

Housing Management: Processes, Roles and Competencies Applicable to Developing Countries

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Key words: Housing management; Housing development; Roles and competencies; Housing in developing countries

Abstract

The aim of this paper is to present housing processes and roles and competencies of housing managers in developing countries. The competencies will be indicated for one sub-sector on the different managerial levels. The roles and competencies are based upon a newly developed generic housing management model. The model was developed with due cognisance of the contemporary international housing guidelines, the developing country context and the national housing policies and legislation.

The housing management model, as well as the processes, roles and competencies were developed out of a literature study and empirical studies including workshops and meetings with stakeholder representatives, analyses of job descriptions of housing management practitioners and postal surveys throughout the housing sector. The model can be used to support professionalisation processes.

The paper should contribute towards a clearer understanding of the housing processes, housing management, the roles that housing managers should fulfil and the competencies that they should possess. Therefore the information can be used by practitioners as a benchmark for job descriptions, housing management practice and performance management. Housing educators can use the information to generate educational outcomes for their qualifications and programmes.

1 Introduction

This paper firstly reports on the rationale for research into housing management and thereafter on the outcomes of the research, including: (i) the housing processes that were identified; (ii) a housing management model that was developed; (iii) generic roles and competencies of housing managers based on the model; and (iv) positions and competencies based on empirical evidence from one housing sub-sector. The grounded theory approach was followed to collect data at various stages in a quantitative and qualitative manner by means of workshops, meetings with role players and a series of postal surveys using questionnaires as instrument. The analysis of job descriptions in South Africa also formed an important part of the research methodology. These activities provided sufficient data

for the identification of housing processes, the development of a housing management model, obtaining empirical evidence and evaluating the model.

2 Rationale for research into housing management

Studies conducted by various researchers during the 1990s indicated a need for knowledge on housing management as well as the efficient and effective application thereof in practice. As long ago as 1969, the United Nations Organization (UN) [1] emphasised the crucial role of housing management by stating that the building of houses alone does not bring about the desired change and therefore does not greatly improve living conditions of low-income and middle-income families. It continued to state that, unless good housing management concepts and effective practices are established, the necessary changes will not be realised. These concepts and practices should promote community development, social improvement, proper maintenance and upkeep of estates and sound financial arrangements for repaying loans and collecting and carrying of charges [1]. This is a clear acknowledgement, by an internationally well-informed organization, of the critical role of housing management in addressing all development needs as well as the global housing crisis.

The following statement of MacKay [2] reflects the specific need for research and the development of a housing management model:

“...professionalized housing management has been outside the mainstream of academic research and debate.”

Literature supports the conviction that a new profession, as referred to by Green [3], is required in SA and in developing countries – that of Housing Management (HM). The findings of other researchers support the necessity for a housing management model, wherein management includes housing development management and estate management. For example, Cairncross, Clapman and Goodblad [4] confirm that housing management is ill-defined as an occupational category. Hence the need for research so that housing management can be clearly defined, especially in the manner in which it has to be practised in developing countries.

The aforementioned views on housing management explain why Scott, Currie, Dean and Kintrea [5] concluded that:

“... there has never really been any clear consensus on what housing management is and what it should achieve.”

Franklin and Clapham [6], Macey and Baker [7], Pearl [8], and Walker [9] also report the lack of consistent practice within housing management; the fact that housing management has not clearly defined its meaning, roles and boundaries; and the critical moment for housing management in terms of achieving a more rigorous definition and of seeking to resolve the conflict to organise around performance based managerialism and commercial activities versus providing a welfare service. These views accentuate the necessity to develop a housing management model, which was done in the research that is reported in this paper.

The Chartered Institute of Housing (CIH) of the United Kingdom confirmed the South African need for a housing management profession after a CIH delegation held interviews with housing role players nation-wide [10]. The National Department of Housing (NDoH) and the Institute for Housing of SA (IHSA) also acknowledge the need for a housing profession [11, 12, 13, and 14]. The SA Director-General (DG) of Housing confirmed the need for education and training in housing administration / management and specifically for an undergraduate education programme in housing [15]. A group of researchers developed proposals for a national housing education and training strategy. Shortcomings that they identified in the delivery of housing included:

- (a) the inefficient management of the appropriate processes involved in housing; and
- (b) the lack of a clear acknowledgement that housing is a major component of social, physical and economic development [16].

Burger [17] found that appropriate housing management brings about an improvement in the development of beneficiaries, and it enables them to attend to their own development. Therefore it stands to reason that improved management of the housing processes will enhance the level of development of beneficiaries, as surmised by Laird [18]. Hence it was justified to conduct research into housing management, to develop a housing management model and to clarify the roles and competencies of housing managers.

3 The housing processes, outcomes and goals of housing management

The primary processes that make up 'the housing process', include: Policy and strategy processes; legislative processes; educational processes; financial processes; administrative processes; human and social development processes; environmental processes; information and communication processes; land and physical / infrastructure development processes (which usually involve the planning and built environment professions); and maintenance processes. Each one of the major role players (sub-sectors) have primary roles to fulfil in these processes. They include the three spheres of government, donors and financiers, consultants and developers, support organizations and beneficiary communities. All these processes need to be managed in order to maximize effectiveness and efficiency in all the processes and systems and the utilization of resources. The housing management roles should be fulfilled on three different levels: policy and strategy level; programme level; and project level.

The afore-mentioned processes should be managed in such a way that maximum results are achieved in terms of development outcomes: Psychological, social, economic, institutional, environmental and physical / infrastructure development. The outcomes, in turn, should be of such a nature that the goals of 'empowered and capacitated communities and improved and sustainable living environments' are achieved. Therefore, all programmes and projects should have a sound balance between physical development on the one hand and human, social, economic and institutional development on the other hand. Denaldi [19] even describes housing units or plots delivered as only a means to a more comprehensive goal – capacity building and the improvement of living conditions.

Ukoha and Beamish [20] stress the importance of improvement in the living environments of communities as follows:

“Simply providing housing units does not measure the success of housing programmes in either developed and developing countries. The suitability of the living environment to the needs of the residents is essential for housing programmes to be judged successful”.

This quotation is backed up by a literature review and research done on residents' satisfaction with public housing in Abuja, Nigeria. The following norms / single-item measures were used to determine satisfaction: Structure types, building features, housing conditions, neighbourhood facilities and management. Ukoha and Beamish [21] report that management was the primary source of dissatisfaction. This also stresses the utmost importance of sound management in obtaining 'user satisfaction' – a term that has attracted attention in developed countries, but not in developing countries [22]. Seeing that the level of satisfaction of beneficiaries is an indication of the degree to which their needs have been met, much more attention should be given to user satisfaction in developing countries. Improved and sustainable living environments should be the ultimate goal of all housing management efforts, over and above the striving for excellence.

Seeing that housing is a component of sustainable development, and since both housing and development are regarded as processes, the processes as described in this section formed the basis for the development of the housing management (HM) model. The model, as described and illustrated in the next section, is a systems and process model, which was developed out of the research as well as models of development management, public management, project management, business management and housing management. Thus, the model can be regarded as an integrated generic HM-model.

4 The housing management model and definition and the housing context

This section covers the housing management model, the housing environment or context wherein the model should be applied and a definition of housing management

4.1 The housing management model

Before describing the housing management model, the cyclical forward movement of development processes are explained. Usually manufacturing models follow a clear path from left to right because of the certainty of the expected output, based on certain input. In contrast to this, development models follow a spiral path due to participation and continuous feedback and input from the various role players, resulting in continuous revision as the project or programme progresses, hence the end result is usually unpredictable. This spiral movement in development processes is illustrated in figure 1. Therefore, although the housing management model (diagram 1) indicates a flow from left to right, the arrows follow a loop at virtually each stage of the process.

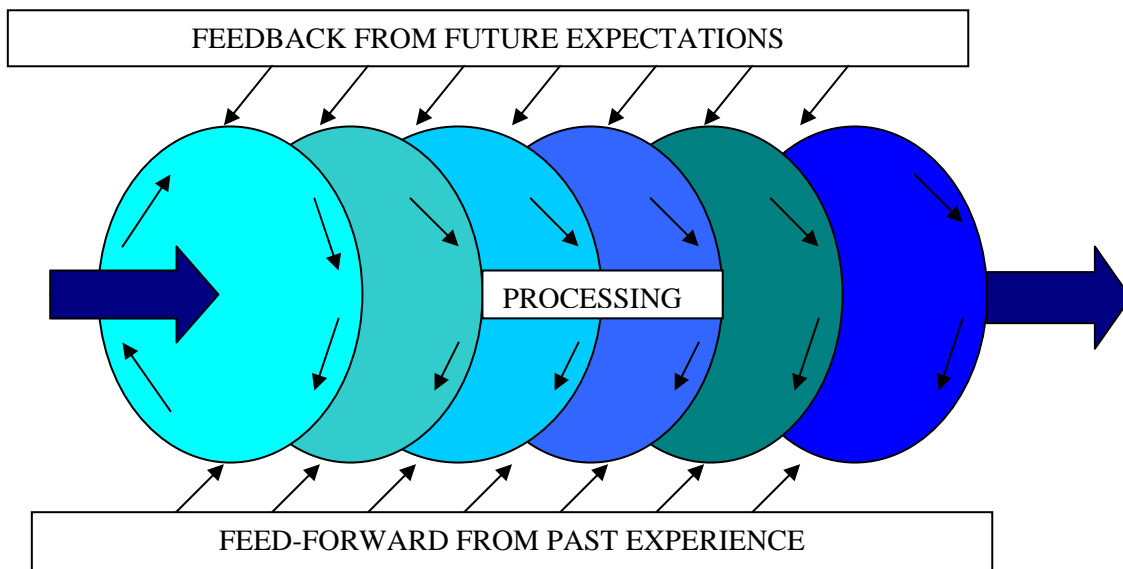


Figure 1: The cyclical nature of development processes

Source: Authors' own construction

Each loop that indicates progress from left to right in the horizontal arrow is dependent on the feedback from role players and should reflect learning and innovation. This spiral movement from left to right illustrates the major difference between production or operations models and development models. This difference is brought about by the participative and consultative approach in development versus a straight-line mechanistic approach in manufacturing. While manufacturing is based on the input of components through systems and processes to get an end product, **development is a people driven process** to improve quality of life of households and communities.

The **main components** of the HM model are a **goal, enablers and outcomes or benefits**, with a **feedback** loop to all the smaller components – see diagram 1. The feedback loop provides information for the purposes of **learning** from experience, **innovation** to find suitable solutions to challenges, **monitoring** of progress and **evaluation** of performance. The direction in which the model flows is from left to right, except for the feedback loop, which flows from right to left.

The **subsidiary components** of the HM model include the **goal, the service, the main roles, the input, processing, the outcomes or benefits and the impact**. The following level consists of the **detailed components** of the housing management model, as illustrated in **diagram 1**, and described as follows:

- Housing need is greater than housing supply, leading to housing shortages that necessitate a **housing goal**. This goal could be set for a housing sector as a whole, for example in South Africa (SA) the official national goal is the delivery of 350 000 new government-subsidised starter housing units per year in sustainable human settlements. The SA Housing Act 107 of 1997 provides the principles for achieving this goal. These **principles** have been adopted as the basis for the model. Goals could also be set for housing organizations, housing programmes or housing projects and the model could be used for their management, since the housing management principles remain the same, although the scope may vary.
- In addition to the built environment and other professions that function in the housing sector, developing countries need the services of housing management professionals (HMPs), since the housing sectors of developing countries are not achieving their goals in terms of quantity and quality of housing and the sectors are not performing at their optimal levels. This has been revealed in country reports of the World Bank (for example the unpublished World Bank Housing Indicators Programme Report of 1991), the United Nations and Habitat. Furthermore they are not achieving the necessary outcomes that they should achieve. An analysis of the primary roles of the other professions confirmed the need for the **HM Profession**. The need for consumer protection is the main reason why HM should be recognised as a profession. Housing management is regarded as a multidisciplinary, integrated management field of study, drawing on various disciplines such as business, public, development and project management.
- Over and above the other management roles that HMPs have to fulfil, such as policy-making, planning, organizing, co-ordinating, leading, controlling, negotiating, conflict resolution, change management and performance management, their three **main roles** are: (i) **co-ordination of housing role players**, including all the spheres of government, financiers, developers, housing consumers, corporate employers, social housing institutions (SHIs), NGOs, parastatal organizations, donors, professional bodies and professionals rendering their services; (ii) **protection of housing consumers** against intimidation, victimisation, corruption and other unprofessional practices; and (iii) **management of policies, strategies, processes, systems and resources**.
- Sound housing management should produce **benefits / outcomes** for **households and communities, the housing sector and society** as listed in diagram 1. It has been proved empirically by Burger [17] that efficient management on a housing project enhances the development levels of the housing consumers.
- In order to activate the systems and processes, networks have to be created and maintained with **housing role players**, to obtain their **co-operation, input and support**. **Housing resources** have to be obtained and **policies and strategies** have to be developed to give guidance and direction for the following stages. These resources include financial, human, material and other types of resources as required for housing in its widest sense. Policies and strategies have to be developed with due cognisance of all the contexts and through consultation with all role players.
- The following component of the model involves the management of all the processes through appropriate systems in the most effective and efficient manner, utilising minimum resources to achieve the optimum desired outcomes. Further details of these **processes and systems**, as well as details of the other components of the model, are listed in the diagram 1. Therefore, they are not repeated in the text.

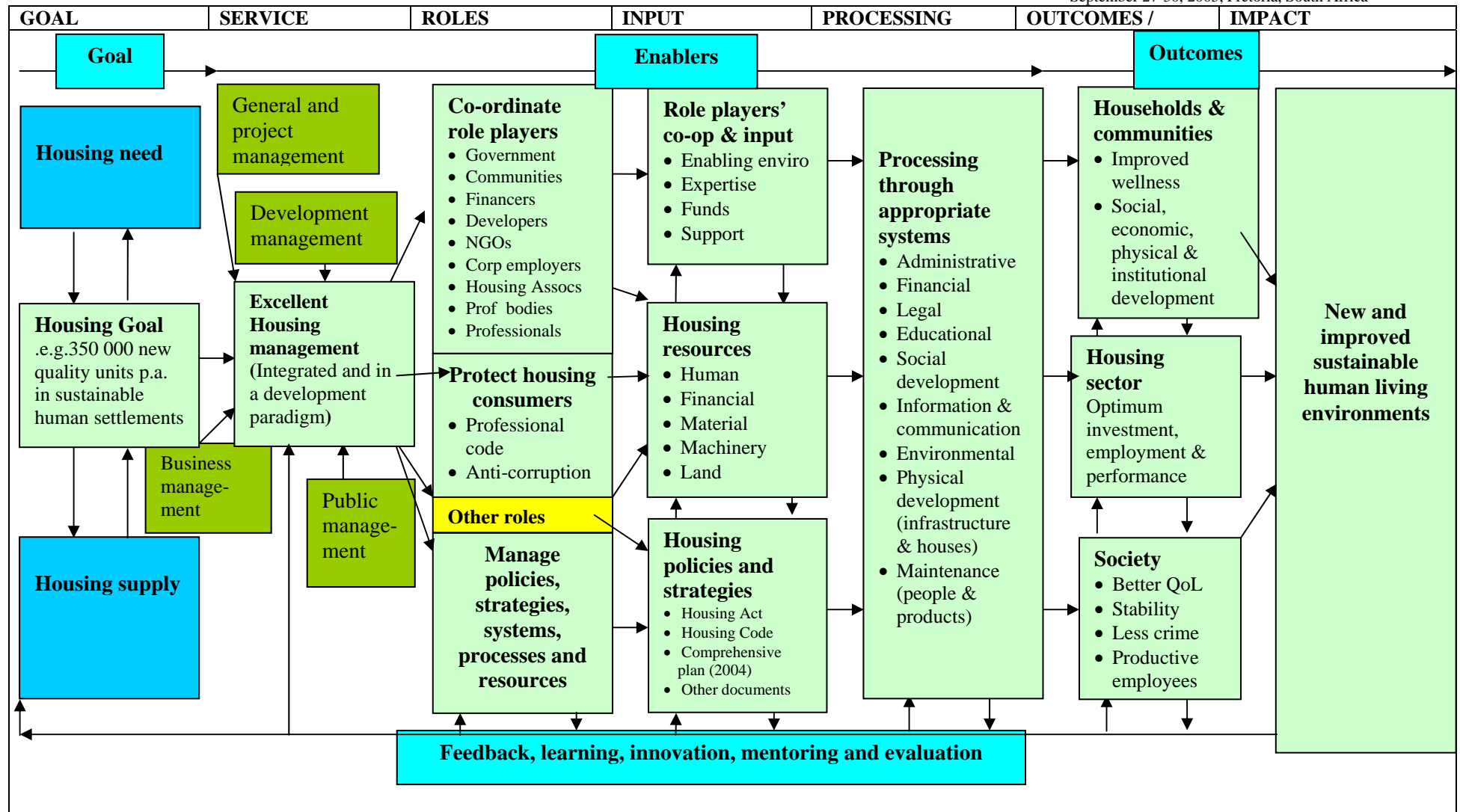


Diagram 1: Model of housing management for developing countries

Source: Authors' own construction

- The **impact** of these outcomes will be noticeable in new and improved sustainable human living environments.

The **relations** among the different components of the model, as **illustrated by the arrows**, could briefly be summarised as follows:

- The difference between the housing need and housing supply leads to housing shortages which are converted into housing goal.
- Goal achievement requires, among others, excellent housing management services, which could be rendered by either public or the private sector employees or by housing management consultants.
- Housing management involves the fulfilment of three main roles as indicated in diagram 1.
- Sound co-ordination of role players ensures sound partnerships and involvement, co-operation, input and support for implementation purposes.
- Role players participate in the development of policies and strategies and contribute housing resources.
- The next step requires efficient management of systems and processes. The latter are directed by policies and strategies that guide implementation.
- Sound management of systems and processes lead to the outcomes / benefits for the groupings as indicated.
- These outcomes lead to new and improved sustainable living environments, which are believed to reflect the impact that sound housing management could make.
- The feedback from the impact, as well as from every other component to all the preceding components, ensures **revison and improvement in the housing management system** and service in a cyclical manner.
- Other vertical arrows indicate further relationships and / or influences that the components have on one another or they indicate a feedback loop. For example, development among households and communities has a positive influence on the housing sector, which in turn has a positive influence on society. Similarly, stakeholder co-operation influences the resources contributed and the efficiency of utilising resources. Housing policies could not be developed without due regard to resources; and sound policies and strategies should enhance resources - therefore these components have reciprocal influences on one another.

4.2 The housing environment

A context or environment is described as a set of circumstances. The housing context is illustrated by means of a systems model consisting of six components (social, cultural, economic, technological, natural / ecologic and political) that are all integrated and interrelated – see diagram 3. When all these components are taken into account, housing development could be regarded as sustainable.

Should any of these components not be taken care of adequately, a development is likely to become unsustainable in future. The layers within the housing context include the international, developing country, national, provincial, local, organizational, professional and housing management layers - see diagram 3. By integrating or superimposing the contextual components and layers, the context could be fully visualised. Housing management professionals (HMPs) have to understand and be able to analyse these components and layers in order to initiate and develop solutions for housing at international, national, regional and local levels by means of housing policies, strategies, programmes and projects managed by suitable housing organizations. The HM-model should acknowledge this environment of which it is a part.

4.3 A definition of housing management

It is well known in business management circles that management is described in terms of the functions of planning, organizing, leading and controlling, in order to achieve the goals of an organization. The only other function that is added in public management is policy-making [23]. Because of the primary need to improve the performance of the housing sector in terms of quality and quantity, performance management should be taken as a function of housing management, along with the afore-mentioned functions. Managers of housing processes need to negotiate among role players and resolve conflict; therefore negotiating and conflict management are included with their other functions. These functions have to be fulfilled in order to ensure the effectiveness and efficiency of managing housing processes. Managers usually manage resources (human, material, and financial), regardless whether they are employed in the public or private sectors [24 and 25]. Therefore the management of resources has to be included in the definition of housing management.

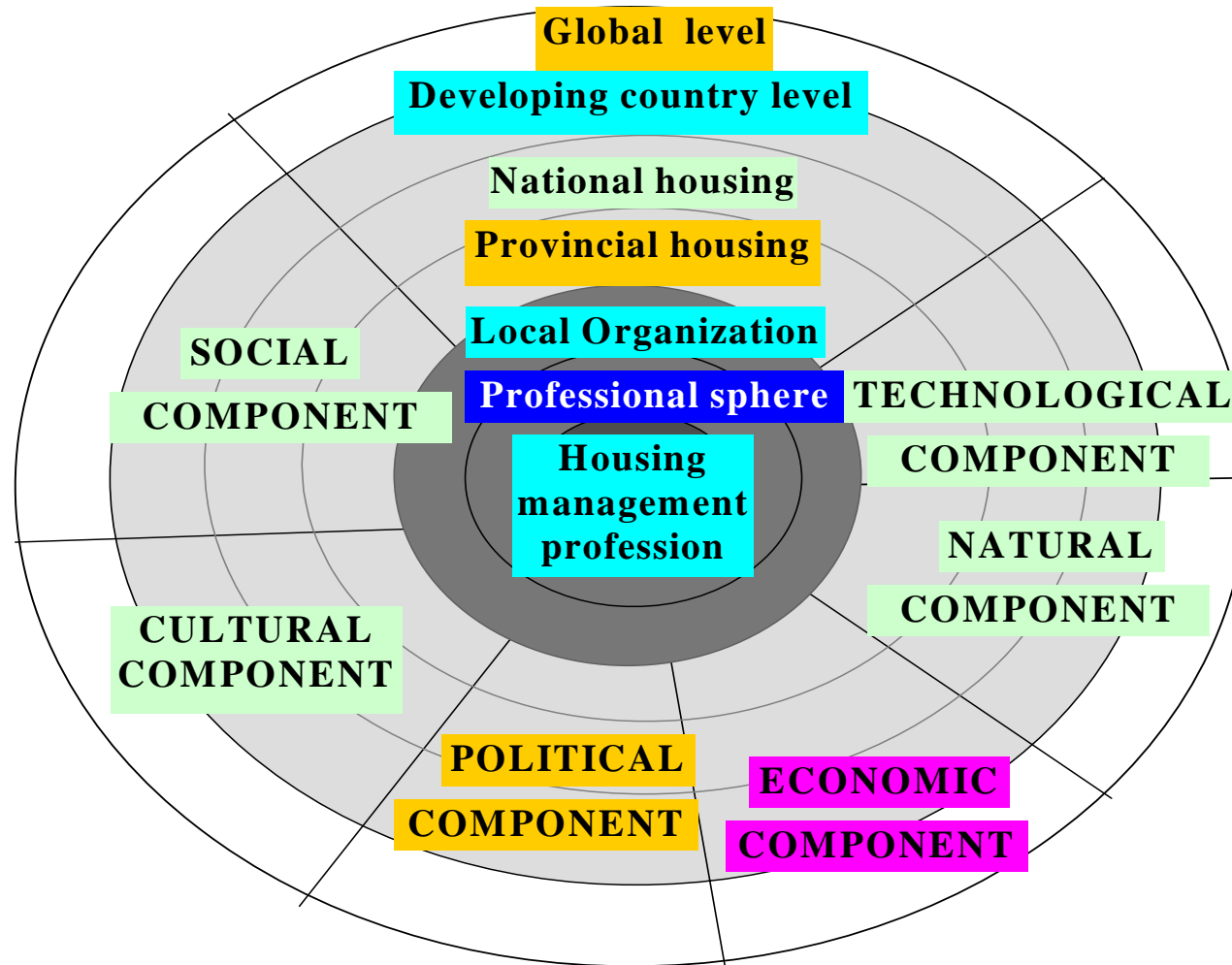


DIAGRAM 2: THE LEVELS AND COMPONENTS OF THE HOUSING CONTEXT

Van Wyk and Van Wyk [26] identified the outcomes of housing management as, social, institutional, economic and physical development and the goals as empowered and capacitated households and communities in improved and sustainable living environments. Housing: (i) improve the wellness of individuals, households and communities; (ii) increases investment and creates employment in the housing sector; and (iii) contributes to stability and productivity in society. White [27] views housing as a product, environment, service and process for people that collectively form communities, hence the impact of housing management should be improved or new living environments for communities.

Therefore housing management could be defined as follows: **Housing management is the art, science and profession of co-ordinating role players, protecting the interests of households and communities and managing housing processes; using appropriate policies, strategies, systems and resources; with due cognisance of all the contextual circumstances (natural, social, cultural, economic, political and technological); to contribute to household and community development and to optimum housing sector performance; towards new and improved sustainable human living environments.** The development ideals as stated in this definition, can only be achieved when all role players, such as public authorities, financiers, private developers, producers (communities or contractors), landlords, support organizations and the built environment (BE) and other professions, fulfil their roles successfully. All the role players should be driven by these ideals. Housing management is practised at policy and strategy, programme and project levels in private and public organizations. These levels often coincide with senior, middle and operational management levels.

5 Generic roles of and competencies of housing management professionals

This section describes the most critical housing management specific roles and competencies of housing managers.

5.1 Roles of housing management professionals

The roles of housing managers should be viewed from a development management perspective. Therefore it is important to reflect on development as a process. It is recognized in international and national policy documents that housing is one of the major sectors of development. The overarching approach to housing management should therefore be within the context of development management. Seeing that Housing is defined as a set of processes, it is appropriate to follow the fundamental arguments of Mosse, Farrington and Rew [28] regarding development as a process. These authors [29] argue that process is concerned with progress and marks an important shift away from the mechanical input-output-paradigm, but instead it provides a device for thinking and talking about a complex social reality in new ways. They argue that the process metaphor allows for:

- Flexibility and changes as a result of learning from the implementation experience;
- an analysis of relationship and contextual elements; and
- dynamic, unpredictable and idiosyncratic elements in development programmes.

These arguments have been absorbed in the model and illustrated in figure 1. Therefore the model has been described as a development process model. The emphasis was also placed on process management as the core of housing management.

Based on the literature review HMs should be educated to function at all levels of management as:

- policy and strategy developers and general managers at the higher levels of management;
- programme managers, usually at middle management level, responsible for a number of projects;
- project managers, with the emphasis on the management of housing and community development processes and projects; and

- functional managers (administrative, financial, personnel and operational) at the middle and lower levels of management.

The literature-based specialised housing management roles are listed in table 1.

Table 1: Literature-based specialised housing management roles and responsibilities

Land identification	Rent collector	Environment management	Strategy developer
Needs assessment	Void management	Energy efficiency controller	Customer caretaker
Community liaison	Accountant and financial manager	Community development facilitator	Property and asset management
Advise on new developments	Estate and tenant management	Maintenance manager	Contract administration
Applications and screening	Homelessness administration	Recertification	Economic analyses re housing
Allocate houses	Leasing	Housing legislation analyst and administrator	Disaster manager
Relocate households	Housing policy analyst	Educator and Trainer	Conflict resolution
Manage policy processes	Office administration		
Project management	Personnel manager		
	Mediator		

Although their specialist roles could differ from sector to sector (e.g. public sector, private sector, the NGO sector, financial sector or the housing association sector) these are core roles of housing managers. HMs should be able to function at all management levels, depending on the organization in which they work, as well as the positions that they hold in organizations. They should be suitably educated to be promoted to higher levels in the organizations that employ them.

The following positional roles of HMs were identified from literature and empirical evidence:

- Development Manager, as applicable in the government spheres and the NGO sector
- General / Business Manager, as would be applicable in managing a housing association
- Housing (Public) Policy and strategy developer, researcher, advisor and manager, as applicable in government spheres, the NGO sector and the consulting sector
- Housing Programme Manager, as applicable in all spheres of government
- Housing Project Manager as applicable in various sector, but specifically in local government authorities
- Housing Process and Systems Manager applicable to all sectors
- Housing Scientist as applicable to academic and research institutions
- Community Development Agent / Manager as applicable in the government and NGO sectors
- Housing Consultant as applicable in their private capacities
- Personnel Manager, with specialization in employee housing, as would be applicable in large companies
- Financing Manager, as would be applicable in the financial sector.
- Development Manager: Housing
- Housing Scientist
- Housing Professional regarding the protection of client / consumer / end user / recipient
- Housing Maintenance Coordinator
- Housing Property / Estate Manager
- Coordinator of all role players (government agencies at all levels, developers, contractors, support organizations e.g. NGOs, community partner organizations, end users, and professionals)
- Housing Administrator

- Managers of the physical housing development process.

The three main roles of HMs as stipulated in the generic model are: co-ordination of role players, protection of consumers, and the management of policies, strategies, systems, processes and resources. Over and above these core roles, they should be able to fulfil the roles as listed in table 1 as well as the positional roles listed in the previous paragraph. That will make them versatile and ensure work opportunities and job mobility.

It is concluded that a Housing Manager should be a professional, in order to fulfil the consumer protection roles that is stipulated in the Housing Act and the Housing Consumer Act, and to be acknowledged as an equal among the other professions. The protection roles as stipulated by these acts, should, however be expanded to include protection against exploitation, victimisation, intimidation and corruption. Housing management, a sub-field of housing, has become a recognized, interdisciplinary field of study with a body of knowledge and legitimate research and theory [27, 30 and 31] that meets the criteria for professions. The CIH did a scoping exercise on the need for housing professionals in South Africa and concluded that there is scope for such a profession [10].

Although the qualifications for housing managers should allow for elective specialization, their fundamental and core competencies and knowledge should be sufficient to prepare them to function successfully in all housing sub-sectors, so that they could experience job mobility, job satisfaction and to advance in a career path. The next sub-section summarises the competencies of HMPs.

5.2 Competencies of housing management professionals

The generic competencies that HMPs should possess, based on the HM model, are listed in table 2.

Table 2: Model-based generic housing management competencies

Context-related competencies	<u>Understand</u> the global context with reference to housing and interpret the international guidelines <u>Understand</u> the unique characteristics of developing countries <u>Analyse</u> the national housing context and <u>initiate</u> appropriate solutions <u>Analyse</u> the provincial, local, organizational and professional contextual levels
Competencies related to the components of the model	<u>Determine</u> an appropriate goal for a housing programme or project <u>Demonstrate</u> management excellence and sufficient leadership and motivation to achieve the goal of a housing management program or project <u>Co-ordinate</u> role players and their co-operation, input and support <u>Protect</u> housing consumers <u>Manage</u> policies, strategies, systems, processes and resources <ul style="list-style-type: none"> • <i>Develop, analyse, implement, monitor, administer and evaluate housing policies and strategies</i> • <i>Obtain, select, manage, utilise and optimise the resources required for housing</i> • <i>Develop, implement and manage appropriate systems</i> • <i>Develop, implement, administer, analyse, synchronize, monitor, evaluate and manage housing processes</i> <u>Fulfil</u> the roles of housing management in a professional manner <u>Develop, execute and manage</u> housing programs and projects to achieve development outcomes <u>Ensure</u> maximum impact on improved and new sustainable human living environments <u>Develop and utilise</u> criteria and <u>ensure</u> sustainability of human living environments

Empirical evidence of the positions and competencies of housing managers in all the housing sub-sectors were also researched, but due to the limitations on the length of the paper, only the competencies required by metropolitan local authorities have been added as annexure 1. This set of competencies is, however, a good example of the competencies that HMPs would require to practice successfully.

6 Conclusions and recommendations

This paper addressed the housing processes as applicable to a developing country; it provided a process model for housing management and described the roles and competencies of housing managers. The information can be utilized by practitioners to prepare job descriptions and to measure their performances. The model also describes the work that HMPs have to do and can serve as a guideline for incoming practitioners. Housing educators can use the model, roles and competencies for educational purposes and to develop qualifications and programmes. Therefore it is recommended that practitioners and educators utilize the information for the said purposes.

On a macro scale, the information can be utilized in the development of the housing profession and for quality insurance purposes in practice and in education. Seeing that the need for housing professionals and improved capacity and empowerment of practitioners in the housing sector still exists, it is recommended that an education programme be offered for housing practitioners in all sub-sectors of the housing sector, but especially for those in local authorities. The reason for focusing on local authorities is to assist them in fulfilling their crucial roles of creating an enabling environment and facilitating and supporting housing development. It is only through the essential initiatives of local authorities that the goals of housing can be achieved and a positive impact be made on peoples' quality of life in improved and new living environments. Formal academic qualifications and programmes should also be established as a matter of urgency to educate future housing professionals adequately.

Acknowledgements

The support of Prof AS van Wyk, Dr H Boshoff, Dr S Krause and Ms O Crofton is acknowledged with appreciation. Furthermore appreciation is expressed for the financial support for the research project* by the National Research Foundation, the Nelson Mandela Metropolitan University (NMMU) and the Department of Housing (NDoH). Other kinds of support from the NMMU, the University of Stellenbosch, the Institute for Housing of SA (IHSA) and the Social Housing Foundation (SHF) are equally appreciated. This paper is based on the research report*: Van Wyk, J.J. 2005. Development of a model of housing management for developing countries. Nelson Mandela Metropolitan University.

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Annexure 1: A summary of positions and competencies of housing managers in metropolitan local authorities

POSITIONS	COMPETENCIES
<p>Executive Director: Housing (M-degree 3 yrs senior management 10 years housing experience)</p>	<p>1. Direct and manage housing service units (housing needs, policies, strategies, projects, delivery models, finance, admin and other resources) 2. Liaise with external bodies (trade unions, financiers, developers etc) 3. Influence legislation 4. Manage performance 5. Communicate with internal and external role players and the media PERSONAL QUALITIES AND SKILLS Interpersonal skills; Communication; Leadership; Stress management; People skills (to work with people)</p>
<p>Director: Housing Management and Administration Director: Housing Projects Director: Housing Support and Policy Director: Finance and Administration Senior Business Manager: Housing and Land (Directors: M-or professional degree in development or management plus 8 years experience Business Manager: Housing Appropriate degree</p>	<p>ALL PORTFOLIOS 1. Manage the unit (policies, strategies, staff, systems, processes, resources, performance, quality, assets etc), support other units on field of specialization and provide strategic direction HOUSING POLICY, DELIVERY AND SUPPORT PORTFOLIOS 2. Design a mix of housing delivery models 3. Formulate housing policies and strategies with senior management and manage the implementation thereof 4. Manage housing finance 5. Lead project managers and community liaison staff 6. Consult and liaise with other units and external bodies 7. Facilitate housing delivery by analyzing processes and removing constraints 8. Identify mechanisms for incremental housing and implement them 9. Advise Council on all aspects of housing (policy, strategy, finance, legislation, delivery, land issues etc) 10. Establish networks and communication lines with role players 11. Establish and maintain information systems and databases (land, housing, beneficiaries, occupants, finance etc) 12. Formulate and implement informal settlement programmes 13. Develop, implement and manage a sustainable and multi-disciplinary housing framework, land development and human settlement policy guidelines/procedures FINANCIAL AND ADMINISTRATIVE PORTFOLIOS 14. Prepare financial plans and allocation of finances 15. Manage housing subsidies, legal aspects as well as the resolution of potential disputes 16. Negotiate with financiers, source funding, gear and control the housing department account 17. Determine the feasibility of funding strategies and projects 18. Co-ordinate the budgeting process 19. Analyze market demands and invest funds applicably 20. Prepare annual financial statements 21. Regulate adherence to financial policies and regulations 22. Ensure accuracy, financial discipline, accountability and sound decision-making 23. Prepare budgets and control the cash flow of projects 24. Control expenditures, fund applications and agreements 25. Liaise with external financiers regarding bridging funds and access to end-user finance 26. Assess the values of assets and maintain an assets register 27. Advise on legislation regarding finance 28. Provide direction on sourcing and allocation of funds 29. Develop financial systems 30. Manage financial contracts with external organizations 31. Oversee sales administration (registration of projects and allocation of units) 32. Ensure sound human resources practices 33. Monitor financial performance 34. Compile financial statements and reports 35. Provide financial guidance and support SKILLS REQUIRED Good communication; Self motivation; Strong conceptual skills; Ability to work under pressure; Diligence</p>
<p>Manager: Housing Project Manager (B Tech / B degree in development) Manager: Housing Support Manager: Research and policy (post graduate degree plus 4 years experience) Manager: Land Manager: Finance and Administration</p>	<p>GENERAL 1. Manage unit staff, assets and other resources, as well as performance and quality) HOUSING DELIVERY 2. Initiate holistic development and housing projects and submit capital budgets (3) 3. Implement and manage projects and recommend appointment of professionals (3) 4. Brief consultants and lead, co-ordinate and manage role players 5. Manage progress on projects and prepare reports 6. Negotiate public / private joint ventures 7. Liaise with and advise community structures and support small contractors 8. Conceptualize and manage relocations 9. Facilitate community development 10. Assist with the formulation of Metro housing policies and strategies 11. Provide strategic direction for projects 12. Prepare reports for Council and external organizations</p>

<p>Manager: Sales Manager: Administration Manager: Conveyance Manager: Development and Finance Manager: Formal Housing Administrative Manager: Integrated Development Planning (IDP) (B Com, B Admin degree and in some cases B degree with management and 4-5 years experience)</p>	<p>HOUSING SUPPORT (SERVICES AND SOCIAL DEVELOPMENT) 13. Establish mechanisms for housing delivery (e.g. support centres, small contractors development, access to finance and formation of housing associations) 14. Formulate and establish outreach programmes (policy options, housing processes, capacity building) 15. Monitor housing delivery process and improve 16. Liaise with role players and provide quality customer service 17. Manage the social work staff (3) RESEARCH AND POLICY 18. Advise council and other units on all aspects of housing 19. Formulate draft policies 20. Measure the attitude of role players 21. Prepare metro housing policy 22. Develop systems to implement and review housing policy 23. Co-ordinate and ensure the integration of housing in other sectoral policies 24. Establish and maintain a resource centre and database LAND 25. Meet the land requirements of Council 26. Manage land information and land audit reports 27. Liaise with real estate department regarding legal aspect 28. Develop upgrading programmes 29. Provide tenure, services and shelter to informal settlements 30. Network and liaise with role players (internal and external) 31. Manage the GIS function 32. Co-ordinate the appointment of consultants 33. Manage the land unit and its resources FINANCE AND ACCOUNTING 34. Gear and control the Housing department account 35. Determine the feasibility of funding strategies and proposals 36. Prepare and co-ordinate budgets 37. Analyze market demands 38. Prepare annual financial reports and statements 39. Ensure compliance and adherence to financial policies and regulations and control debt 40. Ensure accuracy, financial discipline, accountability and sound decision-making 41. Prepare and control cash flows for projects 42. Source external bridging funds and financial support 43. Assess value of assets and maintain assets register 44. Analyze the financial feasibility of projects 45. Advise on legislation regarding finance 46. Facilitate access to end-user finance 47. Invest funds in the most profitable investments 48. Monitor financial performance and control credit 49. Provide financial guidance and support SALES AND RENT (FORMAL UNITS AND HOSTELS) 50. Formulate allocation policy, strategies and procedures 51. Negotiate policies and procedures with role players 52. Manage community registrations 53. Obtain subsidy approvals 54. Manage the conveyance function 55. Create and maintain a database of housing units and applications 56. Provide support to other departments 57. Insure assets 58. Administer evictions where necessary 59. Collect outstanding debt 60. Manage the maintenance of stock 61. Market units for sale or rent 62. Witness in court cases 63. Manage hostel superintendents SKILLS AND ATTRIBUTES Interpersonal skills; Communication skills; Networking skills; Initiative; Organizing skills; Honesty; Integrity; Diligence; Motivating skills; Sound public relations; Presentation skills; Tact ; Diplomacy; Strategic planning skills; Policy formulation skills; Community development skills; Computer literacy; Project management skills; Leadership abilities; Self motivation; Conceptual skills; People skills; Negotiation skills; Initiative; Stress management skills; Conflict resolution skills; Report writing skills; Liaison skills</p>
<p>Other positions</p>	<p>Support management to fulfil the responsibilities and obligations and to take responsibility for their duties and tasks</p>