**Template 3T01**

**PROGRAMME: name**

**INFASTRUCTURE PROGRAMME IMPLEMENTATION PLAN**

**(IPIP) DEVELOPED BY PIA**

**YEAR : XXXX**

Status: XXX

Version XXX

Date: XXX

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# definitionS

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

**PIA-** Programme Implementation Agent

**Programme –** refers to the XXXX infrastructure programme

**PS-** Professional Services-Built Environment Professionals responsible for Design, Quality Assurance and Contract Administration

# background

Refer to Letter of Appointment, Service Delivery Agreement and accompanying IPMP with its associated listing of projects.

Procedural and design guidelines, as well as preferred tender,documents, standard specifications, and General Conditions of Contract, provided by the Client Organisation are to be listed.

Design guidelines not provided by the Client Organisation but intended for use by the PIA are to be listed. Copies of these documents are to be submitted separately for approval by the Client Organisation.

# DEVELOPMENT OF PROGRAMMES

Group the listed projects into manageable Programmes. Grouping may be any one of a number of bases such as:

* Geographic distribution
* Project size or type (e.g. reinforced or prestressed concrete, brickwork)
* Principal project activity (e.g design, construction, maintenance)
* Proposed method of construction

or combinations thereof.

Develop Programme budgets based on the estimates provided by the client, providing also monthly cash flows per project and summary monthly cash flows for each Programme. The cash flows are to be correlated with project activities, targets, deliverables and timelines.

The anticipated activities, targets and deliverables with respect to each Stage (e.g. design, construction, maintenance, etc) are summarised as per Table 1 below.

Table 1: Targets, Key Deliverables and Responsibilities

| **Stage** | **ProjNo.** | **Activity** | **Target Completion Date** | **Deliverable** | **Key Responsibilities** |
| --- | --- | --- | --- | --- | --- |
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# Infrastructure Programme/Project Cycle

TheProgramme/ Project Cycle is set down in Table 2 below: *amend as necessary to suit the programme*

Table 2: Programme/Project Cycle

(Note: the project cycle below is an example for the contracting strategy of “Design by PIA” and will need to be modified for other cases e.g. “Design & Construct” etc

|  |
| --- |
| ***Stage 1 – Project Scope Confirmation***   * 1. Preliminary community consultations regarding community needs.   2. Project feasibility evaluation to confirm need for the project, it’s feasibility and scope of the project .   3. Project scope defined and budgeted.   4. Consultations with stakeholders.   5. Project scope approval.   6. Confirmation of procurement strategy and implementing arrangements .   ***REQUIRED OUTCOME:***   1. ***Project feasibility confirmed;*** 2. ***Project scope approved; and*** 3. ***Procurement strategy and implementing arrangements approved*** |
| ***Stage 2 – Project Set-up***  2.1 Appointment of Professional Team (Project Manager, Designer, Quantity Surveyor etc). Note this step will be different if a design and construction strategy is adopted  2.2 Establishment of Project Steering Committee.  2.3 Empowerment of the PSC regarding roles and responsibilities.  2.4 Scope of project reviewed and confirmed.  ***REQUIRED OUTCOMES:***   1. ***Professional Team appointed.*** 2. ***Project Steering Committee established and empowered*** 3. ***Scope of project confirmed*** |
| ***Stage 3 – Project Planning and Design***  3.1 Confirmation of land availability.  3.2 Project Design  3.3 Obtaining authorizations and approval and licensing required  3.4 Preparation of tender documents    ***REQUIRED OUTCOME:***   1. ***Project designed and designs approved*** 2. ***Construction tender documents produced*** |
| ***Stage 4 – Tender and Award***  4.1 Tender of project in terms of approved tender document and procurement procedures.  4.2 Tender period  4.3 Closing of tender  4.4 Evaluation of tenders and preparation of tender evaluation report with recommended tenderer  4.5 Review of tender evaluation report and approval of award of tender  4.6 Award of contract to the successful tenderer.  ***REQUIRED OUTCOME:***   1. ***Contract awarded in terms of approved tender procedure.*** |
| ***Stage 5 – Construction***  5.1 Contractor establishment on site  5.2 Project construction  5.3 Project handover by contractor to implementing agent  5.4 Handover of completed project to client  ***REQUIRED OUTCOME:***   1. ***Properly constructed project to specification within budget and timeframe*** 2. ***Monthly reporting of progress*** |
| ***Stage 6 – Post Construction***  6.2 As built documentation prepared, approved and archived  6.2 Operation and maintenance documentation issued  6.3 Defects attended to, final completion certified and final account issued at end of defects liability period  ***REQUIRED OUTCOME:***   1. ***As built documentation issued, approved and archived*** 2. ***Operation and maintenance documentation issued*** 3. ***Contract signed off at end of defects liability period*** |

# Implementation Process

## Institutional framework

Program Institutional Arrangements are illustrated diagrammatically in Figure 1 below:

Insert the applicable institutional arrangements for the programme Note amend if PIA not involved

**PROGRAMME IMPLEMENTING AGENT (PIA)**

**PROJECT**

**STEERING**

**COMMITTEE**

PROGRAMME MANAGERS

**DESIGNER**

**CONTRACTOR**

**PROJECT MANAGERS**

Figure 1: Institutional Arrangements

## Programme Roles and Responsibilities

The responsibilities of the PIA as defined in the Service Delivery Agreement are delegated to various Role Players as reflected in Figure 1 and summarised as follows thereafter:

### Programme Management Unit

Programme Manager

Communications

Manager

Financial Controller

Administration

Assistant

Figure 2: Structure of Programme Management Unit

The functions of the PMU are to:

* Submit a Infrastructure Programme Implementation Plan for approval by the PIA and submission to the Client Organisation;
* Assume responsibilities for appointment and management of project managers;
* Assess all potential projects;
* Prioritise the projects;
* Appoint all professional service providers and contractors;
* Ensure all appropriate insurances are in place to cover all potential risks;
* Ensure that all professional service providers are covered by adequate professional indemnity insurances during the contract;
* Receive and analyse assessment reports;
* Receive and analyse cost reports and monitoring tools;
* Set up adequate monitoring tools and suitably qualified personnel;
* Monitor performance of contractors and service providers;
* Prepare and submit monthly reports to the PIA in the prescribed format;
* Co ordinate, chair and minute programme coordination meetings and monitor progress;
* Ensure timely payment of professional service providers and contractors;
* Ensure compliance with Treasury requirements

### Project Steering Committee (PSC) –

The PSC is 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 XXX (insert who chairs the PSC) and the composition (membership)

### Project Managers

* Manage and implement all projects allocated to them within the cluster of projects;
* Act as Principal Agent of the PMU with regard to the construction contract;
* Prepare reports as necessary;
* Manage activities of construction contractors;
* Monitor and report project progress.
* Monitor all quality aspects during the construction phase;
* Approve and sign off specific quality control checks;
* Prepare and submit payment certificate for approval by the PIA; and
* Report as required

### Designers

* Design all projects within the cluster of projects
* Document all technical aspects related to the project; and
* Prepare contract documentation for construction and tender purposes.

### Contractor

* Construct the facility to specification on time and within budget;
* Submit reports as required;
* Employ local labour ; and
* Provide “on the job” construction training to local community workers.

The responsibilities of the various team members of the PIA Programme Management Unit as outlined in Figure 2 are an extract of the SDA and are summarised as follows: *detail the roles & responsibilities as appropriate for the programme*

### Infrastructure Programme Manager

The Programme Manager is required to:

* 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 project managers;
* Manage progress through cash-flows;
* Ensure targets are met;
* Prepare and present adequate and accurate reports to the client;
* Ensure programme close-out; and
* Manage the activities of the Project Managers.

### Communications Manager

The functions of the Communications Manager are to provide

* Effective Communication among the various Key Stakeholders on the Programme
* 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
* The necessary communication Channels at the District/regional level to ensure the effective implementation of the Programme
* A mechanism to ensure that the PIA’s Client is kept informed on the Programme Progress at all times
* For the PIA Internal Communications mechanism.

### Financial Controller

* 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.

### Programme Administration Assistant

* Capture project data;
* Capture and process payment certificates of contractors and Project Managers;
* File correspondence between Project Managers, Programme Managers;
* Respond to queries from Project Managers and contractors regarding payments, meeting dates, venues and times;

## Agreements

### Programme Manager

The Programme Managers’ agreement specifies payment against deliverables, as well as specific definitions of scope of work for the Programme Manager and social facilitator to be appointed by the Programme Manager. The agreement is attached as Appendix C1 of this document. The Programme Manager will be required to appoint or nominate Project Managers and social facilitators, and conclude appropriate agreements with them.

### ‘Project Managers

The Project Managers’ agreement specifies payment against deliverables, as well as specific definitions of scope of work for the Project Manager and social facilitator to be appointed by the Programme Manager. The agreement is attached as Appendix XX of this document. The Project Managers will be required to appoint or nominate design professionals (if they are not taking responsibility for the design), and conclude appropriate agreements with them.

### Design Professional

The Design Professional’s agreement specifies payment against deliverables, as well as specific definitions of scope and programme of work in respect of the individual projects assigned to them. The agreement is attached as Appendix XX of this document.

7.4.3 Contractor Agreements

The XX (specify which construction contract will be used e.g. JBCC, NEC, FIDIC or GCC etc) Conditions of Contract will be used as a basis for the construction contracts. Note the contracts used should be in terms of the CIDB Best Practice Guidelines for procurement

# Programme Budget Allocations and Costings

## Budget Allocations

The budget allocation for the Programme is summarised in Table 3 below:

Table 3: Year: XXX Budget Allocation

|  |  |  |
| --- | --- | --- |
| No | Budget Item | Budget Allocation |
|  |  |  |
|  |  |  |
|  |  |  |

## Cash Flow Requirements

The anticipated cash flow requirements for the programme is summarised in Table 4 below.

Table 4: Anticipated cash flow requirements

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Item | Year XX Budget | Monthly cash flow | | | | | | | | | | | | Year YY | Year ZZ | Total (Rm) |
| Apr- XX | May-XX | Jun-XX | JulXX | Aug-XX | Sep-XX | Oct-XX | Nov-XX | Dec-XX | Jan-XX | Feb-XX | Mar-XX |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| Total |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

# Programme Timelines and Milestones

The Programme Milestones are listed in Table 4 and the summary programme for the Programme in Table 5.

A detailed schedule is attached as Appendix D of this document.

Table 4: Programme Milestones

| **MILESTONE & SUB-MILESTONE** | **TARGET DATE** |
| --- | --- |
| **1 Annual Infrastructure Programme Implementation Plan established**  1.1 Budget allocation confirmed  1.2 Projects selected (including identification, prioritisation, assessment and approval)  1.3 Programme Plan prepared  1.4 Programme Plan approved  **REQUIRED OUTCOMES**  **a. Infrastructure Programme Implementation Plan approved (including budget allocation and project approval)** |  |
| **2 Infrastructure Programme Mobilized**  2.1 Programme management unit established and capacitated (required at the start of the programme and capacitation regarding any changes to the programme on the basis of policy changes and improvements based on the evaluation of the previous programme  2.2 Implementing agents appointed (if agents are to be used)  2.3 Projects assigned to implementing agents  2.4 Forward planning defined (as required to effectively mobilize the projects to be implemented in future years)  **REQUIRED OUTCOMES**   1. **Programme management in place and capacitated** 2. **Programme implementing agent agreements in place** *(if used)* 3. **Projects assigned to implementing agents** 4. **Forward planning for future years defined** |  |
| **3 Project Delivery** – see table 4.2 for details of the project cycle  3.1 Scope of all projects confirmed  3.2 All projects set up (i.e. professional team appointed and project steering committee formed and empowered)  3.3 All projects planned, designed and tendered  3.4 All projects awarded  3.5 All projects constructed  3.6 All projects handed over for use  3.7 All projects completed (i.e. project documentation completed and construction contracts closed out)  3.8 Forward planning for following year completed (only if planning and design is to be carried out in the current year in order to accelerate project delivery within the next year)  **REQUIRED OUTCOMES**   1. **All projects completed to specification within budget and agreed timeframe** 2. **Forward planning completed** |  |
| **4 Infrastructure Programme Completion**   * 1. Programme evaluated (including evaluation of a sample of projects)   2. Programme completion report prepared   3. Programme completion report reviewed and approved   4. Recommendations implemented for following year’s programme   **REQUIRED OUTCOMES**   1. **Infrastructure Programme evaluated** 2. **Programme completion report approved** 3. **Recommendations for improvements implemented** |  |

Table 5: Summary Programme



# Monitoring and Reporting

## Submission of reports

The reporting within the Implementing Agent Organization is set down in figure 3 below and described thereafter.

Figure 3: Reporting within the Implementing Agent Organisation

**Implementing Agent**

***Consolidated Organisation Projects Report:*** 20th of month

**Programme Manager (or PMU)**

***Consolidated Programme Report :*** *15th of month*

**Project Manager**

**Project *Report :*** *10th of month*

**Contractor**

**Monthly Employment Report :** *5th of month*

## Reporting Hierarchy

The flow of reporting and hierarchy of reporting up to the summary management report is set down below in Figure 4. *insert the reporting appropriate to the programme*

Figure 4: Reporting flow & hierarchy

**3**[**T06 Summary Report**](T0.50%20Summary%20Project%20Schedule%20ver1.3.xls)

*Status and Key Performance Indicators for all projects*

[**4T14**](T0.40%20Contractor%20Monthly%20Report%20ver1.doc) **Employment Report**

*Employment data for each project (Phase 3)*

[**3T03 Project Tracking Schedule**](T0.30%20DVET%20Project%20Tracking%20Schedule%20ver1.2.xls)*Project data (financial, project details, status, employment etc)*

[**3T05 Activity Management Schedule**](T0.32%20-%20T0.38%20%20DVET%20AMS%20Phase%20Master%20ver%201.xls)

*Status of all activities within a phase*

**3T06** *Summary project key performance indicators (expenditure, progress and milestones)*

Financial Management System

Expenditure against budget

# Key Performance Indicators

In order to monitor and evaluate the Programme in terms of its Objectives, Key Performance Indicators (KPI’s) will be reported on throughout the implementation of the programme. These are summarised as follows in Table 6

Table 6: Key performance indicators

| **Key Performance Area** | **Key Performance Indicator** |
| --- | --- |
| 1. Project Implementation Indicators | 1.1 Total No. of Projects |
|  | 1.2 No. of Project Manager & teams appointed |
|  | 1.3 No. of projects planned (design & tender documents complete) |
|  | 1.4 No. of projects tendered |
|  | 1.5 No. of contracts awarded |
|  | 1.6 No. of projects complete |
|  | 1.7 No. of projects handed over |
|  | 1.8 No. of projects with close out report issued |
| 2. Social Impact indicators | 2.1 No. of local people employed |
|  | 2.2 No. of local youth employed |
|  | 2.3 No. of Person days of employment |
|  | 2.4 No. of women employed |
|  | 2.5 No. of disabled people employed |
|  | 2.6 Total payments to local communities |
|  | 2.7 Total payments to local materials suppliers |
|  | 2.8 Total No. of PDI Contractors |
| 3. Capacitation | 3.1 No. of SGB members provided with School management training |
|  | 3.2 No. of community workers provided with construction skills training |
|  | 3.3 No. of people provided with HIV/AIDS awareness training |
|  | 3.4 No. of students with experiential training |

# Progress and Performance Monitoring

## Progress and Performance Monitoring

The Project Managers will have overall responsibility for quality assurance, scope, time and cost management. They will be 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 Project Manager, the PIA PIM where necessary and the Contractor. The Project Manager will carry out an evaluation of work done and prepare a payment certificate. The second component will address social issues and will be attended by the Project Manager 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.

## 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.

## Internal Evaluation

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.

# management plans

## Risk Management Plan

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

* Risk Categorisation;
* Institutional
* 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 an adequately managed.

## Quality Management Plan

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

* Programme components;
* Project construction quality control.

Insert appropriate guidelines for the programme

Responsibility:

The Project Managers 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 Project Manager and PIA PM respectively.

## Communications Plan

### Objectives

The Communications Plan has been compiled, together with budgeted cost, with the following objectives: *Insert appropriate guidelines for the programme*

* 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 PIA’s client is kept informed on the Programme progress at all times.
* To provide for the PIA internal communications mechanism.

### Communications 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 have been incorporated into the Financial Plan.

The detailed Communications Plan for Phase 3 of the Programme is detailed in Appendix I.

Responsibility:

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

## Human Resources Plan

The resource requirements to manage the programme are detailed in Table 7 below.

Table 7: Human Resource requirements

| **Position /Resource** | **Total required** | **Comment** | **Date required** |
| --- | --- | --- | --- |
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## Financial Plan

### Summary

The summary programme management costs is set down in table 8 below, with the detailed Financial Plan contained in Appendix XX

Table 8: Summary Costs

|  |  |  |
| --- | --- | --- |
| Description | Projected Total Amount Required | Approved Budget |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
| Total Programme Management Costs |  |  |

### Forward Planning

It is recommended that forward planning take place within the XX Financial year, with the objective of accelerating the delivery process in the following year. The forward planning activities will include all activities leading up to and including the preparation of tender documents for each approved project. This will enable tenders to be called for immediately on commencement of the YY financial year. The costs are summarised in Table 9 below, with the detailed Financial Plan contained in Appendix J2:

Table 9: Forward Planning Summary Costs

|  |  |  |
| --- | --- | --- |
| Description | Projected Total Amount Required | Approved Budget |
| Project Assessments |  | R 0.00 |
| Project Design Professional Fees |  | R 0.00 |
| Total Forward Planning Costs |  | R 0.00 |

# Programme Management Workflows and Processes

Work flows and processes will be formulated and included the following:

* Project Identification and Prioritisation;
* Procurement Processes;
* Contract Management;
* Payment Processes;
* Scope Change Management;
* Reporting.

# APPENDIX A: List of Approved Projects

# APPENDIX B: List of Proposed Projects for the following year

# APPENDIX C: AGREEMENTS

# APPENDIX C1: Service delivery Agreement

# APPENDIX C2: Programme Manager Agreement

# APPENDIX D: Timelines

# APPENDIX E: Summary Reports

# APPENDIX F: Design Guidelines

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# APPENDIX H: Quality Management Plan

# APPENDIX I: Communications Plan

# APPENDIX J: Financial Plans

# APPENDIX G: Risk Management Plan

Example of Risk Management Plan to be modified as appropriate to the programme

**PROGRAMME XXX**

**YEAR XXX**

**RISK MANAGEMENT PLAN**

Status: XX

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1. Introduction and Background

1. The risk assessment is carried with the following documentation which serve as back ground to the assessment;

* Programme Implementation Plan;
* Programme Implementation Agreement;

1. It must be noted, however, that risk management is a periodic activity that is linked to the various stages of the programme/project cycle. High priority risks should be monitored more often than low priority risks, due to their high potential to impact negatively on the achievement of the outputs and outcomes of the programme.
2. This document therefore highlights the risks associated with the programme that have been identified to date.It forms an Appendix to the Programme Implementation Plan, and its purpose is to provide a framework for a continual programme risk management process.
3. This document provides an analysis of potential risks that need to be managed. The strategy of management of highlighted risks is the responsibility of the Regional Programme Manager. It is essential that the RPM assess the proposals, and translate them into actionable items with timeframes and responsibilities attached, and ensure that there is a direct relationship to the monitoring plan for the programme.

2. Methodology

The risk management proposal was developed through consultation with the programme managers, the cost accountants and desk-top research within the XX. The consultation did not directly involve the intended beneficiaries of the programme.

A risk assessment/analysis matrix was developed, which focused on the following key elements:

* Identification of current internal and external programme risks;
* Broad categorisation of risks in terms of the stages of the Development Management Cycle;
* Identification of the consequences of such risk events occurring;
* Ranking the risks based on their consequences, as either high, medium or low priority risk events;( this prioritisation is purely from the infrastructure cluster point of view)
* Identification of mechanisms for management, mitigation, or prevention of the risk events and their impacts.

3. Risk identification

Almost all the risks identified relate to the implementation stage of the programme. The primary perspective in this analysis looks at the risk in not meeting contractual obligations, the risk to the organisation as a result of not meeting the contractual obligations and the possible risk to client relations.

The categories of risk identified were:

* Institutional arrangements;
  + Delay in transfer of funds from the Client
  + Delayed decision making turnaround times
  + Inadequate preparation of community and consultants
  + Poorly defined relations between the various role players in the programme.
* Project procurement;
  + Poor project designs
  + Poor project specifications
  + :Poor budgeting
  + Poor quality of work by PDI’s involved
  + Quality of performance of consultants
  + Material supplies and costs
  + Lack of a system for affirmative project procurement;
  + Building operations hampered by lack of site inputs such as water and power
  + Inadequate monitoring and evaluation of cluster management; and
  + Delays within PIA’s procurement process.
* Financial management;
  + cash flow arrangements with consultants and contractors
  + cession arrangements
  + fraud
* Human resources;
  + Inadequate human resources of programme.
  + Employment of personnel in programme
  + Labour conflicts
  + Training as development value add
  + PIA inability to fast track appointment of service providers and key staff;
* Programme systems;
  + Delays in payment process
  + Communications/network failure or inefficiency;
  + Inability to use the system on the part of project office staff;
  + high volumes of documentation and contractual documents that require signature
  + Hardware or software failure;
  + Incompatibility of system to government systems on hand-over.
  + Inadequate data security
* Environmental;
  + Inclement weather (rains etc)
  + Adverse site conditions
  + Access to site i.e. poor roads
  + Theft and robbery on and off site
* Beneficiary management;
  + Community involvement
  + Employment within communities
  + Disruption of school calendar
* Political.
  + Political conflicts between community members
  + Changing briefs and site selection and identification.
  + Client applies political pressure to take on additional work (scope creep) within current budget and timeframes
  + Dissatisfaction with political players due to poor delivery
* Programme closure;
  + Poor documentation
  + Lost lessons
  + No proper closure
  + No evaluations

There is a high possibility of the majority of risks identified occurring; hence they were regarded as high priority. It might be necessary that management of these high priority risks be further prioritized, to take into consideration current implementation dynamics, however, it would be inadvisable to remove some of them from the Programme Implementation Plan.

4. Risk Assessment Matrix

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

*Insert risks appropriate to the programme*

| **Risk Categories** | **Identified Risks** | **Risk Analysis** | | | |
| --- | --- | --- | --- | --- | --- |
| **Likelihood** | **Consequence** | **Rank** | **Proposed actions to mitigate risk** |
| **Implementation: Institutional arrangements** | 1. **Institutional**   1.1 Delays in transfers of funds by client;  1.2Delays in Decision making by client and PIA management.  1.3Inadequate preparation of Community and Community consultants.  1.4Poorly defined institutional arrangements for management of programme.  1.5 Non Streamlined Communication | High  High  Low | * Delayed programme commencement. * Cash flow projections are disrupted across the programme implementers * Delays in programme activities and subsequent down stream decisions.   Community involvement and participation is compromised.   * Programme objectives and outcomes are compromised. * Loosely defined relationships and blurred accountability between Stakeholders.   Poor communications  Inefficient operation of Programme | High  High  Low | 1. Adequate Lead-time be built into initial contract negotiations. 2. Compile Programme cash Flow 3. Negotiate and Maintain strong relations with client to ensure priority and fast tracking of PIA programme requirements. 4. Develop schedule of transfers agreed to by client and the PIA each party is able to plan accordingly. 5. Submit monthly payment requests 6. Identify key decision that require the client’s attention. 7. Identify when decisions are required and who needs to make them 8. Adequate lead-time should be built into planning and execution. 9. 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. 10. Clearly defined monitoring framework is put in place and is consistently verified and monitored. 11. Institutional arrangements have to be agreed upfront and built into PIP. 12. Conduct a workshop for processes and procedures in the programme   Ensure that programme Communications Plan is implemented and adhered to |
| **Project implementation: Programme procurement** | **2. Procurement:**   * 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 | High | * Project implementation is 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 | High | This is a project risk: can be corrected by contracting responsibilities to the support units in PIA (procurement), and the project implementation team:   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 |
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|  |  |  |  |  |  |
| **Implementation: environmental** | * 1. Contravention of municipal by-laws with regard to project waste management practices. | High | * Environmental hazard (health and aesthetic) * Client dissatisfaction with PIA * Media damage to PIA reputation * Political pressure from client * Lobby groups exert pressure | High | Project risk: manage by contracting out to the cluster manager:   * 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. * 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. |
| **Implementation: Programme Closure** | * 1. 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 | * PIA contract period extended; * PIA expected to provided 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. | 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.   * 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. |
| **Implementation: Programme systems** | * 1. PIA programme data management system fails; due to:      + 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 soft ware 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 | * Payments to beneficiaries are halted or slowed down dramatically; * Crucial information lost is irretrievable; * Information is corrupted/ stolen; | High | 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:   * A contractual agreement between IT and the Project manager (PIA) to: * Provide data[[1]](#footnote-1) 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 * 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. |
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| **Implementation: Human Resources** | 6Considerable delays in programme delivery as a result of:   * 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 | * 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 | This is a Regional Office risk; and should be managed through:   * 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 |
| **Implementation: Financial management** | 7Substantial portion of programme budget negatively impacted on by VAT expenditure and tax. | High | * Insufficient budget for materials. * Targets not achieved in terms of projects and beneficiaries. * PIA forced to supplement materials budget. | High | This is an PIA risk, and should be managed by:   * 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. |
| 8Fraud as a result of manipulation of project systems. | High | * False/ghost beneficiaries receive project funds * Project operates beyond budget. * Reputation of PIA and client is compromised. | High | This is an overall programme risk which has political ramifications for the client and the PIA: Manage by contracting responsibilities to:   * 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.  1. External contracts should be addenda to the contract. 2. Audit every two months. 3. Random spot-checks on sites. 4. Finalise, and manage implementation of fraud prevention plan for the programme. |
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| **Implementation: Financial management** | 9Fluctuating currency values negatively impact on delivery of the programme. | High | * Rising materials costs due to SIFSA escalations. | High | 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.   * Allow for escalation |
| **Implementation: Financial management** | 10 Service providers claim for work done prior to PIA appointment. | High | * Claims exceed budgeted amounts. | High | This is a programme risk and may be managed in the following manner:   * 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 |  | * Non delivery of goods and services * Dissatisfaction on part of service providers * Negative image created of PIA |  | * Institute and maintain rigorous system of payment procedures and tracking |
| **Political** | 12 Client applies political pressure to take on additional work (scope creep) within current budget and timeframes; through:   * Media announcements; * High level discussions with CEO; * Making demands on project office. | High | * PIA human resources strained; * Quality of project delivery diminishes; * Programme and project resources strained; * PIA finances strained. | High | This is a high level PIA risk and it is proposed that:   * 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 | * PIA programme management interfered with. * Scope creep. * Budget eaten up through unplanned activities * Dissatisfied client. | High | This is a high level PIA risk and it is proposed that:   * 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 | * Safety of project beneficiaries and PIA staff impacted on; * Materials shrinkage; * Budget over-extended. | High | This is a programme risk and should be managed by:   * Ensuring local political involvement in the project processes, such as in recruitment. (community involvement) * 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 |  |  |  | * Ensure Contracts comprehensive * Develop comprehensive early warning system * Seek Legal Unit advice |
| **Legal** | 16 Poor contractual relationships between cluster managers and their sub consultants |  |  |  | * Ensure contractual issues comprehensively dealt with in terms of standard agreements * Provide mediation only when unavoidable |
| **Legal** | 17 Non standard Contract documents |  |  |  | * Prepare standardized and integrated set of contract documents |
| **Legal** | 18 Insurance Risks |  |  |  | * Ensure compliance with insurance requirements at outset of Contracts * Standard Insurance requirements in Contract documentation |
| **Legal** | 19 Non standard Cessions and sureties |  |  |  | * 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 |  |  |  | * Ensure compliance with legislative requirements at outset of Contracts * Monitor compliance |
|  |  |  |  |  |  |

Conclusion

It is critical that the monitoring and evaluation plan for the programme take into consideration the recommendations of this document, such that the monitoring exercise not only helps identify any new risks that may emerge, but also actively monitors management of the identified current risks as outlined in the proposals.

The Risk Management Plan should be reviewed on quarterly basis and updated thereafter.

The Regional Programme Manager should be given the responsibility for overseeing the implementation of the risk management plan.

# APPENDIX H: Quality Management Plan

Example of Quality Management Plan to be modified as appropriate to the programme

**PROGRAMME: XX**

**QUALITY MANAGEMENT PLAN**

Status: XX

Date: XX

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[3.1 Role Players and responsibilities 2](#_Toc40025385)

[3.2 Components of Quality Control Plan 2](#_Toc40025386)

[3.3 Quality Control Schedule 3](#_Toc40025387)

1. Purpose

The purpose of the Quality Management Plan is to define what quality control processes should be undertaken for two aspects:

* The Programme Management Components in terms of adhering to the principles of the Project Management Body of Knowledge in Terms of Cost, Quality and Time parameters;
* Within each project, what should be inspected, by whom, when and what is the measure that the quality has been achieved.

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

Role Players and responsibilities

There are a number of role players with various responsibilities related to site Quality Control. These are detailed as follows:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Designation** | **Organisation** | **Function** | **Frequency** | **Communication Route** |
| Programme Manager | PIA | Quality Checks | Random | Via PM |
| Project Manager | Consultant | Quality Assurance | As per plan below | Line |
| Site Agent | Contractor | Quality Control | Continuous | N/A |

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

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.

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.

*Insert quality control checks appropriate to the programme*

| **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 structure |  | 4.1 Inspection of steel reinforcing | Prior to casting | Struct Engineer | Written approval by SE |
|  |  |  | 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 |
|  |  |  |  | 5.1.2At completion of component | Architect/Building Inspector | Written approval by BI |
| 6. | Doors and windows |  | 6.1 Inspection of quality during construction | 6.1.1Daily inspection | Building foreman | Certification by building foreman |
|  |  |  |  | 6.1.2At 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 |
| 8. | External works |  | 8.1 Inspection of quality during construction | 8.1.1Daily 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 |
|  |  |  |  | 10.1.2At completion of component | Architect/Building Inspector | Written approval by BI |
| 11 | Mechanical Installations |  | 11.1 Inspection of quality during installation | 11.1.1Daily inspection | Mechanical  Foreman | Certification by Mechanical foreman |
|  |  |  |  | 11.1.2At completion of component | Mechanical  Engineer | Written approval by ME |
| 12 | Electrical Installation |  | 12.1 Inspection of quality during installation | 12.1.1Daily inspection | Electrical  Foreman | Certification by Electrical foreman |
|  |  |  |  | 12.1.2 At completion of component | Electrical Engineer | Written approval by ME |
| 13. | Plumbing works |  | 13.1Inspection during construction | 13.1.1Daily inspection | Building foreman | Certification by building foreman |
|  |  |  |  | 13.1.2 At completion of component | Architect/Building Inspector | Written approval by BI |
| 14 | Water connection |  | Inspection of quality during construction | Daily inspection | Building foreman | Certification by building foreman |
|  |  |  |  | At completion of component | Architect/Building Inspector | Written approval by BI |
| 15 | Sewer Connection |  | Inspection of quality during construction | Daily inspection | Building foreman | Certification by building foreman |
|  |  |  |  | At completion of component | Architect/Building Inspector | Written approval by BI |
| 16 | Storm water connection |  | Inspection of quality during construction | Daily inspection | Building foreman | Certification by building foreman |
|  |  |  |  | At completion of component | Architect/Building Inspector | Written approval by BI |
| 17 | Electricity supply connection |  | Inspection of quality during construction | Daily inspection | Building foreman | Certification by building foreman |
|  |  |  |  | At completion of component | Architect/Building Inspector | Written approval by BI |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

# APPENDIX I: Communications Plan

Example of Communication Plan to be modified as appropriate to the programme

**PROGRAMME: XX**

**YEAR: XX**

**COMMUNICATIONS PLAN**

Status: XX

Date: XX

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[3COMMUNICATIONS PLAN SCHEDULE 2](#_Toc43088274)

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 -** *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 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* | **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 |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 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 | nil in programme management operational costs |
| 2. Political leadeship | 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, challenges) | 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 | Nil-in programme management operational costs |
| 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 | Nil-in programme management operational costs |
| 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 | Nil-in programme management operational costs |
| 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 contractors 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 | R3000 per project signboard incorporated into the project P&G costs. |
| 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 | R 30,000 |
| 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 | 5 X R15,000 R75,000 |
| 8. Radio Talk Shows | Local community and public at large | Government is delivering and providing for the people and families/learners 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 | 4X R15,000 R60,000 |
| 9. Advertorials | Local community and public at large | Government is delivering and providing for the people and families/learners are benefiting | Advertorials in local newspapers | Every 3 months -  June 03 Sept 03 Dec03 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 | 4xR7,500 R30,000 |

1. [↑](#footnote-ref-1)