above.

3. Secondary Towns

A. Project Delivery Plan

See 2.A above.

B. Project planning

A decision taken in May to defer project planning activity in the secondary towns was confirmed at an internal MCNH/USAID team meeting held in June. The matter was raised with the Secretary on 3 July 1984 and the decision was reconfirmed. A proposal for preparing for the implementation of the three projects was submitted to MCNH in May but will have to await the approval of funding before being actioned. See Annex E.

C. Funding

MLGTP approved Marondera's application for Borrowing Powers in the amount of Z\$4,7 million. The way is now clear to disburse this money as soon as MFEPD give the "go-ahead".

4. External Evaluation of USAID Efforts at MCNH

The report from the external evaluators is still awaited.

6. Assist MCNH to determine need for short-term TA

No action this quarter. However a proposal to revamp low-income house design is in the pipeline. TOR's are being drafted to employ a local design consultant.

7. Prepare draft TORs for short-term TA

No action this quarter.

8. Participate in forward planning

Annex E contains a detailed proposal to assist the three secondary towns in the implementation of their respective projects. Refer to section 5.3.B. above.

Annex F contains a proposal made by Cde Wegge and myself in response to a request from the Ministry about what to do with the balance of funds in the Grant. The contents were reviewed internally before RHUDO's visit and then became the basis for discussions with Mr Hansen on the subject of extending the life of the Grant.

9. Other Duties

I attended the "Housing in Africa" Conference in Dakar, Senegal from April 9 to 13, 1984 at the invitation of RHUDO. I accompanied Cde Alois Bera from MCNH, Cde Tongai Mahachi from the City of Harare, and Cde Partson Mbirini from Ministry of Local Government and Town Planning. Proceedings of the Conference have been deposited in MCNH's library.

ISSUES REQUIRING RESOLUTION

The major issue requiring resolution is whether or not the Government of Zimbabwe will actually go ahead and borrow the second US\$25 million thus allowing the implementation of P/F II and the secondary towns projects. All significant project planning activities are at a stand still until this is resolved.

PROPOSED WORK PROGRAM

1. Draft TOR's for a study to be carried out by local consultants on the subject rationalized house design, subject to MCNH approval.
2. Prepare proposal for monitoring and evaluation work at Parkridge.
3. Train selected Ministry officials in the use of the PFPS.
4. Handover routine duties to Ministry officials.
5. Begin detailed project planning in secondary towns if MFEPD decides to proceed with borrowing for these schemes.

MEMO

To: Director, TSD
 H. Magdon-Ismael
 Dep Sec (F/A)
 C. Mutiwanyuka

From: Project Planning Advisor

RM

RM Beardmore

Ref:HC/HAR/4/1

Date: 24 May 1984

USAID HOUSING SCHEMES

In your deliberations with MFEPD on the question of the approval of our Ministry's proposals for the above schemes under the Second Loan you may wish to consider the following ways of reducing the overall budget estimates. I make these proposals on the understanding that it would be better to go ahead with a smaller project than to forfeit the project altogether.

Reductions in the size of the schemes can be achieved by means which in no way jeopardize the Implementation Agreement signed between MFEPD and USAID in November 1982. Nor does it materially alter the scope of the project as anticipated at that time.

In the first instance, it would be possible to reduce the average size of the construction loans to allottees on the basis of actual field experience at Parkridge Phase I. You will recall that we budgeted a figure of \$3100 per loan and this figure was used throughout the secondary towns as well. Allocation of 1100 plots reveals that the average loan affordability in P/F is \$2500. This sum is still higher than the cost of materials for a four-roomed core which the Mwekwe experience tells us is about \$2300.

The second means of reducing the overall cost of the scheme is to make a variation on the policy of 10% rental. Why not consider a policy whereby a sum of money equal to 10% of the cost of loans to developers is set aside for the development of rental units in any one project. We could still retain 10% of all plots for rental units but accept the fact that it will take longer to complete development of these dwellings.

The attached schedule illustrates the effect that adopting these two alternatives would have on both of the USAID-funded projects. In the case of P/F Phase I, we could reduce GOZ commitment by \$3.967 million alone, that is, by 23%. On the second loan we could reduce GOZ expenditure by \$5.777 million or 37%. That represents a total of \$9.744 million on the two USAID Loans. And this would be achieved without upsetting the Implementation Agreements signed with USAID.

USAID HG PROJECTS 613-HG-001 AND 613-HG-001B
 Revised GOZ Liability (via NHF) in \$000

	Current Amount	Proposed Amount	Net Saving
1. The First USAID Loan			

Parkridge/Fontainebleau Phase I			
Loans to plot developers (1)	7,826	5,609	2,217
Construction of rental	2,311	561	1,750
Total savings on First Loan			3,967
2. The Second USAID Loan			

Parkridge/Fontainebleau Phase II			
Loans to plot developers (2)	5,085	3,320	1,765
Construct rental	2,203	332	1,871
Marondera			
932 loans to developers	2,889	2,330	559
Construct rental units	515	233	282
Kadoma			
851 loans to developers	2,742	2,127	615
Construct rental units	490	213	277
Chinoyi			
450 loans to developers	1,395	1,125	270
Construct rental units	250	113	138
Total savings on Second Loan			5,777
TOTAL SAVINGS ON BOTH LOANS			9,744

Notes: 1) In current PDP for Phase I, GOZ funds 2524 loans @ \$3100
 whereas under alternative GOZ funds 2243 loans @ \$2500

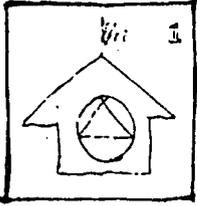
2) In PDP for Second Loan, GOZ funds 1640 loans @ \$3100
 whereas under alternative GOZ funds 1328 @ \$2500

**AN ILLUSTRATED SLIDE PRESENTATION
FOR BENEFICIARY ORIENTATION**

By RM Beardmore

31 August 1981
Revised June 1984

INTRODUCTION

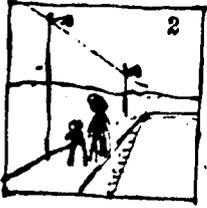


You have applied to LEHCO-OP for a serviced stand and a building materials loan to construct your own house. Your applications have been reviewed by LEHCO-OP's Community Section. Some of you have even been interviewed by a Community Worker in your present homes. An independent Beneficiary Selection Committee has approved your applications and, as a result, you have each received a written offer of a plot and a loan in the Khubetsoana Community Development Project.

We have invited you to attend this orientation session today and tomorrow to tell you more about the scheme. We also want to answer questions you may have about it. After this orientation you can make your final decision about whether or not you want to participate in the project.

For the next few minutes we would like to show you a preview of the steps you would take if you chose to go ahead with building your own house. We will discuss each step in much greater detail before the week-end is over.

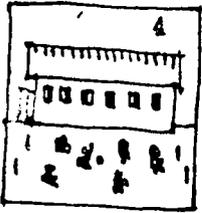
1. A SERVICED STAND



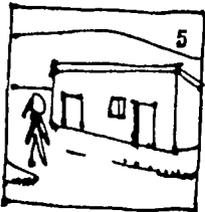
But first let us recap some general ideas about the scheme. The Khubetsoana project provides 865 serviced stands for residential construction. The services include gravel roads and stormwater drains, street lighting, and water at public stand pipes. In the beginning the services will be minimal but they are designed to be improved over time in keeping with the community's willingness and ability to pay for higher levels of service in the future.



2. COMMUNITY FACILITIES



The project also has a number of community facilities. These include a health clinic, a market, primary and secondary schools for your children, and commercial sites for the development of shops. In short, the ingredients for a complete community.



3. BUILDING MATERIAL LOANS

Each plot allottee is eligible for a building material loan (BML). The Company provides materials and technical assistance sufficient to build a core house of up to three rooms and a sanitation unit. Like the services to the plot, the core house is designed to be expanded in keeping with your ability to afford a larger house.

4. PAY DEPOSIT



After you have made up your mind that you want to go ahead with this project to build your own house the first thing that you must do is pay a deposit to LEHCO-OP. The deposit is equal to five percent of the cost of the plot and the materials loan. For a two-room core house it is about one hundred Maluti. It is your money contribution to the project. Other contributions you will make later include your labour and perhaps money to transport materials to your plot. The deposit is payable to LEHCO-OP's Accounts Section. You will be given a receipt for the amount of money you will pay as a deposit.

5. SIGN THE LEGAL AGREEMENT

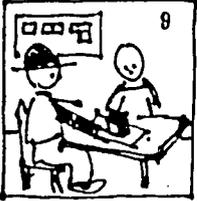


After you have paid your deposit, you must come in and sign a legal agreement. When you hear your name announced on the radio come in to LEHCO-OP's offices on the date mentioned. The legal agreement outlines the terms and conditions under which you receive the serviced plot and the loan. It specifies which plot you will be allocated, how big your loan will be, how long you will have to build your core house, how much repayments will be and when they will start, and many other items. At this time you will receive a copy of the Home Owners Manual. This booklet explains the legal agreement in Sesotho and gives other valuable information about the project. You will also receive a copy of



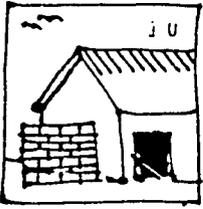
LEHCO-OP's illustrated manual on how to build your house.

6. HOUSE DESIGN

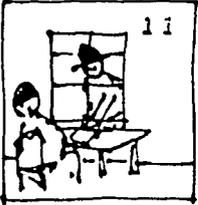


You are now ready to go to the site and take possession of your plot. You should report to the Community Worker on site. He or she will assist you to design the final shape of your house according to some simple rules and with the help of a wooden model. Your core house can be placed on the plot in a number of different ways depending on how you want your dwelling to grow. You must pay attention to the direction from which your plot gets the sun. You must leave enough room to allow a service vehicle to reach your sanitation unit at the back of the plot. The Community Worker will sketch in the location of your core house on the plan of your plot found in your Home Owners Manual. You will also receive a set of cards describing the tools and materials you will need to build each stage of your core house. Your signature and that of someone you want to be able to receive materials on your behalf should be written on each card. You must present these cards to the Material Stores when you want materials. Before you can obtain materials for one stage of the work, the Works Foreman must approve the previous stage of the work by signing the appropriate card. You are now ready to obtain your first lot of tools and materials.

7. DRAWING MATERIALS



Materials and tools are drawn from the Stores located in a fenced compound on the project site. Stores are open Monday to Friday from 0830 to 1630 and on Saturdays from 0830 to 1200. During the week they are closed for lunch from 1245 to 1400.

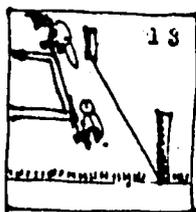


Present your material entitlement cards to the Storekeeper and make your request for the items you want. The Storekeeper will fill out a waybill which records these items. She will mark them off on your card and on her copy of the card kept in the Stores record. You or your authorized assistant must sign



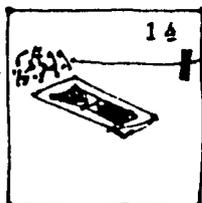
the waybill showing that you received the goods. Upon presenting the waybill to the Stores Assistant inside the compound, he will give you your order. The Gatekeeper checks your order against the waybill for a final time on your way out through the gate. It is important to keep all your waybills. A copy of your waybill goes to LEHCO-OP's Accounts Section where details of the issue of material will be entered on your loan ledger card. The actual amount of your loan will be calculated in part by adding up the value of all the waybills you have received. Ensuring that you use materials wisely and economically will help to reduce the cost of your house and therefore it will reduce the amount of the loan you will be obliged to pay back to LEHCO-OP.

8. BEGINNING CONSTRUCTION



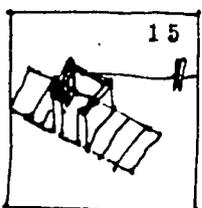
To avoid future confusion about plot boundaries we ask that the first work you do on your plot is to put in your corner posts. For your convenience and as a place to store tools and materials during construction, we ask that the second thing that you do is to build your sanitation unit. You will hear more about the sanitation unit later on during the week-end. For now, we can say that it is a permanent ventilated improved pit latrine which uses two pits alternatively. The Town Office will empty the pits whenever they are full. The Works Foreman will assist you to set out the pit latrine. A detailed drawing of the unit is in your Home Owners Manual. Remember, this is a self-help project. You, therefore, must provide the labour to construct your house. We encourage you to actually do the work yourself because it will cost you less money than if you paid someone to do it for you. We realize however that your job or family situation may prevent you from doing all of the physical work yourself. LEHCO-OP can advise you about how much money to pay for each stage of the work should you wish to hire someone to do it. BUT the actual hiring and supervising of the workers is your own responsibility.

9. SANITATION SUB-STRUCTURE

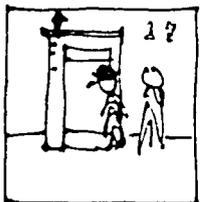
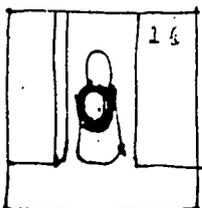


Let's continue with the construction of your sanitation unit. After excavating a hole in the ground as set out with the assistance of the Works Foreman, a footing is poured and concrete block walls are built inside the hole on all four edges and one down the middle. The earth at the bottom of the hole is compacted. You obtain materials for this stage of the work from the site Stores in the same way as you obtained the tools and materials drawn earlier.

10. SANITATION SUPERSTRUCTURE



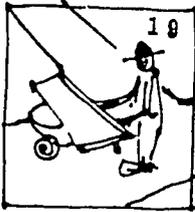
Eight concrete cover slabs are placed over the hole and are supported by the walls underneath. The superstructure consists of the little "house" on top of the central two slabs. A fibre glass seat with a closing lid is inserted in one of the two holes in the floor of the house. The seat is moved across to the second hole when the first pit is full. Always keep the lid closed when the toilet is not in use. A vent pipe at the back of the unit permits all smells to be blown away without coming near the "house". A screen on the top of the vent pipe prevents any flies trapped in the pit from escaping. Flies are known to be carriers of disease.



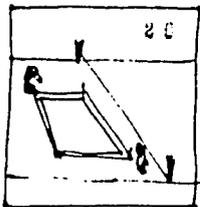
11. APPROVAL OF STAGE ONE



After your sanitation unit is complete, the Works Foreman will inspect it and sign your material entitlement card, indicating that Stage One of the house construction is complete. You can now go to the Stores and request the materials required for Stage Two. At this point we'd like to say that LEHCO-OP has a limited amount of transport available to take materials from the Stores to your plot. Each building material loan includes an allowance for rental of LEHCO-OP transport. However you are encouraged to find other means of moving your goods. LEHCO-OP doesn't have enough transport to meet every allottees need.



12. SETTING OUT THE CORE HOUSE



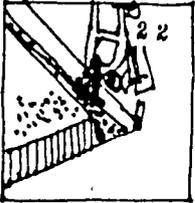
As we mentioned earlier, LEHCO-OP has produced a detailed guide book showing how to build a typical core house. It has a bright red cover. It gives a step-by-step description of the building process, starting with setting out the house on the plot. The Works Foreman will help you do this so that it will be properly placed on the site according to the drawing in your Home Owners Manual.

13. DIGGING FOUNDATIONS



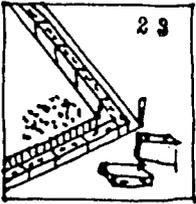
Trenches are dug for the foundation. The Works Foreman will check to see that they are level before you go on to the next step.

14. POURING FOOTINGS



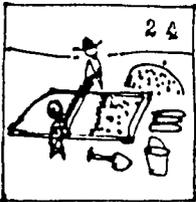
Concrete is mixed according to the instructions in the building guide and poured into the trenches and levelled off to cure.

15. BUILDING UP TO SLAB LEVEL



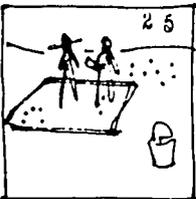
Three courses of concrete block are built on top of the footing. The area enclosed by the foundation is filled with hardcore which is compacted.

16. POURING THE FLOOR SLAB



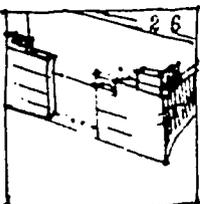
The floor slab is poured on top of the hardcore and levelled off with the block foundation.

17. APPROVAL OF STAGE TWO



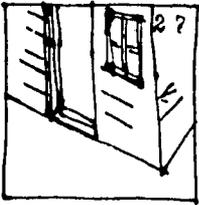
The Works Foreman will approve your slab before you proceed with building the walls.

18. BUILDING UP WALLS



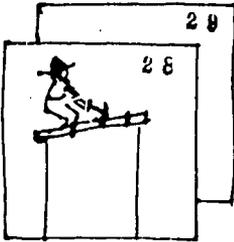
Walls are built up on top of the floor slab. A layer of damp proofing is put under each wall to prevent moisture from travelling up the blocks and spoiling the finish.

19. INSERTING DOOR AND WINDOW FRAMES



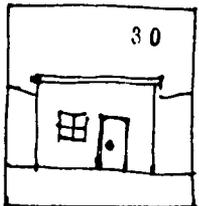
Door frames and window frames are placed in the openings as the wall is erected. Wire is fixed into the top of the wall in preparation to secure the roof structure.

20. ROOFING



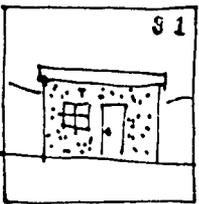
Roofing timbers are placed to span across the rooms and corrugated iron roof sheets are nailed to the timbers.

21. HANGING DOORS AND GLAZING WINDOWS



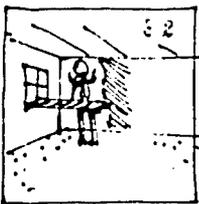
Windows are glazed using putty and doors are hung.

22. PLASTERING THE OUTSIDE



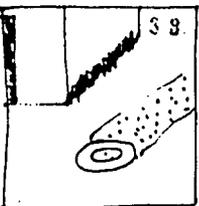
A cement colour wash is applied to the outside of the concrete blocks to make the walls waterproof.

23. PLASTERING THE INSIDE



Cement plaster, an undercoat of distemper, and PVA paint are applied to the inside walls of the house. You may choose the colours you want for both the inside and outside.

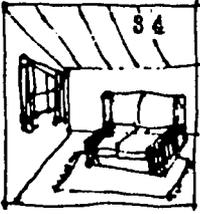
24. INSTALLING A SOAKAWAY



A soakaway is installed to carry away waste water accumulated from washing. It is a kind of a drain which leads to an underground pit where the water is allowed to seep into the earth.

22

25. MOVING IN



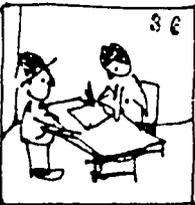
You may move onto your plot anytime after you sign the legal agreement. Your repayments do not start until the beginning of the ninth month after you signed. If you build your core house in, say, two months, you can live "rent free" for six months. The money you save by doing this can be used to pay for labour or for extra items such as a verandah or electric wiring.

26. CERTIFYING COMPLETION



A final inspection is carried out by the Works Foreman. If everything is all right, he will issue a completion certificate, indicating that your core house is now complete.

27. FINALIZING THE LOAN



The Accounts Section will add the last of your waybills to your loan ledger card and include your share of the cost of the plot services like roads and water. They will calculate your final loan and advise you of your monthly repayment.

28. MAKING REPAYMENTS



Your loan repayments will help build up a revolving fund which will allow other families to obtain loans for the construction of their core houses. It is therefore essential that you make regular repayments.

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29. JUST A BEGINNING



When most of the core houses in your community are complete and the community facilities are in place you may want to organize an official inauguration of the scheme. Such an occasion is an opportunity to show your fellow citizens what you as a community have accomplished. It is also an opportunity to tell them of your plans for further developing your village. No doubt these plans will include a desire to add on to your core houses. LEHCO-OP stands ready to provide further technical assistance to help you achieve these goals. You will have by now realized that the construction of your core houses by means of aided self-help is only the beginning.

MEMORANDUM

To: Secretary
 Dep Sec (Finance)
 Dep Sec (Operations)

From: Project Planning Advisor
 RM. Beardmore

Ref: S1/827/17

Date: 12 July 1984

PARKRIDGE / FONTAINBLEAU PROJECT

Please find attached a copy of unaudited Financial Control Charts for Phases I and II of the above project for the month ending 30 June 1984.

A summary of the totals on each sheet is given below:

	Estimated Total Cost	Spent to 30.6.83	Allocation for 83/84	Spent in 83/84	% Spent To Date
Ph I	\$27,200,000	5,778,191	7,710,613	6,691,688	46
Ph II	\$27,800,000	1,791,986	6,030,036	4,532,976	23
Totals	\$55,000,000	7,570,177	13,740,649	11,224,664	34

These figures include an allocation of \$467,940 which was provided by the City of Harare in Phase I of which \$300,000 is assumed spent.

A disbursement of \$580,385 was made to the City during the month of June. This issue included funds to begin construction of two primary schools and one polyclinic. No funds were issued for Phase II since the Project Delivery Plan had not yet been approved by USAID.

The anticipated final expenditure on Phase I infrastructure contracts was not made before the end of the financial year. Documentation from John Burrow & Partners was not received early enough to permit this. These expenditures will be made in July 1984. All cost estimates for civil works in both Phases of the project have been amended to reflect the amounts approved by the Tender Board. Only Contract 23/82 in Phase I and Contract 32/82 in Phase II appear to show expenditures in excess of the approved sums. Total MCNH expenditure for Phase I for June came to \$92,278, representing one payment on Contract 22/82 and payments for survey and professional fees. Total expenditure on Phase II for the month was \$236,062, virtually all for on-site civil works with a small amount for soil tests and professional fees. Expenditure on the construction of the Admin Complex continues to lag. With the site works now underway, an effort should be made to finalize this contract and, in so doing, determine the savings which have been made on the job.

The total expenditure from the National Housing Fund for 1983/84 was \$11,194,664 of which MCNH spent \$6,513,664 direct and \$4,681,000 was disbursed to the City of Harare.

The transfer of the rental housing component from Phase I to Phase II has resulted in the amendment of the estimated total cost of each Phase. Phase I decreased in value from \$29,5 million to \$27,2 million, a difference of \$2,3 million. Phase II increased in value by the same amount from \$25,5 million to \$27,8 million. The total for both Phases remains \$55.0 million.

It is intended to hand the debt for Phase I over to the City with effect from 1 July 1984. This requires that all interest accrued as of this date on the expenditure of MCNH-sponsored activities be capitalized and added to the capital expenditure incurred. This exercise is in progress and the cash book and ledger have been kept open to permit last minute expenditures to be back-dated to 30 June and included in the debt calculation.

For 1984/85 it is intended that the preparation of this monthly financial report be continued. The process of setting up the system will involve verifying all the cost estimates as shown in column 2 of the attached charts. In particular it will be necessary to review the outstanding commitment on professional fees. The advanced stage of the civil works in both Phases suggests that this fee element will be minimal. The report format may be modified somewhat to make it more useful to management. It would make sense to incorporate a column which shows "expenditure to date this year" and introduce a column for "percent spent". It has been proposed that members of the MCNH Oversight Committee be involved in this exercise and take a lead role in preparing these reports in the future.

cc: MCNH/USAID Project Team: Cdes Ndlovu, Zinyandu, Chimba, Wild, Muwanga, Mbinda, S.M. Sibanda, Bhargava, Wegge

MEMORANDUM

To: Secretary
DSO

From: Project Planning Advisor

Ruth Sandure

Ref: SI/827/19

Date: 5 July 1984

Parkridge/Fontainbleau Income Distribution

Please find attached a table giving the income distribution of allottees at P/F, grouped by month of allocation up to 31 May 1984.

The analysis is based upon returns from the City of Harare and reflects income as measured in August of 1982. You may find this information useful in your discussions with USAID personnel next week on the subject.

The following comments are in order:

1. The median income of all allottees is \$152 per month.
2. The relatively small number of allocations in April was caused by the scarcity of surveyed plots at that time and by the numerous public holidays.
3. Of the total of 1479 plots allocated, all but 11 were of Type A, i.e., less than 299 square metres.
4. Over the first four months there has been a consistent increase in the proportion of each monthly allocation going to households earning over \$160 per month and a corresponding decrease in the percentage going to those earning less than \$149 per month. This presumably reflects higher incomes amongst those people with more recent Waiting List Priority Dates.
5. Less than 9% of all allottees were selected from those earning less than \$119 per month. This reflects the few number of households on the Waiting List at the lower end of the income scale.

On the whole, I would say the income distribution to date represents a good effort to ensure equitable allocation of plots among those households able and willing to afford one.

PARADISE/FONTAINEBLEAU PHASE II FINANCIAL CONTROL SHEET DATE: 30 JUN 84

PROJECT COMPONENT	REV EST (87/83)	SPENT TO 30.6.83	ALLOCATION 83/84	SPENT 83/84 TO 31.12.83	MONTHLY EXPENDITURE						TOTAL EXP TO DATE
					JANUARY 84	FEBRUARY 84	MARCH 84	APRIL 84	MAY 84	JUNE 84	
A. LAND											
1. Acquisition	233,000	233,000	0	0	0	0	0	0	0	0	233,000
2. Survey	221,000	178,000	43,000	17,027	0	378	2,478	5,429	0	0	296,474
Sub-total for A	454,000	411,000	43,000	17,027	978	378	2,478	5,429	0	0	429,474
B. PRIMARY INFRASTRUCTURE											
1. Glen High road (47/82)	1,599,418	0	1,599,418	516,931	87,828	82,000	124,725	0	79,183	0	871,875
2. Bulk water supply	296,000	0	296,000	296,000	0	0	0	0	0	0	296,000
Sub-total for B	1,895,418	0	1,895,418	812,931	87,828	82,000	124,725	0	79,183	0	1,167,875
C. SITE SERVICING											
1. Roads & drains											
Unit 7, DC (31/82)	1,241,158	453,966	587,172	247,988	0	175,473	0	0	0	0	1,899,347
Unit 5, 65 (33/82)	859,960	0	859,960	343,645	118,297	45,454	74,371	0	0	0	427,731
Unit 4, 6 (35/82)	431,455	0	431,455	252,617	184,918	44,488	78,859	0	0	33,742	427,731
Sub-total for RdS	2,732,773	453,966	2,078,787	844,199	215,207	265,927	153,238	0	0	37,836	518,332
2. Water & sewers											
Unit 7, DC (32/82)	526,000	299,000	227,000	144,743	4,723	0	0	0	0	0	299,000
Unit 5, 65 (34/82)	942,765	0	942,765	443,156	44,282	0	0	0	0	0	443,156
Unit 4, 6 (36/82)	486,674	0	486,674	442,256	0	0	0	43,594	0	0	486,674
Sub-total for W&S	2,154,839	299,000	1,855,839	1,028,155	71,005	43,113	0	43,594	0	0	1,028,155
3. Tower / street lights											
4. Electricity	1,275,688	0	0	0	0	0	0	0	0	0	0
5. Street / plot numbers											
6. Unit 4 shopping centre	191,717	0	0	0	0	0	0	0	0	0	0
Sub-total for C	6,726,579	952,966	3,934,626	1,916,241	286,212	309,058	153,238	43,594	197,822	232,311	4,118,748
D. HOUSE CONSTRUCTION											
1. Capital for house loans	9,187,800	0	0	0	0	0	0	0	0	0	0
2. Construct/rental units	4,586,000	0	0	0	0	0	0	0	0	0	0
Sub-total for D	13,773,800	0	0	0	0	0	0	0	0	0	0
E. COMMUNITY FACILITIES											
1. Primary schools (5)	1,250,000	0	0	0	0	0	0	0	0	0	0
2. Secondary schools (1)	770,000	0	0	0	0	0	0	0	0	0	0
3. Health clinic	150,000	0	0	0	0	0	0	0	0	0	0
4. Market / Toilet (2)	95,000	0	0	0	0	0	0	0	0	0	0
5. Admin / community (1)	187,000	0	0	0	0	0	0	0	0	0	0
Sub-total for E	2,952,000	0	0	0	0	0	0	0	0	0	0
F. TECHNICAL ASSISTANCE											
1. Project admin (by CDH)											
Salaries	180,000	0	0	0	0	0	0	0	0	0	0
On-costs	180,000	0	0	0	0	0	0	0	0	0	0
Sub-total for admin	360,000	0	0	0	0	0	0	0	0	0	0
2. Professional services											
JBP prog. manage (18k)	688,000	484,878	172,000	7,294	17,945	1,281	0	0	0	0	433,215
BCNDP req. design (1hr)	0	0	0	24,158	0	0	0	0	0	0	24,158
JBP suppression (18c)	0	0	0	26,433	0	5,592	3,748	1,258	12,572	138	49,812
Ascon soil tests (18f)	0	0	0	31,000	0	13,671	0	0	4,112	3,412	52,875
Site security (25A)	0	21,138	0	4,798	0	3,299	0	0	1,154	0	38,489
Sub-total for prof fees	688,000	426,086	172,000	94,461	17,945	23,862	3,748	1,258	17,848	3,751	392,845
Sub-total for F	1,048,000	426,086	172,000	94,461	17,945	23,862	3,748	1,258	17,848	3,751	392,845
TOTAL EXCLUDING CONTINGENCIES	26,420,787	1,791,966	6,836,836	2,838,748	392,155	415,298	284,377	78,283	294,845	234,842	6,324,942
G. CONTINGENCIES											
1. Physical	493,411	0	0	0	0	0	0	0	0	0	0
2. Price (inflation)	885,400	0	0	0	0	0	0	0	0	0	0
Subtotal for G	1,378,811	0	0	0	0	0	0	0	0	0	0
BOND TOTAL	27,799,598	1,791,966	6,836,836	2,838,748	392,155	415,298	284,377	78,283	294,845	234,842	6,324,942
Funded/Executed by CDH											
Funded/Executed by CDH	433,000	233,000	0	0	0	0	0	0	0	0	233,000
Funded by GOZ											
Executed by MOH direct	7,496,739	1,558,966	5,740,836	2,548,748	392,155	415,298	284,377	78,283	294,845	234,842	5,981,942
Executed by CDH direct	18,497,858	0	296,000	296,000	0	0	0	0	0	0	296,000
Contingencies	1,378,811	0	0	0	0	0	0	0	0	0	0
Exchange rate ZH to US\$	0.92										

PROJECT COMPONENT	REV EST	SPENT TO DATE				MONTHLY EXPENDITURE						OVERALL EXP TO DATE
	(87/83)	88.03	83.04	73.11.85	JANUARY 84	FEBRUARY 84	MARCH 84	APRIL 84	MAY 84	JUNE 84		
A. LAND												
1. Acquisition (CDM)	261,335	261,335	0	0	0	0	0	0	0	0	0	261,335
2. Survey	127,000	100,000	27,000	5,200	970	370	2,470	5,429	0	2,892	117,547	
Sub-total for A	328,335	361,335	27,000	5,200	970	370	2,470	5,429	0	2,892	318,882	
B. PRIMARY INFRASTRUCTURE												
1. Roads & storm drains	0	0	0	0	0	0	0	0	0	0	0	0
2. Bulk water supply	241,500	238,000	11,500	0	0	0	0	0	11,500	0	241,500	0
3. Sewers	0	0	0	0	0	0	0	0	0	0	0	0
4. Electricity	0	0	0	0	0	0	0	0	0	0	0	0
Sub-total for B	241,500	238,000	11,500	0	0	0	0	0	11,500	0	241,500	0
C. SITE SERVICES												
1. Roads & drains												
Unit 1A, 1S (85/82)	781,761	562,000	219,761	195,822	0	0	0	0	0	0	0	757,822
Unit 2 (88/82)	1,139,000	569,000	639,000	514,000	0	43,155	0	0	0	0	0	1,059,201
Unit 2A, 3, 4 (22/82)	1,132,455	553,000	599,425	458,819	0	0	0	0	0	85,130	0	1,074,449
Sub-total for R&D	2,053,616	1,615,000	1,458,416	1,178,647	0	43,155	0	0	0	85,130	0	2,113,772
2. Water & sewers												
Unit 1S (84/82)	459,563	322,000	127,563	52,870	0	0	0	0	0	0	0	384,870
Unit 100 (87/82)	494,370	320,000	164,370	121,702	0	0	0	0	0	0	0	451,702
Unit 2 (89/82)	399,973	289,000	118,973	32,403	0	0	0	0	0	0	0	321,403
Unit 2A, 3, 4 (23/82)	1,484,100	795,000	289,100	289,645	0	0	0	0	11,455	0	0	1,094,100
Sub-total for W&S	2,438,006	1,746,000	692,006	495,990	0	0	0	0	11,455	0	0	2,253,363
3. Tower / street lights	454,750	292,000	162,750	0	0	0	0	0	0	0	0	454,750
4. Electricity	1,789,000	674,000	194,250	0	0	0	0	0	194,250	0	0	869,050
5. Landscaping & parks	0	0	0	0	0	0	0	0	0	0	0	0
6. Street / plot numbers	12,250	0	12,250	0	0	0	0	0	0	0	0	12,250
7. Shopping areas servicing	250,000	0	0	0	0	0	0	0	0,000	4,250	0	254,250
Sub-total for C	8,837,822	4,327,000	2,519,672	1,644,595	0	43,155	0	0	374,455	89,380	0	6,563,390
D. HOUSE CONSTRUCTION												
1. Capital for base loans	11,451,400	170,475	3,182,000	0	0	0	0	0	0	0	0	3,352,475
2. Construct rental (MDM)	0	0	0	0	0	0	0	0	3,182,000	0	0	3,182,000
3. Construct rental (CDM)	512,745	174,000	337,940	300,000	0	0	0	0	0	0	0	174,000
Sub-total for rental	512,745	174,000	337,940	300,000	0	0	0	0	0	0	0	174,000
Sub-total for D	11,964,145	344,475	3,519,940	300,000	0	0	0	0	3,182,000	0	0	3,827,400
E. COMMUNITY FACILITIES												
1. Primary schools												
PS2 & PS3	788,000	0	150,000	0	0	0	0	0	0	0	0	150,000
PS4 & PS8	788,000	0	150,000	0	0	0	0	0	0	150,000	0	150,000
Sub-total for PS	1,488,000	0	300,000	0	0	0	0	0	0	150,000	0	300,000
2. Secondary schools (1)												
Health centre	875,000	0	0	0	0	0	0	0	0	150,000	0	150,000
3. Markets / toilets / shops												
Administrative complex	950,000	0	275,000	0	0	0	0	0	0	275,000	0	275,000
4. Markets / toilets / shops												
Building works (25/83)	172,200	0	172,200	0	0	0	0	0	0	0	0	172,200
5. Administrative complex												
Building works (25/83)	540,340	74,009	474,251	80,000	0	81,874	0	114,500	0	0	0	251,643
Equipment	230,970	0	230,970	0	0	0	0	0	0	0	0	230,970
Sub-total for Admin.	771,310	74,009	705,221	80,000	0	81,874	0	114,500	79,825	151,125	0	582,613
6. Demonstration houses (68)												
Fencing (48/82)	0	0	0	0	0	0	0	0	0	0	0	0
Other works	49,482	49,482	0	0	0	0	0	0	0	0	0	49,482
Sub-total for E	3,824,872	123,571	1,382,501	80,000	0	81,874	0	114,500	252,115	574,125	0	1,229,295
F. TECHNICAL ASSISTANCE												
1. Project admin (by CDM)												
Salaries	195,000	0	65,000	0	0	0	0	0	0	0	0	65,000
On-costs	195,000	0	65,000	0	0	0	0	0	0	0	0	65,000
Sub-total for admin	390,000	0	130,000	0	0	0	0	0	0	0	0	130,000
2. Professional services												
J&P proj manage (18A)	46,000	0	0	7,200	17,945	1,200	0	0	0	0	0	26,345
J&P design (18B)	225,000	0	0	0	0	0	0	0	0	0	0	225,000
J&P supervision (18C)	179,000	0	26,433	0	0	5,592	3,740	1,250	12,572	289	0	49,812
Ascom soil tests (18F)	120,000	0	31,001	0	0	12,671	0	0	4,112	3,412	0	53,074
Site security (25A)	40,000	0	4,290	0	0	3,399	0	0	1,154	625	0	9,998
Other services	30,000	0	0	0	0	0	0	0	0	0	0	0
Sub-total for prof fees	650,000	450,000	290,000	70,312	17,945	23,842	3,740	1,250	47,851	4,256	0	619,232
Sub-total for F	1,040,000	450,000	330,000	70,312	17,945	23,842	3,740	1,250	47,851	4,256	0	619,232
TOTAL EXCLUDING CONTINGENCIES	25,437,874	5,778,191	7,718,613	2,122,115	18,915	140,449	4,418	123,187	3,849,921	672,643	12,739,879	
G. CONTINGENCIES												
1. Physical												
Physical	614,304	0	0	0	0	0	0	0	0	0	0	614,304
2. Price (inflation)												
Price (inflation)	1,147,822	0	0	0	0	0	0	0	0	0	0	1,147,822
Sub-total for G	1,762,126	0	0	0	0	0	0	0	0	0	0	1,762,126
GRAND TOTAL	27,200,000	5,778,191	7,718,613									
Funded/executed by CDM	1,184,800	376,140	447,940	300,000	0	0	0	0	0	0	0	676,140
Funded by GOZ												
Executed by MDM direct	7,234,244	4,834,571	2,851,673	1,822,115	18,915	140,449	4,418	123,187	59,364	92,278	4,385,259	
Executed by CDM direct	17,897,550	1,347,400	4,291,000	0	0	0	0	0	3,818,415	580,285	5,750,400	
Contingencies	1,762,126	0	0	0	0	0	0	0	0	0	0	

PARKRIDGE / FONTAINSLEAU HOUSING PROJECT PHASE I

INCOME DISTRIBUTION OF ALLOTTEES (by month of allocation in 1983/84)

INCOME GROUP	FEB			MARCH			APRIL			MAY			JUNE			TOTAL		
	no.	%	cum %	no.	%	cum %	no.	%	cum %	no.	%	cum %	no.	%	cum %	no.	%	cum %
less than \$100	11	4.4%	4.4%	7	1.0%	1.0%	1	0.9%	0.9%	7	1.6%	1.6%				26	1.8%	1.8%
100 - 109	3	1.2%	5.6%	7	1.0%	2.1%	0	0.0%	0.9%	0	0.0%	1.6%				10	0.7%	2.4%
110 - 119	11	4.4%	9.9%	14	2.1%	4.1%	2	1.7%	2.6%	5	1.2%	2.8%				32	2.2%	4.6%
120 - 129	21	8.3%	18.3%	39	5.8%	9.9%	9	7.7%	10.3%	23	5.3%	8.1%				92	6.7%	10.8%
130 - 139	56	22.2%	40.5%	160	23.6%	33.5%	21	17.9%	28.2%	49	11.3%	19.4%				286	19.3%	30.2%
140 - 149	60	23.8%	64.3%	141	20.8%	54.3%	21	17.9%	46.2%	65	15.0%	34.5%				287	19.4%	49.6%
150 - 159	56	22.2%	86.5%	140	20.6%	74.9%	27	23.1%	69.2%	70	16.2%	50.7%				293	19.8%	69.4%
160 - 169	23	9.1%	95.6%	108	15.9%	90.9%	23	19.7%	88.9%	110	25.5%	76.2%				264	17.8%	87.2%
170 - 175	11	4.4%	100.0%	62	9.1%	100.0%	13	11.1%	100.0%	103	23.8%	100.0%				189	12.8%	100.0%
total	252	100.0%		678	100.0%		117	100.0%		432	100.0%					1479	100.0%	

To
be
submitted

Notes: Income measured as at August 1982

All data based on monthly returns submitted by City of Harare

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MEMO

To: Secretary
DSE
Dep Sec (H&OA)
Dep Secs (F/A)
Director, TSD

From: Project Planning Advisor
R. M. Beardmore
R. M. Beardmore

Ref: F/3/60

Date: 10 May 1984

USAID-FUNDED LOW COST SHELTER PROJECT

WORK PROGRAMME FOR SECONDARY TOWNS

Now that the Project Delivery Plan (PDP) for the Second USAID Loan has been finalized and is on its way to USAID via MFEFD, I would like to propose a programme of work involving the secondary towns in the project: Marondera, Kadoma, & Chinhoi.

The purpose of the programme would be to ensure that the towns are ready to implement their respective projects as soon as funds are made available to them from the NHF.

The approach I recommend is one of systematically going through the PDP with the Local Authorities and assisting them to take the steps necessary to put into operation the policies and procedures called for, where appropriate the towns' existing systems would be used and, if necessary, adapted to the requirements of the new MCHH policies on low-income housing. In some cases completely new approaches will have to be developed, e.g., technical assistance to aided self-help builders. Experience at Parkridge/Fountain-bleau, Kwerwe, and Gutu will, of course, be drawn upon. A list of some of the possible preparatory activities is given in the attached annex. It is assumed that officials from the Local Authorities will undertake the preparation of their own projects with guidance from MCHH. Ministry officials will not be doing the work for the Councils.

There will have to be a number of Ministry representatives who can take turns being involved with the exercise. I suggest they be drawn from our USAID Project working party, with emphasis on involving the more junior officers. The working party presently consists of Cdes Magdon-Ismail, Zinyandu, Ndlovu, Chimba, and Bhargava. Cdes Wild, Tafangombe, and Sibanda have participated periodically in relation to minute-taking at the P/F Oversight Meetings. There would be no problem in adding to this group if other officers would benefit from this experience. Of course, Cde Wegge, the Self Help Housing Advisor, would also participate, forming a link between the work being done at Parkridge Fountain-bleau and that of the smaller towns.

I foresee the possibility of spending one or two days a week in the towns working alongside local authority personnel. Once the preparatory activities are under way, it might make sense to hold

a mini-workshop here at the Ministry where representatives from the three Councils could come together and learn from each others work and contribute to the solution of common problems. We could also take participants to Parkridge to see Harare's set of procedures working in full swing.

All towns have been sent a copy of the PDP for review and comment. Since Marondera and Kadoma have already submitted their borrowing power applications for their schemes, I propose concentrating the first month's efforts on these two towns. Chinhoyi is fully engaged on a large on-going housing programme and is currently recruiting a new Town Engineer. Attention might be better given to them early in the new financial year.

You would be informed of all trips in advance and given a written synopsis of the activities upon our return to office, in the normal manner. With your permission I would like to contact the Town Clerks with a view to arranging the first visits to take place before the end of the month.

Can we discuss?

9/10

List of Preparatory Activities Required to Implement USAID-Funded Schemes in The Secondary Towns

1. Land Servicing Programme

The procedures required for this programme are implemented under the direction of the Town Engineer. All three towns have decided to install roads, storm drains, water and sewer mains through force account. Nevertheless the following activities are required:

1. Confirm acquisition of land (Kadoma only)
2. Confirm correct zoning of land for residential use
3. Carry out engineering survey of site
4. Do detailed design of roads, water and sewer services
5. Prepare detailed bill of quantities for services
6. Determine estimated cost of the works using the bill
7. Confirm decision to carry out works by force account
8. If 7. is negative, prepare tender documents and advertise

2. Land Allocation Programme

The following activities are required:

1. Up-date Municipal housing waiting list
2. Brief Municipal councillors on nature of project so they can assist in mobilizing participation
3. Prepare information sheets to brief applicants
4. Prepare standard letters of invitation, offer, and rejection, application forms, agreements of sale
5. Define verification procedures
6. Establish method for making final selection
7. Establish method for matching people and plots
8. Set up accounts for receipt of deposits, beneficiary files
9. Prepare periodic report formats
10. Review procedures for allocating non-residential plots

3. Brigade House Construction Programme

The following preparatory activities are required:

1. Determine level and type of services to be offered to beneficiaries by Municipal brigades
2. Prepare legal agreements to cover these services
3. Estimate cost of these services to allottees

4. Rental Housing Construction Programme

The following preparatory activities are required:

1. Design rental housing units for submission to MCNH for approval.
2. Prepare bill of quantities and estimate unit costs
3. Determine size of brigade required to support programme
4. Prepare/revise rental agreement
5. Agree with MCNH on proportion of units to be reserved for central government workers.

5. Technical Assistance Programme

The following activities are required to prepare for a programme of technical assistance to be offered to project participants, e.g., stand allottees:

1. Define role of Building Liaison Officer
2. Identify people to become BLOs
3. Finalize model house plans and material schedules
4. Prepare estimates of costs of house types according to the three modes of construction, i.e., brigades, self-help, and co-ops.
5. Establish procedures for siting houses on individual stands and for inspecting works in progress
6. Design demonstration houses and/or parts thereof

6. Financial Assistance Programme

The following activities are required to prepare a programme of credit to be offered to beneficiaries:

1. Determine conditions of building loan and prepare loan agreement form
2. Consider cash loan option
3. Determine range of building materials to stock on site
4. Consider cash sale of materials
5. Review/revise procedures for procurement, handling, stocking and disbursing materials
6. Design flow of documents and print forms required
7. Train Council workers in new systems

7. Beneficiary Orientation Programme

The following activities may be required to prepare for the proper briefing of project participants before, during and after they build their houses:

1. Prepare explanation of following topics
 - rights and obligations of allottees
 - relative pros and cons of each mode of construction
 - procedures for taking advantage of technical & financial assistance programmes

2. Prepare information sheets and other forms of communication
3. Determine method of beneficiary orientation, i.e., groups, one-on-one, etc
4. Prepare exhibition of model house plans, scale models
5. Rehearse orientation procedures

8. Community Facilities Construction Programme

The following activities are required to prepare for the construction of community facilities:

1. Finalize design of required facilities
2. Determine most appropriate mode of construction in liaison with MCNH
3. Determine sequence of construction giving priority to the ones most needed

9. Manpower Training Programme

The following activities are required to develop an effective project implementation team:

1. Revise/refine project organization chart
2. Prepare detailed job description for each post
3. Recruit additional people if necessary
4. Document administrative procedures in the form of a manual
5. Hold "On-the-Job" training exercises
6. Identify possible need for short-term technical assistance through USAID Grant Project to provide training of site team members

10. Support Services Programme

Provision of support services to the project will require the following activities:

1. Plan, design the site office accommodation, including materials depot, with particular attention to security arrangements
2. Identify requirements for
 - vehicles
 - office equipment & furniture
 - uniforms
 - office supplies & forms
3. Arrange for installation of telephone

11. Monitoring & Evaluation Programme

1. Revise overall project schedule and financial plan
2. Prepare progress report formats as per MCNH requirements
3. Identify key issues for evaluation and design ways of doing it