

B01.28.17

The Superintendent General
North West Province
Private Bag X2044
Mmabatho
2735

**ASIDI 2012/13: INDEPENDANT DEVELOPMENT TRUST: INFRASTRUCTURE PROGRAMME
IMPLEMENTATION PLAN (IPIP).**

The IPIP submitted by the Independent Development Trust (IDT) is hereby approved, subject to the following conditions:

- (i) The appointment of any contractors, including professional service providers, is subject to the approval of the Director-General: Department of Basic Education. You may appoint contractors from the list of suppliers / contractors from the IDT, provided that the contractors should be selected on a competitive basis in accordance with the prescripts of the Preferential Procurement Policy Framework Act, No. 5 of 2000. You are expected to invite the DBE to attend your evaluation and adjudication committee meetings, however the DBE is not compelled to attend these meetings;
- (ii) Prior to commencement of any construction, a site development plan (SDP) per site must be submitted to the DBE for approval. The detailed requirements of the SDP is captured in the attached annexure;
- (iii) The estimated expenditure figures will be adjusted in accordance with the awarded tender prices; and
- (iv) Your monthly reports must be in accordance with the format prescribed by the Department of Basic Education.

Trusting that you will find this in order.

Kind regards

Tsholofelo Diale
ASIDI: Programme Manager
Department of Basic Education
Tel: 0123574281 / Hotline: 0800202933



education and training

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To : Mr P.B. Soobrayan
Director General (DBE)

Attention : Ms T. Diale
ASIDI Programme Manager

From : Dr I.S. Molale
Acting Superintendent General

ASIDI 2012/13 IPIP – REQUEST FOR APPROVAL

The North West Department of Education (NWDOE) has received the Infrastructure Programme Implementation Plan (IPIP) from IDT, our Implementing Agent, for the 15 approved projects. The same document was forwarded to your office on the 22nd August 2012. Information that was outstanding from the IPIP, the projects schedules, was forwarded to your office on the 25th September 2012. We have perused the IPIP and all is in order.

We request your office to approve the IPIP to enable us to proceed with the implementation of the 15 projects.

Kind Regards


DR I.S. MOLALE
ACTING SUPERINTENDENT GENERAL

29/09/12
DATE



**NORTH WEST PROVINCE
ACCELERATED SCHOOL INFRASTRUCTURE
DELIVERY INITIATIVE (ASIDI) PROGRAMME**

**INFRASTRUCTURE PROGRAMME
IMPLEMENTATION PLAN (IPIP)**

Approved	Position	Signature	Date
T Malaka	Regional General Manager (IDT - NW)		17 August 2012
Client Name			

Version Control

Version Number	Originator	Approved by	date
03	Perny Kgokong	Tebogo Malaka	15 August 2012

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1. FOREWORD

The National Development Plan's vision for 2030 identifies poverty, unemployment and inequality as three of the biggest challenges facing South Africa. Key to solving unemployment and inequality is the delivery of quality education through the provision of an appropriate and safe learning and teaching environment.

In response to the above-mentioned challenge, the North West Department of Education and National Department of Basic Education embarked on Accelerated School Infrastructure Delivery Initiative (ASIDI) Programme, which is premised on four stand strategy i.e.:

- Provision of basic services to bring schools to basic safety functionality
- Replace mud schools
- Replace all inappropriate structures
- Upgrade schools to optimum functionality by providing core spaces (specialist rooms) including libraries, laboratories and administration blocks.

Our contribution to the ASIDI Programme as IDT in the North West region is to construct new and replace inappropriate structures, upgrading and additions to existing schools, rehabilitation, renovations and refurbishment of school infrastructure as well as provision of water and sanitation. The programme will be implemented in the MTEF 2012/13 -13/14.

The Infrastructure Programme Implementation Plan (IPIP) outlines the framework within which the ASIDI Programme will be managed. It covers comprehensively elements of project management cycle, from initiation to closure.

The IDT has competence in programme management, administrative systems and processes, including contract management, procurement, payments, reporting, monitoring and evaluation, for successful implementation and conclusion of this programme.

We wish to take this opportunity once more to thank the Department for continued confidence in the IDT.

Tebogo Malaka
Regional General Manager
IDT North West

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2. ACKNOWLEDGEMENTS

The IDT appreciates the guidance provided by the North West Department Education, National Department of Basic Education's Portfolio Support Unit (PSU) in development of this Infrastructure Programme Implementation Plan (IPIP).

This document was put together by the IDT team comprising of:

Ms Pemy Kgokong	: Acting Programme Manager
Mr Tseliso Mokhethi	: Portfolio Manager, Infrastructure
Mr Robert Mokebe	: Programme Manager
Mr Morgan Motshabi	: Programme Implementation Manager
Ms Millicnet Bapela	: Programme Implementation Manager



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3. ABBREVIATIONS & DEFINITIONS

In order to provide clarity the following definitions are used within this document:

ASIDI- Accelerated School Infrastructure Delivery Programme:

CEO - Chief Executive Officer

CFO – Chief Financial Officer

CIDB- Construction Industry Development Board

DBE – Department of Basic Education

DG: DBE- Director General: Department of Basic Education

DoE NW- Department of Education and Training

IA – Implementing agent

IDIP- Infrastructure Delivery Model Plan

IDT – Independent Development Trust

PMP- Portfolio Management Plan (alternatively known as Infrastructure Programme Implementation Plan IPIP)

IPMP- Infrastructure Programme Management Plan

JBCC- Joint Building Construction Committee

KPI- Key Performance Indicators

MTEF- Medium Term Expenditure Framework

OHS Act - Occupational Health and Safety act 85 of 1993

PIA - Programme Implementation Agent

PFMA - Public Finance Management Act

PM- Programme Manager appointed by IDT

PIM - Programme Implementation Manager appointed by IDT

PPMT- Provincial Planning and Monitoring Team

PROCSA – Professional Service Agreement

Programme – refers to the 12/13 School water and sanitation Programme (ASIDI)

PSP - Professional Service Provider including Architects, engineering and quantity surveyors or any other technical experts needed for the Implementation of the programme

PSU - Portfolio Support Unit

PSC - Project Steering Committee

SCM – Supply Chain Management

SDA- Service Delivery Agreement

SDM- Service Delivery Model

TAC - Tender Adjudication Committee

TEC - Tender Evaluation Committee



4. BACKGROUND

The appointment of IDT as an Implementing Agency for the implementation of the programme: 'Replacement of mud schools and inappropriate structures in the north West Province' and subsequent Memorandum of Agreement (MOA) between the Parties effective 1st April 2009 for a period of three years and included in **Appendix A**, has reference.

Additional scope of work in the form of Accelerated School Infrastructure Delivery Initiative (ASIDI) Programme as per letter of appointment dated 4th January 2012 and subsequent addendum to the scope and contract dated 9th July 2012 and included in **Appendix B**, also has reference. The ^{aim} of ASIDI is to deliver much needed improved water and sanitation facilities that contribute towards improving the lives of the learners. In delivering these facilities, it would make it possible for our children to access basic sanitation facilities at schools.

Additionally, the programme will serve to reduce current water and sanitation backlogs and create local employment and economic opportunities. The programme must also address issues of quality, sustainability and put systems in place so that the learners are aware of how to maintain the toilets and are taught about hygiene issues. It must contribute to the empowerment and capacity building of women in the water and sanitation sector.

Initially we were given a list of 28 projects with the budget of R11 056m. All the 28 schools were assessed and after the assessments reports were presented, *It was realised that 13 schools did not qualify to be funded from the ASIDI grant please refer to the attached letter (Appendix C). Only 15 schools were approved for implementation in 2012/13 with the cost estimate of R19 309 717.01 excluding vat. This figure also does not include the IDT management fee of 3% as well as the PSP's professional fees and disbursements. The programme will be implemented in 2011/12 – 2013/14 MTEF.*

This IPIP was developed inline with the IPIP template (3T01) and informed by DBE's Guidelines relating to Planning for Public School Infrastructure and the Portfolio Management Plan (PMP), alternatively known as the Infrastructure Programme Management Plan (IPMP). The PMP outlines directives relating to strategic context of the programme, management responsibility, design management, construction quality monitoring, measurement analysis and improvement, amongst others.

5. DEVELOPMENT OF PROGRAMMES

5.1 Project Groupings & Clusters

The projects are grouped into three (3) work packages informed by District Municipal demarcation.

Figure 1 below shows relative location of the 15 schools sites under NW ASIDI programme and their grouping into 3 work packages. The full list of approved projects for 2011/12 -13/14 is included in Appendix C.

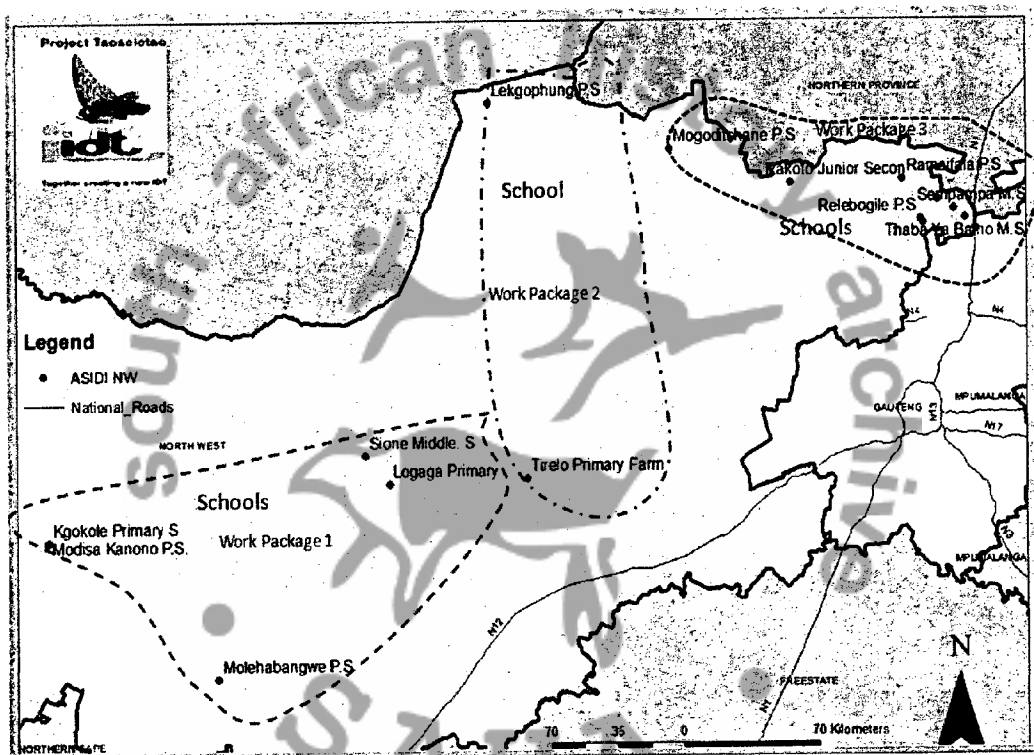


Figure 1: Locality Plan, NW ASIDI Programme

Table 1: NW ASIDI Project List & Work Packages

Item No.	District Name	Municipal Name	Village	School Name	Latitude	Longitude	Inadequate	Existing Sanitation	Estimate	CIDB grading required
1	Dr Ruth Segomotsi	Kagisano/Molopo LM	Ganyesa	Kgokole Primary S ✓	26.71469	23.93645	Sanitation	PIT Toilets	R 1 223 150.54	3GB
2	Dr Ruth Segomotsi	Kagisano/Molopo LM	Kgokole Village	Modisa Kanono P.S. ✓	26.71857	23.93412	Sanitation	PIT Toilets	R 741 303.36	3GB
3	Dr Ruth Segomotsi	Greater Taung LM	Dryharts	Molehabangwe P.S. ✓	27.3221	24.72925	Sanitation	PIT Toilets	R 1 284 925.82	3GB
4	Ngaka Modiri Molema	Tswaing LM	Gannalagte	Logaga Primary ✓	26.47187	25.53916	Sanitation	PIT Toilets	R 1 559 208.07	3GB
5	Ngaka Modiri Molema	Tswaing LM	Sione	Sione Middle. S ✓	26.34351	25.42373	Sanitation	PIT Toilets	R 895 741.56	3GB
6	Ngaka Modiri Molema	Ditsobotla LM	Coligny	Tirelo Primary Farm	26.44954	26.19121	Sanitation	PIT Toilets	R 840 143.81	3GB
7	Ngaka Modiri Molema	Ramotshere Moilwa LM	Zeerust	Lekgophung P.S	24.80555	26.01149	Sanitation	PIT Toilets	R 1 198 440.43	3GB
8	Bojanala Platinum D	Moretele LM	Swartdam	Relebogile P.S ✓	25.32117	28.04422	Sanitation	PIT Toilets	R 1 470 251.66	3GB
9	Bojanala Platinum D	Moretele LM	Makapanstad	Makapanstad P.S ✓	25.238367	28.124167	Sanitation	PIT Toilets	R 1 303 458.41	3GB
10	Bojanala Platinum D	Moses Kotane LM	Ramokostad	Rakoto Junior Secon ✓	25.16145	27.43188	Sanitation	PIT Toilets	R 2 168 312.33	4GB
11	Bojanala Platinum D	Moretele LM	Mathibestad	Sempampa M.S ✓	25.27778	28.20076	Sanitation	PIT Toilets	R 1 284 925.82	3GB
12	Bojanala Platinum D	Moses Kotane LM	Basebo	Mogoditshane P.S ✓	25.00773	26.86517	Sanitation	PIT Toilets	R 737 596.84	3GB
13	Bojanala Platinum D	Moretele LM	Bospilaas	Thaba Ya Batho M.S ✓	25.31747	28.25452	Water	PIT Toilets	R 1 470 251.66	3GB
14	Bojanala Platinum D	Moretele LM	Swartdam	Ithuteng Commercial ✓	25.34075	28.05976	Water	Waterborne	R 2 118 892.10	4GB
15	Bojanala Platinum D	Moretele LM	Sutelong	Ramafala P.S ✓	25.14712	27.96162	Water	VIP	R 1 013 114.59	3CE
TOTAL EXCLUDING VAT									R 19 309 717.00	

6. DEVELOPMENT OBJECTIVES

The programme will be implemented in line with the Expanded Public Works Programme (EPWP)'s principle as stipulated in the MOA. This implies that, employment intensive method of construction will be applied where technically feasible.

DBE's vision and mission are consistent with IDT's vision of developing sustainable communities. The IDT's core business areas are:

- Programme Delivery
- Institutional Support
- Community Empowerment

These three service offerings are integrated through the following strategic objectives, namely:

1. Strategic Objective 1.1: To build empowered, sustainable and cohesive communities
2. Strategic Objective 1.2: Integrated social infrastructure development; and
3. Strategic Objective 2.1: To ensure organizational efficiency, effectiveness and sustainability

The expected programme development outcomes, in line with above-mentioned strategic objectives are as follows:

- Creation and increased access to social infrastructure assets
- Access to job opportunities
- Empowerment of emerging enterprises
- Local economic development- Advertisements will be made on local Newspapers (Bojanala- Rustenburg Herald, Ngaka Modiri Molema- The Mail and Dr Ruth Segomotsi Mompoti- Stellalander)

In a bid to achieve the above-mentioned development outcomes, the following Key Performance Indicators (KPIs) will be targeted, monitored and reported on a monthly basis.

- Number of toilet facilities constructed
- Number of job opportunities created
- BBBEE procurement spend (weighted BBBEE spend of 70% targeted) - *Iti must clarify*
- Number of beneficiaries trained (technical and life skills) - *indicate that budget will come from somewhere else.*

7. PROGRAMME/PROJECT CYCLE

Project / Programme cycle from inception to closure including deliverables are indicated below:

7.1 Inception

Receive, appraise and report on client's requirements with regard to the following:

- Programme / Project brief
- Site, rights and constraints
- Community Baseline studies
- Conclude terms of agreement with client
- Advice on other matters including matters that could influence project life cycle cost significantly.

7.2 Concept and viability

- Documentation, procurement and management of Professional Service Providers
- Brief PSPs
- Contract documentation
- Prepare and coordinate indicative project / programme documentation and construction programme including detailed costing
- Scope change controls
- Facilitate client approvals

7.3 Design development

Manage coordinate and integrate the detail design development process with the project / programme scope, time, cost and quality parameters.

- Develop and coordinate Communication structure, process and procedures
- Manage coordinate and integrate the design by PSPs in a sequence to suit project design, documentation programme and quality requirements
- Facilitate Requests for Information by team members for design, construction and management purposes
- Manage and monitor timeous submission by design teams of all plans and documentation to obtain the necessary statutory approvals
- Facilitate client approvals

7.4 Documentation and procurement

This stage includes process of establishing and implementing procurement strategies and procedures, including preparation of necessary documentation, for effective and timeous execution of the project. Tasks include but not limited to:

- Coordinate and monitor preparation of tender documentation by PSPs
- Use agreed procurement strategy and IDT SCM policy to procure services of contractors and suppliers, including calling for tenders, adjudication and award
- Facilitate and monitor the preparation by Health and Safety consultant of the Health and Safety specification for the project
- Monitor the reconciliation by cost consultants of the tender prices with project budget and advice client accordingly
- Facilitate client approvals

7.5 Construction

This stage constitutes management and administration of the construction contracts and process, including the preparation and coordination of the necessary documentation to facilitate effective execution of the works. Tasks include but not limited to:

- Appointment of contractors, including finalization of all agreements
- Instruct contractors to appoint sub-constructors where appropriate
- Receive, coordinate, review and obtain approval of all contract documentation provided by the contractor, sub-constructors and suppliers, for compliance with all of the contract requirements
- Monitor the ongoing projects insurance requirements

IDT's Programme Implementation Managers, together with Principal Agents will conduct routine quality inspections and ensure good site administration processes are in place. Part of site administrative duties includes the following:

- Maintaining and follow-ups of Requests for Information (RFI schedules)
- Maintain daily site diary
- Monitor delays and extension of time
- Ensure that respective PSPs do quality tests, checks as well as approval of works
- Maintain copies of all delivery notes for materials on site
- Measurement of works with QS for payment certificate purposes
- Keep site instruction and approved VOs
- Review and adjudicate circumstances and entitlements that may from any changes required to the contract programme
- Monitor preparation as well as compliance of the contractor's Health and Safety plan and approval thereof by the Health and Safety PSP

7.6 Close-Out

This includes the process of managing and administering project close out, including preparation and coordination of the necessary documentation to facilitate the effective operation of the project.

- Facilitate and issue works completion certificates
- Manage, coordinate and expedite the preparation by the design team of all as-built drawings and design documentation
- Manage the finalization of Health and Safety file for submission client
- Manage latent defects and liability period
- Final completion certificate
- Final account
- Close-Out report + *updating of database.*



8. IMPLEMENTATION PROCESS

8.1 Institutional framework

Fig 2 shows the institutional framework for the programme. Brief roles and responsibilities of stakeholders are outlined below.

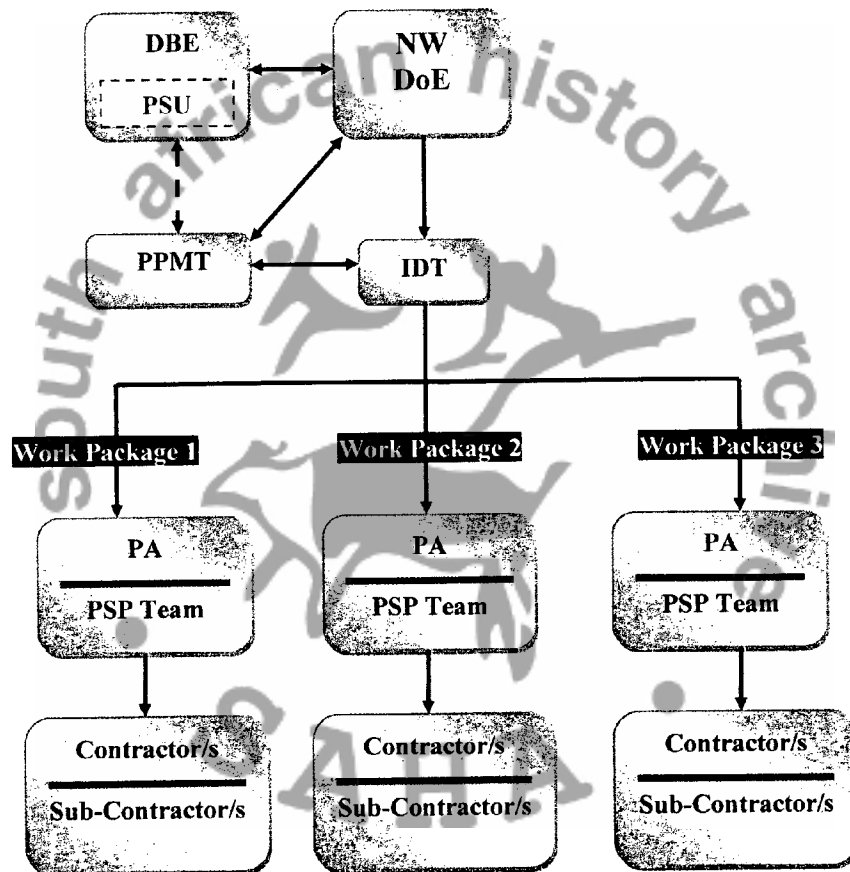


Figure 2: Institutional Framework

8.2 Roles and Responsibilities of Stakeholders

8.2.1 North West Department of Education (NW DoE)

The North West Department of Education as a Client and project sponsor, supported by the National Department of Basic Education (DBE) with dedicated Portfolio Support Unit (PSU) shall amongst other things assume the following roles:

- Brief and contract with IDT
- Provide policy statement regarding schools construction as well as other relevant documentation including PMP or IPMP
- Provide list of prioritised and approved schools projects
- Receive and approve budgets per school / project and programme
- Monitor the programme and performance of the PIA;
- Approve scope of work for projects as well as scope change requests
- Approve final accounts
- Approve tranche payments to the IDT;
- Chair and co-ordinate PSC; PPMT
- Provide guidance on functioning of PSC's to the programme;

8.2.2 DBE

- Support NW DoE, financially and technically
- Provide ASIDI leadership and support
- Assume any other roles as advised and communicated by NW DoE

8.2.3 Portfolio Support Unit (PSU)

- Provide support to the programme and assist the NW DoE and DBE in fulfilling roles as highlighted above

8.2.4 Independent Development Trust (IDT)

- Contract with NW DoE as PIA
- Implement the programme inline with the project / programme cycle and deliverables as indicated in section 7 above.
- Compile an Infrastructure Programme Implementation Plan for approval by NW DoE / DBE or delegated PSU
- Assume responsibilities for appointment and management of Professional Service Providers, Social facilitators and Contractors
- Ensure that all professional service providers are covered by adequate professional indemnity insurances during the contract;
- Set up adequate monitoring tools and suitably qualified personnel;
- Monitor performance of contractors and service providers;
- Prepare and submit monthly reports to the DBE in the prescribed format;
- Report implementation progress in PSC meetings
- Ensure timely payment of professional service providers and contractors;

- Implement EPWP strategies and approaches developed by DBE to widen development outcomes (job creation, etc) via KPI's as identified;

8.2.5 Professional Service Providers (PSPs)

- Design and document all technical aspects related to the project;
- Prepare contract documentation for construction tender purposes;
- Monitor all quality aspects during the construction phase;
- Approve and sign off specific quality control checks and submit payment certificate for approval by the Principal Agents;
- Ensure compliance with Health & Safety requirement (OHS Guidelines are contained in Appendix E);
- Report as required.

8.2.6 Contractors

- Construct the facility to specification on time and within budget
- Provide guarantees, insurances and sign contract
- Submit contractors report on monthly basis
- Submit tax invoice on monthly basis
- Comply with Quality, Health & Safety requirements

8.2.7 Social Facilitators

Social facilitation to be undertaken by the IDT. Function includes amongst other things the following:

- Facilitate the process of recruitment of local labour;
- Carry out a skills audit of the community;
- Prepare Training Plan;
- Facilitate conflict resolution
- Report social facilitation progress
- Monitor implementation of the training plan
- Fulfil the Key performance indicator on Empowerment and Cohesive communities

Health and Hygiene specialists as well as other identified training to be outsourced to competent service providers. Function includes amongst other things the following:

- To ensure sense of ownership of sanitation projects among learners members
- To create awareness on healthy living as well as standard health and hygiene practices
- To ensure sustainability of the sanitation projects
- To induce behavioural change – addressing belief systems, traditions, etc

8.3 Internal / Programme Structure

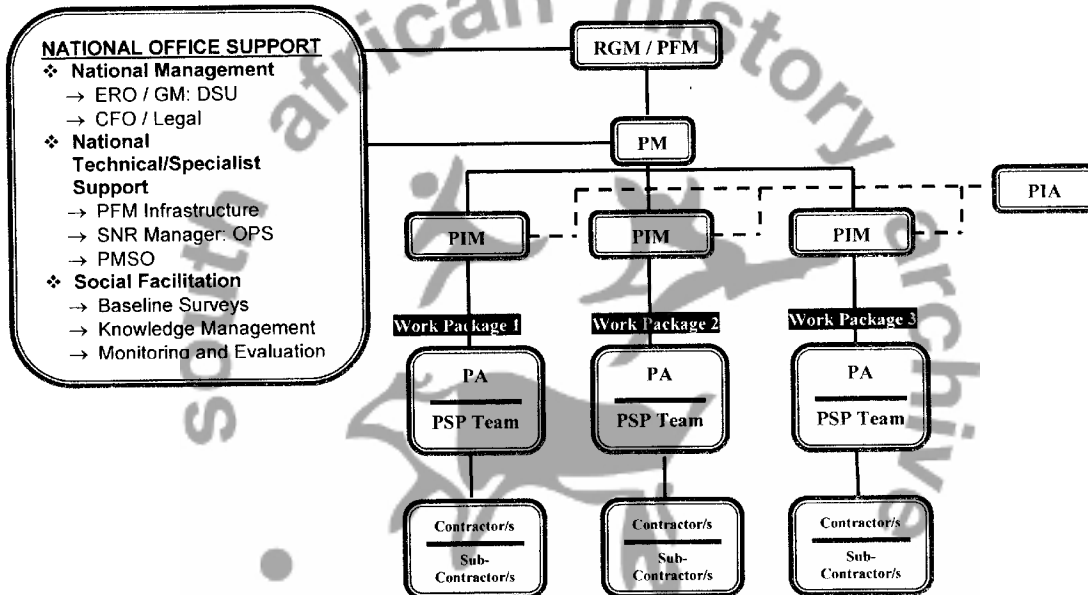


Figure 3: Internal Programme Structure

8.3.1 Programme Roles and Responsibilities (internal Structure)

The programme delivery model as depicted by the internal structure (Fig 3) is premised on regional implementation of the programme with focused national support. Names and competencies of various resources depicted in the internal programme structure (Fig. 3) are detailed in Table 2 below.

National support consists of the following:

- National management support,
- Technical support and
- Social facilitation support

Resources and their estimate utilisation on the programme are shown in table 2 below.

National Support

Provision of strategic support through the offices of CEO, Executive Head: Development Services Unit, Executive Regional Operations.

Technical Support

Technical support to the programme will be provided by the Portfolio Manager: Infrastructure, who amongst other things will coordinate and allocate technical resources support.

Social Facilitation

Social facilitation support will be provided to the regional implementation team includes:

- Baseline surveys,
- Knowledge management and
- Monitoring and evaluation of the programme objectives amongst other things.

Regional Implementation

The Regional General Manager is accountable for the implementation of the programme. His responsibilities include amongst other things the following:

- Taking overall responsibility for the leadership of the programme
- Engaging in strategic client relationship management
- Ensuring programmes are adequately resourced

Programme Manager (PM)

The Programme Manager's responsibilities include the following:

- Carry overall responsibility for implementation of the Programme;
- Facilitate Planning of the Programme;
- Manage procurement of the professional teams;
- Manage procurement of contractors;
- Manage programme management costs;
- Review and report on capital cash flow requirements;

- Manage Programme implementation specifically in terms of scope, time, quality and cost management;
- Check and approve payment certificates;
- Chair coordination meetings;
- Review reports as submitted by Cluster managers;
- Manage progress through cash-flows
- Ensure targets are met
- Prepare and present adequate and accurate reports to the client;
- Manage the activities of the Cluster Managers.
- Effective Communication among the various Key Stakeholders on the Programme
- The necessary communication channels at the District/regional level to ensure the effective implementation of the Programme
- A mechanism to ensure that the Implementing Agent's Client is kept informed on the Programme Progress at all times
- For the Implementing Agent's Internal Communications mechanism.
- Ensure programme close-out; and

Programme Implementation Manager (PIM)

- Monitor overall performance of Project with respect to cash flows and targets;
- Prepare financial reports summarising project progress;
- Manage financial aspects of scope changes;
- Manage the Project Schedule;
- Monitor project management costs.
- Reconcile project payments;
- Administer project payment protocol;
- Administer project filing system;
- Provide Financial reports for the Programme Manager;
- Administer Project Finances.
- Manage Programme Implementation Administrator (PIA)
- Capture project data;
- Capture and process payment certificates of contractors and Cluster Managers;
- Maintain project correspondence file;
- Respond to queries from cluster Managers / PA and contractors regarding payments, meeting dates, venues and times;

Programme Implementation Administrator

- Monitor overall performance of Programme with respect to cash flows and targets;
- Prepare financial reports summarising project and Programme progress;
- Manage financial aspects of scope changes;
- Manage the Programme Schedule;
- Monitor programme management costs.
- Reconcile programme payments;
- Administer project payment protocol;
- Administer programme filing system;
- Provide Financial reports for the Programme Manager;
- Administer Programme Finances.
- Capture project data;
- Capture and process payment certificates of contractors and Project Managers;
- Respond to queries from Project Managers and contractors regarding payments, meeting dates, venues and times;

Project Steering Committee (PSC)

Project Steering Committees will be set up for each specific project in a cluster or work package. In bid to better respond to individual challenges of joblessness and poverty in various Villages where these projects will be undertaken, a total of 15 Project Steering Committees will be set up.

The PSCs will be responsible for:

- Supporting the identification of community needs;
- Endorsing the proposed project;
- Identifying the community workforce;
- Assisting with community liaison and conflict resolution; and
- Review of construction progress.

The PSC comprises the IDT, NW DoE (DoE District-Level, members of SGB, Ward councillors, Main Contractors, Principal Agent and Social Facilitator (Chair of the committee).

Table 2: Resources and Estimate Utilisation

Resource	Resource Name/s	No. off	Competency
RGM	T Malaka	1	Senior Executive
PFM	M Mogoe	1	Senior Professional
PM	R Mokebe	1	Experienced project managers with Civil Engineering qualification
PIM	M Mabaso M Motshabi M Bapela	3	Experienced project managers with QS/Civil Engineering /Built Environment qualification
Social Facilitation	M Ntshupetsang L Mothata	2	Professional Social Scientist
PIA		1	Qualified administrator
Fin Accountant	D Blignaut	1	Accounting Professional
National Office Support			
Programme Management:(PMSO)	Various resources	Various	
PFM: Infrastructure	T Mokhehi	1	Senior Professional
ERO / Head DSU	Dr. Gumede & S Ntsandeni	2	Senior Executive
Contracts Manager	H Mtshali	1	Advocate
Other Support units (Systems, finance, legal etc.)	Various competencies	Various	Advocate, IT technician, IT specialists, accountant, CA

Indicate level of participation / presentation of involvement.

8.4 Agreements / Contractual Arrangements

8.4.1 Memorandum of Agreement (MOA)

The Memorandum of Agreement (MOA) including Addendum to the MOA, regulates the contractual relations between the Parties as well as scope of work and deliverables. These agreements are included in **Appendix A and B** respectively.

8.4.2 PROCSA Agreement for Principal Agents and PSPs

The Professional Service Providers' agreement specifies payments against deliverables, as well as specific definitions of scope of work for the Professional Service Providers appointed by the IDT. The PSP's will be required to appoint or nominate sub professionals (if they are not taking responsibility for the task), and conclude appropriate agreements with them.

The Agreements also talks to the Disbursements issues where consultants are requested to use cars with the engine capacity of 2litress or below to try and manage money spent on the disbursements fees. Disbursements plans are also interrogated and discussed with PSP's before approval to ensure that projects visits are made according to their proximity to safe costs.

8.4.3 Other Professional Team Members Agreements

The Professional Service Providers will be required if necessary to appoint or nominate other professionals to undertake specialised professional services (e.g. Geotechnical, OHS, H & H Social facilitators, Geo-hydrologists, Environmental etc.). Formal contractual agreements between these professionals must be concluded and claims for these specialised services will be, paid as part of the disbursements cost to the PSP.

8.4.4 JBCC Contractor Agreements,

The JBCC 2005 series construction contract will be used as a basis for the construction contracts. CIDB Best Practice Guidelines for procurement will be adhered to. The use of General Conditions of Contract (GCC) if suitable to specific works in the programme will also be considered.

8.4.5 Programme Managers and Social Facilitators

In the event that the projects have a very high project value and scope, these projects are run as a programme. The IDT could engage Programme Managers whose agreements would specify their payment against deliverables, as well as specific definitions of scope of work for the Programme Manager and Social Facilitators that are to be appointed.

9. PROGRAMME BUDGETS ALLOCATIONS AND COSTINGS

9.1 Budget Allocations

The budget allocation for the Programme is R 19 309 717 excluding Professional fees and disbursements of R4 223 457 and IDT management fees of R 705 995. A budget breakdown per project is indicated in table 3 below:

Table 3: Project / Programme Budgets

District	School Name	Appointed PSP's	Estimate Cost of Works	Estimated Professional Fees	Estimated Disbursements		Estimate Project / Programme Cost	IDT Management fee @ 3 %	Estimate Budget Provision
					PSPs + Specialist disbursements	Health & Hygiene			
Dr Ruth Segomotsi	Kgokole Primary S	Isago	R 1 223 151	R 190 621	R 19 062	R 50 000	R 1 482 834	R 44 485	R 1 527 319
Dr Ruth Segomotsi	Modisa Kanono P.S.	Isago	R 741 303	R 106 953	R 10 695	R 50 000	R 908 951	R 27 269	R 936 220
Dr Ruth Segomotsi	Molehabangwe P.S	Isago	R 1 284 926	R 184 244	R 18 424	R 50 000	R 1 537 594	R 46 128	R 1 583 722
Ngaka Modiri Molema	Logaga Primary	Isago	R 1 559 208	R 323 342	R 32 334	R 50 000	R 1 964 884	R 58 947	R 2 023 831
Ngaka Modiri Molema	Sione Middle. S	Isago	R 895 742	R 153 265	R 15 327	R 50 000	R 1 114 334	R 33 430	R 1 147 764
Ngaka Modiri Molema	Tirelo Primary Farm	PSK	R 840 144	R 230 033	R 206 634	R 50 000	R 1 326 811	R 39 804	R 1 366 615
Ngaka Modiri Molema	Lekgophung P.S	PSK	R 1 198 440	R 396 614	R 236 271	R 50 000	R 1 881 325	R 56 440	R 1 937 765
Bojanala Platinum D	Relebogile P.S	Godimong	R 1 470 252	R 139 020	R 89 735	R 50 000	R 1 749 007	R 52 470	R 1 801 477
Bojanala Platinum D	Makapanstad P.S	Godimong	R 1 303 458	R 134 681	R 153 154	R 50 000	R 1 641 293	R 49 239	R 1 690 532
Bojanala Platinum D	Rakoto Junior Secon	Godimong	R 2 168 312	R 134 680	R 219 185	R 50 000	R 2 572 177	R 77 165	R 2 649 342
Bojanala Platinum D	Sempampa M.S	Godimong	R 1 284 926	R 134 681	R 89 441	R 50 000	R 1 559 048	R 46 771	R 1 605 819
Bojanala Platinum D	Mogoditshane P.S	Godimong	R 737 597	R 89 740	R 173 737	R 50 000	R 1 051 074	R 31 532	R 1 082 606
Bojanala Platinum D	Thaba Ya Batho M.S	Godimong	R 1 470 252	R 160 479	R 90 224	R 50 000	R 1 770 955	R 53 129	R 1 824 084
Bojanala Platinum D	Ithuteng Commercial	Godimong	R 2 118 892	R 134 681	R 132 078	R 50 000	R 2 435 651	R 73 070	R 2 508 721
Bojanala Platinum D	Ramaifala P.S	Godimong	R 1 013 115	R 134 681	R 89 441	R 50 000	R 1 287 237	R 38 617	R 1 325 854
			R 19 309 718	R 2 647 715	R 1 575 742	R 750 000	R 24 283 175	R 728 495	R 25 011 670

10. PROGRAMME TIMELINES AND MILESTONES

The Programme Milestones listed in table 4 below as well as detailed programme schedule in **Appendix D**, constitute initial baseline for the programme. Initial reporting and monitoring will be against this baseline plan. Revised baseline programme schedule will be done upon consolidation and finalisation of the scope of work and aligned with contractor programme. Re-planning will not be done unless circumstances dictate that the baseline plan as agreed is no longer suitable to monitor the project against it.

Table 4: Programme Milestones

PROGRAMME MILESTONE	TARGET DATE
1. Programme Mobilization	
1. Appointment of IDT as IA	04 January 2012
2. Acceptance of appointment	12 January 2012
3. Client briefing meeting	01 February 2012
4. Change of scope and finalization of the Agreement and the Addendum to MOA	09 July 2012
2. Programme Implementation	
1. Appointment of PSP's	25 January 2012
2. Submissions of assessments reports	28 February 2012
3. Reviewing of Scope	28 February 2012
4. Approval of scope by DBE	26 April 2012
5. Submission of first draft IPIP	05 June 2012
6. IPIP Submission (Revision 0)	15 August 2012
7. Submission presentation and approval of Draft Final IPIP	17 August 2012
8. Instruction PSPs to resume Project Implementation	20 August 2012
3 Consolidation of Scope of Work & Bid documentation	
1. Geo tech and detailed survey on site	04 September 2012
2. Consolidated scope of work and approval	06 September 2012
3. Approval of Site Development Plans, prelim design and bid documentation	17 September 2012
4. Bid advertisement date	20 September 2012
5. Compulsory bid briefing	26 September 2012
6. Bid Close	10 October 2012
7. Appointment of contractors	24 September 2012
8. Site Handover	02 November 2012

PROGRAMME MILESTONE	TARGET DATE
4 Construction	
1. Practical Completion (Modise, Sione, Tirelo, Lekgophung, Mogoditshane, Ramailfale)	08 March 2013
2. Practical Completion (Kgokole, Molehabangwe, Legaga, Relebogile, Makapanstad, Rakoto, Sempampa, Thaba, Ithuteng)	29 March 2013
3. Final Completion (Modise, Sione, Tirelo, Lekgophung, Mogoditshane, Ramailfale)	15 July 2013
4. Final Completion (Kgokole, Molehabangwe, Legaga, Relebogile, Makapanstad, Rakoto, Sempampa, Thaba, Ithuteng)	05 August 2013



11. MONITORING AND REPORTING

11.1 Monitoring

Include measures for quality control

Monitoring of these projects will be done on the following categories:-

TYPES OF MEETINGS	ATTENDEES	PURPOSE	FREQUENCY
Technical meeting	IDT, PSP's Contractor, CLO Safety Officer	Discuss progress made on site by the contractor, discuss all technical issues encountered on site to issues site instructions	Monthly
Site meetings	IDT, DoE, PSP's Contractor, PSC and CLO	Discuss progress made on site by the contractor, discuss all labour safety issues, Community or social issues verification of work done including quality checks, certify payments, cash flows, Construction monitoring and compliance	Monthly (no stipends will be paid to PSC members sitting for meetings)
Programme progress Meeting Team	IDT programme team, DoE programme team, PSP's	Discuss overall progress made on per project, Discuss challenges and suggested solutions pertaining	Monthly

		to projects, Discuss financial matters, scope changes	
--	--	--	--



11.2 Submission of reports

Currently there is a reporting format or template used to report the NW DoE portfolio which will be attached to this document for comments and inputs Appendix K. The ASIDI programme report will form part of the NW DoE Portfolio and will be submitted as per the agreed dates.

IDT Dashboard system will be used to generate progress status reports as required.

Reporting hierarchy and time lines are indicated in figure 4.

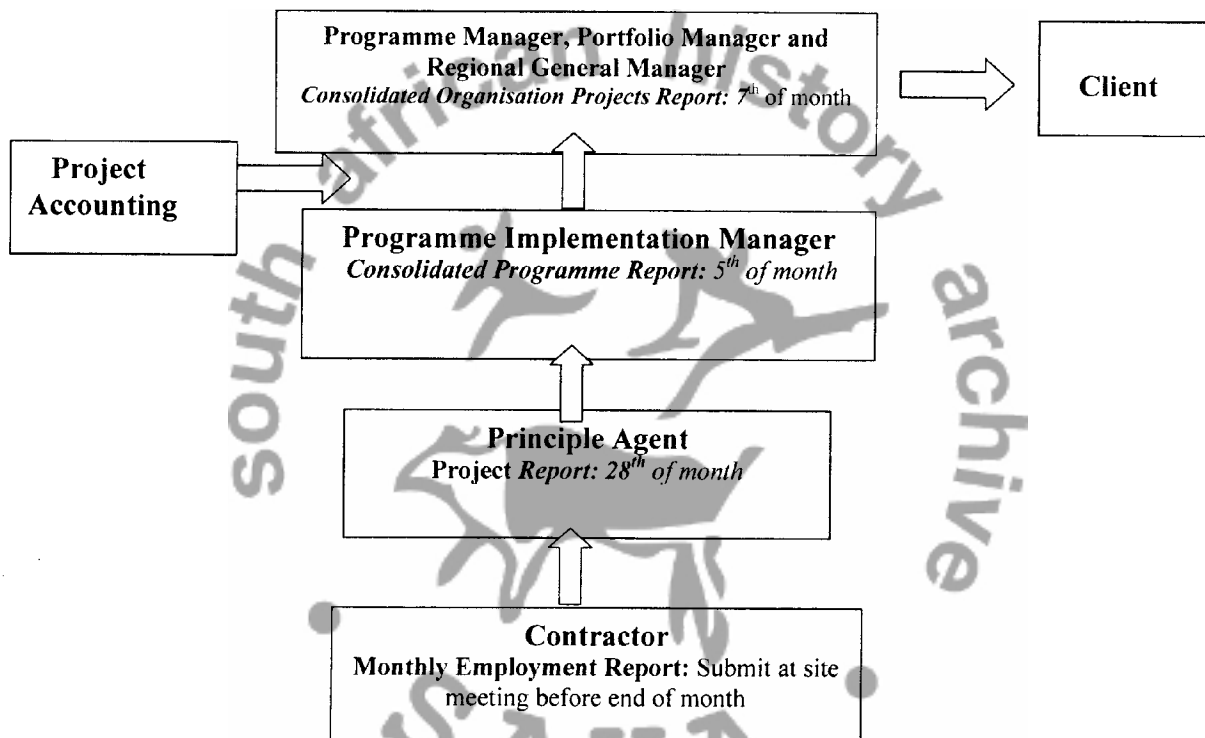


Figure 4: Programme / Project Reporting Hierarchy and Timelines

12. KEY PERFORMANCE INDICATORS

Table 5: Key Performance Indicator Targets

Key Performance Indicators

Key Performance Area	Key Performance Indicator	Targets
1. Project Implementation Indicators	1.1 Total No. of Projects	15
	1.2 No. of projects: Cluster Manager & team appointed	3
	1.3 No. of projects planned (design & tender documents complete)	15
	1.4 No. of projects tendered	15
	1.5 No. of projects awarded	15
	1.6 No. of projects practically completed	15
	1.7 No. of projects finally completed	15
	1.8 No. of final accounts approved	15
	1.9 No. of projects with close out reports issued	15
	1.4 Total No. of toilets seats	171
2. Social Impact indicators	2.1 No. of local people employed	120
	2.2 Value of BBBEE spent	70% of the budget
	2.2 No. of youth employed	48
	2.3 No. of Person days of employment	640
	2.4 No. of women employed	24
3. Capacitating	3.2 No. of community workers provided with construction skills training	15

13. PROGRESS AND PERFORMANCE MONITORING

13.1 Progress and Performance Monitoring

The Project Service Providers (PSPs) have the overall responsibility for quality assurance, scope, time and cost management. They are required to visit and hold site meetings at least monthly or more frequently where circumstances demand. The meetings will have two components in terms of matters handled. One component will attend to technical matters and will be attended by the PSP, the PIM, the Contractor, sometimes the Sub-contractors and specialist suppliers. The PSP and his/her team will carry out an evaluation of work done and prepare a payment certificate on a monthly or a fortnightly basis. The second component will address social issues and will be attended by the PSP and the Project Steering Committee.

Evaluation comprises the process of reviewing what has been done, and identifying weaknesses on the basis of which improvements can be made both to the way the Programme is implemented as well as individual projects. Evaluation provides a "feedback" loop to enable continuous improvements.

Distinction needs to be made between internal evaluations i.e. by the various levels of management within the Programme and external evaluations which are independent assessments of the effectiveness of the Programme. Both types of evaluation are important. Furthermore, evaluations can be either very focused e.g. evaluation of quality or of employment or can be very broad covering the entire scope of development as well as resultant impact.

13.2 External Evaluations

External evaluations should be carefully planned in order for them to be effective. They are not without their problems as well. In some instances because the evaluator does not fully understand the work undertaken or circumstances he/she can make biased value judgements not based on all the correct information.

External independent evaluations should be undertaken at least annually and should focus on problem areas so that the impact on improvements is maximised. They should include a formal feedback loop to the managers within the Programme both to clarify issues raised within the evaluations and to provide the managers with insight into proposed improvements. The evaluations (both internal and external) should always include formal appropriate and realistic recommendations for improvements. Senior management should be held accountable to seriously consider the recommendations, as part of performance review and implement approved recommendations timeously, so that the Programme can benefit from the improvements as soon as possible.

13.3 Internal Evaluations

The internal evaluations provide an opportunity for those involved in the Programme to pause and take stock by evaluating honestly the work and formulate improvements. Those involved in the Programme have first-hand experience and are often acutely aware of the weaknesses, and therefore can identify them quickly.

Within the programme, it is recommended that internal evaluations should be undertaken on at least a 6-monthly basis in order for the managers involved to take stock and rapidly formulate improvements.



14. RISK MANAGEMENT PLANS

14.1 Risk Management Plan

The Risk Management Plan is contained in **Appendix F** of this Document. It identifies and addresses issues on the following basis:

- Risk Categorisation;
- Institutional
- Project Briefing & Scoping
- Procurement
- Financial Management
- Human Resources
- Programme Systems
- Environmental
- Beneficiary management
- Political
- Programme Closure
- Risk Identification and categorisation;
- Likelihood and consequence;
- Ranking;
- Proposed mitigation including responsibilities.

Responsibility:

It will be the responsibility of the Programme Manager to review and undertake risk management on the programme in terms of the Risk Management Plan and to ensure that the risks are minimised and adequately managed.

14.2 Quality Management Plan

The Quality Management Plan is contained in **Appendix G** of this Document. Quality issues are addressed on the following components:

- Programme components;
- Project construction quality control.

Responsibility:

The Project Managers / PSPs are responsible for managing the quality plan at a project level and the IDT's Programme Manager is responsible for management of the programme components. Management of quality is to be reported monthly by the Project Manager/ PSP and IDT's Programme Manager respectively.

14.3 Quality Management and Control Plan

The Quality Management Plan is contained in Appendix G of this Document. Quality issues are addressed on the following components:

- Programme components;
- Project construction quality control.

Responsibility:

The PSP's are responsible for managing the quality plan at a project level and the PIA Programme Manager is responsible for management of the programme components. **Management of quality is to be reported monthly by the PSP's and PIA PM respectively.**

14.4 Communication Plan

Communication plan is contained in Appendix H.

Objectives

The Communications Plan has been compiled, together with budgeted cost, with the following objectives:

- To provide effective communication among the various key stakeholders on the Programme.
- To provide a structured mechanism to convey to the recipient communities all appropriate information necessary to ensure that they are kept informed of progress and involved in the development process.
- To provide the necessary communication channels at the district/regional level to ensure the effective implementation of the Programme.
- To provide a mechanism to ensure that the DBE is kept informed on the Programme progress at all times.
- To provide for the internal communications mechanism.

14.5 Communication Plan Structure

The Communications Plan is structured as follows:

- Communication element / major events - what are the communication projects/activities and major events planned for the year and key dates for specific communications.
- Target audiences - who are the target audiences whom we are communicating with.
- Message - what message needs to be communicated to each target audience.
- Medium - what medium/s should be used to communicate the message e.g. news print, advertorials, road shows, etc.
- Frequency - how often should communication be made with the target audience e.g. monthly, quarterly ad hoc, etc.
- Action Plan - what actions are required to achieve the communications with each target audience.

- Responsibility – who is responsible for the communications with the various target groups.
- Risk Assessment - what are the risks involved, how can the risks be minimised and what are the Key Success Factors.
- Communication cost - what is the cost of the communications with each target audience and for the major events. The costs for the implementing of the Communications Plan will have to be incorporated into the Financial Plan.

Responsibility:

The Programme Manager is responsible for the management of the Communications Plan, with input from the Communications Manager.

14.6 Human Resources Plan

The human resource requirements for successful implementation and conclusion of the programme are detailed in Table 6 below.

Table 6: Human Resources

Resource	Resource Name/s	No. off	Competency
RGM	T Malaka	1	Senior Executive
PFM	M Mogoe	1	Senior Professional
PM	R Mokebe	1	Experienced project managers with Civil Engineer qualification
PIM	M Mabaso M Motshabi M Bapela	3	Experienced project managers with QS/Civil Engineers /Built Environment qualification
Social Facilitation	M Ntshupetsang L Mothata	2	Professional Social Scientist
PIA		1	Qualified administrator
Fin Accountant	D Blignaut	1	Accounting Professional
National Office Support			
Programme Management:(PMSO)	Various resources	Various	
PFM: Infrastructure	T Mokhethi	1	Senior Professional
ERO / Head DSU	Dr. Gumede & S Ntsandeni	2	Senior Executive
Contracts Manager	H Mtshali	1	Advocate
Other Support units (Systems, finance, legal etc.)	Various competencies	Various	Advocate, IT technician, IT specialists, accountant, CA

14.7 Financial Plan

Summary

The summary programme management costs are set down in table 7 below, with the detailed Financial Plan and cash flow contained in Appendix I.

District	School Name	Appointed PSP's	Estimate Cost of Works	Estimated Professional Fees	Estimated Disbursements		Estimate Project / Programme Cost	IDT Management fee @ 3 %	Estimate Budget Provision
					PSPs + Specialist PSP disbursements	Health & Hygiene			
Dr Ruth Segomotsi	Kgokole Primary S	Isago	R 1 223 151	R 190 621	R 19 062	R 50 000	R 1 482 834	R 44 485	R 1 527 319
Dr Ruth Segomotsi	Modisa Kanono P.S.	Isago	R 741 303	R 106 953	R 10 695	R 50 000	R 908 951	R 27 269	R 936 220
Dr Ruth Segomotsi	Molehabangwe P.S	Isago	R 1 284 926	R 184 244	R 18 424	R 50 000	R 1 537 594	R 46 128	R 1 583 722
Ngaka Modiri Molema	Logaga Primary	Isago	R 1 559 208	R 323 342	R 32 334	R 50 000	R 1 964 884	R 58 947	R 2 023 831
Ngaka Modiri Molema	Sione Middle. S	Isago	R 895 742	R 153 265	R 15 327	R 50 000	R 1 114 334	R 33 420	R 1 147 754
Ngaka Modiri Molema	Tirelo Primary Farm	PSK	R 840 144	R 230 033	R 206 634	R 50 000	R 1 326 811	R 39 804	R 1 366 615
Ngaka Modiri Molema	Lekgophung P.S	PSK	R 1 198 440	R 396 614	R 236 271	R 50 000	R 1 881 325	R 56 440	R 1 937 765
Bojanala Platinum D	Relebogile P.S	Godimong	R 1 470 252	R 139 020	R 89 735	R 50 000	R 1 749 007	R 52 470	R 1 801 477
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Bojanala Platinum D	Rakoto Junior Secon	Godimong	R 2 168 312	R 134 680	R 219 185	R 50 000	R 2 572 177	R 77 165	R 2 649 342
Bojanala Platinum D	Sempampa M.S	Godimong	R 1 284 926	R 134 681	R 89 441	R 50 000	R 1 559 048	R 46 771	R 1 605 819
Bojanala Platinum D	Mogoditshane P.S	Godimong	R 737 597	R 89 740	R 173 737	R 50 000	R 1 051 074	R 31 532	R 1 082 606
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Bojanala Platinum D	Ramaifala P.S	Godimong	R 1 013 115	R 134 681	R 89 441	R 50 000	R 1 287 237	R 38 617	R 1 325 854
			R 19 309 718	R 2 647 715	R 1 575 742	R 750 000	R 24 283 175	R 728 495	R 25 011 670

15. IDT PROGRAMME MANAGEMENT PROCESS FLOW

The IDT has streamlined programme management and administrative systems and processes including but not limited to contract management, procurement, payments, reporting, monitoring and evaluation. It possesses proven competent programme management skills reinforced by development administration competencies.

The IDT programme management process flow from initiation to closure is contained in Appendix J.



16. CONCLUSION

This Infrastructure Programme Implementation Plan (IPIP) has outlined the framework within which the programme will be implemented and managed. It covered comprehensively elements of the brief (strategic objectives and context of the programme) and inline with PMP.

The ongoing addition of progress data to the programme plan will be done regularly and all reporting and monitoring will be against the issued and agreed baseline plan.



17. APPENDIX A: MOA, APPOINTMENT AND ACCEPTANCE LETTERS





education

Lefapha la Thuto
Onderwys Departement
Department of Education
NORTH WEST PROVINCE

First Floor
Garcia Building,
Private Bag X2044
Mmabatho 2735
Tel: (018) 367-3429
Fax: (018) 367-3430

E-mail: ptyatya@nw.gov.za

Enq: Ms Nono Dince
Tel: (018) 389 8002/4
Cell: 076 424 4831
Email: nono@nw.gov.za

04 January 2012

The Regional Manager
Independent Development Trust
ESKOM Building
MMABATHO

Attention: Ms Permy Kgokong

RE: IMPLEMENTATION OF THE 2011/2012 ASIDI PROGRAMME

The attached correspondence from the Department of Basic Education (DBE) refers.

As indicated in the letter, it appears that there has been communication and interaction held already between your office, our Department and DBE on the matter, which resulted in the decision or resolution that the Department appoints you on the existing service level agreement to implement the 2011/2012 ASIDI programme.

In light of the above you are requested to provide us with the Programme Implementation Plan, which we will have to discuss and agree to with you before submitting to DBE. You are further requested to liaise with Ms Tsholofelo Diale, the ASIDI Programme Manager at DBE on (012) 357 4281 or 082 456 4770 to arrange and provide details of payments.

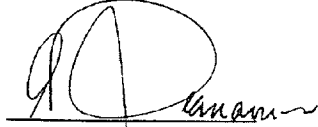
The budget provided for the programme for the 2011/2012 financial year is R11,056m.

Attached is the list of projects that have to be implemented with the estimated costs. Your contact person in the Department with regard to the implementation of the project is Ms Dince.

You are kindly requested to revert back to us with regards to the acceptance of the programme.

It is trusted that you will find the above in order.

Kind regards,



Dr M.A SEAKAMELA
ACTING SUPERINTENDENT GENERAL

09/01/17

Date

Cc. Ms Dince - Executive Manager: Auxiliary services NWED
Ms Diale - ASIDI Programme Manager DBE



2.4. PROJECT LIST

The 2011/2012 priority list of schools in urgent need of sanitation and water facilities is as follows:

	District	School Name	Scope
1	Dr Kenneth Kaunda	Tshegofatso	To be Confirmed in the Business Plan
2	Dr Kenneth Kaunda	Sediko Primary	To be Confirmed in the Business Plan
3	Dr Kenneth Kaunda	Rooipan Primary	To be Confirmed in the Business Plan
4	Dr Kenneth Kaunda	Promosa Secondary	To be Confirmed in the Business Plan
5	Dr Kenneth Kaunda	President Primary	To be Confirmed in the Business Plan
6	Dr Ruth Mompoti	Kgokgole Primary	To be Confirmed in the Business Plan
7	Dr Ruth Mompoti	Modisakanono Primary	To be Confirmed in the Business Plan
8	Dr Ruth Mompoti	Molehabangwe Primary	To be Confirmed in the Business Plan
9	Dr Ruth Mompoti	Bakolobeng Combined	To be Confirmed in the Business Plan
10	Dr Ruth Mompoti	Sione Middle	To be Confirmed in the Business Plan
11	Ngaka Modiri Molema	Tirelo	To be Confirmed in the Business Plan
12	Ngaka Modiri Molema	Gaisraele	To be Confirmed in the Business Plan
13	Ngaka Modiri Molema	Lekgophung	To be Confirmed in the Business Plan
14	Ngaka Modiri Molema	Reikanne	To be Confirmed in the Business Plan
15	Ngaka Modiri Molema	Thelesho	To be Confirmed in the Business Plan
16	Ngaka Modiri Molema	Nchwane Pooe	To be Confirmed in the Business Plan
17	Ngaka Modiri Molema	Sebako	To be Confirmed in the Business Plan
18	Bonjala	Relebogile Primary	To be Confirmed in the Business Plan
19	Bonjala	Makapanstad primary school	To be Confirmed in the Business Plan
20	Bonjala	Rakoto Secondary	To be Confirmed in the Business Plan
21	Bonjala	Sempapa Secondary	To be Confirmed in the Business Plan
22	Bonjala	Mogodishane Primary	To be Confirmed in the Business Plan
23	Bonjala	Tlapa la thuto	To be Confirmed in the Business Plan
24	Bonjala	Kau Primary	To be Confirmed in the Business Plan
25	Bonjala	Ramatla Primary	To be Confirmed in the Business Plan
26	Bonjala	Thabe ya batho middle	To be Confirmed in the Business Plan
27	Bonjala	Ithuteng	To be Confirmed in the Business Plan
28	Bonjala	Ramaifala Primary	To be Confirmed in the Business Plan

18. APPENDIX B: ADDENDUM TO MEMORANDUM OF AGREEMENT



ADDENDUM TO MEMORANDUM OF AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

NORTH WEST DEPARTMENT OF EDUCATION AND TRAINING

A Provincial Department duly established in terms of the laws of South Africa and duly represented by Dr I.S. Molale in his capacity as the Acting Superintendent General of the Department and duly authorised.

(hereinafter referred to as the "Department")

AND

THE TRUSTEES FOR THE INDEPENDENT DEVELOPMENT TRUST

A trust duly established in terms of the laws of South Africa and duly represented by Ian Ellis in his capacity as the Chief Financial Officer and Ayanda Wakaba as the Executive Manager for development programme services and duly authorized.

(REGISTRATION NUMBER: 669/91)

(hereinafter referred to as the "IDT")

M. R.



1. PREAMBLE

WHEREAS the Department and Independent Development Trust have reached a Memorandum of Agreement for eradication of mud dilapidated structures programme.

WHEREAS the Department has requested IDT to further implement the programme focusing on the addition of Grade R structures to the existing schools, fencing, boreholes, full service, libraries and laboratories as well as extra classrooms.

WHEREAS the Department has requested IDT to further implement the Accelerated Schools Infrastructure Delivery Initiative (ASIDI) programme focusing of provision of water and sanitation to schools without basic services and the replacement of inappropriate structures schools.

And Whereas the parties hereby agree that the programmes shall be for a period of 5 (five) years. The programmes shall come from the budget of 2012/2013 to 2013/2014 financial year, terminating on the 31 March 2014 unless extended to a future date by mutual consent of the Parties.

NOW THEREFORE the Parties enter into this addendum which shall together with the Memorandum of Agreement signed, as amended herein and constitute the agreement between the parties.

2. AMENDMENTS OF THE TERMS AND CONDITIONS OF THE MEMORANDUM

The Parties agree to amend the Memorandum of Agreement as follows:

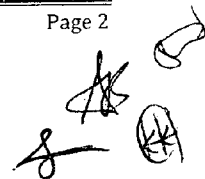
- 2.1 Replace and substitute paragraph 3.1 with the following paragraph:

THE PROGRAMME

The programme will focus on the addition of extra classrooms, fencing, boreholes, full service schools, libraries, laboratories and Grade R structures to the existing schools listed in Annexure A attached herewith. Parties agree that the scope excludes furniture and educational facilities.

The programme will also focus on the provision of water and sanitation to schools without basic services and the replacement of inappropriate structures schools under the ASIDI, listed in Annexure B attached herewith.

MIR



2.2 Replace the paragraph that deals with duration of the programme with the following:

3.2 The implementation of the programme shall be for a period of 5 (five) years and terminating on the 31 March 2014.

2.3 Add the costs to services rendered in accordance with paragraph 4.8 as follows:

4.8 "... the management fee shall be 3% (three percent) for all new projects in 2012/2013 financial year.

In all other respects the Memorandum of Agreement remain the same.

THIS DONE AND SIGNED AT MAHEKEN ON THIS 06 DAY OF JULY 2012

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]
For North West Department of
Education and Training

THIS DONE AND SIGNED AT _____ ON THIS _____ DAY OF _____ 2012

AS WITNESSES:

1. _____

2. _____

1. _____

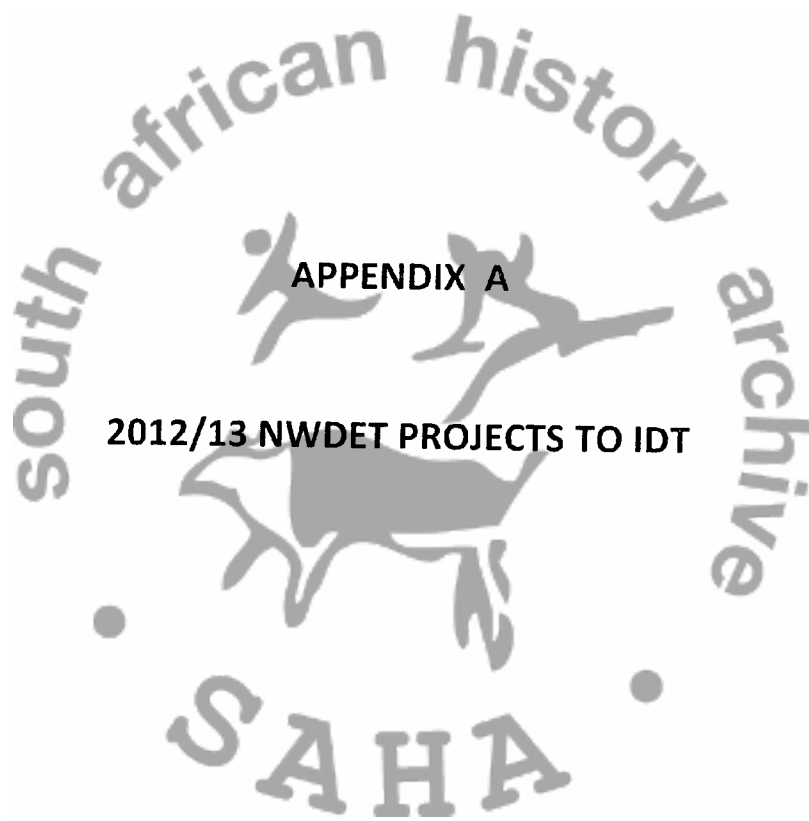
2. _____

[Signature]
For and on behalf of IDT

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For and on behalf of IDT

[Signature]

[Signature] [Signature]



APPENDIX A

2012/13 NWDET PROJECTS TO IDT

M. R

REV
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A-1

Revision	Date	Comment
1	2012/05/25	Request for approval from PT

The following information for Infrastructure must be presented

Table B5(a): Department of Education - Payment of Infrastructure by category

No.	Project Name	Municipality Name	District name	Type of Infrastructure		Project Duration		Source of funding	Budget Programme Name	EPWP Budget for current financial year	Total project cost	Expenditure to date from previous years	Total Available		MTEF Forward Estimates		Implementing Agent	
				School - primary, secondary, specialised, admin block, water, sanitation, fencing, etc.	Units (i.e. Number of classrooms or facilities or square meters)	Date: Start	Date: Finish						MTEF 2012/13 R'000	MTEF 2013/14 R'000	MTEF 2014/15 R'000			
1. New and replacement assets																		
1	Cakra Intermediate	Madibong	Bojanala	Public Ordinary School	18 classrooms	2011/01/26	2012/07/31	IGP	Programme 2	Y	14 940	9 028	5 923					
2	Phatama Primary	Lichtenburg	Ngaka Modiri Molema	Public Ordinary School	12 classrooms	2011/04/01	2013/03/31	IGP	Programme 2	Y	20 700	17 267	3 433					EDT
3	Radifeng Primary	Zeerust	Ngaka Modiri Molema	Public Ordinary School	9 classrooms	2011/04/01	2013/03/31	IGP	Programme 2	Y	20 080	18 266	11 764					EDT
4	Madibong Primary	Madibong	Ngaka Modiri Molema	Public Ordinary School	14 classrooms	2011/04/01	2013/03/31	IGP	Programme 2	Y	16 983	14 840	2 143					EDT
5	Ruseng Primary	Madibong	Ngaka Modiri Molema	Public Ordinary School	14 classrooms	2011/04/01	2013/03/31	IGP	Programme 2	Y	22 474	18 350	7 371			2 501		EDT
6	Outsepele Secondary	Potchefstroom	Dr. Kenneth Kaunda	Public Ordinary School	18 classrooms	2011/04/01	2013/03/31	IGP	Programme 2	Y	18 251	15 630	2 621					EDT
7	Tshabane Primary	Kaputura Molepo	Dr. Ruth Segomotsi Mompati	Public Ordinary School	24 classrooms	2011/04/01	2013/03/31	IGP	Programme 2	Y	14 719	12 700	2 019					EDT
8	Gengana Primary	Kaputura Molepo	Dr. Ruth Segomotsi Mompati	Public Ordinary School	17 classrooms	2011/04/01	2013/03/31	IGP	Programme 2	Y	15 252	14 173	1 078					EDT
9	Rapogang Primary	Mogotswa Hills	Dr. Kenneth Kaunda	Public Ordinary School	4 classrooms	2011/04/01	2013/03/31	IGP	Programme 2	Y	10 028	10 903						EDT
10	Gomane Primary	Greater Tzaneen	Dr. Ruth Segomotsi Mompati	Public Ordinary School	24 classrooms	2011/04/01	2013/03/31	IGP	Programme 2	Y	9 351	9 851						EDT
11	Bledorhe Inter	Lichtenburg	Dr. Kenneth Kaunda	Public Ordinary School	24 classrooms	2011/04/01	2013/03/31	IGP	Programme 2	Y	14 990	10 090	4 900					EDT
12	Vardend Primary	Ngaka Modiri Molema	Ngaka Modiri Molema	Public Ordinary School	24 classrooms	2011/04/01	2013/03/31	IGP	Programme 2	Y	17 250	14 018	3 234					EDT
13	Doraville Primary	Greater Tzaneen	Dr. Ruth Segomotsi Mompati	Public Ordinary School	24 classrooms	2011/04/01	2013/03/31	IGP	Programme 2	Y	17 157	15 000	2 157					EDT
14	Mthakulu Special	Madibong	Doraville	Special Need Education Centre	12 classrooms	2011/04/01	2013/03/31	IGP	Programme 2	Y	17 250	14 018	3 234					EDT
15	Motswagole Secondary	Moretele	Bojanala	Public Ordinary School	12 classrooms	2011/04/01	2013/03/31	IGP	Programme 2	Y	17 157	15 000	2 157					EDT
16	Madibong Inter	Kgatleng River	Ngaka Modiri Molema	Public Ordinary School	12 classrooms	2012/04/01	2014/03/31	IGP	Programme 2	Y	17 157	15 000	2 157					EDT
17	EXT 30	Madibong	Ngaka Modiri Molema	Public Ordinary School	10 classrooms	2012/04/01	2014/03/31	IGP	Programme 2	Y	18 151	16 151	2 000					EDT
18	Tzaneen Extension 6 Primary	Greater Tzaneen	Ngaka Modiri Molema	Public Ordinary School	24 classrooms	2012/04/01	2015/03/31	IGP	Programme 2	Y	22 000	3 500	1 000					EDT
	Programme 2 Sub-total				24 classrooms	2012/04/01	2015/03/31	IGP	Programme 2	Y	22 000	3 500	1 000					
Total New and replacement assets											320 659	173 524	76 335	36 381	27 375			
2. Upgrades and additions																		
19	Koedoesburg Primary	Potchefstroom	Dr. Kenneth Kaunda	Public Ordinary School	11 classrooms	2011/04/01	2012/03/31	IGP	Programme 2	Y	15 293	15 083	2 210					EDT
20	Mullerbos Secondary	Mogotswa Hills	Dr. Kenneth Kaunda	Public Ordinary School	14 classrooms	2011/04/01	2012/03/31	IGP	Programme 2	Y	14 443	13 247	1 196					EDT
21	BA Seabi Secondary	Potchefstroom	Dr. Kenneth Kaunda	Public Ordinary School	14 classrooms	2011/04/01	2012/03/31	IGP	Programme 2	Y	15 367	15 000	3 000					EDT
22	Nyang Mahala Secondary	Madibong	Dr. Kenneth Kaunda	Public Ordinary School	14 classrooms	2011/04/01	2012/03/31	IGP	Programme 2	Y	4 000	4 000						EDT
23	New Vision Secondary	Madibong	Dr. Kenneth Kaunda	Public Ordinary School	4 classrooms	2012/04/01	2013/03/31	IGP	Programme 2	Y	2 000	2 000						EDT
24	Doraville Primary	Rustenburg	Bojanala	Public Ordinary School	4 CR NSNP	2012/04/01	2013/03/31	IGP	Programme 2	Y	2 000	2 000						EDT
25	Lesene Secondary	Rustenburg	Bojanala	Public Ordinary School	1 CR	2012/04/01	2013/03/31	IGP	Programme 2	Y	2 000	2 000						EDT
26	L. D. Mashogo Primary	Rustenburg	Bojanala	Public Ordinary School	Admin 12 CR	2012/04/01	2013/03/31	IGP	Programme 2	Y	3 100	3 100						EDT
27	Masauyana Secondary	Moretele	Bojanala	Public Ordinary School	Admin 12 CR	2012/04/01	2013/03/31	IGP	Programme 2	Y	2 044	2 044						EDT
28	Nwale Primary	Moretele	Bojanala	Public Ordinary School	Admin 12 CR	2012/04/01	2013/03/31	IGP	Programme 2	Y	3 300	3 300						EDT
29	Madibong Operational Secondary	Moretele	Bojanala	Public Ordinary School	Admin 12 CR	2012/04/01	2013/03/31	IGP	Programme 2	Y	2 400	2 400						EDT
30	Makwane Combined	Rustenburg	Bojanala	Public Ordinary School	5 CR NSNP	2012/04/01	2013/03/31	IGP	Programme 2	Y	4 100	4 100						EDT
31	Makheing Primary	Moretele	Bojanala	Public Ordinary School	5 CR NSNP	2012/04/01	2013/03/31	IGP	Programme 2	Y	3 600	3 600						EDT
32	Maile Primary	Moretele	Bojanala	Public Ordinary School	Admin 12 CR	2012/04/01	2013/03/31	IGP	Programme 2	Y	11 044	11 044						EDT
33	Mokhele Secondary	Moretele	Bojanala	Public Ordinary School	Admin 10 CR	2012/04/01	2013/03/31	IGP	Programme 2	Y	1 700	1 700						EDT
34	Kasee Mooka Primary	Unyati	Bojanala	Public Ordinary School	Admin 12 CR	2012/04/01	2013/03/31	IGP	Programme 2	Y	7 000	7 000						EDT
35	Tsunyane Primary	Kaputura Molepo	Bojanala	Public Ordinary School	Admin comp NSNP	2012/04/01	2013/03/31	IGP	Programme 2	Y	2 500	2 500						EDT
36	Morato Inter	Rustenburg	Bojanala	Public Ordinary School	2 CR comp	2012/04/01	2013/03/31	IGP	Programme 2	Y	1 580	1 580						EDT
37	Gaopotika Secondary	Moretele	Bojanala	Public Ordinary School	Admin 12 CR	2012/04/01	2013/03/31	IGP	Programme 2	Y	3 035	3 035						EDT
38	Ruam Monong Primary	Rustenburg	Bojanala	Public Ordinary School	Admin 12 CR	2012/04/01	2013/03/31	IGP	Programme 2	Y	2 700	2 700						EDT
39	Ikang High	Moretele	Bojanala	Public Ordinary School	Admin NSNP	2012/04/01	2013/03/31	IGP	Programme 2	Y	2 300	2 300						EDT
40	Ramokoro Middle	Moretele	Bojanala	Public Ordinary School	3 CR NSNP	2012/04/01	2013/03/31	IGP	Programme 2	Y	2 700	2 700						EDT
41	Makheing Primary	Moretele	Bojanala	Public Ordinary School	Admin 1 CR Lab NSNP	2012/04/01	2013/03/31	IGP	Programme 2	Y	5 505	5 505						EDT
42	Muzamsho Secondary	Moretele	Bojanala	Public Ordinary School	Admin 2 CR Lab NSNP	2012/04/01	2013/03/31	IGP	Programme 2	Y	3 400	3 400						EDT
43	Sedumedi Primary	Moretele	Bojanala	Public Ordinary School	Admin 1 CR Lab NSNP	2012/04/01	2013/03/31	IGP	Programme 2	Y	3 000	3 000						EDT
44	Maunatone Dikabe Secondary	Letlamo	Bojanala	Public Ordinary School	Admin 1 CR Lab NSNP	2012/04/01	2013/03/31	IGP	Programme 2	Y	3 000	3 000						EDT
45	Mogotswa Combined	Greater Tzaneen	Bojanala	Public Ordinary School	Admin 1 CR Lab NSNP	2012/04/01	2013/03/31	IGP	Programme 2	Y	3 000	3 000						EDT
46	Tlhaba Primary	Moretele	Bojanala	Public Ordinary School	Admin 1 CR Lab NSNP	2012/04/01	2013/03/31	IGP	Programme 2	Y	3 000	3 000						EDT
47	Moroti Combined	Kgatleng River	Ngaka Modiri Molema	Public Ordinary School	4 CR NSNP	2012/04/01	2013/03/31	IGP	Programme 2	Y	2 000	2 000						EDT
48	Thuto Bolehato Primary	Unyati	Ngaka Modiri Molema	Public Ordinary School	12 CR NSNP and 1 Grade R	2012/04/01	2013/03/31	IGP	Programme 2	Y	7 380	7 380						EDT
49	Letlamo Primary	Madibong	Ngaka Modiri Molema	Public Ordinary School	Admin 5 CR NSNP	2012/04/01	2013/03/31	IGP	Programme 2	Y	4 000	4 000						EDT
50	Setlipo Secondary	Madibong	Ngaka Modiri Molema	Public Ordinary School	Admin 3 CR NSNP	2012/04/01	2013/03/31	IGP	Programme 2	Y	3 500	3 500						EDT

M.A. - [Signature]

S/N	School Name	Location	Head of School	School Type	Grade	2012/2013	2013/2014	IGP	Programme	Y	2012/2013	2013/2014	IGP	Programme	Y	2012/2013	2013/2014	IGP	Programme	Y
52	Zeevust Primary	Zeevust	Nyaka Modiri Molemela	Public Ordinary School	Admin 8 CR 14 tables NSNP	2012/04/01	2013/03/31	IGP	Programme 2	Y	5 300		IGP	Programme 2	Y	5 300		IGP	Programme 2	Y
53	Tshimelo Primary	Lichtenburg	Nyaka Modiri Molemela	Public Ordinary School	Admin 10 CR 20 tables NSNP and full service	2012/04/01	2014/03/31	IGP	Programme 2	Y	10 595	6 140	IGP	Programme 2	Y	10 595	4 365	IGP	Programme 2	Y
54	Bothe-Juho Primary	Rekopantswe	Nyaka Modiri Molemela	Public Ordinary School	6 CR	2012/04/01	2014/03/31	IGP	Programme 2	Y	2 744		IGP	Programme 2	Y	2 744		IGP	Programme 2	Y
55	Rekopantswe Primary	Rekopantswe	Nyaka Modiri Molemela	Public Ordinary School	6 CR	2013/04/01	2014/03/31	IGP	Programme 2	Y	2 500		IGP	Programme 2	Y	2 500		IGP	Programme 2	Y
56	Mafikeng Prep	Mafikeng	Nyaka Modiri Molemela	Public Ordinary School	7 CR 8 tables comp lab NSNP	2013/04/01	2014/03/31	IGP	Programme 2	Y	4 600		IGP	Programme 2	Y	4 600		IGP	Programme 2	Y
57	Mafikeng Primary	Rekopantswe	Nyaka Modiri Molemela	Public Ordinary School	Admin 10 CR 20 tables comp lab NSNP	2013/04/01	2014/03/31	IGP	Programme 2	Y	4 900		IGP	Programme 2	Y	4 900		IGP	Programme 2	Y
58	Mothakanyane Secondary	Rekopantswe	Nyaka Modiri Molemela	Public Ordinary School	Admin 6 CR 2 tables comp lab NSNP	2012/04/01	2015/03/31	IGP	Programme 2	Y	12 523		IGP	Programme 2	Y	6 000	6 613	IGP	Programme 2	Y
59	Bosungulane Primary	Zeevust	Nyaka Modiri Molemela	Public Ordinary School	Admin 6 CR 2 tables comp lab NSNP	2013/04/01	2015/03/31	IGP	Programme 2	Y	7 000		IGP	Programme 2	Y	3 000	1 000	IGP	Programme 2	Y
60	Kapota Bheung Secondary	Rekopantswe	Nyaka Modiri Molemela	Public Ordinary School	Admin 8 CR 2 tables comp lab NSNP	2013/04/01	2014/03/31	IGP	Programme 2	Y	8 100	2 700	IGP	Programme 2	Y	3 400		IGP	Programme 2	Y
61	Masomane Primary	Rekopantswe	Nyaka Modiri Molemela	Public Ordinary School	4 CR comp lab NSNP	2012/04/01	2013/03/31	IGP	Programme 2	Y	3 000		IGP	Programme 2	Y	3 000		IGP	Programme 2	Y
62	Mohu Makabane Primary	Rekopantswe	Nyaka Modiri Molemela	Public Ordinary School	Admin 5 CR 12 tables lib comp lab NSNP sport	2012/04/01	2013/03/31	IGP	Programme 2	Y	3 000		IGP	Programme 2	Y	3 000		IGP	Programme 2	Y
63	Tshikhole Combined	Greater Dikabeng	Dr. Ruth Segomotsi Mompoti	Public Ordinary School	Admin 6 CR 12 tables lib comp lab NSNP sport Grade R	2012/04/01	2014/03/31	IGP	Programme 2	Y	14 187		IGP	Programme 2	Y	5 100	5 000	IGP	Programme 2	Y
64	Lebung Primary	Greater Dikabeng	Dr. Ruth Segomotsi Mompoti	Public Ordinary School	Admin 2 CR 4 tables lib comp lab NSNP sport	2012/04/01	2015/03/31	IGP	Programme 2	Y	15 000		IGP	Programme 2	Y	5 000		IGP	Programme 2	Y
65	Tshwane Secondary	Greater Tzaneen	Dr. Ruth Segomotsi Mompoti	Public Ordinary School	Admin 12 CR 24 tables lib comp lab NSNP sport	2012/04/01	2014/03/31	IGP	Programme 2	Y	12 000		IGP	Programme 2	Y	5 000	5 000	IGP	Programme 2	Y
66	Onkabetse Thuto Secondary	Greater Dikabeng	Dr. Ruth Segomotsi Mompoti	Public Ordinary School	Admin 12 CR 24 tables lib comp lab NSNP sport	2013/04/01	2015/03/31	IGP	Programme 2	Y	17 000		IGP	Programme 2	Y	2 000	10 000	IGP	Programme 2	Y
67	Mofokone Inter	Tzaneen	Dr. Ruth Segomotsi Mompoti	Public Ordinary School	Admin 12 CR 18 tables lib comp lab NSNP sport	2013/04/01	2015/03/31	IGP	Programme 2	Y	16 375		IGP	Programme 2	Y	3 375	6 575	IGP	Programme 2	Y
68	Ngwenya Secondary	Kaplaneng Molepo	Dr. Ruth Segomotsi Mompoti	Public Ordinary School	6 CR lib sport	2013/04/01	2015/03/31	IGP	Programme 2	Y	9 000		IGP	Programme 2	Y	2 000	7 000	IGP	Programme 2	Y
69	Piso Lethoga Middle	Greater Tzaneen	Dr. Ruth Segomotsi Mompoti	Public Ordinary School	Lib, comp, labs, tables	2012/01/27	2013/04/30	IGP	Programme 2	Y	7 355	7 355	IGP	Programme 2	Y			IGP	Programme 2	Y
70	Kopeng Primary	Greater Dikabeng	Dr. Ruth Segomotsi Mompoti	Public Ordinary School	Lib, comp, labs, tables	2012/01/27	2013/04/30	IGP	Programme 2	Y	5 803	5 500	IGP	Programme 2	Y			IGP	Programme 2	Y
71	Kemogelo Primary	Kaplaneng Molepo	Dr. Kenneth Kaunda	Public Ordinary School	14 CR 18 tables lib comp 2 labs NSNP	2012/04/01	2014/03/31	IGP	Programme 2	Y	14 000		IGP	Programme 2	Y	1 000	6 500	IGP	Programme 2	Y
72	Retopoga Primary	Maqunisi Hills	Dr. Kenneth Kaunda	Public Ordinary School	12 CR 18 tables lib comp 2 labs NSNP	2012/04/01	2014/03/31	IGP	Programme 2	Y	12 000		IGP	Programme 2	Y	5 000	4 000	IGP	Programme 2	Y
73	Den Toome Primary	Potchefstroom	Dr. Kenneth Kaunda	Public Ordinary School	12 CR 18 tables lib comp 2 labs NSNP	2012/04/01	2014/03/31	IGP	Programme 2	Y	12 000		IGP	Programme 2	Y	5 000	4 000	IGP	Programme 2	Y
74	Boshopart Combined	Mafikeng	Dr. Kenneth Kaunda	Public Ordinary School	Admin 10 CR 20 tables lib comp lab NSNP sport	2012/04/01	2014/03/31	IGP	Programme 2	Y	12 000		IGP	Programme 2	Y	5 000	5 000	IGP	Programme 2	Y
75	Tshiny Primary	Potchefstroom	Dr. Kenneth Kaunda	Public Ordinary School	6 CR 12 tables lib comp labs NSNP	2012/04/01	2014/03/31	IGP	Programme 2	Y	8 375		IGP	Programme 2	Y	3 000	1 000	IGP	Programme 2	Y
76	Dumagat Primary	Potchefstroom	Dr. Kenneth Kaunda	Public Ordinary School	6 CR 12 tables lib comp labs NSNP	2013/04/01	2014/03/31	IGP	Programme 2	Y	8 500	4 500	IGP	Programme 2	Y	4 000		IGP	Programme 2	Y
77	Ulachol Primary	Maqunisi Hills	Dr. Kenneth Kaunda	Public Ordinary School	4 CR 8 tables lib comp labs NSNP	2013/04/01	2014/03/31	IGP	Programme 2	Y	6 750		IGP	Programme 2	Y	4 750	4 300	IGP	Programme 2	Y
78	Voorwaerts Primary	Mafikeng	Dr. Kenneth Kaunda	Public Ordinary School	Full service	2013/04/01	2014/03/31	IGP	Programme 2	Y	6 000		IGP	Programme 2	Y	1 000	4 000	IGP	Programme 2	Y
79	Resobona Primary	Utebo	Dr. Kenneth Kaunda	Public Ordinary School	Full service	2011/09/01	2012/07/13	IGP	Programme 2	N	1 218	1 218	IGP	Programme 2	N			IGP	Programme 2	N
80	Kgatlhegane Primary	Utebo	Dr. Kenneth Kaunda	Public Ordinary School	Full service	2011/09/01	2012/07/13	IGP	Programme 2	N	1 311	1 311	IGP	Programme 2	N			IGP	Programme 2	N
81	Mokone Primary	Utebo	Dr. Kenneth Kaunda	Public Ordinary School	Full service	2011/09/01	2012/07/13	IGP	Programme 2	N	1 462	1 462	IGP	Programme 2	N			IGP	Programme 2	N
82	Manteng Primary	Moses Kotane East	Dr. Kenneth Kaunda	Public Ordinary School	Full service	2011/09/01	2012/07/13	IGP	Programme 2	N	966	644	IGP	Programme 2	N			IGP	Programme 2	N
83	Mabokane Primary	Moses Kotane West	Dr. Kenneth Kaunda	Public Ordinary School	Full service	2011/09/01	2012/07/13	IGP	Programme 2	N	1 525	1 525	IGP	Programme 2	N			IGP	Programme 2	N
84	Sekomo Sebata Primary	Mafikeng	Dr. Kenneth Kaunda	Public Ordinary School	Full service	2011/06/15	2012/03/30	IGP	Programme 2	N	1 595	1 595	IGP	Programme 2	N			IGP	Programme 2	N
85	Kroter Combined	Kgatlhegane	Nyaka Modiri Molemela	Public Ordinary School	Full service	2011/06/15	2012/03/30	IGP	Programme 2	N	1 516	1 516	IGP	Programme 2	N			IGP	Programme 2	N
86	Kgatlhegane Primary	Kgatlhegane	Nyaka Modiri Molemela	Public Ordinary School	Full service	2011/06/15	2012/03/30	IGP	Programme 2	N	1 390	1 390	IGP	Programme 2	N			IGP	Programme 2	N
87	Gontse Monagale Primary	Rekopantswe	Nyaka Modiri Molemela	Public Ordinary School	Full service	2011/06/15	2012/03/30	IGP	Programme 2	N	2 255	2 255	IGP	Programme 2	N			IGP	Programme 2	N
88	Liqun Thuto Primary	Lichtenburg	Nyaka Modiri Molemela	Public Ordinary School	Full service	2011/06/15	2012/03/30	IGP	Programme 2	N	1 600	1 600	IGP	Programme 2	N			IGP	Programme 2	N
89	Arogane Primary	Mafikeng	Nyaka Modiri Molemela	Public Ordinary School	Full service	2011/06/15	2012/03/30	IGP	Programme 2	N	2 491	2 491	IGP	Programme 2	N			IGP	Programme 2	N
90	Cheremo Molepo Primary	Greater Dikabeng	Dr. Ruth Segomotsi Mompoti	Public Ordinary School	Full service	2011/06/01	2012/07/13	IGP	Programme 2	N	1 819	1 819	IGP	Programme 2	N			IGP	Programme 2	N
91	Makgato Primary	Kaplaneng Molepo	Dr. Ruth Segomotsi Mompoti	Public Ordinary School	Full service	2011/06/01	2012/07/13	IGP	Programme 2	N	1 548	1 548	IGP	Programme 2	N			IGP	Programme 2	N
92	Kemogelo Primary	Kaplaneng Molepo	Dr. Ruth Segomotsi Mompoti	Public Ordinary School	Full service	2011/06/01	2012/07/13	IGP	Programme 2	N	1 540	1 540	IGP	Programme 2	N			IGP	Programme 2	N
93	Makgato Primary	Greater Dikabeng	Dr. Ruth Segomotsi Mompoti	Public Ordinary School	Full service	2011/06/01	2012/07/13	IGP	Programme 2	N	1 238	1 238	IGP	Programme 2	N			IGP	Programme 2	N
94	Lebung Primary	Greater Tzaneen	Dr. Ruth Segomotsi Mompoti	Public Ordinary School	Full service	2011/06/01	2012/07/13	IGP	Programme 2	N	2 070	2 070	IGP	Programme 2	N			IGP	Programme 2	N
95	Bothe-Juho Primary	Potchefstroom	Dr. Kenneth Kaunda	Public Ordinary School	Full service	2011/06/01	2012/07/13	IGP	Programme 2	N	1 562	1 562	IGP	Programme 2	N			IGP	Programme 2	N
96	Gontse Primary	Maqunisi Hills	Dr. Kenneth Kaunda	Public Ordinary School	Full service	2011/06/01	2012/07/13	IGP	Programme 2	N	1 478	1 478	IGP	Programme 2	N			IGP	Programme 2	N
97	Tumang Primary	Maqunisi Hills	Dr. Kenneth Kaunda	Public Ordinary School	Full service	2011/06/01	2012/07/13	IGP	Programme 2	N	1 422	1 422	IGP	Programme 2	N			IGP	Programme 2	N
98	Akhang Primary	Maqunisi Hills	Dr. Kenneth Kaunda	Public Ordinary School	Full service	2011/06/01	2012/07/13	IGP	Programme 2	N	1 447	1 447	IGP	Programme 2	N			IGP	Programme 2	N
99	Onkabetse Primary	Maqunisi Hills	Dr. Kenneth Kaunda	Public Ordinary School	Full service	2012/04/01	2013/03/31	IGP	Programme 2	N	1 462	1 462	IGP	Programme 2	N			IGP	Programme 2	N
100	Vanderstad Primary	Potchefstroom	Dr. Kenneth Kaunda	Public Ordinary School	Full service	2011/06/01	2012/07/13	IGP	Programme 2	N	1 471	1 471	IGP	Programme 2	N			IGP	Programme 2	N
101	Western Reef Primary	Mafikeng	Dr. Kenneth Kaunda	Public Ordinary School	Full service	2011/06/01	2012/07/13	IGP	Programme 2	N	472	250	IGP	Programme 2	N			IGP	Programme 2	N
102	Vanderstad Secondary	Potchefstroom	Dr. Kenneth Kaunda	Public Ordinary School	Full service	2011/06/01	2012/07/13	IGP	Programme 2	N	1 503	1 503	IGP	Programme 2	N			IGP	Programme 2	N
103	Sandfontein Secondary	Potchefstroom	Dr. Kenneth Kaunda	Public Ordinary School	Full service	2011/06/01	2012/07/13	IGP	Programme 2	N	497	375	IGP	Programme 2	N			IGP	Programme 2	N
104	Orkney Secondary	Mafikeng	Dr. Kenneth Kaunda	Public Ordinary School	Full service	2011/06/01	2012/07/13	IGP	Programme 2	N	375	250	IGP	Programme 2	N			IGP	Programme 2	N
105	Edburg Primary	Potchefstroom	Dr. Kenneth Kaunda	Public Ordinary School	Full service	2011/06/01	2012/07/13	IGP	Programme 2	N	375	250	IGP	Programme 2	N			IGP	Programme 2	N
106	Mafikeng Secondary	Mafikeng	Dr. Kenneth Kaunda	Public Ordinary School	Full service	2011/06/01	2012/07/13	IGP	Programme 2	N	375	250	IGP	Programme 2	N			IGP	Programme 2	N
107	Lesego Primary	Mafikeng	Dr. Kenneth Kaunda	Public Ordinary School	Full service	2011/06/01	2012/07/13	IGP	Programme 2	N	375	250	IGP	Programme 2	N			IGP	Programme 2	N
108	Makgato Primary	Rekopantswe	Nyaka Modiri Molemela	Public Ordinary School	Full service	2011/06/01	2012/07/13	IGP	Programme 2	N	375	250	IGP	Programme 2	N			IGP	Programme 2	N
109	Mofokone Secondary	Kgatlhegane	Nyaka Modiri Molemela	Public Ordinary School	Fencing Pas	2013/04/01	2014/03/31	IGP	Programme 2	N	677	677	IGP	Programme 2	N			IGP	Programme 2	N



APPENDIX B

2012/13 ASIDI PROJECTS TO IDT

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National Enrol No	Province	District Name	Municipal Name	Village	School Name	Latitude (S)	Longitude (E)	Wastewater	Tel #	Principal	Assessor	Existing Sanitation System	Lowest Grade Highest Grade	Type of School	School Size	Enrollment 2011	Male 2012	Female 2012	Enrollment 2012	Comments	Estimate Construction Cost (incl. Expenditure & Contingencies)
600100691	North West	Dr Ruth Segomotsi	Kopetane / Molepo LM	Gonyena	Kopetane Primary	26.71469	23.93645	Sanitation	072 026 1357	Mrs Leradie	ASEDA	PIT Toilets		Primary	Small Primary	114	86	28	114	Insufficient water supply - helped by community to bring water to school.	R 1.232.150.54
600101261	North West	Dr Ruth Segomotsi	Kopetane / Molepo LM	Kagocle Village	Molepo Karoo Primary	26.71867	23.03412	Sanitation	082 703 0426	Mrs R.J. Mntshali	ASEDA	PIT Toilets		Primary	Smaller than Small Primary	33	49	16	33		R 741.263.36
600101338	North West	Dr Ruth Segomotsi	Kopetane / Molepo LM	Drykwa	Moshabane Primary	27.3221	24.72925	Sanitation	082 972 7812	Mr Katonyane	ASEDA	PIT Toilets		Primary	Small Primary	143	150	7	143		R 1.284.923.92
800100082	North West	Nagisa Mochi Mochi	Tswaing Local Municipality	Gannahagla	600100082 - Riepeloeng Site - Lagaia Primary	26.47187	25.53916	Sanitation	073 697 7065	Mr Mphahle	ASEDA	PIT Toilets		Secondary	Large Secondary	339	331	870	339	Upgrade PS But Riepeloeng PS for	R 1.550.204.07
600102001	North West	Nagisa Mochi Mochi	Tswaing Local Municipality	Sione	Sione Middle School	26.34051	25.42373	Sanitation	043 569 1771	DS. Mokane	ASEDA	PIT Toilets		Secondary	Small Secondary	48	66	18	48	Continual 125 learners	R 895.743.50
600102141	North West	Nagisa Mochi Mochi	Ottoboola Local Municipality	Coligny	Tlale Primary	26.44954	26.19121	Sanitation	None	None	PSK	PIT Toilets		Primary	Smaller than Small Primary	58	55	3	58	14 existing classrooms require 15 seats of	R 243.143.91
600100348	North West	Nagisa Mochi Mochi	Ramothshere Molebo Local Municipality	Zeeuwal	Zeeuwal Primary	24.80585	26.01149	Sanitation	None	None	PSK	14 PIT Toilets		Primary	Small Primary	105	107	2	105	2 new blocks	R 1.104.410.43
900101824	North West	Bojanala Platinum D	Moretele Local Municipality	Swaridam	Rosebogue Primary	25.92117	28.04622	Sanitation	0728050323	Mrs V Ntshang	Godimong	PIT Toilets		Primary	Medium Primary	206	182	24	206		R 1.470.251.90
600101090	North West	Bojanala Platinum D	Moretele Local Municipality	Makapanakab	Makapanakab Primary	25.23067	28.124167	Sanitation	072 1066 849	Mr M D. Sefo	Godimong	17 PIT Toilets		Primary	Small Primary	131	144	13	131	The toilets are full and not conducive at all	R 1.303.458.41
600101712	North West	Bojanala Platinum D	Moretele Local Municipality	Hamokanab	Rosebogue Junior Secondary	25.18345	27.43189	Sanitation	083 278 7899	Mr V Madisa	Godimong	PIT Toilets		Secondary	Small Secondary	116	125	9	116		R 2.168.232.33
600101364	North West	Bojanala Platinum D	Moretele Local Municipality	Mabhebedi	Senyane Middle School	25.27798	28.20076	Sanitation	072 612 4111	Ms M M Musi	Godimong	PIT Toilets		Middle	Small Secondary	130	126	4	130		R 1.284.928.82
600101290	North West	Bojanala Platinum D	Moretele Local Municipality	Dassalo	Mogobane Primary	25.09733	26.66617	Sanitation	072 466 8363	Mr Mheteke	Godimong	9 PIT Toilets		Primary	Smaller than Small Primary	45	43	2	45	The school is heavily pit toilets	R 737.536.84
600102078	North West	Bojanala Platinum D	Moretele Local Municipality	Basjans	Thabo Vg Basjans Middle School	25.31747	28.25452	Water	083 279 2090	Mr J M Nyema	Godimong	PIT Toilets		Secondary	Medium Secondary	295	286	9	295	The school does not have water. They use communal tap. Pit toilets	R 1.470.251.66
600100557	North West	Bojanala Platinum D	Moretele Local Municipality	Swaridam	Mogobane Primary	25.34075	28.05976	Water	082 704 7564	M J Rakomb	Godimong	Waterborne		Secondary	Medium Secondary	470	580	110	470	toilet numbers insufficient	R 2.118.892.10
600101719	North West	Bojanala Platinum D	Moretele Local Municipality	Subabong	Mogobane Primary	25.14712	27.96182	Water	076 507 6536	Mr M A Phoswana	Godimong	VIP		Primary	Small Primary	144	113	31	144	The school does not have water. They use communal tap.	R 1.013.114.59



M.R.



MEMORANDUM OF AGREEMENT

IN RELATION TO

ERADICATION OF MUD/DILAPIDATED STRUCTURES PROGRAMME

BETWEEN

THE PROVINCIAL DEPARTMENT OF EDUCATION IN THE NORTHWEST PROVINCE

Herein represented by H M MWELI in his capacity as the SUPERINTENDENT GENERAL,
duly authorised hereto

[hereinafter referred to as "THE DEPARTMENT"]

AND

THE TRUSTEES FOR THE TIME BEING OF THE INDEPENDENT DEVELOPMENT
TRUST

REGISTRATION NUMBER: 669/91

Herein represented by TOM MOIR in his capacity as the Chief Financial Officer and ~~AY~~
~~DR STANLEY BHEBHE~~ ACTING
AND WAKABA in his capacity as the Executive Head: Development Programme
Services, duly authorised hereto

[hereinafter referred to as "the IDT"]

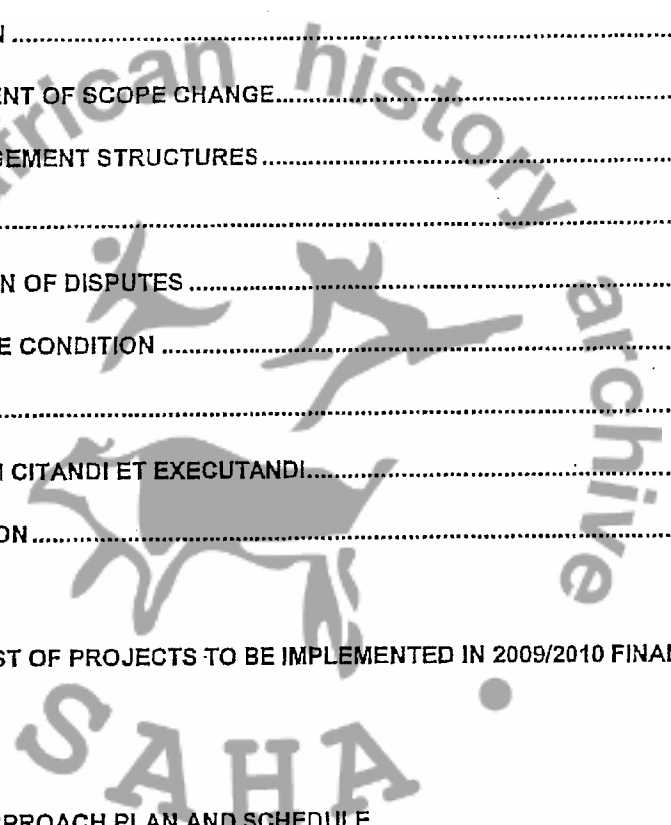
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ANNEXURE "A" LIST OF PROJECTS TO BE IMPLEMENTED IN 2009/2010 FINANCIAL YEAR

ANNEXURE "B" APPROACH PLAN AND SCHEDULE



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1. PREAMBLE

WHEREAS the quality of education delivered to learners especially in rural and marginalized areas is severely hampered by die poor quality of infrastructure that currently exists;

WHEREAS the Department will be implementing Eradication of Mud/ Dilapidated Structures Programme [here in after referred to as "the Programme"] which aims at eradication of mud schools and inappropriate structures in the North West Province;

WHEREAS the Department has now appointed the IDT to implement the Programme.

NOW THEREFORE THE PARTIES WISH TO RECORD THE TERMS OF THEIR AGREEMENT CONCERNING THE IMPLEMENTATION OF THE PROGRAMME AS FOLLOW:

2. INTERPRETATION AND DEFINITION

2.1 INTERPRETATION

- 2.1.1 The head notes to the various clauses of this Agreement and the Index are inserted for reference purposes only and shall in no way govern or effect the construction of this agreement.
- 2.1.2 This document including the Pre-able and the Annexures constitutes the sole record of agreement between the Parties relating to It's subject matter and cancels and novates any prior verbal or written communication relating to such subject matter, whether express or implied, including any letters, drafts agreements, memoranda or minutes.
- 2.1.3 Words in persons shall include bodies corporate and vise versa.
- 2.1.4 The singular shall include the plural and vise versa and reference to any gender shall include the other gender.
- 2.1.5 Any reference to a statutory provision shall in clued a reference to that provision as amended from time to time

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2.1.6 The rule of interpretation that a contract, or any part of a contract, is to be interpreted against the Party responsible for the drafting or preparation of the contract, shall not apply and the Parties hereby waive the reliance on any such rule of interpretation.

2.1.7 In the event of any conflict between this agreement and the annexures attached hereto, the provisions of this agreement will prevail.

2.2 DEFINITIONS

Unless the context indicates otherwise, the following expressions shall bear the meanings assigned to them and cognate expressions shall bear corresponding meanings:

2.2.1 "Additional Programme Funds" the funds to be transferred by the Department to the IDT for the implementation of the Programme in 2010/2011 financial year;

2.2.2 "Conventional school Infrastructure" standard infrastructure as defined by the North West Department of Public Works and the Department specifications;

2.2.3 "Parties" the Provincial Department of Education in the North West Province and the Trustees for the time being of the Independent Development Trust and "the Party" means either of them as the context may indicate;

2.2.4 "this/the Agreement" shall refer to this Memorandum of Agreement and the annexures attached or referred to herein;

2.2.5 "Programme Funds" the funds to be transferred by the Department to the IDT as per clause 4 below for the implementation of the Programme;

2.2.6 "Effective date" 01 April 2009;

2.2.7 "Programme" Eradication of Mud/ Dilapidated Structures Programme in the North West Province;

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- 2.2.8 "Projects" the projects attached hereto as Annexure "A" for the current financial year and the projects to be implemented during the subsequent financial years which will be forwarded by the Department to the IDT not later than 31 March each subsequent year;
- 2.2.9 "Signature Date" the date of signing this Agreement by the last Party;
- 2.2.10 "The Province" the North West Province;
- 2.2.11 "Year" financial year commencing on 01 April and ending on 31 March.

3.1 THE PROGRAMME

- 3.1.1 It is recorded and agreed upon by both Parties that the Programme will focus on the replacement of existing mud schools and inappropriate structures with conventional school infrastructure in the North West Province.
- 3.1.2 In implementing the Programme, the Parties will be guided by the principles of the Expanded Public Works Programme and will promote the development of contractors with more focus on women, youth and disabled.

3.2 Duration of the Programme

The implementation of the Programme will be over a period of 3 (Three) years and irrespective of the Signature Date, this agreement will commence on the effective date and subject to clauses 3.3 and 9 below terminating on **31 March 2012** unless extended to a future date.

3.3 Termination of the Programme

- 3.3.1 Save for instances of breach of the Agreement where less notice is required, either party may terminate this agreement by giving 1 (one) month written notice to other.
- 3.3.2 Should either party give notice of termination of this agreement, then, notwithstanding any dispute about the validity or efficacy of such notice, the IDT shall:

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3.3.2.1 On demand, immediately make available to the Department all records, agreements, accounts, and other information generated pursuant to this agreement; and

3.3.2.2 On demand cede and assign all rights and obligations which emanate from agreements entered into between the IDT and the consultants and contractors in pursuance of this agreement.

3.3.3 Should either Party terminate this agreement for whatever reason, the Department shall be liable for the payment of the consultants, contractors and service providers for services rendered up and till the date of termination.

4. THE PROGRAMME FUNDS AND FINANCIAL PROCEDURES

4.1 The Department retains the overall accountability of transferring all the Programme Funds and Additional Programme Funds relating to the implementation of the Programme.

4.2 The Programme Funds available for the implementation of the Programme for 2009/2010 financial year is in the amount of **R60 000 000.00 (Sixty Million Rand)** inclusive of VAT but excluding escalation or any possible changes related to the implementation of this Programme.

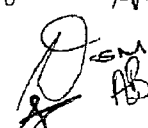
4.3 The Additional Programme Funds for the subsequent financial years (2010/ 2011 and 2011/2012) will be confirmed by the Department in writing towards the beginning of 2010/2011 and 2011/12 financial year but not later than **30 April 2010 and 30 April 2011** respectively.

4.4 The Programme Funds and the Additional Programme Funds will be transferred to the IDT by the Department in the following manner:

4.4.1 The Department will within 30 (thirty) working days of the Signature Date, transfer to the IDT an advance quarterly tranche of **R15, 000 000.00 (Fifteen million rand)** and thereafter, all tranches will be as per cash-flows submitted.

4.5 It is recorded and agreed by both Parties that, both the professional fees and the IDT's management fee as per clause 4.8 below will not exceed 18% of the project values.

4.6 Any portion of the funds advanced not utilised and all interest accrued shall be transferred back to the Department at the end of the Programme provided that all the accounts of the

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consultants, contractors and service providers have been settled and after all bank costs and charges have been deducted.

- 4.7 The Programme Funds and Additional Programme Funds will be transferred to the IDT's dedicated Programme account.
- 4.8 The Parties agree that the IDT will be entitled to recover from the Department, the Management fee at the rate of 3 (three) percent of the actual payments made. The Management fee will be recovered quarterly without further notification and shall be reflected in the quarterly statements of account presented to the Department.
- 4.9 The IDT will in addition to other reports, account to the Department quarterly in respect of both the Programme Funds and Additional Programme Funds. The Programme may be audited by the Auditor - General in its sole discretion and in such case, a copy of the final audit report will be forwarded to the Department.
- 4.10 The IDT will utilise both the Programme Funds and Additional Programme Funds to settle accounts of the consultants, contractors and service providers procured by the IDT to implement the Programme.
- 4.11 The Department will also be liable for all the costs, expenses, liabilities and damages incurred by the consultants, contractors and service providers procured by the IDT, in the event of and as a result of the Department's decision to cancel or suspend the Programme or any portion thereof for whatever reason.
- 4.12 The Department undertakes to indemnify and hold the IDT harmless against all claims made against the IDT by the consultants, contractors and service providers arising from or relating to or incidental to the delay in the transfer of Programme Funds.
- 4.13 Should the IDT need to apply its own financial resources to cover any liability that is due and payable in terms of the Programme, interest calculated at the prevailing prime lending rate will be charged to and recovered from the Programme Funds and or Additional Programme Funds with out further notice.

5. RESPONSIBILITIES OF THE PARTIES

5.1 THE IDT

- 5.1.1 The IDT will in consultation with the Department and within 30 (thirty) days of the

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signing of this agreement by both Parties, develop the Detailed Implementation Plan which will constitute an Annexure to this Agreement;

- 5.1.2 It shall be the responsibility of the IDT to utilise both the Programme Funds and Additional Programme funds strictly for the implementation of the Programme;
- 5.1.3 The IDT will at its discretion apply its own Procurement Procedures and Policies as a public entity in procuring the services of consultants, contractors and service providers which will be responsible for implementing the Projects under this Programme. In procuring the services of the consultants, contractors and service providers, the IDT will give preference to North West Province based companies and taking cognisance of the representivity of women, people with disabilities and people in rural areas.
- 5.1.4 All the consultants, contractors and service providers will be contracted directly to the IDT as the independent contractors;
- 5.1.5 The IDT will within 14 (fourteen) days of signing this agreement by both Parties open a dedicated account for the Programme Funds and Additional Programme Funds and will communicate the banking details to the Department;
- 5.1.6 The IDT will, in the financial administration of the Programme Funds and Additional Programme Funds, adhere to and act strictly in terms of the generally accepted accounting principles;
- 5.1.7 The IDT will facilitate the training of School Governing Bodies in management and maintenance and local labour in life and technical skills;
- 5.1.8 The IDT will keep minutes and records of all site meetings and activities in respect of the projects and will upon request furnish the Department;
- 5.1.9 The IDT will do all such things necessary to facilitate the successful completion of the projects in terms of the Approach and Detailed implementation Plan and shall obtain approval from the Department for all variation orders issued in terms of this agreement;
- 5.1.10 The IDT shall ensure that the principles of the Expanded Public Works and the Construction Industry Development Board Programme are incorporated into the projects, where applicable;
- 5.1.11 The IDT will ensure that there is a full compliance with all the provisions of the Public

Finance Management Act applicable to it as the Public Entity as well as other legislation that may be applicable in terms of implementation of this Agreement; and

5.1.12 The IDT shall over and above the quarterly financial reports, report to the Department in such form, manner and at such times as specified in the Approach Plan attached hereto as Annexure "B".

5.1.13 The IDT shall be responsible for the quality control over the projects.

5.1.14 The IDT may within its discretion make use of the professional consultants that are currently on the Department's approved list of service providers.

5.2 THE DEPARTMENT

5.2.1 It shall be the responsibility of the Department to transfer the Programme Funds and Additional Programme Funds to the IDT in a manner specified in clause 4 above;

5.2.2 The Department will not later than 30 April 2010, confirm in writing the budget and the projects to be implemented in 2010/2011 financial year and the written confirmation will constitute an Annexure hereto;

5.2.3 The Department shall within 14 (fourteen) days of the last signature hereof, furnish the IDT with a Permission to Occupy Certificates and Reservation Certificates for the sites whereon the projects will be implemented and the Department hereby indemnifies the IDT against any and all claims, of whatever nature, should incorrect certificates be issued;

5.2.4 The Department will ensure the timeous approval of all the plans by the relevant stakeholders;

5.2.5 The Department shall ensure that suitably qualified persons are duly nominated to represent it in the Programme Technical Committee; and

5.2.6 At the termination of this Agreement, the Department will give its full cooperation with regard to the closing out of the Programme and will without delay, give disposal instructions with regard to any possible balances that may be in the Programme's bank account at that stage.

5.2.7 The Department shall provide IDT with the Department's approved list of service providers within 30 days of signing of the Agreement.

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6. INSPECTION

The Department will be entitled, at any time and upon request, to inspect all books, records and documents in the possession or under the control of the IDT, relating to any matter contemplated in this Agreement, and to interview any person appointed in relation to any projects in the programme, in order to ascertain whether the IDT has complied and/or is complying with its obligations under this Agreement.

7. MANAGEMENT OF SCOPE CHANGE

7.1 Change to Projects

7.1.1 In the event the IDT identifies a need for a scope change, the IDT will quantify and submit the same to the Department.

7.1.2 The technical scope change will be considered by the Department within 2 (two) days of submission by the IDT and the financial approval will be obtained from Department's financial delegate within 2 (two) days of submission by the IDT, if necessary.

7.2 Variation Orders

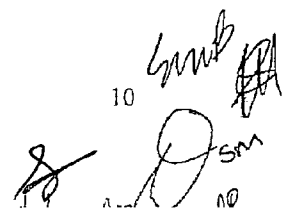
7.2.1 If the variation order is below 20% scope variance and within contingencies, the IDT will approve such variation orders.

7.2.2 If the variation order is above 20% scope variance, the IDT will make recommendation to the Department and the Executive Manager: Auxiliary Services will approve the IDT's recommendation and advise the IDT. The approval process will not take more than 10 (ten) Business Days.

7.3 Addition and or deletion of Projects

Any addition or deletion of projects will be dealt with in a separate agreement which will be an addendum to this Agreement.

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8. THE MANAGEMENT STRUCTURES

The Parties will establish the Programme Steering Committee and Programme Technical Committee with roles as set out below.

8.1 The Programme Steering Committee

8.1.1 The Programme Steering Committee will consist of the representatives from the Parties and other role players and will be chaired by the IDT's Regional General Manager.

8.1.2 The functions of the Programme Steering Committee shall include

- guiding the overall objectives set out in this Agreement;
- monitoring the progress of the projects; and
- to attend to any other functions which may be assigned to it by the Parties.

8.1.3 The Programme Steering Committee will meet at least once a month and at such places as they may agree from time to time.

8.2 The Project Steering Committee

8.2.1 The Project Steering Committee will consist of the representatives from the Parties and the consultants and will be chaired by the Department's representative.

8.2.2 The Project Steering Committee will focus on the progress in the implementation of projects and the consultants will be reporting.

8.2.3 The Project Steering Committee will meet at least once a month and at such places as they may agree from time to time.

9. BREACH

9.1 Should any Party commit a breach of any provision of this Agreement and fail to remedy such breach within 14 (fourteen) days of receiving written notice from the other requiring it to do so, then other Party (the aggrieved party) shall be entitled, without prejudice to its other rights in law, to cancel this Agreement or claim specific performance of the defaulting Party's

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obligations without prejudice to the aggrieved Parties' right to claim damages.

- 9.2 Should either Party dispute the existence of a breach entitling the aggrieved party to the above mentioned rights and remedies, the dispute will be referred, at the request of either party for determination by an arbitrator appointed as per clause 10 below.
- 9.3 Failure to finalise the projects within the stipulated time limits due to the delay in the transfer of Programme funds and Additional Programme Funds, delays in the approval of variation orders and or circumstances beyond the IDT's control will not constitute a breach.

10. RESOLUTION OF DISPUTES

- 10.1 Should any difference or dispute arise which the Parties are unable to resolve amicably, whether in regard to the meaning or effect of any term of this Agreement, or the implementation of Parties' obligations under this Agreement, or any other matter arising from or incidental to it, that difference or dispute will be submitted to arbitration in accordance with the rules of the Arbitration Foundation of South Africa, which will be heard at AFSA House, Johannesburg.
- 10.2 The arbitrator shall at all times have regard for the intention of the parties and shall resolve the dispute in a summary manner.
- 10.3 Any award made by the arbitrator:
- 10.3.1 shall be final and binding upon the parties;
 - 10.3.2 shall be carried into effect by the parties;
 - 10.3.3 may only be made an order of court if the party concerned fails to heed the terms of the award; and
 - 10.3.4 may include an order directing the unsuccessful party to pay the costs of the arbitration and the expenses incurred by the successful party.
- 10.4 This Clause 10 shall survive the termination of the Agreement.
- 10.5 This Clause shall constitute each party's irrevocable consent to the arbitration proceedings, and no party shall be entitled to withdraw there from or to claim that such party is not bound by this Clause.
- 10.6 If a party fails to take part in these proceedings, such conduct shall constitute a consent to

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an award being made against such party.

11. SUSPENSIVE CONDITION

It is recorded and agreed upon by both Parties that the obligations of the IDT for the subsequent financial years (2010/2011 and 2011/2012 financial years) will be suspended until the IDT has received the Additional Programme funds and the Department has confirmed and forwarded the project list.

12. GENERAL

- 12.1 No amendment or consensual termination of this Agreement will be of force or effect unless reduced to writing and signed by both Parties.
- 12.2 The relationship of the Parties in terms of this Agreement will involve a close collaboration as amongst independent contracting Parties, and in the circumstances will not imply any partnership in the legal sense, nor will it constitute any Party the agent or authorised representative of others.
- 12.3 The rights and obligations of the Parties in terms of this Agreement are personal and are not capable of being ceded, assigned, delegated or transferred by either party to any other person, except with the prior written consent of other party.
- 12.4 No extension of time, latitude or other indulgence which may be given or allowed by either Party to the other, will constitute a waiver or novation of this Agreement, or affect such Party's rights, or prevent such Party from strictly enforcing due compliance with each and every provision of this Agreement.
- 12.5 To the extent that any provision of this Agreement is or may become unenforceable for any reason it shall be severable from the remainder of the agreement which shall remain in force.

13. DOMICILIUM CITANDI ET EXECUTANDI

- 13.1 The Department chooses as its *domicilium citandi et executandi* for the services of all documents and notices at:

First Floor, Garona Building, Or James Maroko Drive, Mmabatho

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Private Bag X2044, Mmabatho, 2735

Tel No.: 018-3873429

Fax No.: 018-387-3430

13.2 The IDT chooses its *domicilium citandi et executandi* for the service of all documents and notices at:

Glenwood Office Park Oberon Street

Faerie Glen, Pretoria

13.3 Either Party may change its *domicilium citandi et executandi* by means of a written notice to the other Party, provided that such *domicilium* must be a physical address within the Republic.

13.4 All notices contemplated under this Agreement must be delivered by hand or sent by prepaid registered post, in which latter event a notice will be deemed to have been received by the addressee (s) seven (7) days after the proven date of posting.

14. JURISDICTION

14.1 This Agreement shall be deemed to have been made under the laws of the Republic of South Africa and shall be read, construed and given effect in accordance with the laws of South Africa other than the necessary enforcement of judgement in any other country.

14.2 This Agreement shall be actionable in the High Court of South Africa or at the election of the plaintiff to any action in terms of Section 28 of the Magistrate's Court Act, No 32 of 1944, and the parties agree that they hereby give the necessary consent to such jurisdiction required in terms of Section 45 of the Magistrate's Court Act, No 32 of 1984.

SIGNED at MMABATHO this 15 day of Jul 2009

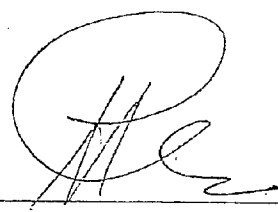
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AS A WITNESS:

1. A. Bevan

A. Bevan
NAME



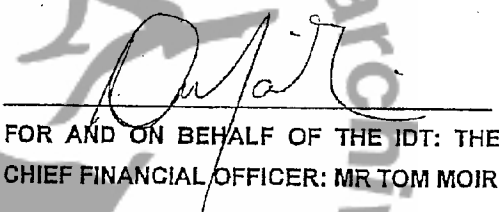
FOR AND ON BEHALF OF THE
DEPARTMENT: THE SUPERINTENDENT
GENERAL: HM MWELI

Signed at Pretoria this 7th day of July 2009.

AS WITNESSES:

1. S. Moaduar


S. Moaduar
NAME



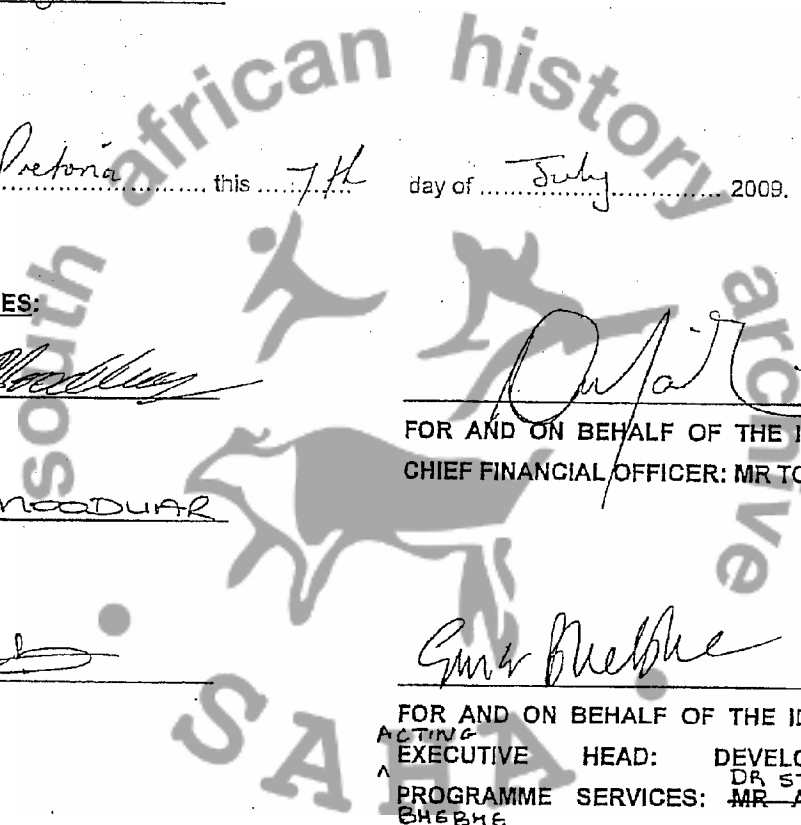
FOR AND ON BEHALF OF THE IDT: THE
CHIEF FINANCIAL OFFICER: MR TOM MOIR

2. S. Muzana

S. Muzana
NAME



FOR AND ON BEHALF OF THE IDT: THE
^{ACTING} EXECUTIVE HEAD: DEVELOPMENT
PROGRAMME SERVICES: DR STANLEY
MUSAZANA
WAKABA



19. APPENDIX C: LIST OF APPROVED PROJECTS





basic education

Department:
Basic Education
REPUBLIC OF SOUTH AFRICA

Private Bag X895, Pretoria, 0001, Sol Plaatje House, 222 Struben Street, Pretoria, 0002, South Africa
Tel.: (012) 357 3000, Fax: (012) 323 0601, www.education.gov.za

The Executive Manager
Chief Directorate: Auxillary Services
North West Department of Education
2nd Floor Garona Building
MMABATHO
2735

Dear Sir

WATER AND SANITATION PROJECTS TO BE IMPLEMENTED BY NORTH WEST PROVINCE THROUGH IDTNW

The Department has had an opportunity to review the 28 Presentation made by consultants appointed by the IDT and the report based on the assessment tool used by the IDT. Based on the information at our disposal we have resolved the following with regard to the schools that have been assessed.

The following Schools have received basic services previously and will not be included in the ASIDI Programme. We recommended that further improvement of the school be undertaken by the PED through their EIG funding or included in another programme.

1. Rooipan Primary School – Dr Kenneth Kaunda District
2. Tshhegofatso Primary Shool – Dr Kenneth Kaunda District
3. Sediko Primary School – Dr Kenneth Kaunda District
4. President Primary School – Dr Kenneth Kaunda District
5. Promosa Primary School – Dr Kenneth Kaunda District
6. **Tlapa la Thuto** – **Bojanala District**
7. Kau Primary School – Bojanala District
8. Sebako Primary School – Ngaka Modiri Molema District
9. Gaisraela – Ngaka Modiri Molema District
10. Ramaifala PS - Bojanala District
11. Nchawe Primary School – Ngaka Modiri Molema
12. Reikanne High School – Ngaka Modiri Molema
13. Thelesho – Ngaka Modiri Molema

The schools above were on the ASIDI Master List (except for Tlapa la Thuto) and the same will be recommended to the DG for removal from the ASIDI list.

We also acknowledge receipt of the letter dated the 20 April 2012.

The following schools will also be recommended to the DG for removal from the ASIDI list as indicated in the letter:

1. Mfihlakalo special school
2. Mphebatho Primary
3. Tlamelo

4. Mampadi High
5. Dikgorwaneng Primary

We also note that the information provided has not been explicit on how water will be secured on these sites. The DBE would like to be informed of the water source that will be used, how it will be secure and if it will be adequate for the schools requirements.

The schools projects which will be funded for through the ASIDI programme are attached hereto as Annexure A.

We trust that you will be able to commence with these projects.

DBE has developed a brief document for Implementing Agents and the same will be applicable.

DBE has also developed an IPMP which shall be followed in the implementation of the above projects.

An IPIP needs to be developed by the IA before commencing with the rolling out of the above projects. A template is available at DBE on request.

Yours Sincerely



Tsholofelo Diale
ASIDI Programme Manager
Date 23.05.2012

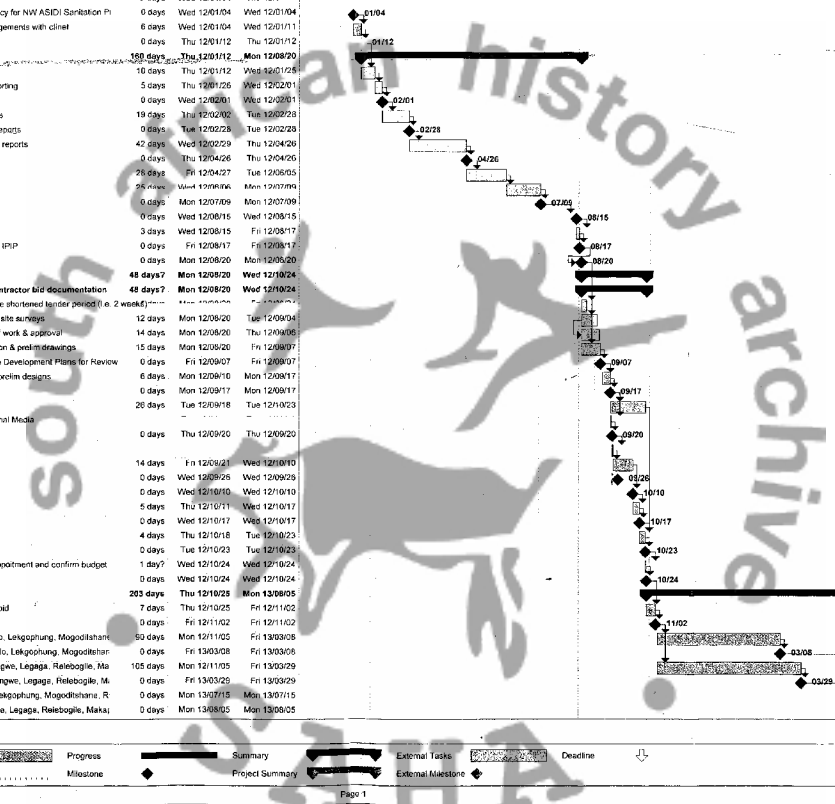
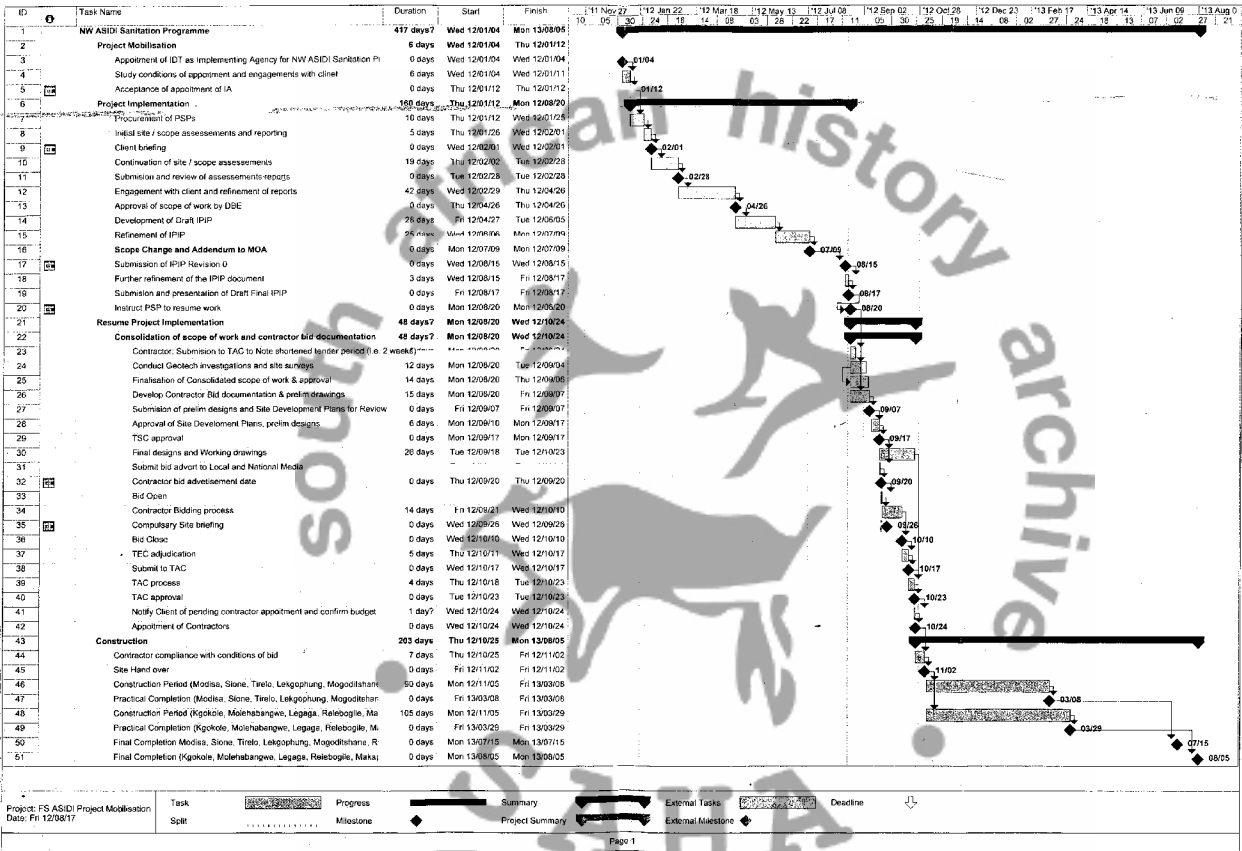
Attention: Mr A. Bogoshi



National EMIS Number	Province	School Name	Fin Year Sanit.	Fin year Water	Sanitation	Water	Comments	IA
600100681	North West	Kgokgole Primary	2012/2013	2012/2013	600100681	600100681		NWDoE
600101020	North West	Makapanstadt Primary	2012/2013		600101020			NWDoE
600102141	North West	Tirelo	2012/2013		600102141			NWDoE
600100062	North West	Bakolobeng	2012/2013		600100062			NWDoE
600101290	North West	Mogoditshane primary	2012/2013		600101290			NWDoE
600101338	North West	Molehabangwe Inter	2012/2013		600101338			NWDoE
600102001	North West	Sione	2012/2013		600102001			NWDoE
600102078	North West	Thaba Ya Batho Middle	2012/2013		600102078			NWDoE
600101724	North West	Ramatla PS		2012/2013		600101724	Scope Change	NWDoE
		Modisa Kanono	2012/2013				Scope Change	NWDoE
		Lekgophung	2012/2013				Scope Change	NWDoE
		Relebogile PS	2012/2013				Scope Change	NWDoE
		Rakoto SS	2012/2013				Scope Change	NWDoE
		Sempapa	2012/2013				Scope Change	NWDoE
		Ithuteng		2012/2013			Scope Change	NWDoE

ANNEXURE A





Project: FS ASIDI Project Mobilisation
 Date: Fri 12/08/17

Task: [Pattern] Progress: [Pattern] Summary: [Pattern] External Tasks: [Pattern] Deadline: [Pattern]

Split: [Pattern] Milestone: [Pattern] Project Summary: [Pattern] External Milestone: [Pattern]

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20. APPENDIX D: TIMELINES / PROGRAMME SCHEDULE





**NORTH WEST
ACCELERATED SCHOOL INFRASTRUCTURE
DELIVERY INITIATIVE (ASIDI) PROGRAMME**

**APPENDIX F
RISK MANAGEMENT PLAN**

**PREPARED BY:
THE INDEPENDENT DEVELOPMENT TRUST**

Energy Centre (ESKOM BUILDING)
MMabatho, 2735
TEL: 018 389 3000
FAX: 018 392 2306



education and training

Lefapha la Thuto le Katiso
Departement van Onderwys en Opleiding
Department of Education and Training
NORTH WEST PROVINCE

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2. Risk Assessment Matrix	3



1. INTRODUCTION AND BACKGROUND

A Risk register will be compiled during programme and project planning phases to manage and mitigate any risks in terms of their perceived impact on the programme. Mitigation measures will also be highlighted and agreed to with the DBE before implementation of the programme. Project Risk Registers will be updated monthly based on changes in the risk profile of the projects

2. RISK ASSESSMENT MATRIX

A Risk Assessment Matrix with mechanisms to manage the Identified risks is indicated overleaf:



Risk Categories	Identified Risks	Risk Analysis		
		Likelihood		Proposed actions to mitigate risk
Implementation: Institutional arrangements	1. <u>Institutional</u> 1.1 Delays in transfers of funds by client;	High	<ul style="list-style-type: none"> Delayed programme commencement. Cash flow projections are disrupted across the programme implementers 	High <ol style="list-style-type: none"> Adequate Lead-time be built into initial contract negotiations. Compile Programme cash Flow Negotiate and Maintain strong relations with client to ensure priority and fast tracking of PIA programme requirements. Develop schedule of transfers agreed to by client and the PIA each party is able to plan accordingly. Submit monthly payment requests
	1.2 Delays in Decision making by client and PIA management.	High	<ul style="list-style-type: none"> Delays in programme activities and subsequent down stream decisions. 	High <ol style="list-style-type: none"> Identify key decision that require the client's attention. Identify when decisions are required and who needs to make them Adequate lead-time should be built into planning and execution.
	Community involvement and participation is compromised.	Low	<ul style="list-style-type: none"> Community involvement and participation is compromised. 	Low <ol style="list-style-type: none"> Community Facilitation should be made on up front process and deliverables in terms of actions and results of facilitation need to be built into programme. Clearly defined monitoring framework is put in place and is consistently verified and monitored.

Risk Categories	Identified Risks	Risk Analysis			
		Likelihood	Consequence	Rank	Proposed actions to mitigate risk
	<ul style="list-style-type: none"> • Incorrect or non-existent planning; • Lack of a system for project procurement; • Inadequate monitoring and evaluation of cluster management; and • Delays within PIA's procurement process. • Lack of Affirmative Procurement System • Lack of Quality Management 		<ul style="list-style-type: none"> • delayed; • Extra materials create storage problems; • Project manager loses support of internal PIA staff with regard to project procurement. • Cluster managers utilize their own suppliers that do not meet PIA criteria; • Shrinkage of project supplies; i.e. all materials do not reach destination; • Beneficiaries are idle; and • Beneficiaries protest non-payment of subsistence for idle days. • Poor Final Product 		<p>to the support units in PIA (procurement), and the project implementation team.</p> <ol style="list-style-type: none"> 1. Develop a concise project procurement system and plan which identifies type of material required per project, quantities required per week, delivery mechanisms, storage facilities and mechanisms, transportation and distribution procedures with clear responsibilities. 2. Implement Consistent Affirmative Procurement Policy as Per PIA internal and Client 3. Ensure PIA's Procurement Process is responsive to Programme requirements 4. Ensure Implementation of PIP Quality Management Plan

Risk Categories	Identified Risks	Risk Analysis			
		Likelihood	Consequence	Rank	Proposed actions to mitigate risk
Implementation: environmental	3. Contravention of municipal by-laws with regard to project waste management practices.	High	<ul style="list-style-type: none"> • Environmental hazard (health and aesthetic) • Client dissatisfaction with PIA • Media damage to PIA reputation • Political pressure from client • Lobby groups exert pressure 	High	<p>Project risk, manage by contracting out to the OHS Consultants:</p> <ul style="list-style-type: none"> • Identify municipal requirements with regard to disposal of different types of waste. • Develop an environmental waste management plan for the programme. The plan must identify actions to be undertaken, materials to be utilized, bodies responsible for waste disposal, budget and source of budget • Examine the following options in developing the plan. <ul style="list-style-type: none"> • Possibility of linking the waste management processes to the recycling project, • Linkage to the clean and green programme of the PIA. • Waste management as a sub-project of the programme to further develop entrepreneurship of beneficiaries. • Ensure cluster managers monitor performance of contractor, through contractual arrangements and regular monitoring of activities.

Risk Categories	Identified Risks	Risk Analysis			
		Likelihood	Consequence	Rank	Proposed actions to mitigate risk
Implementation: Programme Closure	4. Project office does not function effectively once PIA withdraws at the end of the contracted period, due to insufficient planning and preparation on the part of PIA.	Medium	<ul style="list-style-type: none"> PIA contract period extended; PIA expected to provide ad-hoc ongoing support without a contractual agreement and no project management authority; Reputation of PIA as an organization that can build capacity is damaged. 	Med.	<p>This is an PIA risk and can be managed by contracting responsibilities to the various units of the PIA, as well as reaching an understanding with the client.</p> <ul style="list-style-type: none"> Clarify the requirements of the client with regard to the project office, especially with regard to systems; Agree on the responsibilities of PIA and that of the client in terms of the clarified requirements (establish pre-requisites on the part of the client); Develop an PIA exit strategy from the programme (should also take into consideration information on the programme, and what happens to it once PIA withdraws) Amend the contract where necessary; Develop contracts within PIA for the various relevant units on the project team to deliver key agreed upon requirements. Monitor implementation of the contracts and the exit strategy on a quarterly basis. Formally communicate with the client in terms of progress, bottlenecks etc in phasing out PIA.

Risk Categories	Identified Risks	Risk Analysis			
		Likelihood	Consequence	Rank	Proposed actions to mitigate risk
Implementation: Programme systems	<p>5. PIA programme data management system fails; due to:</p> <ul style="list-style-type: none"> • Communications/network failure or inefficiency; • inability to use the system on the part of project office staff; • Sending high volumes of information to the PIA system through the internet; • Hardware or software failure; • A disaster at the PIA such as fire, theft, flooding etc, with no current disaster recovery system; • A disaster at the project office such as fire, theft, flooding etc; and • Incompatibility of system to government systems on hand-over. 	High	<ul style="list-style-type: none"> • Payments to beneficiaries are halted or slowed down dramatically; • Crucial information lost is irretrievable; • Information is corrupted/ stolen; 	High	<p>Although this is an overall programme risk, the bulk of it lies with the PIA as PIA expected to set up the programme system, and can be managed by implementing the following:</p> <ul style="list-style-type: none"> • A contractual agreement between IT and the Project manager (PIA) to: <ul style="list-style-type: none"> • Provide data1 back-up immediately whenever a high volume transaction is about to take place, • Provide specific programme back-up before the programme closes for a month; • Re-assess the 24 hr data recovery process in order to shorten the time for this programme; • Put in place a disaster recovery system immediately for this programme, with regard to PIA head-office. • Provide materials to the project office for their daily back-up such as a CD writer. • Assist project office with training on systems. • Investigate and implement another means of transfer of information from project office to PIA, other than the internet

Risk Categories	Identified Risks	Risk Analysis			
		Likelihood	Consequence	Rank	Proposed actions to mitigate risk
					<ul style="list-style-type: none"> Assess the current fire-wall of PIA and monitor attempts to hack into the system; Assist project office in interacting with the client on clarifying their disaster recovery systems, and the establishment of a system for the project office. Establish an arrangement with finance such that there is weekly and monthly back-up of information. Investigate the development of a system that would be compatible with government systems on handover. Project management to identify expectations of the system which takes into account approval processes and levels that assist audits, Internal audit must be brought onto the project team to define an audit plan for the programme. Project management to define data capture processes in relation with finance and to establish a contractual relationship.
Implementation: Human Resources	<p>6Considerable delays in programme delivery as a result of:</p> <ul style="list-style-type: none"> PIA inability to fast track appointment of service providers; Number of existing project staff too few to implement tasks in planned timeframes; Imposition of service providers that are not cooperative; 	High	<ul style="list-style-type: none"> Key tasks not done prior to implementation, and gaps in controls; Delays in data capture and beneficiary payments; Client dissatisfied due to delayed projects. 	High	<p>This is a Regional Office risk; and should be managed through:</p> <ul style="list-style-type: none"> Immediate identification of skills/resource gaps in project office, and finalise contracting within two weeks. (e.g. of gaps are project finance, administration, procurement) Finalise contracts with service providers that were imposed in order to manage them more effectively; Manage Programme cash flow correctly Checklist of PIA payment requirements to be given to service providers and suppliers

Risk Categories	Identified Risks	Risk Analysis			
		Likelihood	Consequence	Rank	Proposed actions to mitigate risk
Implementation: Financial management	7 Substantial portion of programme budget negatively impacted on by VAT expenditure and tax.	High	<ul style="list-style-type: none"> Insufficient budget for materials. Targets not achieved in terms of projects and beneficiaries. PIA forced to supplement materials budget. 	High	<p>This is an PIA risk, and should be managed by:</p> <ul style="list-style-type: none"> As part of the contractual delivery to the programme, the finance unit discusses with the client and pursues the registration of the programme as a VAT vendor within the next month. The aspect of tax should be investigated and if necessary an exemption for the SARS to be obtained in advance Budget for VAT.
	8 Fraud as a result of manipulation of project systems.	High	<ul style="list-style-type: none"> False/ghost beneficiaries receive project funds Project operates beyond budget. Reputation of PIA and client is compromised. 	High	<p>This is an overall programme risk which has political ramifications for the client and the PIA: Manage by contracting responsibilities to:</p> <ul style="list-style-type: none"> With assistance of legal unit compile a fraud prevention plan Project office staff and service providers with regard to checks and balances, including the design of an appropriate system: Finance with regard to early warning system on budgets and payments; and IT in designing a system that allows for periodic checks, audits and cross-referencing. <ol style="list-style-type: none"> External contracts should be addenda to the contract. Audit every two months. Random spot-checks on sites. Finalise, and manage implementation of fraud prevention plan for the programme.

Risk Categories	Identified Risks	Risk Analysis			
		Likelihood	Consequence	Rank	Proposed actions to mitigate risk
ation: Financial management	9 Fluctuating currency values negatively impact on delivery of the programme.	High	<ul style="list-style-type: none"> Rising materials costs due to SIFSA escalations. 	High	<p>This is an overall programme risk that will impact on the client and the PIA as PIA. Suggestions to manage the impact down may be found in the section on procurement above.</p> <ul style="list-style-type: none"> Allow for escalation
Implementation: Financial management	10 Service providers claim for work done prior to PIA appointment.	High	<ul style="list-style-type: none"> Claims exceed budgeted amounts. 	High	<p>This is a programme risk and may be managed in the following manner:</p> <ul style="list-style-type: none"> Finalise all contracts that are still outstanding; Ensure that contract includes any work that may have been done previously, and that client verifies that this falls within PIA designed terms of reference. Adjust future work such that contract does not exceed budgeted amounts for services provided. Manage all service providers very tightly. Ensure mechanisms in place to verify and cross check all claims (include Internal audit in the design of the mechanisms)
Implementation: Financial management	11 Non – or late payment of Service Providers and contractors		<ul style="list-style-type: none"> Non delivery of goods and services Dissatisfaction on part of service providers Negative image created of PIA 		<ul style="list-style-type: none"> Institute and maintain rigorous system of payment procedures and tracking

Risk Categories	Identified Risks	Risk Analysis			
		Likelihood	Consequence	Rank	Proposed actions to mitigate risk
Political	12 Client applies political pressure to take on additional work (scope creep) within current budget and timeframes; through: <ul style="list-style-type: none"> Media announcements; High level discussions with CEO; Making demands on project office. 	High	<ul style="list-style-type: none"> PIA human resources strained; Quality of project delivery diminishes; Programme and project resources strained; PIA finances strained. 	High	<p>This is a high level PIA risk and it is proposed that:</p> <ul style="list-style-type: none"> The project office via the team leader keep the CEO informed of key issues on the programme weekly; Any demands on the project office are reported directly to the Director and CEO such that strategic decisions may be taken with the most available information; There are regular meetings at a strategic level outside of the normal structure of meetings between the CEO MEC of the department/Premier to prevent surprise announcements in the media. PIA ensure there are funds available for surprise announcements that could not be managed away, such that the programme budget is not directly impacted.
	13 Service providers who have a direct relationship with client at the political level sabotage PIA.	High	<ul style="list-style-type: none"> PIA programme management interfered with. Scope creep. Budget eaten up through unplanned activities Dissatisfied client. 	High	<p>This is a high level PIA risk and it is proposed that:</p> <ul style="list-style-type: none"> Client contact does not remain at the project level, and that there is direct and regular contact between the CEO and the MEC on the programme. Project staff not attempt to deal with any such events/rumours of such events by themselves. The project office at all times maintain tight management of the programme through managing contracts that have penalty clauses.
	14 Vandalism and sabotage at a project level.	High	<ul style="list-style-type: none"> Safety of project beneficiaries and PIA staff impacted on; Materials shrinkage; 	High	<p>This is a programme risk and should be managed by:</p> <ul style="list-style-type: none"> Ensuring local political involvement in the project processes, such as in recruitment. (community involvement)

Risk Categories	Identified Risks	Risk Analysis			
		Likelihood	Consequence	Rank	Proposed actions to mitigate risk
			<ul style="list-style-type: none"> Budget over-extended. 		<ul style="list-style-type: none"> Ensure that cluster managers are insured such that they remain accountable for cluster project delivery. Monitor the climate in communities weekly to identify brewing unrest. Ensure that departments that own the community facilities have security measures.
Legal	15 Terminations and litigation by Contractors and Consultants				<ul style="list-style-type: none"> Ensure Contracts comprehensive Develop comprehensive early warning system Seek Legal Unit advice
Legal	16 Poor contractual relationships between cluster managers and their sub consultants				<ul style="list-style-type: none"> Ensure contractual issues comprehensively dealt with in terms of standard agreements Provide mediation only when unavoidable
Legal	17 Non standard Contract documents				<ul style="list-style-type: none"> Prepare standardized and integrated set of contract documents
Legal	18 Insurance Risks				<ul style="list-style-type: none"> Ensure compliance with insurance requirements at outset of Contracts Standard Insurance requirements in Contract documentation
Legal	19 Non standard Cessions and sureties				<ul style="list-style-type: none"> Ensure compliance with cession and surety requirements at outset of Contracts Standard Insurance requirements in Contract documentation
Legal	20 Non compliance of Contractors with Labour Regulations				<ul style="list-style-type: none"> Ensure compliance with legislative requirements at outset of Contracts Monitor compliance

23. APPENDIX G: QUALITY MANAGEMENT PLAN





**NORTH WEST
ACCELERATED SCHOOL INFRASTRUCTURE
DELIVERY INITIATIVE (ASIDI) PROGRAMME**

**APPENDIX G
QUALITY MANAGEMENT PLAN**

PREPARED BY:

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education and training

Lefapha la Thuto le Katiso
Departement van Onderwys en Opleiding
Department of Education and Training
NORTH WEST PROVINCE

1.

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1. Introduction

IDT's **Quality Management System (QMS)** focuses not only on product / service quality but on the process and procedures to achieve it. IDT's QMS has been developed and modified to streamline Programme Management Process Flow in IDT's daily operations.

The Quality Management, on each site is strengthened by oversight role played by the Clerk of Works, who amongst other things will perform the following tasks:

- Maintaining and follow-ups of Requests for Information (RFI schedules)
- Maintain daily site diary
- Monitor delays and extension of time
- Ensure that respective PSPs do quality tests, checks as well as approval of works
- Maintain copies of all delivery notes for materials on site
- Measurement of works with QS for payment certificate purposes
- Keep site instruction and approved VOs

2. PROGRAMME MANAGEMENT COMPONENTS

Procedures have been established, together with the necessary approvals and delegated responsibilities and authorities, for aspects such as:

- Procurement
- Payment processes
- Reporting
- Documentation
- Financial Control
- Scope management

3. PROJECT CONSTRUCTION QUALITY CONTROL

3.1 Components of Quality Control Plan

The components of the quality control planning comprise: Defining the components of the work to be quality controlled e.g.

- Site survey
- Site earthworks
- Foundations
- Walling
- Structural components (e.g. load bearing bases, columns, suspended floors etc.)
- Roofing
- External finishes
- Internal finishes
- Mechanical & electrical
- Plumbing
- External works (sewer, water and storm water lines, parking and landscaping etc)
- Service connections (water, electricity, sewer)
- Access
- Other

3.2 Defining where within the layout the work component occurs

Defining what quality control should be undertaken for each component of the works, how often should the quality control checks be carried out i.e. frequency of inspections.

Defining who is responsible for quality control both internally within the contractor and externally by the client's representative

Establishing a quality control schedule which will be used to document and monitor the progress of quality control within the project.

4 QUALITY CONTROL SCHEDULE

A typical format for the quality control schedule is attached. This should be modified to include all of the work components within a particular project, as well as the locations.

Note the attached schedule is indicative only and does not include all of the work components.

Specialist inspections should also be identified and stipulated within the work programme. For example specialist inspection of proprietary water proofing or paint applications, specific structural inspections etc.



No.	Work Component	Location of Works within the Project Layout	Quality Control Inspections to be carried out	Frequency	Responsibility for Quality Control Check	Certification of Quality Achieved
1.	Site survey (cadastral)		1.1 Inspection of boundary pegs	1.1.1 At site handover to contractor	Land surveyor	Land surveyors certificate
				1.1.2 At handover by contractor	Land surveyor	Land surveyors certificate
2.	Site Earthworks		2.1 Setting out of works	Prior to commencement of site earthworks	Site Earthworks foreman	Survey print out agreeing with site setting out survey
			2.2 Compaction of fill embankments	As stipulated in the works specifications	Site Earthworks foreman	Soil Laboratory test results within specification
					Spot checks weekly by Civil Engineer	Written approval by CE
			2.3 Cut & Fill banks to correct batter	At completion of work component	Civil Engineer	Written approval by CE
		2.4 Grassing of banks – minimum ground cover as stipulated in the contract specifications	At completion of work component	Civil Engineer	Written approval by CE	
3	Foundations		3.1 Foundation excavations	Prior to casting	Struct Engineer	Written approval by SE
			3.2 Foundation concrete casting	During and after casting	Concrete foreman	Certification by Concrete foreman
			3.3 Foundation concrete quality	As stipulated in concrete specifications	Struct Engineer	Satisfactory concrete strength laboratory test results
4.	Load bearing		4.1 Inspection of	Prior to casting	Struct Engineer	Written approval by SE

No.	Work Component	Location of Works within the Project Layout	Quality Control Inspections to be carried out	Frequency	Responsibility for Quality Control Check	Certification of Quality Achieved
	structure		steel reinforcing			
			4.2 Concrete casting	During and after casting	Concrete foreman	Certification by Concrete foreman
			4.3 Concrete quality	As stipulated in concrete specifications	Struct Engineer	Satisfactory concrete strength laboratory test results
			4.4 Load bearing brickwork	4.4.1 During construction	Building foreman	Certification by building foreman
				4.4.2 At completion of component	Struct Engineer	Written approval by SE
5.	Brickwork		5.1 Inspection of quality during construction	5.1.1 Daily inspection	Building foreman	Certification by building foreman
				5.1.2 At completion of component	Architect/Building Inspector	Written approval by BI
6.	Doors and windows		6.1 Inspection of quality during construction	6.1.1 Daily inspection	Building foreman	Certification by building foreman
				6.1.2 At completion of component	Architect/Building Inspector	Written approval by BI
7	Roof		7.1 Inspection of quality during construction	7.1.1 Daily inspection	Building foreman	Certification by building foreman
				7.1.2 At completion of component	Architect/Building Inspector	Written approval by BI

No.	Work Component	Location of Works within the Project Layout	Quality Control Inspections to be carried out	Frequency	Responsibility for Quality Control Check	Certification of Quality Achieved
8.	External works		8.1 Inspection of quality during construction	8.1.1 Daily inspection	Building foreman	Certification by building foreman
				8.1.2 At completion of component	Architect/Building Inspector	Written approval by BI
9.	External finishes		9.1 Inspection of quality during construction	9.1.1 Daily inspection	Building foreman	Certification by building foreman
				9.1.2 At completion of component	Architect/Building Inspector	Written approval by BI
10.	Internal finishes		10.1. Inspection of quality during construction	10.1.1 Daily inspection	Building foreman	Certification by building foreman
				10.1.2 At completion of component	Architect/Building Inspector	Written approval by BI
11	Mechanical Installations		11.1 Inspection of quality during installation	11.1.1 Daily inspection	Mechanical Foreman	Certification by Mechanical foreman
				11.1.2 At completion of component	Mechanical Engineer	Written approval by ME
12	Electrical Installation		12.1 Inspection of quality during installation	12.1.1 Daily inspection	Electrical Foreman	Certification by Electrical foreman
				12.1.2 At completion of	Electrical Engineer	Written approval by ME

No.	Work Component	Location of Works within the Project Layout	Quality Control Inspections to be carried out	Frequency	Responsibility for Quality Control Check	Certification of Quality Achieved
13.	Plumbing works		13.1 Inspection during construction	component	Building foreman	Certification by building foreman
				13.1.1 Daily inspection		
14	Water connection		Inspection of quality during construction	13.1.2 At completion of component	Architect/Building Inspector	Written approval by BI
				Daily inspection		
15	Sewer Connection		Inspection of quality during construction	At completion of component	Architect/Building Inspector	Written approval by BI
				Daily inspection		
16	Storm water connection		Inspection of quality during construction	At completion of component	Architect/Building Inspector	Written approval by BI
				Daily inspection		
17	Electricity supply connection		Inspection of quality during construction	At completion of component	Architect/Building Inspector	Written approval by BI
				Daily inspection		
				At completion of component	Architect/Building Inspector	Written approval by BI

24. APPENDIX H: COMMUNICATIONS PLAN





**NORTH WEST
ACCELERATED SCHOOL INFRASTRUCTURE
DELIVERY INITIATIVE (ASIDI) PROGRAMME**

**APPENDIX H
COMMUNICATION PLAN**

PREPARED BY:
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education and training

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Departement van Onderwys en Opleiding
Department of Education and Training
NORTH WEST PROVINCE

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1. OBJECTIVES

The communications Plan has been compiled, together with budgeted cost, with the following objectives:

1. Provide Effective Communication among the various Key Stakeholders on the Programme
2. Provide a structured mechanism to convey to the recipient communities all appropriate information necessary to ensure that they are kept informed of progress and involved in the Development process
3. Provide the necessary communication Channels at the District/regional level to ensure the effective implementation of the Programme
4. Provide a mechanism to ensure that the PIA's Client is kept informed on the Programme Progress at all times
5. Provide for the PIA Internal Communications mechanism.

2. STRUCTURE OF COMMUNICATIONS PLAN

The Communications Plan is structured as follows:

1. Communication Element/Major Events - what are the communication projects/activities and major events planned for the year and key dates for specific communications
2. Target Audiences - who are the target audiences whom we are communicating with
3. Message - what message do we want to communicate to each target audience.
4. Medium - what medium/s should be used to communicate the message e.g. news print, advertorials, road shows, etc
5. Frequency - how often should we communicate with the target audience e.g. monthly, quarterly ad hoc etc
6. Action Plan - what actions are required to achieve the communications with each target audience
7. Responsibility - who is responsible for the communications with the various target groups
8. Risk Assessment - what are the risks involved, how can the risks be minimised and what are the Key Success Factors
9. Communication Cost - what is the cost of the communications with each target audience and for the major events

3. COMMUNICATIONS PLAN SCHEDULE

The Details of the Communications Plan for Phase 3 are contained in the Communications Plan Schedule in Section 3 below.

Communication Element/ Major Events - <i>what are the communication projects/activities and major events planned for the year and key dates for specific communications</i>	Target Audiences - <i>who are the target audiences whom we are communicating with</i>	Message - <i>what message do we want to communicate to each target audience</i>	Medium - <i>what medium/s should be used to communicate the message e.g. news print, advertorials, road shows, etc</i>	Frequency - <i>how often should we communicate with the target audience e.g. monthly, quarterly ad hoc etc</i>	Action Plan - <i>what actions are required to achieve the communications with each target audience</i>	Responsibility - <i>who is responsible for the communications with the various target groups</i>	Risk Assessment - <i>the risks involved, how can they be minimised and what are the factors</i>
1. Project Level	Local community and school committee	Government is delivering and providing for the people and families/learner are benefiting	Address to Project Steering Committee - at the start and handover of each project	Start and handover of each project	Plan attendance of Project Steering Committee at start and at handover of project.	PM's	1. Projects not delivered on time or are poor quality. Ensure projects are completed on time to acceptable quality. 2. Community expectations not met - communicate clearly via Project Steering Committee what will be done and as importantly what will not be included in the project. Performance meets community expectations
2. Political leadership	Political leaders for the programme	PIA is delivering on time to budget and quality and the social impact of the programme	High level executive summary report with key statistics and pictures (1 page PowerPoint)- progress, social impact, challenge(s)	Quarterly	Prepare high level executive summary PowerPoint report	Programme Manager	1. Projects not delivered on time or are poor quality. Ensure projects are completed on time to acceptable quality. 2. Key information not available - ensure that key info is available monthly
3. Client Level	3. Senior Management within the client organisation	PIA is delivering on time to budget and quality and the social impact of the programme	Monthly management reports (Client Report) as well as High level Exec Summary	Monthly	Prepare monthly progress report and high level executive summary (written)	Programme Manager	1. Projects not delivered on time or are poor quality. Ensure projects are completed on time to acceptable quality. 2. Key information not available - ensure that key info is available monthly

Communication Element/ Major Events - <i>what are the communication projects/activities and major events planned for the year and key dates for specific communications</i>	Audiences - <i>who are the target audiences whom we are communicating with</i>	Content - <i>what message do we want to communicate to each target audience</i>	Medium - <i>what medium/s should be used to communicate the message e.g. news print, advertorials, road shows, etc</i>	Frequency - <i>how often should we communicate with the target audience e.g. monthly, quarterly ad hoc etc</i>	Plan - <i>what actions are required to achieve the communications with each target audience</i>	Responsibility - <i>who is responsible for the communications with the various target groups</i>	<i>the risks involved, how can they be minimised and what are the key factors</i>
4. PIA Management Reports	CEO	PIA is delivering effectively with proper financial controls	Monthly management reports as well as High level Exec Summary	Monthly	monthly progress report, PIA management reports and high level executive summary PowerPoint report	Programme Manager	1. Projects not delivered on time and expenditure behind cash flow project 2. Key information not available - ensure that key info is available monthly
5. Project Signboards	Local community	Government is delivering and providing for the people and families/learners are benefiting	At start of construction project signboard (NOTE not contractor's signboard) erected	One off at start of construction	a. Signboard layout and details provided to contractor b. Signboard manufactured and erected	Contractor	1. Signboard erected late or with wrong details - ensure correct information supplied and signboard erected timeously
6. Programme Launch	Government and public at large	Government is delivering and providing for the people and families/learners are benefiting	Launch ceremony		Coordinate launch activities and message with provincial departments	Communication Officer	1. Clash of dates and non-availability of key stakeholders (MEC's & PIA CEO). Confirm suitable date 2. Ceremony poorly organised and poorly run - plan and management thoroughly
7. Regional Handovers	Local community and public at large	Government is delivering and providing for the people and families/learners are benefiting	Handover ceremony within each region X 5	Staggered through the year:	Coordinate handover ceremony activities and message with provincial departments	Communication Officer	1. Projects not completed on time or poor quality - select appropriate projects 2. Clash of dates and non-availability of key stakeholders. Confirm suitable date 3. Ceremony poorly organised and poorly run - plan and management thoroughly

Communication Element/ Major Events - <i>what are the communication projects/activities and major events planned for the year and key dates for specific communications</i>	Audiences - who are the target audiences whom we are communicating with	Message - what message do we want to communicate to each target audience	Medium - what medium/s should be used to communicate the message e.g. news print, advertorials, road shows, etc	Frequency - how often should we communicate with the target audience e.g. monthly, quarterly ad hoc etc	Plan - what actions are required to achieve the communications with each target audience	Responsibility - who is responsible for the communications with the various target groups	<i>the risks involved, how can they be minimised and what are the key factors</i>
8. Radio Talk Shows	Local community and public at large	Government is delivering and providing for the people and families/beneficiaries are benefiting	Radio talk show/interviews - Umhobo Wenene, Algoa FM, Unitra	Every 3 months - May 03 August 03 Nov 03 March 04	Set up radio talk show dates and interviewee and message	Communication Officer	1. Poor communication without adequate impressive facts - ensure right people are interviewed
9. Advertorials	Local community and public at large	Government is delivering and providing for the people and families/beneficiaries are benefiting	Advertorials in local newspapers	Every 3 months - June 03 Sept 03 Dec 03 March 04	a. Prepare advertorials b. Negotiate and place advertorials c. Monitor impact	Communication Officer	1. Poor communication information without adequate impressive facts - ensure correct information and message content achieved

SOUTH AFRICAN

SAHA

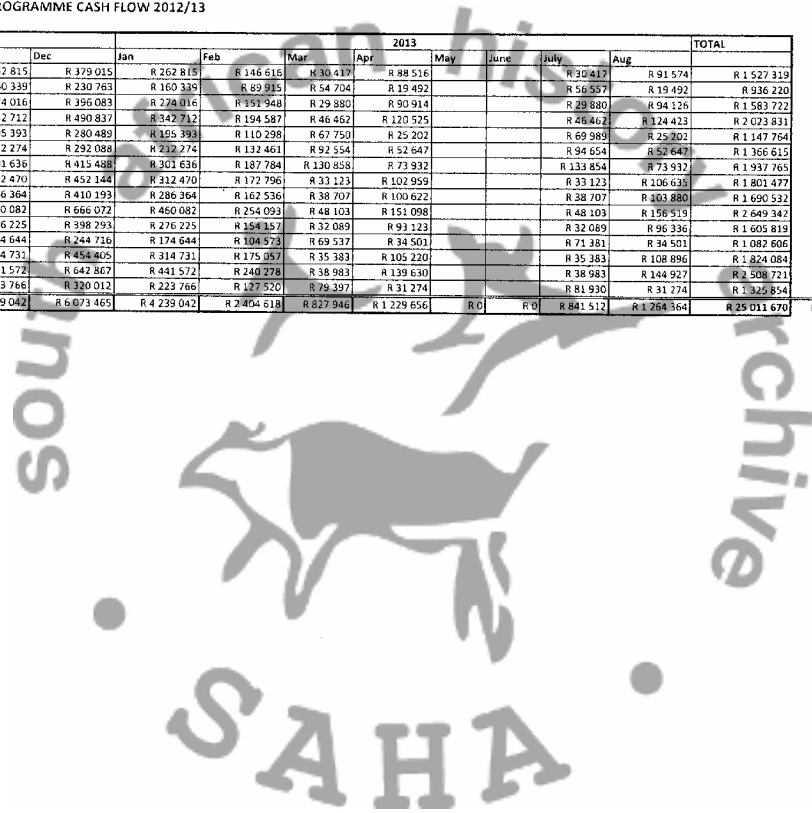
Historical Archive

25. APPENDIX I: FINANCIAL PLAN



ASIDI PROGRAMME CASH FLOW 2012/13

Sept	2012				2013								TOTAL	
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug			
R 88 516	R 146 616	R 262 815	R 379 015	R 262 815	R 146 616	R 30 419	R 98 516				R 30 417	R 91 574	R 1 527 319	R 1 527 319
R 54 704	R 89 914	R 160 349	R 230 763	R 160 339	R 69 935	R 54 704	R 19 492				R 56 557	R 19 492	R 936 220	R 936 220
R 90 914	R 151 948	R 274 016	R 395 083	R 274 016	R 151 948	R 29 880	R 90 914				R 29 880	R 94 126	R 1 583 722	R 1 583 722
R 120 525	R 194 587	R 342 712	R 490 837	R 342 712	R 194 587	R 46 462	R 120 525				R 46 462	R 124 423	R 2 023 831	R 2 023 831
R 67 750	R 110 298	R 195 393	R 280 489	R 195 393	R 110 298	R 67 750	R 25 202				R 69 985	R 25 202	R 1 147 764	R 1 147 764
R 92 554	R 132 462	R 212 274	R 292 088	R 212 274	R 132 462	R 92 554	R 52 647				R 94 654	R 52 647	R 1 366 613	R 1 366 613
R 130 858	R 187 784	R 301 636	R 415 488	R 301 636	R 187 784	R 130 858	R 73 932				R 133 854	R 73 932	R 1 937 765	R 1 937 765
R 102 959	R 172 796	R 312 470	R 452 144	R 312 470	R 172 796	R 102 959	R 33 123				R 102 959	R 33 122	R 1 801 477	R 1 801 477
R 102 622	R 162 536	R 286 364	R 410 193	R 286 364	R 162 536	R 38 707	R 102 622				R 38 707	R 303 880	R 1 690 532	R 1 690 532
R 151 098	R 254 093	R 460 082	R 666 072	R 460 082	R 254 093	R 48 103	R 151 098				R 48 103	R 156 519	R 2 649 342	R 2 649 342
R 93 123	R 154 157	R 276 225	R 398 293	R 276 225	R 154 157	R 32 089	R 93 123				R 32 089	R 96 336	R 1 605 819	R 1 605 819
R 69 537	R 104 573	R 174 644	R 244 716	R 174 644	R 104 573	R 69 537	R 34 501				R 71 361	R 34 501	R 1 082 606	R 1 082 606
R 105 220	R 175 057	R 314 731	R 454 405	R 314 731	R 175 057	R 35 383	R 105 220				R 35 383	R 108 896	R 1 824 084	R 1 824 084
R 139 630	R 240 278	R 441 572	R 642 867	R 441 572	R 240 278	R 38 983	R 139 630				R 38 983	R 144 927	R 2 508 721	R 2 508 721
R 79 397	R 127 520	R 223 766	R 320 012	R 223 766	R 127 520	R 79 397	R 31 274				R 81 930	R 31 274	R 1 325 854	R 1 325 854
R 1 487 407	R 2 404 618	R 4 239 042	R 6 073 465	R 4 239 042	R 2 404 618	R 827 946	R 1 229 656	R 0	R 0		R 841 512	R 1 264 364	R 25 011 670	R 25 011 670



26. APPENDIX J: IDT PROGRAMME MANAGEMENT PROCESS FLOW

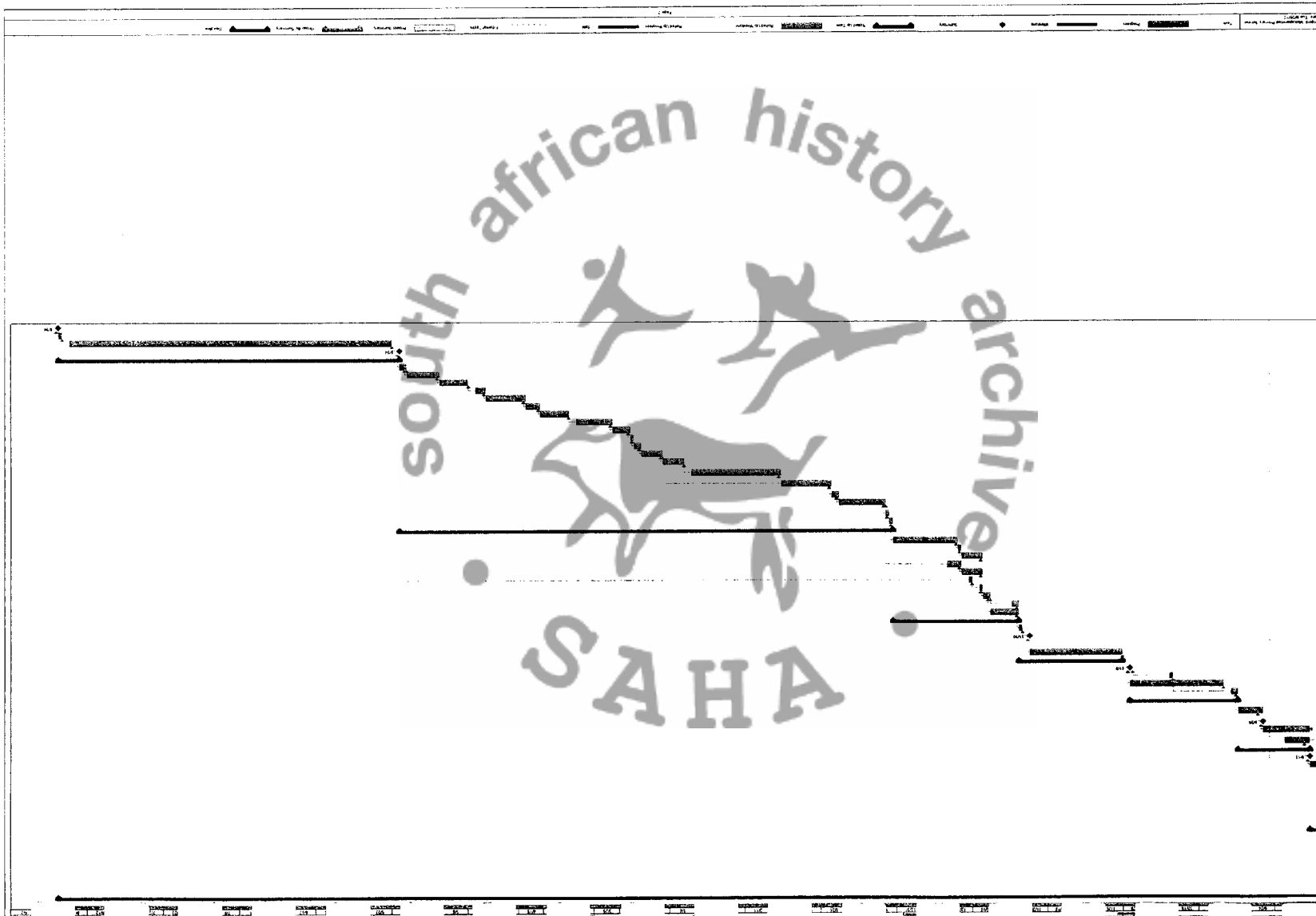


ID	Task Name	Duration	Start
0	Kgokole Primary School	441 days	Wed 1/4/12
1	NW ASID Sanitation Programme - Kgokole primary school - 13 Toilet seats, water connection from local supply	441 days	Wed 1/4/12
2	Project Mobilisation	8 days	Wed 1/4/12
3	Appointment of ID as Implementing Agency for NW ASID Sanitation Programme	0 days	Wed 1/4/12
4	Study conditions of appointment and engagements with client	8 days	Wed 1/4/12
5	Acceptance of appointment or its	0 days	Wed 1/11/12
6	Project Implementation	178 days	Thu 1/12/12
7	Appointment of PSPs	10 days	Thu 1/12/12
8	Submission of assessments reports	24 days	Thu 1/26/12
9	Reviewing of Scope	0 days	Tue 2/28/12
10	Approval of scope of work by DBE	42 days	Wed 2/28/12
11	Submission of final draft IRIP	28 days	Fri 4/27/12
12	IRIP Submission (Final)	56 days	Wed 6/6/12
13	Approval of IRIP	12 days	Wed 6/20/12
14	Instruct PSP to resume work	4 days	Fri 9/7/12
15	Receive acceptance to resume from PSP	0 days	Wed 9/12/12
16	Consolidation of scope of work	287 days	Thu 9/13/12
17	Contractor Submission to TAC to Note shortened tender period	5 days	Thu 9/13/12
18	Conduct Geotech Investigations and site surveys	6 days	Thu 9/13/12
19	Submission of detailed designs and bid document (B O Q)	0 days	Wed 9/26/12
20	Approval of detailed designs, site development plan and tender document	5 days	Thu 9/27/12
21	Tender Advert	2 days	Thu 10/4/12
22	Compulsory Site briefing	1 day	Wed 10/24/12
23	Tender advert validity	21 days	Fri 10/5/12
24	Tender closing	0 days	Thu 11/1/12
25	Tender Evaluation Committee (TEC), Tender Adjudication Committee (TAC) and approval	7 days	Fri 11/2/12
26	Appointment of Contractors	0 days	Fri 11/30/12
27	Site Hand Over	1 day	Mon 12/3/12
28	Construction	197 days	Tue 12/4/12
29	Conditions of Appointment	7 days	Tue 12/4/12
30	Site Establishment	2 days	Tue 12/4/12
31	Site Clearance	2 days	Thu 12/6/12
32	Setting out & Excavations	4 days	Sat 12/8/12
33	Concrete casting in foundations	4 days	Thu 12/13/12
34	Excavation of septic tank	7 days	Sat 12/8/12
35	Casting of septic tank base	3 days	Tue 12/18/12
36	Construction break & curing of concrete in foundations	14 days	Fri 12/21/12
37	Cleaning of trenches and pumping out water from trenches	1 day	Tue 1/8/13
38	Foundation brick work	17 days	Wed 1/9/13
39	Soil panning, backfilling trenches, surface level area & clearing site	3 days	Wed 1/9/13
40	Surface top compaction & testing, +20 grading, lay in electricity, lay in plumbing	4 days	Mon 1/14/13
41	Superstructure and building septic tank or cesspits	20 days	Fri 2/1/13
42	Installation of metal work	5 days	Fri 2/22/13
43	Construction of Roof covering	7 days	Fri 3/1/13
44	Installation of Cesspits and Inseps	2 days	Tue 3/12/13
45	Installation of Insulation	1 day	Thu 3/14/13
46	Installation of glazing	4 days	Fri 3/15/13
47	Connect water from community supply to site	9 days	Mon 2/25/13
48	2nd Fix electricity	7 days	Wed 3/20/13
49	Installation of Ceiling	6 days	Thu 3/28/13
50	2nd Fix plumbing, Sanitary fittings & Drainage	11 days	Thu 4/4/13
51	Painting internal & external	5 days	Fri 4/19/13
52	Installation of Tiling	6 days	Thu 4/25/13
53	External work (patios, channels, etc)	14 days	Fri 5/3/13
54	Cleaning and Snagging	2 days	Thu 5/23/13
55	Reach Practical Completion	0 days	Fri 5/24/13
56	Retention period	65 days	Mon 5/27/13
57	Reach Final completion	1 day	Mon 9/29/13
58	Project closure	0 days	Mon 8/26/13



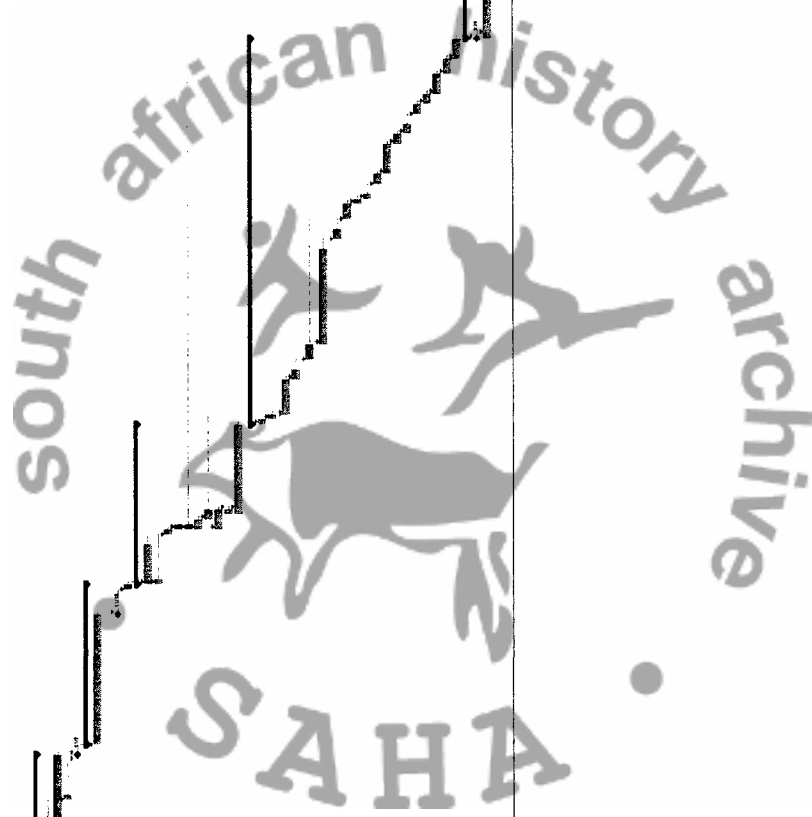
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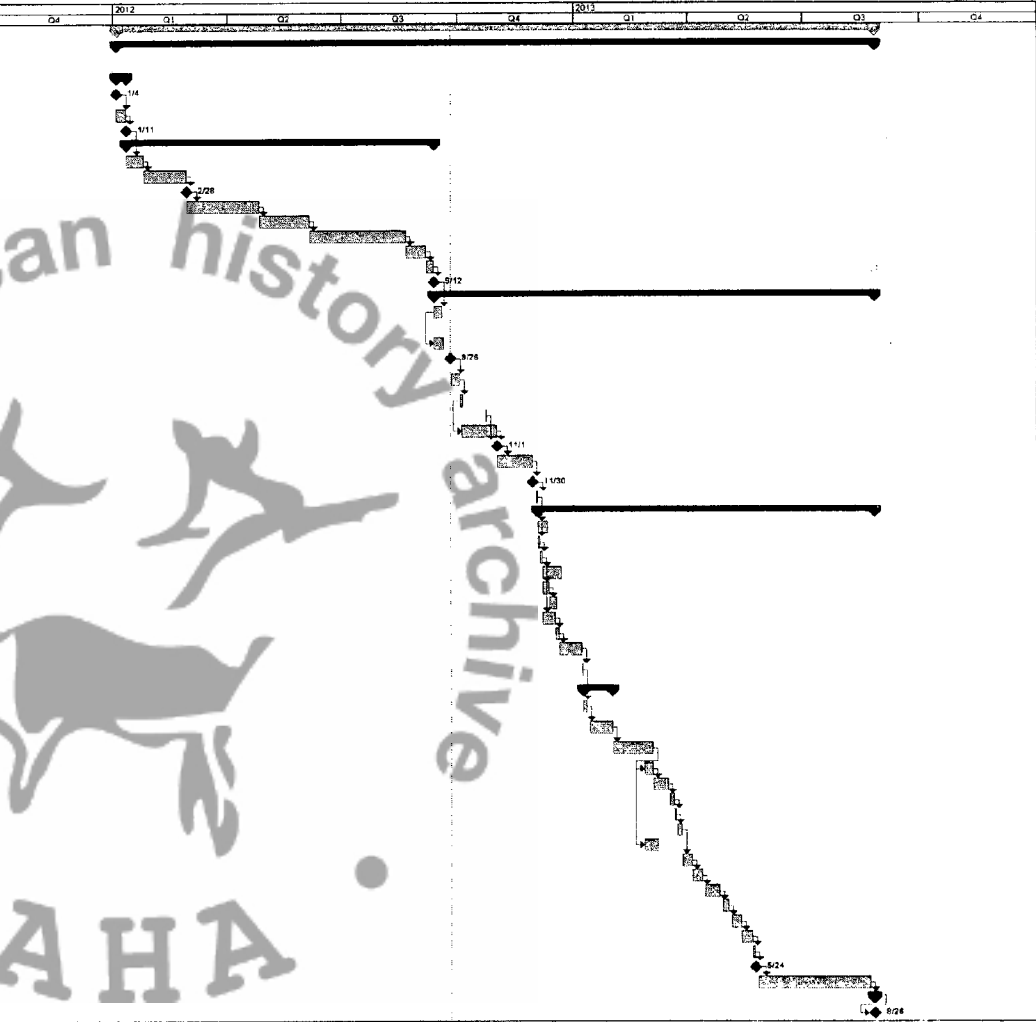




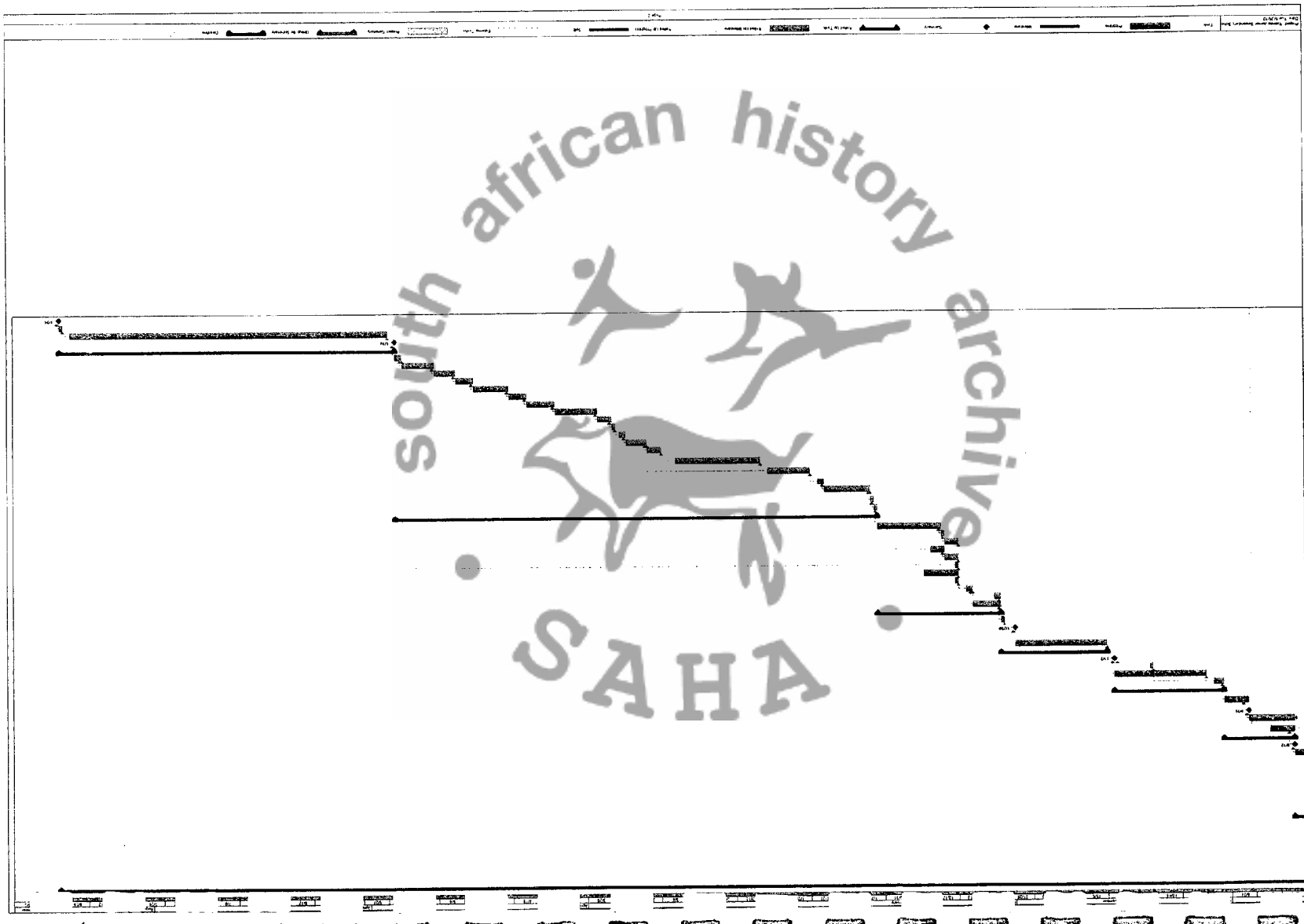
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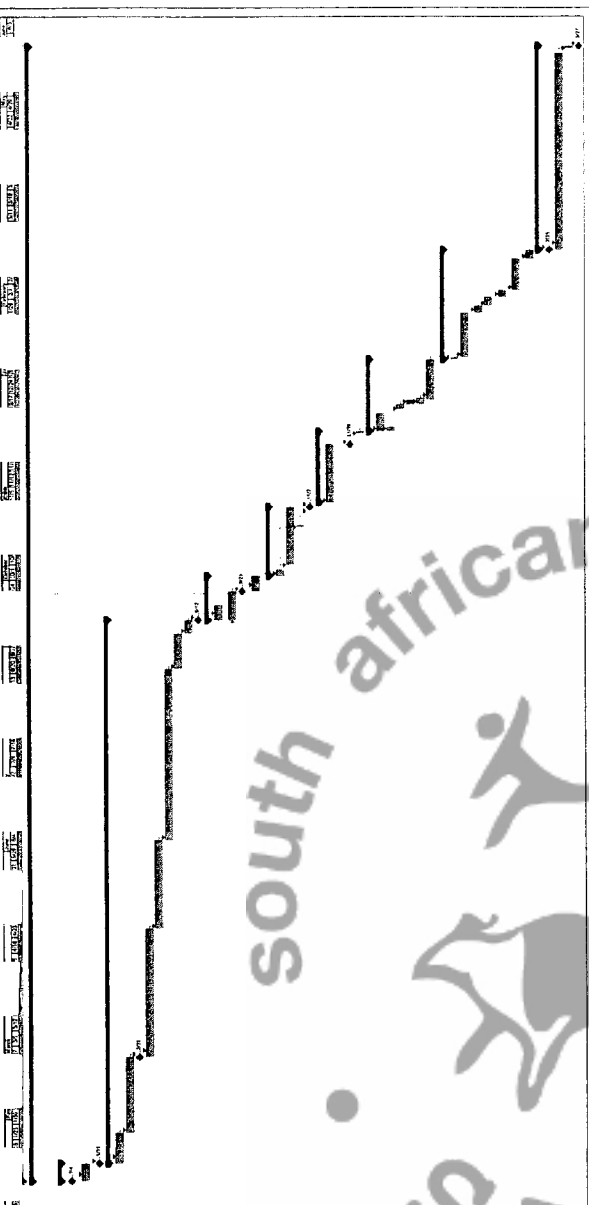
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ID	Task Name	Duration	Start	Finish	Preced
0	Molchabangwe Primary School	441 days	Wed 1/4/12	Mon 8/26/13	
1	NW ASIS Sanitation Programme - Kapekape primary school 15 toilet seats, water connection from local supply	441 days	Wed 1/4/12	Mon 8/26/13	
2	Project Mobilisation	5 days	Wed 1/4/12	Wed 1/11/12	
3	Appointment of IDT as Implementing Agency for NW ASIS Sanitation Programme	0 days	Wed 1/4/12	Wed 1/4/12	
4	Staff conditions of appointment and engagements with client	6 days	Wed 1/4/12	Wed 1/11/12	3
5	Acceptance of appointment of IA	0 days	Wed 1/11/12	Wed 1/11/12	4
6	Project Implementation	178 days	Thu 1/12/12	Wed 9/12/12	5
7	Appointment of PSPs	10 days	Thu 1/12/12	Wed 1/25/12	6
8	Submission of assessments reports	24 days	Thu 1/25/12	Tue 2/28/12	7
9	Reviewing of Scope	0 days	Tue 2/28/12	Tue 2/28/12	8
10	Approval of scope of work by DBE	47 days	Wed 2/29/12	Thu 4/26/12	9
11	Submission of final draft IPP	28 days	Fri 4/27/12	Tue 6/5/12	10
12	IPP Submission (final)	56 days	Wed 6/6/12	Tue 8/21/12	11
13	Approval of IPP	12 days	Wed 8/27/12	Thu 9/6/12	12
14	Instruct PSP to resume work	4 days	Fri 9/7/12	Wed 9/13/12	13
15	Receive acceptance to resume from DBE	0 days	Wed 9/13/12	Wed 9/13/12	14
16	Consideration of scope of work	287 days	Thu 9/13/12	Wed 6/18/13	15
17	Contractor Submission to TAC to Note shortened tender period	5 days	Thu 9/13/12	Wed 9/18/12	16
18	Conduct Contract Investigations and site surveys	8 days	Thu 9/13/12	Thu 9/20/12	17SS
19	Submission of detailed designs and bid document (B O Q)	0 days	Wed 9/26/12	Wed 9/26/12	18
20	Approval of detailed designs, site development plan and tender document	5 days	Thu 9/27/12	Wed 10/3/12	19
21	Tender Advert	3 days	Thu 10/4/12	Fri 10/5/12	20
22	Compulsory Site briefing	1 day	Wed 10/24/12	Wed 10/24/12	21SS
23	Tender advert validity	21 days	Fri 10/5/12	Thu 11/1/12	21SS
24	Tender closing	0 days	Thu 11/1/12	Thu 11/1/12	23,22
25	Tender Evaluation Committee (TEC), Tender adjudication Committee (TAC) and approval	21 days	Fri 11/2/12	Thu 11/29/12	24
26	Appointment of Contractors	0 days	Fri 11/30/12	Fri 11/30/12	25
27	Site Hand Over	1 day	Mon 12/3/12	Mon 12/3/12	26
28	Construction	197 days	Tue 12/4/12	Mon 8/26/13	27
29	Conditions of Appointment	7 days	Tue 12/4/12	Tue 12/11/12	27
30	Site Establishment	2 days	Tue 12/4/12	Wed 12/5/12	27
31	Site Clearance	2 days	Thu 12/6/12	Fri 12/7/12	30
32	Drilling of Borehole equping and commissioning	12 days	Sat 12/8/12	Sat 12/22/12	31
33	Setting out & Excavations	4 days	Sat 12/8/12	Wed 12/12/12	31
34	Concrete casting in foundations	4 days	Thu 12/13/12	Tue 12/18/12	33
35	Excavation of septic tank	7 days	Sat 12/8/12	Mon 12/17/12	31
36	Casting of septic tank base	3 days	Tue 12/18/12	Thu 12/20/12	35
37	Construction break & curing of concrete in foundations	14 days	Fri 12/21/12	Mon 1/7/13	36
38	Cleaning of trenches and pumping out water from trenches	1 day	Tue 1/8/13	Tue 1/8/13	37
39	Foundation brick work	17 days	Wed 1/9/13	Thu 1/17/13	38
40	Soil retaining, backfilling trenches, surface bed area & clearing site	3 days	Wed 1/9/13	Fri 1/11/13	38
41	Surface bed compaction & setting H2O proofing, let fit electricity, let fit plumbing	14 days	Mon 1/14/13	Thu 1/24/13	40
42	Superstructure and building reech: tank or containment tank	22 days	Fri 2/1/13	Mon 3/4/13	41
43	Installation of metal work	5 days	Tue 2/26/13	Mon 3/4/13	42PK-5
44	Construction of Roof covering	10 days	Tue 3/5/13	Sat 3/16/13	43
45	Installation of Carpentry and Joinery	4 days	Mon 3/18/13	Thu 3/21/13	44
46	Installation of Ironmongery	1 day	Fri 3/22/13	Fri 3/22/13	45
47	Installation of glazing	4 days	Sun 3/24/13	Wed 3/27/13	46
48	Connect water from community supply to site	9 days	Tue 2/26/13	Fri 3/8/13	43SS
49	2nd Fix electricity	7 days	Thu 3/28/13	Thu 4/4/13	47
50	Installation of Ceiling	9 days	Fri 4/5/13	Fri 4/12/13	49
51	2nd Fix plumbing, Sanitary fittings & Drainage	11 days	Mon 4/15/13	Fri 4/26/13	50
52	Painting internal & external	5 days	Mon 4/29/13	Fri 5/3/13	51
53	Installation of Tiling	8 days	Mon 5/6/13	Mon 5/13/13	52
54	External water supply, channels, etc)	7 days	Tue 5/14/13	Wed 5/22/13	53
55	Cleaning and Sweeping	3 days	Thu 5/23/13	Fri 5/24/13	54
56	Reach Practical Completion	0 days	Fri 5/24/13	Fri 5/24/13	55
57	Retention period	68 days	Mon 6/24/13	Fri 8/23/13	56
58	Reach Final completion	1 day	Mon 8/26/13	Mon 8/26/13	57
59	Project closure	0 days	Mon 8/26/13	Mon 8/26/13	58



ID	Task Name	Duration	Start	Finish	2012				2013				
					Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
0	NW ASIDI sanitation programme 2012/13	442 days	Wed 1/4/12	Mon 8/26/13									
1	NW ASIDI Sanitation Programme	442 days	Wed 1/4/12	Mon 8/26/13									
2	Project Mobilisation	8 days	Wed 1/4/12	Wed 1/11/12									
3	Appointment of IFA an Implementing Agency for NW ASIDI Sanitation Programme	0 days	Wed 1/4/12	Wed 1/4/12									
4	Study conditions of appointment and engagements with client	6 days	Wed 1/4/12	Wed 1/11/12									
5	Acceptance of appointment of IA	0 days	Wed 1/11/12	Wed 1/11/12									
6	Project Implementation	178 days	Thu 1/12/12	Wed 8/12/12									
7	Appointment of PS/As	10 days	Thu 1/12/12	Wed 1/25/12									
8	Submission of assessments reports	24 days	Thu 1/25/12	Tue 2/28/12									
9	Reviewing of Scope	0 days	Tue 2/28/12	Tue 2/28/12									
10	Approval of scope of work by DBE	42 days	Wed 2/29/12	Thu 4/26/12									
11	Submission of first draft (PS)	28 days	Fri 3/2/12	Tue 3/27/12									
12	PSF Submission (first)	58 days	Wed 3/7/12	Tue 5/22/12									
13	Approval of PSF	12 days	Wed 5/22/12	Thu 5/31/12									
14	instruct PSF to resume work	4 days	Fri 5/11/12	Wed 5/12/12									
15	Receive acceptance to resume from PSF	0 days	Wed 5/12/12	Wed 5/12/12									
16	Consolidation of scope of work	258 days	Thu 5/13/12	Mon 8/26/12									
17	Contractor Submission to IAC to note shortened tender period	5 days	Thu 5/13/12	Wed 5/19/12									
18	Conduct Geotech investigations and site surveys	6 days	Thu 5/13/12	Thu 5/20/12									
19	Submission of detailed designs and bid document (B O D)	0 days	Wed 5/26/12	Wed 5/26/12									
20	Approval of detailed designs, site development plan and tender document	5 days	Thu 5/27/12	Wed 6/3/12									
21	Tender Advert	2 days	Thu 6/4/12	Fri 6/5/12									
22	Compulsory Site visit	5 days	Mon 6/22/12	Fri 6/26/12									
23	Tender advert valid by	21 days	Fri 6/26/12	Thu 7/17/12									
24	Tender closing	0 days	Thu 7/17/12	Thu 7/17/12									
25	Tender Evaluation Committee (TEC) Tender Allocation Committee (TAC) and approval	21 days	Fri 7/20/12	Thu 8/2/12									
26	Appointment of Contractors	0 days	Fri 7/20/12	Fri 7/20/12									
27	Site Hand Over	1 day	Mon 7/23/12	Mon 7/23/12									
28	Construction	198 days	Tue 7/24/12	Mon 8/26/12									
29	Conditions of Appointment	7 days	Tue 7/24/12	Tue 7/24/12									
30	Construction period to Practical completion (Madisa, Sisoni, Tloko, Mogoditshane & Ramathole)	93 days	Tue 7/24/12	Fri 9/22/12									
31	Final completion (Madisa, Sisoni, Tloko, Mogoditshane & Ramathole)	71 days	Sun 3/24/13	Tue 6/25/13									
32	Project closure	0 days	Tue 6/25/13	Tue 6/25/13									
33	Construction period to Practical completion (Agatole, Mochabangwe, Looaga, Retebopole, Makapanstad, Ranielo, Sempangwe, Thaba, Shuting & Letepangung)	128 days	Fri 12/7/12	Fri 5/24/13									
34	Final completion (Agatole, Mochabangwe, Looaga, Retebopole, Makapanstad, Ranielo, Sempangwe, Thaba, Shuting & Letepangung)	87 days	Sat 5/25/13	Mon 8/26/13									
35	Project closure	0 days	Mon 8/26/13	Mon 8/26/13									





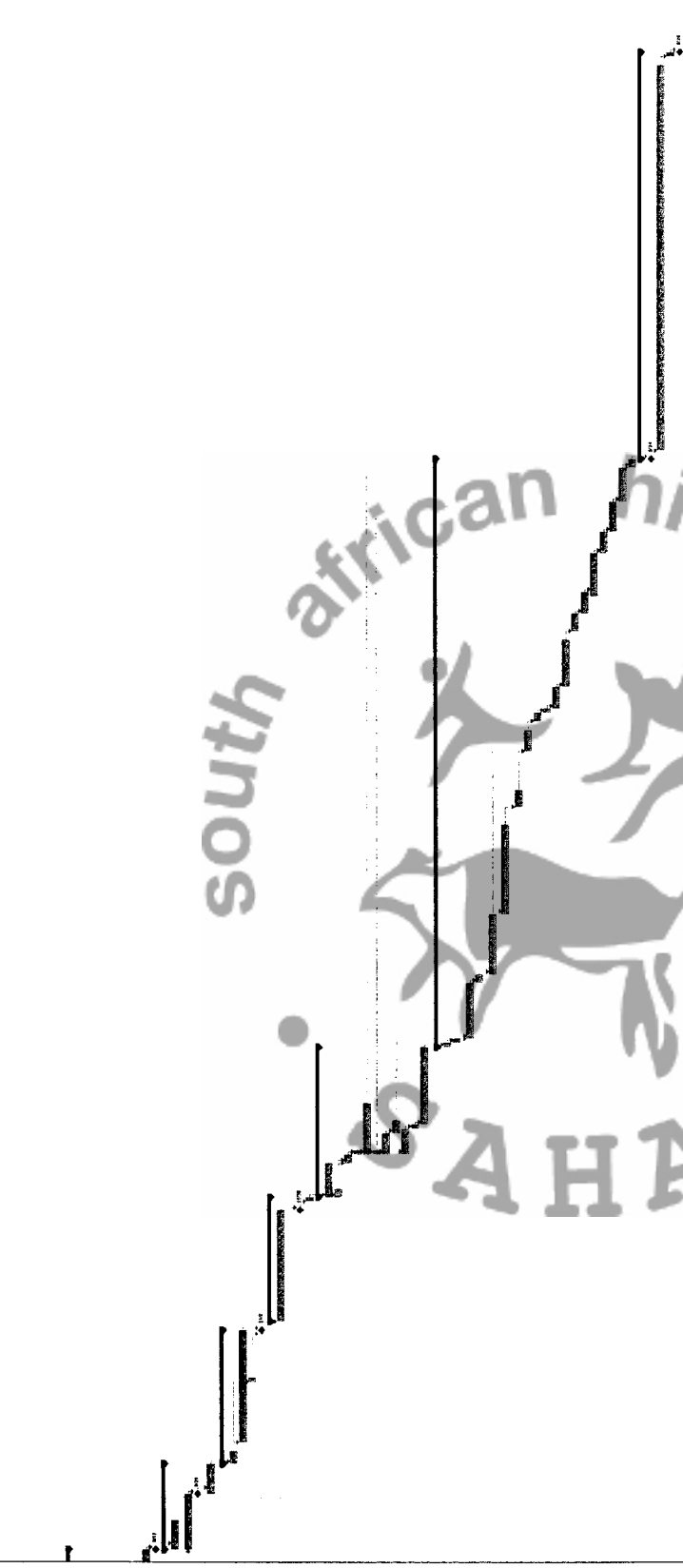
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Year	Month	Day	Event	Location	Notes
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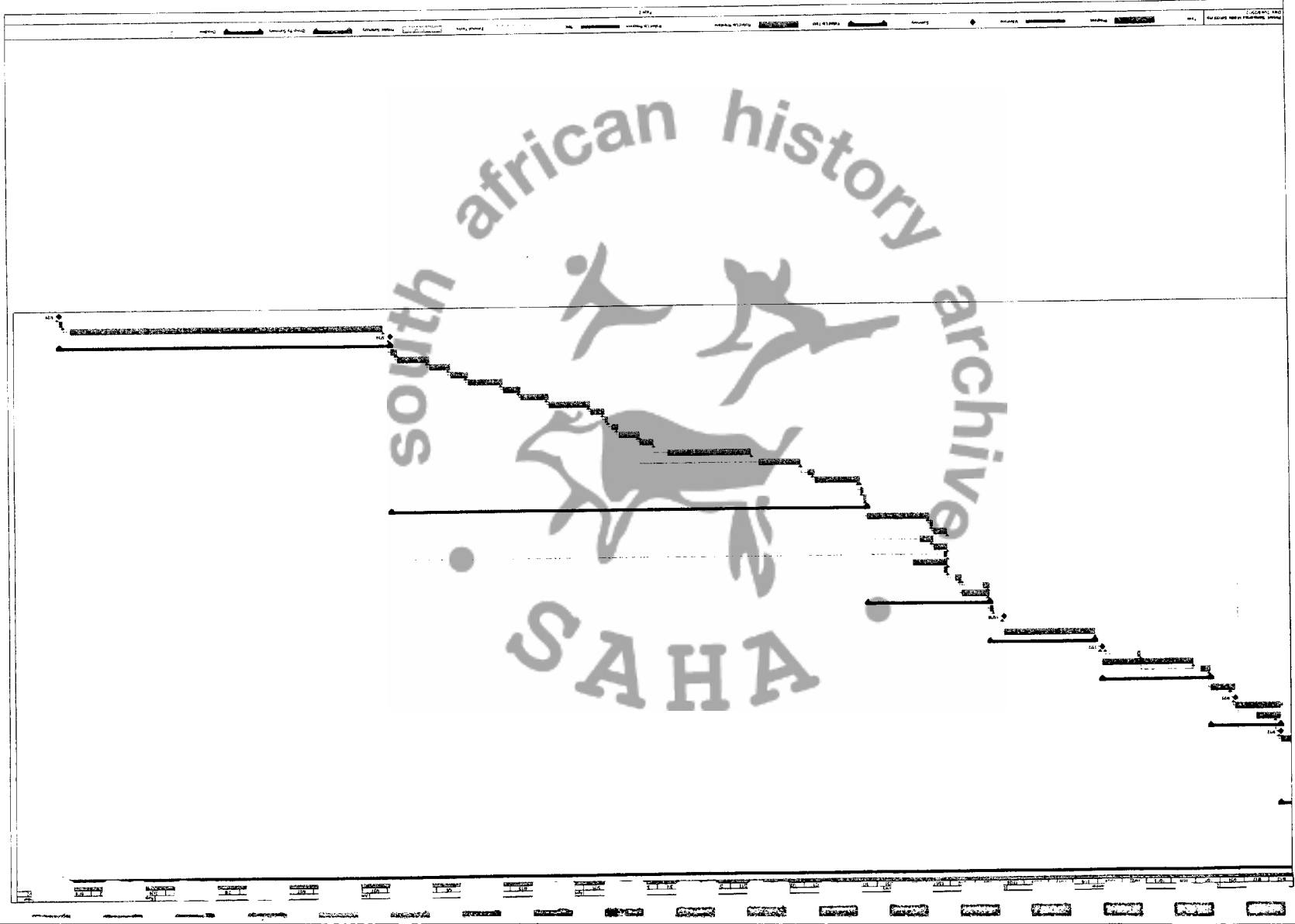
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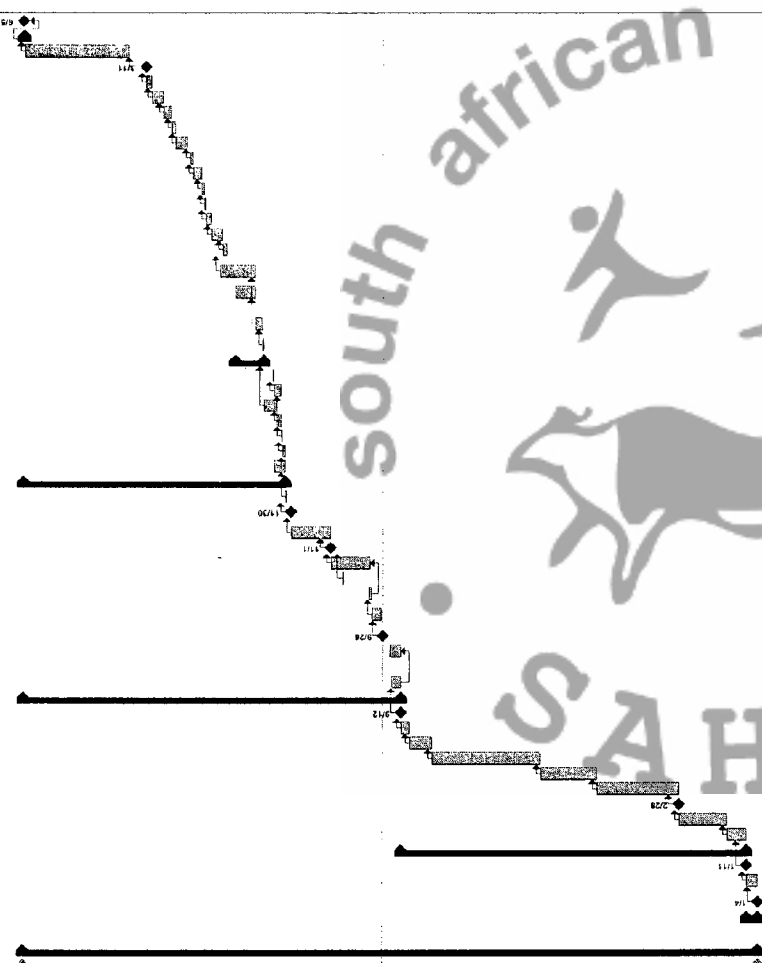
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ID	Task Name	Duration	Start	Finish	Project
0	Shilo Middle School	383 days	Wed 01/12	Wed 01/12	Project
1	100% K&S Sanitation Program - Stone Mashed water - 1	183 days	Wed 01/12	Wed 01/12	Project
2	Project Mobilization	8 days	Wed 01/12	Wed 01/12	Project
3	Agreement of M&S/O	0 days	Wed 01/12	Wed 01/12	Project
4	Study components of agreement and engagement with community	0 days	Wed 01/12	Wed 01/12	Project
5	Acceptance of agreement of M&S/O	0 days	Wed 01/12	Wed 01/12	Project
6	Project Implementation	178 days	Thu 12/12	Thu 12/12	Project
7	Agreement of M&S/O	10 days	Thu 12/12	Thu 12/12	Project
8	Submission of assessment reports	24 days	Thu 12/12	Thu 12/12	Project
9	Reviewing of Scope	0 days	Thu 12/12	Thu 12/12	Project
10	Approval of scope work by C&E	42 days	Wed 02/12	Thu 02/12	Project
11	Submission of final report	30 days	Thu 02/12	Thu 02/12	Project
12	Approval of final report	10 days	Wed 02/12	Thu 02/12	Project
13	Approval of final report	12 days	Wed 02/12	Thu 02/12	Project
14	Finalize final report	4 days	Wed 02/12	Thu 02/12	Project
15	Review acceptance to resume from C&E	0 days	Wed 02/12	Thu 02/12	Project
16	Consideration of scope of work	159 days	Thu 01/12	Thu 01/12	Project
17	Consideration of M&S/O to be made watershed fence	5 days	Thu 01/12	Thu 01/12	Project
18	Conduct detailed investigations and site surveys	0 days	Wed 02/12	Wed 02/12	Project
19	Submission of detailed design and development plan and	0 days	Wed 02/12	Wed 02/12	Project
20	Approval of detailed design and development plan and	5 days	Thu 02/12	Thu 02/12	Project
21	Finalize design	2 days	Thu 02/12	Thu 02/12	Project
22	Finalize design	0 days	Thu 02/12	Thu 02/12	Project
23	Finalize design	27 days	Thu 02/12	Thu 02/12	Project
24	Finalize design	0 days	Thu 02/12	Thu 02/12	Project
25	Finalize design	21 days	Thu 02/12	Thu 02/12	Project
26	Agreement of Compensation	0 days	Thu 02/12	Thu 02/12	Project
27	Site Hand Over	1 day	Mon 12/12	Mon 12/12	Project
28	Construction	159 days	Wed 02/12	Wed 02/12	Project
29	Conditions of agreement	7 days	Thu 12/12	Thu 12/12	Project
30	Site Establishment	2 days	Thu 12/12	Thu 12/12	Project
31	Site Clearance	1 day	Thu 12/12	Thu 12/12	Project
32	Setting out & Excavations	2 days	Sat 12/12	Sat 12/12	Project
33	Concrete casting in foundations and curing	7 days	Mon 12/12	Mon 12/12	Project
34	Excavation of rock pit	4 days	Wed 12/12	Thu 12/12	Project
35	Excavation of rock pit	4 days	Wed 12/12	Thu 12/12	Project
36	Foundation brick work	18 days	Wed 12/12	Wed 12/12	Project
37	Site drainage including trenches, surface and	1 day	Wed 12/12	Wed 12/12	Project
38	Area a clearing site	3 days	Mon 12/12	Mon 12/12	Project
39	Site and construction & setting up of	10 days	Mon 12/12	Mon 12/12	Project
40	Construction and setting up of	18 days	Mon 12/12	Mon 12/12	Project
41	Installation of main work	3 days	Mon 12/12	Mon 12/12	Project
42	Construction of concrete and masonry	2 days	Mon 12/12	Mon 12/12	Project
43	Construction of concrete and masonry	2 days	Mon 12/12	Mon 12/12	Project
44	Installation of drainage	1 day	Wed 12/12	Thu 12/12	Project
45	2nd fix electrical	2 days	Wed 12/12	Thu 12/12	Project
46	Installation of ceiling	2 days	Thu 12/12	Thu 12/12	Project
47	2nd fix plumbing, Sanitary Fittings & Drainage	0 days	Mon 01/13	Mon 01/13	Project
48	Plumbing - external & internal	3 days	Thu 12/12	Thu 12/12	Project
49	Installation of tiling	4 days	Thu 12/12	Thu 12/12	Project
50	External work (stairs, concrete, etc)	0 days	Thu 12/12	Thu 12/12	Project
51	Changeover and snagging	2 days	Mon 01/13	Mon 01/13	Project
52	Finalize design	0 days	Mon 01/13	Mon 01/13	Project
53	Finalize design	0 days	Mon 01/13	Mon 01/13	Project
54	Finalize design	0 days	Mon 01/13	Mon 01/13	Project
55	Finalize design	0 days	Mon 01/13	Mon 01/13	Project
56	Finalize design	0 days	Mon 01/13	Mon 01/13	Project
57	Finalize design	0 days	Mon 01/13	Mon 01/13	Project
58	Finalize design	0 days	Mon 01/13	Mon 01/13	Project
59	Finalize design	0 days	Mon 01/13	Mon 01/13	Project
60	Finalize design	0 days	Mon 01/13	Mon 01/13	Project





Year	Month	Day	Event	Location	Notes
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