South African Construction Management Training Program

A Sustainable Program in Support of the South African Housing Industry

Offered By:

The South African Black Construction Assistance Program

As Developed By:

The International Foreign Policy Association

In Cooperation With:

Habitat for Humanity
National Association of Home Builders Research Center
National Association of Minority Contractors
National Association of Women in Construction
Representatives of the U.S. Home Building Industry

July 1994

(For Discussion Purposes Only)
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INTRODUCTION

The International Foreign Policy Association (IFPA) and the South African Black Construction Assistance Program (SABCAP), (currently funded by USAID), have determined that the development of management skills are requisite to the success of the South African home building effort. Consistent with their goals of assisting black economic empowerment these organizations have developed and herein submit the South African Construction Management Training Program (SACMTP).

SACMTP is designed to develop the executive and managerial skills necessary to foster and expand the operation of black owned construction enterprise in South Africa. SACMTP is not a field level skills program of managerial development, will prepare a coterie of executives capable of utilizing the skills of the crafts and trades professionals in support of the Reconstruction and Development Program.

SACMTP is offered as a complementary program, operating in concert and, where appropriate, in collaboration with other efforts that may be undertaken in South Africa.

NEEDS STATEMENT

One of the most pressing needs facing post-apartheid South Africa is the training and development of executive and managerial level persons from the majority population.

The apartheid system was, by design, successful in keeping the ownership and the skills of business management away from black South Africans. As South Africa begins to address its post-apartheid development agenda it is essential that black South Africans receive general and function-specific managerial training.

The home building and construction industries of South Africa offer new opportunities for but require a new skills set from black South Africans.

In South Africa the housing deficit as determined by the National Housing Forum (NHF) is 1.2 million units. Annual demand for new housing production is estimated at 300,000 units, and this demand is projected to be constant to at least the end of the century. Currently 3.5 million people are living in informal
urban settlements and forecasts are that by the year 2000, an additional 3 million homes will be needed. These forecasts are brought into closer focus when giving urban population estimates. Current urban population is expected to grow to at least 35 million by the end of the decade, from a 1980 population of only 13.5 million.

The development and construction of housing and infrastructure will create a significant number of economic opportunities for those trained and ready to participate in this effort.

In the housing and construction industries, black South Africans have traditionally served as laborers or "sub-contractors." There does however exist a small number of independent home builders, most of whom received their basic training as employees of predominantly white owned companies.

With few exceptions, individual black home builders in South Africa deliver fewer than 20 homes to the nation's inventory annually. There are many factors affecting the delivery of housing by black construction companies, including access to finance, lack of familiarity with financial constructs, land availability and tenure issues, insurance and bonding, contracting issues, inventory and supply management, project bidding, scheduling, manpower and labor, legal environment, etc.

There currently exists in South Africa several skills-development programs directed toward the tradespeople of the black construction sector and offering some instruction to supervisory personnel. Comprehensive training for the owners, executives and managers of black South Africa construction companies is not being adequately addressed by current efforts.

Many of the factors affecting the increased participation of black home builders in the new South Africa can be mitigated by effective management training. To this end the IFPA and its associates herein offer the South Africa Construction Management Training Program.

GOALS

The primary goal of this training program is to provide managerial level training to black South Africans working in the home building and construction sector.

The resultant pool of trained professionals will be of significant importance to the new economy and government of the "new" South Africa. This newly trained talent pool will be a resource to assist the new government achieve the goals of the Reconstruction and Development Program.
OBJECTIVES

The relevant home building, training and development institutions of South Africa and the United States will be involved as participants and constituents of a comprehensive executive/managerial training program targeted toward black South Africans. The objectives of this program are:

To involve U.S. professionals, organizations and institutions with specific technical expertise to assist the home building and construction sectors of South Africa;

To provide a learning atmosphere and provide access to U.S. facilities outside of the South African environment that is free of personal and business distractions;

To coordinate with representatives of the South African construction assistance community to provide insight as to their current plans and programs for intervention and training;

To coordinate with appropriate representatives of the government and agencies of the United States operating in South Africa to assure that this project is in concert with U.S. planning and policy and builds upon previous work products;

To involve representatives of the private financial sector of South Africa to determine where and to what extent these institutions can assist the black construction sector and to determine what training is currently lacking in representatives from this sector;

To contact representatives of the South Africa housing industry, public and private, to identify appropriate candidates for this training program;

To assure that the training provided is appropriate and in concert with the operational realities to be faced by program participants upon completion of training;

To support the maintenance and extension of the market economy of South Africa;

To support the goals of the democratically elected government of South Africa;

To support the full participation of black South Africans in the home building and construction sectors of the new South Africa.
The final objective of this training program is to develop and deliver a complete management training program that will specifically address the needs of managers in the building industries of South Africa.

This training program, when fully optimized, will be of significant assistance to both government and private industry in continued and future efforts to provide housing to the people of South Africa.

Black construction companies operating as full participants in the South African economy will create new jobs, provide greater tax revenues and add to the political stability of the newly elected government.

This program will be offered for a period of three years. It is one of the primary goals of the program to become self-sustaining or have it adopted and implemented by South African institutions at the end of the three year period.

PARTICIPANT SELECTION

Participants must be able to read, write and understand English. Selection priority will be given to individuals with a minimum of two years management and/or construction industry experience. Candidate familiarity with the building trades, project management, public housing administration and South African building regulations will be taken into consideration.

Priority will be given to those applicants who seem to evidence an entrepreneurial spirit and an openness to new ideas of business management and housing administration.

All elements of the program will be available to both male and female participants. Participants who meet the established criteria of the program will be identified by SABCAP and with the assistance of in-country organizations (including the African Builder Association - ABA; the Council for Construction in South Africa - COCOSA; FABCOS; NAFCOC; and others).

Habitat trainees (maximum 10) will be selected with the assistance of the in-country representatives of Habitat for Humanity International.

Final decisions regarding participant selection will be made by USAID Mission officials.

Maximum number of technical participants per 6 months: 40
Minimum number of technical participants per 6 months: 30
PROGRAM ACTIVITIES

The South African Construction Management Training Program is designed as a six-month immersion course. The program will be offered twice a year for three consecutive years.

The training program will be arranged as follows:

I. Preparatory Course (In South Africa) - Two Weeks

II. Academic Training (In United States) - Fourteen Weeks

III. Construction Management Internships (In United States) - Six Weeks, designed to complement track training.

IV. Transition Seminar (In South Africa) - Two Weeks

The following is an outline of the four modules of the South African Construction Management Training Program.

I. Preparatory Course (In South Africa)

The Preparatory Course is designed to train the participants in the technical terms used in the construction industry in the United States and to present, for their understanding, a description of the U.S. housing industry from planning to construction and the process of home ownership from credit to mortgage financing. A full introduction to the course will also be covered including: timeframes; locations; courses; goals and objectives; responsibilities of the participants; support structure; and program participation upon return to South Africa. An orientation to the United States will also be presented.

Training Provider: South African Black Construction Assistance Program and the International Foreign Policy Association

II. Academic Training

The academic training portion of the program will provide the participants with the knowledge required to manage a component of a home construction company. The academic training portion of the program will run for a fourteen (14) week period. Training sites may include the campuses of the University of San Francisco, North Carolina A&T University, Clemson University and NAHB Research Center facilities.

Each course track specifies certain course requirements. Other courses may be taken as electives as time permits in each course track.
The five course tracks listed below are designed to provide the program participant with comprehensive training in one aspect of construction management. Each of the course tracks will include classroom instruction, hands-on training and field experience. Track 5 is a specialty track offered by Habitat for Humanity International and is designed for participants (maximum 10 persons) who are interested in and committed to community-based non-profit housing production and administration.

Participants may choose from one of the following tracks:

- **Track 1) Construction Company Management**
- **Track 2) Construction Site Management**
- **Track 3) Financial Management**
- **Track 4) Office Administration**
- **Track 5) Community Housing Development**

The following is a representative listing of the subjects covered in each of the training tracks:

**Track 1) Construction Company Management**  
- Designed for company owners and chief executives

Courses required for this track include:
- Management Training
- Executive Management
- Management Information Systems
- Total Quality Management
- Production Scheduling
- Subcontracting and Purchasing
- Building Technologies
- Thermal Envelope Protection
- Market Research and Marketing
- Association Organization and Development
- Land Planning and Development
- Cross-Cultural Communication

**Track 2) Construction Site Management**  
- Designed for supervisors and foremen

Courses required for this track include:
- Management Training
- Construction Supervision
• Project Management
• Management Information Systems
• Total Quality Management
• Job Cost Estimating and Budgeting
• Site Supervision
• Production Scheduling
• Subcontracting and Purchasing
• Building Technologies
• Thermal Envelope Protection
• Land Planning and Development
• Cross-Cultural Communication

Track 3) Financial Management
- Designed for controllers and financial managers

Courses required for this track include:
• Management Training
• Market Research and Marketing
• Total Quality Management
• Production Scheduling
• Management Information Systems
• Site Supervision
• Job Cost Estimating and Budgeting
• Subcontracting and Purchasing
• Land Planning and Development
• Cross-Cultural Communication

Track 4) Office Administration
- Designed for the "back office" manager

Courses required for this track include:
• Management Training
• Total Quality Management
• Management Information Systems
• Job Cost Estimating and Budgeting
• Subcontracting and Purchasing
• Production Scheduling
• Association Organization and Development
• Cross-Cultural Communication

Track 5) Community Housing Development
- Designed for individuals wishing to establish a community housing program

Courses required for this track include:
The following is a representative list and accompanying description of courses to be offered in the Academic Training portion of the SACMTP.

Courses

- **Management Training**

This course is designed to put forth the basics of managing a small business. The program is designed to encourage questions and interactive discussions to assure clarity and appropriate pacing, and will include field visits to small businesses and lectures by academics as well as small business owners.

This course will cover general business topics and will include training modules in:

A. Writing a Business Plan  
B. Estimating Start-up Costs  
C. Designing a Budget  
D. Financing a Business  
E. Purchasing  
F. Personnel - Hiring, Firing and Management  
G. Office Management  
H. Accounting Systems (Non-Automated and Automated)  
I. Marketing  
J. Inventory Management  
K. Public Relations  
L. Industrial Relations  
M. Business Ethics
• Executive Management

This course is for construction company owners and senior management personnel of small to mid-sized companies. Some of the topics covered in this training module include:

A. Business Planning and Goal Setting
B. Business Development
C. Quality Management and Partnering
D. Project and Documents Management
E. Safety Management
F. Organizational Structure and Human Resources Management

• Construction Supervision

This course is designed to improve communications on the job site, leadership skills, problem solving and motivation techniques. Participants are exposed to jobsite safety, planning and scheduling, cost awareness, and production/resource control. The material covered in this course has been developed for a supervisor regardless of company volume or construction specialty.

• Project Management

This course builds upon the experience of project managers and enhances their ability to address crucial areas such as problem solving, planning, estimating, safety, soct and resource control, and human resources management. Case studies and group projects are utilized extensively.

• Total Quality Management

A. Understanding and Managing Process Quality

This module addresses the meaning of quality and how it must be built into the company's vision and mission statements. It discusses the theories of the quality gurus and how other industries have adopted quality programs and improved profitability. The module emphasizes that quality is important even in the lowest price products. This module introduces a focused management philosophy that encompasses leadership, training, and motivation necessary to improve an organization's management and operations. The module focuses on TQM principles, philosophy, and practices being deployed within the U.S. building industry and will provide the knowledge required to move into the implementation process.

B. Quality Planning and Implementation Strategies
This module provides a simple and effective model that builders can use to initiate the quality improvement process. The senior management will acquire additional knowledge and skills that enable the company to move forward in the quality implementation process. The module introduces the process used to set the direction of the company by helping to form the strategic business plan. Participants will acquire skills to utilize several tools that are most often used in the policy deployment process. Management will attain the knowledge of the disciplined approach that applies the appropriate tools to implement continuous improvement. The module will also focus on identifying and developing appropriate implementation plans for all levels of employees and carrying them out throughout the organization. Module includes student workshop participation.

C. Team Building and Problem Solving

This module concentrates on obtaining wide commitment to quality throughout the organization, including employee involvement, empowerment, and teamwork. Management will be able to identify the key requirements for setting up and conducting productive team meetings. The module will introduce effective problem solving tools to be used by quality teams, including effective team organization, problem identification techniques, cause-and-effect diagrams, Pareto charts, and other approaches to ensure that the right solution is discovered and that an implementation plan is put into effect. Module includes student workshop participation.

D. Customer Requirements and Satisfaction

This module discusses how to determine and satisfy customer needs. Included will be builder warranties, service department response to customer complaints, and how to reduce the likelihood of call-backs through proactive service schedules.

E. International Quality Standards (ISO 9000)

This module addresses the movement toward international quality standards through the International Standards Organization (ISO) and how it will affect the import/export of building materials for participating countries. Compliance and certification methods will be discussed.

* Management Information System

A. Elements of an Effective M.I.S.

This module addresses the need for a comprehensive M.I.S., including risk aversion and making sound data-based management decisions. It discusses the
several elements of a comprehensive M.I.S., including the need for feedback and updating.

B. The Accounting System for All Builders

This module is based on NAHB's Accounting System for All Builders. It addresses: development of a uniform chart of accounts; using the accounting system for budgeting and cost control; using the accounting system for business decisions; useful sales/cost/production ratios; and for inventory control.

C. Other Record Keeping

This module addresses purchase order systems, construction time control records, customer service call reporting, and other records that can be used to ensure high productivity and quality. Example forms used by successful U.S. builders are presented and explained.

• Site Supervision

A. The Site Supervisor's Job

This module addresses the site supervisor's responsibilities, including converting plans, specifications, money, machines, and manpower into a safe, sanitary, quality home. The module discusses the role of the supervisor as the builder's agent as well as his/her training needs in order to be successful. A sample job description will be presented and discussed. This module also briefly discusses the planning, organization, directing, coordinating, and controlling functions of a site supervisor, including managing subcontractors, keeping the job on schedule, staffing, and evaluation of completed work.

B. Leadership

This module discusses the characteristics of a good leader with an emphasis placed on the decision-making process and motivation of workers. Special stress will be placed on the need for a total quality management approach which is a participative style, with subordinates helping determine goals and methods to reach the goals.

C. Project Administration

This module addresses pre-construction planning and scheduling and project and site logistics. Included will be development of a project organizational chart, brainstorming sessions on how major requirements can be met, and review of specifications to meet manpower requirements. In addition, the module will discuss organization of the physical layout of the site, including placement of storage areas, office, temporary roads, and on-site prefabrication areas, if
necessary. Also, the module will address complying with government regulations and safety requirements. Progress reports and documents and dealing with legal and liability problems will be addressed. Module includes student workshop participation.

D. Quality Control

This module discusses the site supervisor's role in a total quality management organization (see Course I), including creating an atmosphere of high quality, setting standards or performance based on customer requirements, accountability, training, inspections, and gaining cooperation from workers and subcontractors.

E. Material Control

This module discusses value engineering, including information gathering, speculation on alternatives, analysis and evaluation of alternatives, and development and application of the most viable alternatives. In addition, the module will address avoiding waste and misuse of materials, and storage and care of materials.

F. Personnel Management, Including Dealing with Subcontractors and Suppliers

This module addresses assessment of personnel needs, assessing abilities of workers, and recruiting, hiring, training, and promotion techniques. Included will be initial screening and interviewing candidates, checking references, and final selection. The module will discuss training methods that have been proven effective. Also discussed will be how to make subcontractors and suppliers part of the quality management team.

• Production Scheduling

A. Benefits of a Production Schedule

This module discusses the need to develop a workable schedule and how it benefits the company as well as its customers. Included will be discussions on reducing in-process time and time-related costs, smoothing out manpower peaks and valley, coordination of resource inputs, controlling work in process, identification of problem areas, and meeting delivery promises.

B. Scheduler Training and Expertise

This module addresses the training necessary to develop an expert scheduler and the types of information that the scheduler must have in order to prepare a realistic schedule. This information includes: management policies; historic
capabilities; tooling capabilities; work crew sizes and availability; material lead times; cost of specific installations; workable days anticipated (holidays, potential weather problems, vacations); cost of construction funding; quality and expertise of supervision; and subcontractor utilization data. Thorough knowledge of the entire construction process should be a requisite.

C. Bar Chart, Chronological, and Check-list Schedules

This module addresses single-unit bar chart schedules and multi-unit chronological schedules and how they both might be used to control work on a building site. Bar charts offer simplicity and ready reference to sequential and concurrent activities. Chronological schedules show how work sequences flow from unit to unit and have the advantage of alerting different work crews and subcontractors as to the sites on which they will be working in the near future. Check-list schedules are simple and easy to follow, but offer the least amount of flexibility and forewarning of work to be accomplished. This module includes student workshop participation.

D. Critical Path Method (CPM)

This module discusses the more sophisticated critical path method of scheduling. Although not normally suitable for a single unit schedule, CPM can be used as an effective tool for controlling a large multi-family project or for scheduling land development activities for a large single-family project. Included in the training are sample CPM networks that show how the work includes a series of sequential "critical" operations. Terms such as "float", "early start", "late start", "concurrent activities", etc. are explained. Module includes student workshop participation.

- Job Cost Estimating and Budgeting

A. Introduction

This module is an introduction to the subject of job cost estimating and budgeting. It includes discussions on the need for accurate pre-construction cost estimates for planning construction loan requirements, for checking subcontract bids, for analyzing least-cost, highest-value alternatives, and for budgeting and purchasing. Also discussed are the qualifications of the competent estimator.

B. Labor Time Estimating

This module discusses how the professional estimator collects and uses labor time and cost data for estimating purposes. Included will be use of popular estimating manuals, consultation with work crew and subcontractors, and historical data. Realistic subcontractor mark-ups for overhead and profit will be discussed, as well as compensating for factors such as difficult site conditions,
non-standard methods and materials, necessary personal time, fatigue, job delays, and weather related job disruptions.

C. Detailed Material Takeoff Workshop

This module addresses the detailed, piece-by-piece method of estimating, often called "quantity surveying". Much of this module will be in the form of a hands-on workshop in which the students will have a set of house plans from which they will conduct material take-offs for a portion of the construction. They will be provided with conversion tables and other necessary background information that would likely be available to a professional estimator.

D. Rule-of-thumb Methods

This module discusses the development and use of factors and mathematical formulas to conduct quick but relatively accurate job cost estimates, especially for repetitive jobs. Module includes student participation.

- Subcontracting and Purchasing

A. Preparing Requests for Bids and Subcontracts

This module includes discussion and illustrations of subcontract documents used by U.S. builders. Included are specifications of work to be done, performance clauses, payment schedules, subcontractor warranty responsibilities, and other specific requirements such as timeliness, number and type of workers on the job, and clean-up responsibilities. The module includes a student workshop.

B. Subcontractor Selection and Negotiation

This module addresses the subcontractor selection and negotiating process. Included are methods to check subcontractor credentials and to ensure high quality at a reasonable cost. Effective, ethical negotiating techniques are presented as well as builder responsibilities once the contract is signed. Hypothetical case studies are presented to the class for discussion and resolution.

C. Purchasing

This module discusses methods for determining the best sources of materials, including just-in-time delivery, quality of products and services, price structures, warranties, adequate back-up inventories, return policies, and discounts. The purchase order system is discussed. Example documents used by U.S. builders are presented.
• Building Technologies

A. Technology Lecture

This module consists of discussions and demonstrations of various innovative technologies not commonly used in South Africa. Technologies will include, but not be limited to: advanced concrete masonry units; engineered wood products; light-weight steel components; foam plastic core sandwich panel systems; and innovative heating, plumbing and electrical wiring systems. Example products are available. Video tapes of product use will be shown.

B. Field Trip

This module consists of a field trip to construction sites that use one or more of the technologies discussed. Students will be able to talk to builders and tradesmen concerning the use of the technologies.

• Thermal Envelope Protection

A. Technology Lecture

This module consists of discussions and demonstrations of various methods for providing thermal protection of the dwelling envelope, including wall and ceiling insulation materials and methods, infiltration control, and energy efficient windows and doors. Also, passive solar heating and summertime shading will be discussed.

B. Field Trip

This module consists of a field trip to energy-efficient home construction sites. Participants will be able to talk to builders and tradesmen concerning material use and installation methods.

• Market Research and Marketing

A. Market Research

This module addresses market research techniques used by successful U.S. builders, including consumer surveys, focus groups, benchmarking against the competition, and other techniques. The module includes a student focus group workshop.

B. Marketing

This module discusses effective advertising techniques used by successful U.S. builders. Guest lecturers will explain marketing do's and don'ts.
• Association Organization and Development

This course is presented by staff members of the National Association of Home Builders and Executive Officers of state and local home builder associations. It addresses:

• initial association start up procedures
• association bylaws
• officer election procedures
• membership requirements (voting members and nonvoting associate members)
• dues structures
• member services
• association staffing, including executive officer selection
• committee structures
• effective member recruiting practices
• effective lobbying techniques
• board of directors selection
• meetings and conventions
• participation in trade shows
• other mutually beneficial activities

Upon completion of this course the participants will have an understanding of how to organize and operate an effective home builders trade association.

• Land Planning and Development

A. Land Planning

This module addresses land selection and use with emphasis placed on drainage, soil types and bearing capacity, on-site or nearby infrastructure, current zoning, access, cost of site preparation, etc. The module addresses taking advantage of site features, such as contours and natural storm water drainage patterns. Different site layout techniques, such as common open areas, storm water retention/detention, parks and playgrounds, use of indigenous plants for landscaping, etc. will be discussed as will methods of making high-density housing more attractive. The module includes workshop participation.

B. Land Development

This module addresses efficient, cost-effective construction of streets, storm water drainage, sanitary sewer, domestic water supply, and electric facilities. Emphasis will be placed on the most economical methods for each, such as curvilinear sewers, wide manhole spacing, common utility trenching, minimally adequate sewer and water pipe sizes, and natural surface storm water
drainage. On-site sewage disposal techniques will be discussed, such as common septic fields and on-site sewage treatment facilities.

C. Field Trip

Participants will be taken to two housing sites - one of which that is in its natural state prior to the beginning of earthwork. The land planner instructor will walk the site with the participants and discuss the best potential options for the site for high-density, low-cost housing. The second site will be under development, with infrastructure being installed. The instructor will critique the land planning methods used on the site and will challenge the participants to provide alternative solutions.

- **Cross Cultural Communication**

Lectures and experiential exercises will enable the participants to understand how to communicate and build cooperation in a cross cultural environmental and how to assemble a working team of individuals to create a successful company. Participants will be encouraged to discuss the positives and negatives of their education and experiences during the training course and in the process of this evaluation will learn what it means to realistically assess and learn from work related activities.

- **Habitat for Humanity - A Model Community Housing Construction Program**

The history, purpose and mission of Habitat will be covered along with methods for effectively informing potential volunteers, staff and board members about Habitat and how they can participate.

- **Community Development - To Encourage Community Housing Construction**

Participants will examine models for effective Community Development. This module will explore and discuss way to effectively market the HFHI concepts to community groups. Along with identifying and maintaining Church relationships and discussing ways to successfully integrate activities within a community will also be explored.

- **Selecting Habitat Homeowner Families (Community Housing)**

The selection of Habitat families has a powerful effect on the ongoing relationship of affiliates and how they meet the mission. How to successfully recruit, identify, select and support families for single and multiple units, co-ops and condominiums will also be covered along with methods for ensuring successful family retention.
Nurturing Habitat Homeowner Families (Community Housing)
The philosophical components and biblical basis of family nurturing will be explored along with methods to eliminate the we/they paradigm. Important components of the Habitat philosophy including the importance of sweat equity, blitz building and effective developing effective nurturing components.

Managing Construction Projects (Community Housing)
Participants will learn how to recruit volunteer and paid staff. How to manage paid and unpaid staff. How to schedule project deadlines and identify potential crisis points. How to identify numbers of staff needed during various stages of construction will also be discussed.

Effective Board Recruitment (Community Housing)
The art of identifying, recruiting and maintaining strong board relationships will be discussed along with techniques which insure diverse participation reflecting the community of need and the community at large.

Effective Board Management (Community Housing)
Training will identify ways that meetings can be managed efficiently and effectively. How to identify methods for delegating effectively and assessing board performance and managing board time will also be examined.

Introduction to Cultural Paradigms (Community Housing)
Understanding different cultures, managing diverse groups, incorporating diverse feedback and effective cross cultural communication will be explored.

Strategic Planning (Community Housing)
Identifying strategic planning needs and developing long range goals will be examined along with methods for using budget forecasting to help support strategic initiatives.

Managing Diversity (Community Housing)
Learning to value difference and communicating across cultures will be covered. The effects of prejudice and the intrusion of the dangerous "isms" into relationships will also be examined.

The IFPA reserves the right to tailor specific course topics based on client demand.
III. Construction Management Internships

The Internship portion of the SACMTP is designed to provide a real-world management experience for the program participants. The internship ideally will correspond with the participants track training and will provide practical application of the newly acquired skills set.

The internships will occur at the business sights of U.S. construction and home building companies. The internship phase of the training program will run for a period of six (6) weeks. Each U.S. company will accommodate a maximum of 10 program participants. To date the following U.S. companies have committed to hosting program participants:

American Iron and Steel Institute
*Bechtel Corporation
*Fluor Daniels
In-Steel
Pacific West General
Public Housing Administration
Radva Corporation
Rapid Building Systems
Wagner Interiors

*Under consideration

Each of these companies has or has contemplated establishing operations in South Africa.

IV. Transition Seminar

A seminar will be held in South Africa following the conclusion of the construction management internships. An important element of the seminar will be the input given by the program participants as to what worked and did not work regarding the educational courses, construction courses, public housing courses, intern programs, the communication and team building course, logistical support, and personal support.

The most important element of this seminar will be matching program participants with employment opportunities and opportunities to create or participate in the emerging Home Building Industry of South Africa.

An in-country NGO will also present a re-orientation program to address the changes that have occurred regarding the housing industry since the participants
departure last August. And finally a support structure will be presented that will assist their successful reintegration into their community and their industry.

**Training Provider:** South African Black Construction Assistance Program and the International Foreign Policy Association

**OUTCOMES AND RESULTS**

The focus of the SACMTP is to train up to 50 South Africans (per class) in the management disciplines necessary to prepare them for careers as professionals in the construction and home building industries of their country.

To address the program focus various classroom and experiential methodologies will be employed. At the conclusion of each program class completion and evaluation will be undertaken to assure that the expectations of the participants are being met.

Because the success of this program will have an indirect but real effect on the infrastructural development of South Africa, the professional progress of each graduate will be monitored by SABCAP.

At the end of year one (1), the SACMTP will be evaluated and any necessary program adjustments will be incorporated. This evaluation may include:

- Review of course materials
- Assessment of instructors
- Participants selection
- Review of training techniques
- Evaluation of course offerings
- Assessment of industrial relevancy
- How much of the training is retained by graduates
- What has been the success history of graduates

Perhaps the best measure of program effectiveness will be the integration of program graduates into the companies, agencies and industries of South Africa.

All participants successfully completing the South African Construction Management Training Program will be awarded a Certificate of Completion identifying the specific training track completed.

The awarding of the Certificate of Completion will occur in South Africa at the end of the Transition Seminar.
FUTURE FUNDING

It is intended that following the initial three years of this program the SACMTP will become self-sustaining or be adopted by an appropriate South African organization or Ministry, i.e. Housing or Trade and Industry. Funding can be generated through program fees, contributions by industry, dues from graduates, etc.

TRAINING PROVIDERS

The International Foreign Policy Association, San Francisco, CA is a non-profit, 501(c)(3), educational and humanitarian organization. Formally established in 1991 with Dr. Jim Garrison and Eduard Shevardnadze, the IFPA was created to provide democratic institution building, entrepreneurial and free market training and critical humanitarian assistance to emerging nations worldwide.

Training

The IFPA, associates and trainers have a strong track record in innovative free market programs for emerging nations. Associates and trainers have extensive experience in: the former Soviet Union, Sri Lanka, China, Jamaica, Ireland, Finland, Cuba and Vietnam.

Recent programs of associates and trainers of the IFPA are as follows:

• The Georgian Management Training Program: (GMTP) Established in 1992 in cooperation with the Tbilisi Business School, the GMTP is a multi-year program to provide free market training to selected mid-level managers from Georgia. Supported by USIA, the Eurasia Foundation, and private donors, the GMTP has provided instruction to 30 students during 1993 and will provide training to an additional thirty students during 1994. Interns are brought to the US for both academic instruction and hands-on internships in American companies. Keeping with the focus of the Georgian economy, the GMTP emphasizes agribusiness, business plan development, marketing, accounting, and general western business practices.

• The Estonian Business School, established in 1988 with IFPA Associate Dr. Marshall Fitzgerald, a co-founder of the IFPA Training programs. The Estonian Business School was the first private business school established in the Soviet Union. Offering courses in international business administration, a majority of the students receive internships in the U.S. One hundred and twenty-five students have received internships thus far.

• Moscow State University Department of Organizational Sociology, established in cooperation with IFPA Associate Ambassador Stephen Rhinesmith. Courses focused on economic, social and political reform for the FSU through
organizational theory, organizational development and comparative management.

Board of Directors
The IFPA's Board of Directors is comprised of Susanne Campbell, Executive Director of the St. Petersburg School of Management Program at the University of California at Berkeley; Mr. Paul Dietrich, attorney specializing in International business with the law firm Squire, Sanders and Dempsey; Anthony Garrett, Political Consultant; Dr. James Garrison, President, Gorbachev Foundation/USA and President, IFPA; Jerry Goodman, Executive Director, U.S. Labor Israel; Mr. Reginald Morrow, Executive Vice President, Diomedes, Inc.; Rep. David Nagle, former U.S. Congressman from the State of Iowa and currently a practicing attorney in Waterloo; and Amy Vossbrinck, Administrative Director, Gorbachev Foundation/USA and Administrative Director, IFPA.

The Board of Advisors is comprised of Professor Graham Allison, Harvard University JFK School of Government; President Jimmy Carter; Senator Dick Clark; Professor Murray Feshbach, Professor of Population Studies, Georgetown University; Marshall Fitzgerald, co-founder of the Estonian Business School; Senator Charles Mathias; and Ambassador Stephen Rhinesmith, President, Rhinesmith and Associates.

South African Black Construction Assistance Program, was established to provide technical assistance and marketing support to the black construction professionals and companies of South Africa.

SABCAP's focus is the small and medium-sized builder in South Africa. SABCAP's Board of Directors is comprised of executives from other building trade associations in South Africa, including the African Builders Association, the Council for Construction of South Africa, and FABCOS.

The operations of SABCAP are currently funded by the U.S. Agency for International Development.

National Association of Home Builders Research Center, Washington, D.C. was established in 1964 as a wholly owned subsidiary corporation of the National Association of Home Builders, the trade association of the nation's home building and light construction industry. Close affiliation with the parent organization provides the Research Center with a wealth of information on housing and building statistics, codes and standards, infrastructure, land use and planning, financing, and governmental policies. NAHB's membership includes all professions and trades involved in the delivery of housing, i.e. builders, developers, remodelers, subcontractors, lenders, architects, engineers, material suppliers, planners, etc. These groups are represented within the NAHB by
various committees and councils. Together, the two organizations represent one of the largest and most diverse industry constituencies in the United States.

The National Association of Home Builders Research Center will sponsor seminars and workshops covering specific aspects of construction management. In addition, participants will have the opportunity to visit and observe job sites operated and supervised by some of the Association's 155,000 members.

**Habitat for Humanity**, Americus, Georgia is a non-profit organization dedicated to working with poor people to improve the conditions in which they are forced to live. The major purpose is to build homes for people who presently live in sub-standard housing and do not have the financial resources to improve their living situation through conventional means.

Habitat gives people the opportunity to help themselves out of the dilemma by building (in partnership with Habitat and other sponsoring groups) modest but sound houses. The houses are sold at no profit and no interest, with payments re-invested into the construction of more and more homes.

Habitat enables families to advance to a different level of economic and spiritual living by giving them a sense of security and stability along with renewed self worth. Habitat brings together people - rich and poor, black and white, female and male, educated and unschooled - who work toward the common goal of decent housing for all.

**Benefits of Habitat for Humanity Training:**

"Any organization develops people: it has no choice. It either helps them grow or it stunts them. It either forms them or it deforms them" - Peter Drucker

As we anticipate major changes in South Africa it is clear that organizational and infrastructure needs over the next three to five years requires training for black and female entrepreneurs and managers. Training will also be an ever growing and highly critical need as the Country develops. South Africa's workforce will need ongoing and practical training to assist with the critical issue of developing affordable housing. For all organizations and governments workforce training is critical during the next decade. In his book, **Managing the Non-Profit Organization**, Peter Drucker warns non-profit organizations to not take a shortsighted view of the importance of people development. Drucker sums up the importance of developing human resource in the following statement. "One has to learn specific skills for a specific job. But development is more than that: it has to be for a career and for a life. The specific job must fit into this longer-term goal." (page 147)
The goal of Habitat's training will be to develop each participant to his or her fullest capacity so that they can be successful contributors to home building efforts and successful contributors to the community at large. We will develop leadership skills, skills which will not only help home builders work effectively on a daily basis but also help the individual contribute successfully in his/her community. Each of us learns on the job daily, however, on the job training merely insures that we can do given tasks and assignments effectively. In contrast, ongoing personal and professional development insures that each of us learns to work in creative, flexible and dynamic ways which enable us to grow and change as the organization grows and changes. Our training program will not only need to support individual needs, but be flexible enough to continually support and develop new skills while preparing people to work in a more team oriented environment. The presenters for the training program will include members of our training staff, 60% of whom are women, and members of our senior management team, 62.5% of whom are women.

As we build organizational capacity through better recruiting and more effective succession planning we will need to focus on continually developing achievement oriented staff so that the organization's success does not diminish over time. Ongoing needs assessment will be required to insure that our staff and volunteers do not fall through the cracks. We will need to develop mechanisms which insure transferences of knowledge and enable participants to develop organizational infrastructures which are self-sustaining so that ongoing accomplishment is not dependent on one or two people. Successful training efforts will also help people further their own professional aspirations by identifying new areas of interest and new ways to grow.

The Habitat curriculum, coupled with modules from their international partner training program, will help develop the capacity for home-building among South African program participants.

National Association of Minority Contractors (NAMC) is a non-profit membership organization that was established in 1969 to address the needs and concerns of minority contractors. NAMC has over 3500 members nationwide, including African-Americans, Hispanics, Asians, Native-Americans and women. NAMC also has over 50 Chapters and Affiliates across the country.

Over the years, NAMC has assisted members by providing support in seeking private as well as federal, state and local contracting opportunities. NAMC support to members has come, not only through providing procurement information, but also through providing the level of business and technical support required in bidding on and performing public and private construction contracts. Many NAMC members have particularly benefited from the numerous training and business service workshops we have offered over the years.
NAMC has been especially successful in providing members with opportunities in environmental training. Through funding by the Environmental Protection Agency (EPA) over the last several years, NAMC has trained more than 2,000 minority contractors in five specific areas: asbestos abatement; radon mitigation and measurement; lead-based paint abatement; leaking underground storage tank management; and hazardous management. Many of the contractors NAMC has trained have gone on to successfully perform contracts in environmental remediation. Many are ready to enhance their capabilities through new contracts requiring their services. NAMC stand committed to assisting these trainees in building their capabilities and furthering their businesses.

NAMC has also entered into a joint resolution with the Associated Builders and Contractors (ABC) and its education affiliate, the Construction Education Foundation (CEF), to perform a series of training programs designed to provide trainees with quality, in-depth Construction Management Training.
MEMORANDUM OF UNDERSTANDING

AND

AGREEMENT TO COOPERATE

BETWEEN

SOUTH AFRICAN BLACK CONSTRUCTION ASSISTANCE PROGRAMME
(SABCAP)

AND

THE INTERNATIONAL FOREIGN POLICY ASSOCIATION
(IFPA)

By this agreement the above referred organisations establish an operational facility to effect the programme known as the "South African Housing Construction and Management Programme" (SAHCMP). The exact tenets of this programme will be as outlined in the offering document developed by IFPA.

This agreement establishes SABCAP as the local South African organisation that will seek funding from U.S. and European governments and other funding sources to implement this project. It is agreed and understood that IFPA may further employ other U.S., European and international agents and co-trainers.

This agreement fully embraces the SAHCMP programme as developed by IFPA and encourages the development of other training and skills-development programmes. This agreement embraces the Resolution of Support developed and signed by the constituent South African organisations.

To effect this agreement SABCAP will develop a proposal application to be submitted to appropriate funding sources. This application will be submitted according to standard proposal guidelines. (IFPA will lead this process).

The proposal will evidence SABCAP’s ability to act as primary contractor for SAHCMP and will evidence IFPA’s ability to act as the singular subcontractor.

This agreement stipulates that:

SABCAP will serve as prime South African contractor for this programme.

IFPA (and its designees) will serve as the sole and exclusive sub-contractor for this programme.

SABCAP through its office in Johannesburg and other locations around South Africa will support SAHCMP, and these offices will include appropriate staff, office machines and supplies. Wherever possible, all operations of the SAHCMP will operate from these regional offices.

BEST AVAILABLE DOCUMENT
The SABCAP/IFPA proposal will accept and include the original tuition schedules as developed by IFPA, and will also include additional requisite funding for the Johannesburg office, machines, staff and supplies. Additional expenses such as air and land travel and living accommodations in the U.S. will be demonstrated via a separate schedule to be included in the proposal/document.

SABCAP agrees to assist IFPA in all respects to successfully implement this international training programme. Likewise IFPA agrees to assist SABCAP in all respects to successfully implement this training programme.

This agreement shall commence with the original of this document and shall be in effect for one full training year. A programme year begins at the start of the first training class. At the end of the one year period the SAHCMP will be assessed and renewal of this programme may be undertaken.

In the event that this project proposal not be accepted by requisite funding sources or in the event of the retirement of this programme after funding each party agrees to hold the other harmless and agrees to refrain from litigation.

Having read the present agreement and being fully aware of the content and scope of each and every one of its clauses, the parties hereby affix their signatures to the present document at

San Francisco, the 17 day of the
month of [blank], in the year 199[blank].

FOR SOUTH AFRICAN BLACK CONSTRUCTION ASSISTANCE PROGRAMME (SABCAP)

signature Date 17 June 199[blank]

signature Date

FOR INTERNATIONAL FOREIGN POLICY ASSOCIATION (IFPA)

signature Date 17 June 199[blank]

signature Date
June 29, 1994

Mr. Reginald Morrow
International Foreign Policy Association
The Presidio
P.O. Box 29434
San Francisco, CA 94129

Dear Mr. Morrow:

I am writing to confirm the interest and ability of the NAHB Research Center to provide support to the International Foreign Policy Association's proposed program with U.S. AID entitled South African Housing Construction Training Program.

We look forward to building on our recent collaboration with IFPA in hosting the delegation of South African housing industry officials on an orientation visit of the United States to identify potential materials, technologies, and joint venture partners for application to the South African housing market.

The NAHB Research Center has a strong background in the development of curricula and the delivery of educational and training programs for the building industry. We offer a full range of courses that could be offered in this important program. What we propose are not "canned" programs taken from the experience of the U.S. housing industry; instead, they are offerings that will be tailored to the specific materials and business interests of the newly emerging black South African construction industry which will be based on the wealth of experience we have gained in serving the U.S. housing industry over the past thirty years.

We stand ready to negotiate with you and U.S. AID the scope, content and cost for the development and delivery of each of these course offerings.

I look forward to the opportunity to work with you on this important program.

Sincerely,

Liza K. Bowles
President
June 30, 1994

Reginald P. Morrow
International Foreign Policy Association
The Presidio
P.O. Box 29434
San Francisco, CA 94129

Dear Mr. Morrow:

I would like to offer this letter as confirmation of Habitat for Humanity's support of and desire to participate in the IFPA's South African Housing Construction Training Program (SAHCTP).

The SAHCTP, as envisioned, will address the critical need in South Africa for skilled managers and other professionals in the black construction industry. The training, technology transfer and management skills offered through this program will be an essential component of the development of the home building industry in South Africa.

As an experienced, hands-on builder of low-cost housing, Habitat for Humanity will play an important role in this training by providing organizational leadership, demonstrating requisite construction skills and engendering a cooperative spirit.

We are pleased to offer our support to the IFPA and look forward to Habitat's participation in this program.

Sincerely,

Karen L. Higgs
Director of Training
Mr. Reginald P. Morrow
International Foreign Policy Association
The Presidio
P.O. Box 29434
San Francisco, California 94129

Dear Mr. Morrow:

Pursuant to our several conversations and our recent meetings I am pleased to share with you the commitment of the National Association of Minority Contractors to participate in the IFPA’s South African Housing Construction Training Program.

We share your concern that management is in short supply and is critically needed in the majority sector of the South African construction industry. Recognizing that housing construction is a priority for South Africa and that black construction companies will play a major role in building this housing, it is important that constituents from the black construction sector be trained as managers and executives.

In our estimation the National Association of Minority Contractors is uniquely qualified among U.S. organizations to provide the training, technology transfer and management skills requisite to assist the black home builders and construction professionals of South Africa.

Mr. Morrow, the NAMC and our constituent organizations are pleased to offer our support and participation to the IFPA for this program.

Sincerely,

Samuel A. Carradine
Executive Director

SAC:stp

BEST AVAILABLE DOCUMENT
July 5, 1994

Mr. Reginald Morrow
INTERNATIONAL FOREIGN POLICY ASSOCIATION
1278 Sacramento St.
San Francisco, CA 94108

Re: Housing Programme - South Africa

Dear Mr. Morrow,

Pursuant to your request, we are pleased to confirm that this Company is interested and capable, as part of its broad ranging construction services and activities, to formulate and execute training programmes in the U.S. and overseas.

Our philosophy of know-how transfer contemplates initially the identification of needs and goals of the trainees and their sponsoring entities, upon which particular programmes and courses are designed to target specific backgrounds and objectives.

Our experienced staff and consultants comprise many decades of practical construction and cross-cultural knowledge in countries around the world, making it possible to address in a very efficient manner the subtleties of communicating developed skills in a minimum amount of time.

Upon your request, and with the benefit of complete details regarding the number and level of trainees to be considered, we will be happy to provide a comprehensive training schedule and a firm quotation of cost, including end-of-course performance validation tools.

Sincerely,

Jorge Pardo
President
SYNTHESIS INTERNATIONAL, INC.
DATE: July 5, 1994

TO: Reg Morrow
The International Foreign Policy Association
Fax (415) 771-4443

FROM: Gerald B. West

RE: Construction Site Management Training Program

Dear Mr. Morrow:

Thank you so much for your interest in Insteel Construction Systems and the Insteel 3-D Panel System. We appreciated the fine group of gentlemen from The Republic of South Africa whom you accompanied to our plant recently.

In line with our recent discussion, we would be interested in hosting a group of managers and executives from The Republic of South Africa for a Construction Site Management Training Program. I understand you would expect five to perhaps eight participants for this program. Our program would involve senior management executives from Insteel Construction Systems as well as some managers from our subsidiary construction operation, Carolina Construction Systems, Inc. Our charge for this program would be $100 per day per participant and the attendees would pay their own housing and meal accommodations. This program would be carried out here in Brunswick, Georgia.

We are flexible as to the time and timing for this program. We would need at least a week and perhaps more and would include hands-on field experience in their training curriculum.

Please do let us know how you would like to proceed with this Construction Site Management Training Program.

Sincerely yours,

Gerald B. West

GBW/ao

c: Howard O. Woltz, Jr.
H. Woltz III
Edward Hummel
Julian McDonald

2610 Sidney Lanier Drive • Brunswick, Georgia 31525 • (800) 545-3181 • (912) 264-3772 • FAX (912) 264-3774
An Insteel Industries Company

BEST AVAILABLE DOCUMENT
# SOUTH AFRICAN CONSTRUCTION MANAGEMENT TRAINING PROGRAM

## BUDGET SUMMARY

<table>
<thead>
<tr>
<th>Category</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADVANCE TRIP #1 - S. AFRICA</td>
<td>$9,870.00</td>
</tr>
<tr>
<td>ADVANCE TRIP #2 &amp; PREPARATORY COURSE S. AFRICA</td>
<td>$161,370.00</td>
</tr>
<tr>
<td>ACADEMIC TRAINING</td>
<td>$1,258,330.00</td>
</tr>
<tr>
<td>CONSTRUCTION MANAGEMENT INTERNSHIPS</td>
<td>$644,370.00</td>
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<tr>
<td>COMMUNITY HOUSING DEVELOPMENT COURSE</td>
<td>$337,600.00</td>
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<tr>
<td>TRANSITION SEMINAR</td>
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<td>IFPA - PROGRAM MANAGEMENT TRAVEL</td>
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<tr>
<td>Participants Insurance (USAID)</td>
<td>$34,200.00</td>
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**TOTAL PROGRAM COSTS** $2,457,604.00
ADVANCE TRIP #1,
Johannesburg, Two Staff, Two Weeks

<table>
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<tr>
<th>Item</th>
<th>Cost</th>
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</thead>
<tbody>
<tr>
<td><strong>Airfare - Round Trip (2)</strong></td>
<td>$5,000.00</td>
</tr>
<tr>
<td>S.F. - Johannesburg $2,500 ea.</td>
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</tr>
<tr>
<td><strong>Lodging - Joburg &amp; Cape Town</strong></td>
<td>$2,670.00</td>
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<tr>
<td>$89 per day/15 days (2)</td>
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</tr>
<tr>
<td><strong>Meals &amp; Incidentals (2)</strong></td>
<td>$1,290.00</td>
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<tr>
<td>$43 per day/15 days</td>
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<tr>
<td><strong>Ground Transportation (2)</strong></td>
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<tr>
<td>$25 per day/15 days</td>
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<tr>
<td><strong>Trans/Parking U.S. (2)</strong></td>
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<tr>
<td>$80 ea.</td>
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<tr>
<td><strong>Instructors Fee(s)</strong></td>
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<td><strong>TOTAL</strong></td>
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**BEST AVAILABLE DOCUMENT**
ADVANCE TRIP #2 & PREPARATORY COURSE (S. AFRICA)
Johannesburg, Two Staff, Two Weeks

<table>
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<th>Item</th>
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<tbody>
<tr>
<td><strong>Airfare - Round Trip (2)</strong></td>
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<tr>
<td>S.F. - Johannesburg $2,500 ea.</td>
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<tr>
<td><strong>Lodging-Joburg &amp; Cape Town</strong></td>
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<tr>
<td>$89 per day/15 days (2)</td>
<td>$2,670.00</td>
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<tr>
<td><strong>Meals &amp; Incidentals (2)</strong></td>
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<tr>
<td>$43 per day/15 days</td>
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<td><strong>Course Fee (50)</strong></td>
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<td>$195 ea. per day/10 days</td>
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<td>$30 per day/12 days</td>
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**TOTAL**                                         $161,370.00
## ACADEMIC TRAINING

**Forty Participants**

**West Coast, 28 Days**

**East Coast, 70 Days**

<table>
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<tr>
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<tr>
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<tr>
<td>Johannesburg - S.F. $2,500 ea.</td>
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<tr>
<td>S.F. - Washington, D.C. $500.00 ea.</td>
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<tr>
<td><strong>Lodging (40)</strong></td>
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<tr>
<td>S.F. - $96 per day/28 days</td>
<td>$107,520.00</td>
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<tr>
<td>D.C. - $113 per day/70 days</td>
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<td>S.F. - $38 per day/28 days</td>
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<tr>
<td>S.F. - Donated Bus - one trip per week</td>
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<td>D.C. - $50 per person/45 people</td>
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<td><strong>TOTAL</strong></td>
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COMMUNITY HOUSING DEVELOPMENT COURSE
Americus, Georgia, Ten Participants, 20 Weeks

<table>
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<tr>
<td>Course Fee (10)</td>
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<td>$195 ea. per day/100 days</td>
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<tr>
<td>Ground Transportation (Provided by Habitat)</td>
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<tr>
<td>U.S. Travel - Intern Sites (10)</td>
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<tr>
<td>$500 per person</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$337,600.00</strong></td>
</tr>
</tbody>
</table>
## CONSTRUCTION MANAGEMENT INTERNSHIPS

Forty Participants, 42 Days

<table>
<thead>
<tr>
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<th>Quantity</th>
<th>Cost Information</th>
<th>Total Cost</th>
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<tbody>
<tr>
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<td>Washington, D.C. - Intern Site $500 ea.</td>
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<td><strong>Course Fee (40)</strong></td>
<td></td>
<td>$195 ea. per day/30 days</td>
<td>$234,000.00</td>
</tr>
<tr>
<td><strong>Ground Transportation (40)</strong></td>
<td></td>
<td>$20 per person</td>
<td>$800.00</td>
</tr>
<tr>
<td><strong>Course Supplies (40)</strong></td>
<td></td>
<td>(Not applicable)</td>
<td>$0.00</td>
</tr>
<tr>
<td><strong>Hosted Meals (1)</strong></td>
<td></td>
<td>$25 per person/50 people</td>
<td>$1,250.00</td>
</tr>
<tr>
<td><strong>Travel Meals</strong></td>
<td></td>
<td></td>
<td>$0.00</td>
</tr>
</tbody>
</table>

**TOTAL**                      |          |                                           | **$464,370.00**|
**TRANSITION SEMINAR - S. AFRICA**
Johannesburg, Two Staff, Two Weeks

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Airfare - Round Trip (3)</strong></td>
<td></td>
</tr>
<tr>
<td>S.F. - Johannesburg $2,500 ea.</td>
<td>$7,500.00</td>
</tr>
<tr>
<td><strong>Lodging Joburg &amp; Cape Town</strong></td>
<td></td>
</tr>
<tr>
<td>$89 per day/14 days (3)</td>
<td>$3,738.00</td>
</tr>
<tr>
<td><strong>Meals &amp; Incidentals (3)</strong></td>
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<tr>
<td>$43 per day/14 days</td>
<td>$1,806.00</td>
</tr>
<tr>
<td><strong>Course Fee (50)</strong></td>
<td></td>
</tr>
<tr>
<td>$195 ea. per day/10 days</td>
<td>$97,500.00</td>
</tr>
<tr>
<td><strong>Ground Transportation (3)</strong></td>
<td></td>
</tr>
<tr>
<td>$25 per day/14 days</td>
<td>$1,050.00</td>
</tr>
<tr>
<td><strong>Trans/Parking U.S. (3)</strong></td>
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<tr>
<td>$80 ea.</td>
<td>$240.00</td>
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<tr>
<td><strong>Hotel for Participants (50)</strong></td>
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<tr>
<td>$60 per day/12 days</td>
<td>$36,000.00</td>
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<tr>
<td><strong>Meals for Participants (50)</strong></td>
<td></td>
</tr>
<tr>
<td>$30 per day/12 days</td>
<td>$18,000.00</td>
</tr>
</tbody>
</table>

**TOTAL**                                         **$165,834.00**
### IFPA - PROGRAM MANAGEMENT TRAVEL

**Accomodations/Course Prep & Review and Participant Support**

<table>
<thead>
<tr>
<th>Location</th>
<th>Staff</th>
<th>Airfare - Round Trip</th>
<th>Lodging &amp; Per Diem</th>
<th>Trans/Parking</th>
<th>Sub Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>San Francisco - Washington, D.C. (2 Staff)</strong></td>
<td></td>
<td>$2,000.00</td>
<td>$2,200.00</td>
<td>$100.00</td>
<td><strong>$4,300.00</strong></td>
</tr>
<tr>
<td><strong>Clemson - Greensboro - Americus</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>San Francisco - Intern Sites (2 Staff)</strong></td>
<td></td>
<td>$2,000.00</td>
<td>$2,200.00</td>
<td>$100.00</td>
<td><strong>$4,300.00</strong></td>
</tr>
<tr>
<td><strong>Intern Sites (2 Staff)</strong></td>
<td></td>
<td>$2,000.00</td>
<td>$900.00</td>
<td>$100.00</td>
<td><strong>$3,000.00</strong></td>
</tr>
</tbody>
</table>

**San Francisco - Washington, D.C. (3 Staff)**

<table>
<thead>
<tr>
<th>Location</th>
<th>Staff</th>
<th>Airfare - Round Trip</th>
<th>Lodging &amp; Per Diem</th>
<th>Trans/Parking</th>
<th>Sub Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Clemson - Greensboro - Americus</strong></td>
<td></td>
<td>$3,000.00</td>
<td>$1,980.00</td>
<td>$150.00</td>
<td><strong>$5,130.00</strong></td>
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<tr>
<td><strong>San Francisco - Washington, D.C. (2 Staff)</strong></td>
<td></td>
<td>$2,000.00</td>
<td>$2,200.00</td>
<td>$100.00</td>
<td><strong>$4,300.00</strong></td>
</tr>
</tbody>
</table>

**San Francisco - Intern Sites (2 Staff)**

<table>
<thead>
<tr>
<th>Location</th>
<th>Staff</th>
<th>Airfare - Round Trip</th>
<th>Lodging &amp; Per Diem</th>
<th>Trans/Parking</th>
<th>Sub Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Intern Sites (2 Staff)</strong></td>
<td></td>
<td>$2,000.00</td>
<td>$900.00</td>
<td>$100.00</td>
<td><strong>$3,000.00</strong></td>
</tr>
</tbody>
</table>

**Intern Sites (2 Staff)**

<table>
<thead>
<tr>
<th>Location</th>
<th>Staff</th>
<th>Airfare - Round Trip</th>
<th>Lodging &amp; Per Diem</th>
<th>Trans/Parking</th>
<th>Sub Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>$2,000.00</td>
<td>$900.00</td>
<td>$100.00</td>
<td><strong>$3,000.00</strong></td>
</tr>
</tbody>
</table>

**Sub Total**

|          |       |                      |                    |               | **$21,030.00** |
IFPA - PROGRAM MANAGEMENT TRAVEL cont'd.
Accomodations/Course Prep & Review and Participant Support

<table>
<thead>
<tr>
<th>Sub Total</th>
<th>$21,030.00</th>
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</thead>
<tbody>
<tr>
<td>San Francisco - Americus (2 Staff)</td>
<td></td>
</tr>
<tr>
<td>Airfare - Round Trip / $750</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>Lodging &amp; Per Diem / $90 per day/5 days</td>
<td>$900.00</td>
</tr>
<tr>
<td>Trans/Parking / $50 ea.</td>
<td>$100.00</td>
</tr>
<tr>
<td>Sub Total</td>
<td>$2,500.00</td>
</tr>
</tbody>
</table>

| San Francisco - Americus (2 Staff)             |            |
| Airfare - Round Trip / $750                    | $1,500.00  |
| Lodging & Per Diem / $90 per day/5 days        | $900.00    |
| Trans/Parking / $50 ea.                        | $100.00    |
| Sub Total                                      | $2,500.00  |

| TOTAL                                          | $26,030.00 |
|                                                |            |