

# Close out Report

of the New Universities Project Management Team on the

Development of New Universities in  
Mpumalanga and the Northern Cape

01 NOVEMBER 2011 - 31 JULY 2017



UNIVERSITY OF  
MPUMALANGA



SOL PLAATJE  
UNIVERSITY



WITS  
UNIVERSITY



higher education  
& training

Department:  
Higher Education and Training  
REPUBLIC OF SOUTH AFRICA

# Chapter 3

Project inception and evolution



### **3. Project Inception and Evolution**

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Following the Minister's decision to proceed with the establishment of both universities, the DHET required a specialised delivery capability to address the planning and implementation challenges ahead. It singled out Wits University (Wits), which between 2007 and 2011 had successfully delivered an infrastructure renewal programme to the value of R1.5b. <sup>[3-1]</sup> This programme had demonstrated innovative delivery approaches based on the use of framework contracts and the collaborative culture of the New Engineering Contract (NEC). Importantly, the Wits projects had been delivered within budget. <sup>[3-2]</sup>

In November 2011, the New Universities Project Management Team (NUPMT) was established through a Memorandum of Agreement (MOA) <sup>[3-3]</sup> between the DHET and Wits University that was signed in February of 2012.

This Chapter describes the evolution of the Memorandum of Agreement to meet the expanding project requirements as the development of the two universities progressed from planning into implementation. The expanding mandate was formalised through five addendums to the MOA which are summarised below together with the highlight achievements that gave impetus to this progression.

#### **3.1. SCOPE OF WITS' RESPONSIBILITIES – THE MEMORANDUM OF AGREEMENT**

During November 2011, while the MOA was still in formulation, the NUPMT and members of DHET visited Upington and Kimberley to inspect possible sites identified by the Northern Cape Task Team and early in 2012 similar inspections were undertaken in Mpumalanga at sites identified by the Mpumalanga Task Team.

By the time the MOA was finalised and signed, senior officials of DHET and the core Wits project team had spent significant time together developing a shared understanding of the project goals and challenges and this is reflected in the Memorandum of Agreement that has remained fundamentally unchanged despite several amendments extending the scope, time and budget in relation to unfolding progress and need.

The founding document formulates the fundamental relationship as follows:

*“The DHET hereby appoints WITS and WITS accepts the appointment to project manage and resource the spatial and physical planning and development for new institutions of higher learning in the Mpumalanga and the Northern Cape Provinces respectively, in accordance with the approved preliminary Phase 1 Implementation Plan which is attached as Appendix 1 and which may be revised from time to time by agreement.”*

The founding MOA, required Wits to constitute the Project Management Team and to manage such capacity as necessary to undertake the planning and conceptual design of the new institutions in a phased manner. The MOA also established a Project Steering Committee to guide the project and a Technical Integration Committee to ensure hands on integration of the progress and thinking of both the DHET, as sponsor and intermediate



Client, and the Project Management Team. The nature and frequency of these consultative and governance meetings is described in Chapter 4.

The preliminary Phase 1 Implementation Plan limited the scope of work to the planning necessary to enable proclamation of the two universities, and to develop an implementation plan for each university. In effect, the original MOA initiated a five-year process of cooperation, and the five subsequent MOA addendums have extended the time, scope and budget as clarity on each new phase has crystallised. The evolving revisions reflect the growing confidence of both DHET and Wits in their joint ability to carry the project into successful implementation.

The MOA addendums are essentially linked to four key development phases:

Phase 1 – Feasibility and Establishment (2012 – 2013)

Phase 2 – Mobilising for Construction (2013 - 2014)

Phase 3 – Delivering Construction (2014 - 2015)

Phase 4 – Handover and Close out (2015 – 17)

### **3.2. MOA PHASE 1 - INCLUDING THE FIRST ADDENDUM TO THE MOA**

This initial appointment provided a budget of R50m and envisaged completion by the 30 November 2012, a period of 13 months, subject to review. Based on the progress made, the first Addendum to the MOA <sup>[3-4]</sup> extended the completion date to the 31 March 2013, without any change to the scope or budget. The scope of this initial phase was summarised as follows:

- a) ***A comprehensive implementation plan for each university covering academic, institutional and infrastructure development;***
- b) ***Sufficient implementation progress to enable proclamation of the universities in terms of the Higher Education Act, stipulating for each institution the type of university, its name and address and the members of the University's Interim Council...***

#### **Highlight Achievements by March 2013**

In its annual report of March 2013 the NUPMT was able to highlight the following achievements towards establishment of both universities:

- *An inspirational vision for each university that has garnered broad public support and the committed partnership of several other universities;*
- *Selection of sites in both Nelspruit and Kimberley following a rigorous selection process;*
- *Land assembly and the establishment of spatial planning frameworks for each institution;*
- *Full feasibility studies for each university (infrastructure and operations);*
- *National Treasury endorsement of the feasibility studies, resulting in the allocation of more than R2b over the MTEF period ahead (2013 – 2016) for both capital and operational expenditure;*
- *Establishment of partnerships with several universities ... for academic programme development and implementation;*
- *Draft institutional guidelines for adoption by the Interim Councils;*

- *Stakeholder consultation on the vision, naming and nomination of the Interim Councils – and ongoing consultation with potentially affected parties in terms of the Promotion of Administrative Justice Act;*
- *Developing momentum that can enable a 2014 academic start up in a limited number of academic subjects.*

While public land had been identified as the main sites for the universities, their proclamation had to be put on hold until the land transfer issues could be resolved. It was known that massive delays had been experienced elsewhere because of shared responsibility across different spheres of government. Resolution of this problem was essential to enable the proclamation and any development to take place on the land. At other universities, including Wits, the team was aware that land transfer from government had been known to take ten years or more.

Ultimately this problem was resolved through an innovative strategy developed in discussion with the Wits Legal Department. Following consultation within government, the Minister of Higher Education and Training, the Premiers of the two provinces and the Minister of Public Works signed a Record of Intention to fast track the establishment and development of the Sol Plaatje University <sup>[3-5]</sup> and the University of Mpumalanga <sup>[3-6]</sup> In the Northern Cape, where part of the land is municipally owned, the Record of Intention was also signed by the Mayor of Sol Plaatje Municipality and the Executive Mayor of Francis Baard Municipality.

This solution cleared the way for proclamation of the Sol Plaatje University. Proclamation of the University of Mpumalanga, however, required resolution of a further range of issues linked to the incorporation of the Lowveld Agricultural College and the incorporation of the Siyabuswa Teachers Training College. These issues are dealt with elsewhere in this report.

### **3.3. MOA PHASE 2 - INCLUDING THE SECOND ADDENDUM TO THE MOA**

#### **3.3.1 Second addendum to the MOA**

The Second Addendum to the MOA <sup>[3-7]</sup> of March 2013 extended the period to 31 March 2014 and the budget to R131.29m. The scope was extended to enable the project to continue the long term infrastructure planning, to proceed with renovation of existing buildings and the development of the academic programme to enable the first academic year to commence in February 2014.

Thus the second addendum included the following additional provisions:

- a) “identify and implement long lead items that might otherwise cause delay, including: statutory approvals (e.g. environmental, heritage, town planning, etc.) and key bulk services (e.g. traffic, water, sewerage, etc.);
- b) assist the Interim (and first) Councils of the new universities to establish institutional and academic capacity for the 2014 academic start-up programmes, including facilitation of the inputs of other universities; and
- c) assist the DHET and the Interim (and first) Councils to establish infrastructure delivery capacity for each university by facilitating the appointment of project managers, the establishment of rosters of the required design professions, as well as the appointment of framework construction contractors.”

It is noteworthy at this stage that the parties hoped to establish infrastructure delivery capacity within both universities in time for the start of major construction works.

In its annual report of March 2014 the NUPMT was able to highlight the following achievements towards establishment of both universities:

- *Spatial planning frameworks for each institution established through broad consultation;*
- *Promulgation in August 2013 of both Universities and establishment of Interim Councils for the Sol Plaatje University and for the University of Mpumalanga culminating in the launch of both universities at the beginning of the fourth quarter of 2013; ...*
- *Ongoing institutional support to both universities, the purchase of some buildings in the Northern Cape and the upgrading of existing facilities in both provinces to enable student enrolment for the 2014 academic year;*
- *The implementation of two groundbreaking architectural competitions, culminating in the appointment of nine architects, five for Sol Plaatje University and four for the University of Mpumalanga;*
- *Implementation planning which maps out 11-13 year implementation plans for both universities as well as detailed plans for the 2015 and 2016 academic years.*

### **3.3.2 Academic and Institutional Development**

On the recommendation of DHET a senior academic, about to enter retirement, was appointed to the NUPMT to drive key components of the academic development. These included partnerships with other universities, the accreditation of academic programmes with the Council for Higher Education and Training, the recruitment of Interim Heads and key staff members. Several universities had mobilised support to the two institutions and were 'sponsoring' the introduction of academic programmes in the Northern Cape and/or Mpumalanga.

With the promulgation of the Sol Plaatje University and the University of Mpumalanga, the responsibility for academic planning shifted rapidly onto the shoulders of the appointed Interim Councils and the newly appointed academic leadership and staff. Formal handover of this responsibility was finalised by the start of the first academic year in 2014. From that moment on, the NUPMT's infrastructure planning was increasingly shaped by the academic planning of the universities themselves. An early example of this was the University of Mpumalanga's draft *Vision, Mission and Preliminary Planning Scenario* <sup>[3-8]</sup>, completed in 2014.

The NUPMT would continue for some time to provide institutional support to the DHET in terms of processes to disestablish the NIHEs and to support the growth of the universities, particularly in terms of staff recruitment and the establishment of the first full University Council.

Critically, with the decision to start the academic programme in 2014, the focus of the NUPMT and TIC shifted significantly to the renovation of existing facilities for the first academic year and, even more urgently, to the development of design and construction capacity for the delivery of new infrastructure to accommodate growing future enrolment.

### 3.3.3 Renovation work for the 2014 academic year

Following separate tender processes, a civil engineering and a building contractor were appointed at SPU and a building contractor at UMP. These contractors were appointed as Management Contractors under three-year framework agreements. They successfully delivered the necessary infrastructure for the 2014 academic start.

In Mpumalanga the work focused on minor upgrading of the university entrance and the establishment of a memorial garden to commemorate the launch of the University on the 31<sup>st</sup> October, 2013. In Kimberley, the appointed civil engineering contractor constructed a memorial square at the heart of the Central Campus, around which the first new buildings were subsequently erected.

Building work in Nelspruit focused on the upgrading and refurbishment of existing facilities at the Lowveld College of Agriculture (LCA) and the Mpumalanga Regional Training Trust (MRTT) where the Hospitality Management programme was introduced through a three-year Memorandum of Agreement between UMP and MRTT. Further building work, managed by NIHE, was undertaken at the Siyabuswa Campus.

At SPU, building work focused on the upgrading and refurbishment of existing facilities at the Old Provincial Legislature (North Campus) and the William Pescod School (Central Campus). Also, the NUPMT had assisted SPU to purchase two existing buildings to provide the first student residences. These two buildings were upgraded as follows.

**Diamond Lodge:** previously a small hotel was equipped with 68 beds for immediate use at the beginning of the 2014 academic year. A suite was set aside for the warden and the existing kitchen was used to feed the Diamond Lodge students and those in Whiteways.

**Whiteways:** For 2014, this nine-storey apartment block was equipped to accommodate the overflow of 18 residential students. An apartment was equipped to accommodate a staff member and another apartment set aside as a dining room and TV lounge. This building would later be completely refurbished.

The PMT provided temporary internet connectivity at both universities and commenced planning for the permanent core ICT infrastructure platforms required as the foundation for expansion into the future. Furniture and equipment, including audio-visual equipment, computers and laundry equipment was procured.

Completion of renovation work and readiness for the 2014 academic year was “just in time” as it would be again for renovation work in 2015.

### 3.3.4 Infrastructure Design and Delivery Capacity

In both Kimberley and Nelspruit, the NUPMT engaged in significant consultation on the spatial design development, town planning and infrastructure planning requirements, which is reported on elsewhere in this report.

Following the promulgation in August 2013 and the establishment of Interim Councils for each University, the NUPMT and DHET organised the official launches of Sol Plaatje University (SPU) in September 2013 and of the University of Mpumalanga (UMP) in October of that year. Importantly these launches announced the outcomes of the two-stage national architectural design competitions organised by the NUPMT, as well as the appointment of the winning architects – five at SPU and four at UMP. Briefing of the SPU architects commenced in October 2013 and the UMP architects were briefed from the start of 2014.

Appointment of the architects represented the first long term capacity for the design and development of the new universities.

### **3.4. MOA PHASE 3 - INCLUDING THE ADDENDUMS 3 AND 4 TO THE MOA**

#### **3.4.1 Third and fourth addendum to the MOA**

The Third Addendum <sup>[3-9]</sup> signed in November 2013, extended the implementation period to 31 March 2015 to enable the ongoing process to procure the project managers, professional design team and the construction contractors. It also extended the budget to R504.47m. Importantly this Addendum introduced the implementation of a handover plan, which set out a phased handover of responsibilities to the new universities. This was the only change to the envisaged scope of works.

It soon became clear that the handover of responsibilities for infrastructure delivery could not be achieved by the start of major construction in October 2014 and that the MOA would require further amendment, obliging the NUPMT and Wits University to shoulder the risk of major construction.

The Fourth Addendum to the MOA <sup>[3-10]</sup> as signed in September 2014, just nine months after the Third Addendum. It extended the implementation period to 31 March 2016 and further extended the scope of implementation to include major construction work, which commenced on site in October 2014. The budget was increased to an accumulated amount of R1 951 506 053.

Thus, the fourth addendum included the following additional provisions:

- a) *“... manage the design and construction teams established, and implement the initial construction contracts required for the 2015 and 2016 academic years, bringing this responsibility to conclusion by 31 March 2016, whereafter any implementation will be managed by the new universities for themselves;*
- b) *implement the revised handover plan, which includes required capacity building to enable a phased handover of responsibilities to the new universities....”*

In the annual report of March 2015 the NUPMT was able to highlight the following achievements towards establishment of both universities:

- a) *the upgrading of existing facilities to support academic growth and enable the envisaged 2015 student enrolment at both universities;*
- b) *the planning, procurement and mobilisation of full design teams and contractors to start construction in October 2014 so as to enable the completion of major new infrastructure for the start of the 2016 academic year;*
- c) *the consolidation of land assembly to secure future development;*
- d) *institutional consolidation including appointment of full university councils as well as the finalisation of complex incorporation processes and the disestablishment of the National Institute of Higher Education in both Mpumalanga and Northern Cape.*



### 3.4.2 Managing the Risk of Major Implementation

The Fourth Addendum took Wits University into an area of risk it had hoped to avoid. Wits would now enter into major construction contracts on land which did not belong to it and on behalf of new universities which were still in their infancy. The full Councils of UMP and of SPU were only appointed in August 2014 and the first Vice Chancellor (UMP) would only be appointed on 1 November 2014. The Fourth Addendum therefore made provision to address the identified risk as follows:

- a) *“The Parties recognise that project implementation has progressed into the ambit of major construction and that this poses additional risk to Wits as Implementing Agent and that this risk needs to be appropriately managed as follows:*
- i) *From the amount transferred to Wits by DHET, Wits will take out additional insurance cover sufficient to cover those risks which are insurable;*
- ii) *An amount of R 50 000 000,00 (fifty million Rand) inclusive of VAT will be earmarked as a contingency fund to be accessed by Wits in order to deal with unforeseen circumstances including any litigation.”*
- iii) *.....”*

Importantly, the Fourth Addendum required that DHET ensure full cooperation of the fledgling universities as determined in the following clauses:

- iv) *“DHET undertakes to ensure the documented acceptance by the Councils of the new universities of the terms and obligations of this MOA between Wits and DHET; and*
- v) *DHET undertakes to ensure the documented acceptance by the new universities of the completed construction projects together with ongoing responsibility for them.”*

The requirements set out in sub-clauses iv) and v) above were effectively realised through an additional joint Memorandum of Agreement between DHET, Wits, UMP and SPU <sup>[3-11]</sup> which was signed on the 24 October 2014. In this MOA, the new universities confirmed:

- a) support for the infrastructure planning and development already undertaken;
- b) support and acceptance of the completed projects;
- c) support for the extension of the original MOA as envisaged in the Fourth Amendment; and
- d) the participation by both universities in the procurement processes leading to the appointment of the respective project managers, design teams and main contractors for the construction ahead.

### 3.4.3 Establishing Design and Construction Capacity

From the start of 2014, the race was on to be on site by September 2014 in order to complete the new buildings at SPU and UMP in time for the 2016 academic year.

The deadline of September 2014 meant that cost consultants and design professionals would first need to be appointed to be able to work with the architects to complete designs and tender documentation. Project Managers would need to be appointed next and finally tender documents would be issued to enable the appointment of contractors at UMP and SPU. At this stage it is sufficient to state that a start on site was achieved in October 2014, placing significant stress on the goal to occupy new buildings by February 2016.

The architects and other design consultants and contractors were appointed on three-year framework contracts. Foreseeing the handover of responsibility to each university, the tenders and consequent NEC contracts included provision for the transfer of the contracts to the new universities.

The 2014-15 Annual Report delivered in March 2015 was able to report the complete mobilisation of design teams and contractors for a construction start in October 2014 that would enable the completion of major new infrastructure for the beginning of the 2016 academic year. It further reported on 48 contract awards following competitive tender processes at both universities (see Chapter 9 – Procurement Strategy).

Across the two universities, thirty-four tenders were invited covering seventeen professional disciplines, including project managers, cost consultants, engineers (civil, electrical, mechanical, structural, geotechnical, acoustic, fire, traffic), landscape architecture, strategic environmental sustainability, wet services, land surveying, health and safety monitoring, environmental compliance monitoring and ICT provision.

A total of 42 different professional appointments were made at each university and the tenders were generally awarded at rates lower than those recommended by the relevant professional councils. Further appointments were made for furniture and audio-visual equipment relating to the 2015 refurbishment work.

Finally, following a three-stage tender process, contracts were signed with three contractors at SPU and two at UMP, just in time to start work in October 2014. Following extensive consultation with stakeholders, the delivery strategy<sup>[3-12]</sup> included a strong focus on provincial and local development, which has been monitored in terms of targets for local employment, the use of local subcontractors and suppliers and for skills development. A later chapter is dedicated to this delivery strategy and the results achieved.

The NUPMT and DHET were acutely aware of the risks and sensitivities associated with procurement and ensured the participation of the new universities in all the tender evaluation processes. In addition care was taken to include officials of the local municipalities in the evaluation of tenders for the project management services and for the construction contracts.

#### **3.4.4 Renovation Work for 2015 at Sol Plaatje University**

At SPU the upgrading work that was undertaken for the 2014 academic year continued with the following achievements:

- a) Old Provincial Legislature (offices, classrooms, laboratories, kitchen and canteen);
- b) William Pescod Buildings (laboratories and classrooms), including landscaping;
- c) Whiteways Flats and Diamond Lodge Hotel – conversion to student residences for 120 students plus support facilities and two warden’s flats plus laundry, kitchen, dining and other facilities.

Significant emphasis was placed on ensuring robust connectivity and a solid, expandable ICT platform to support the future development of the university.

#### **3.4.5 Renovation Work for 2015 at University of Mpumalanga**

To ensure student accommodation for the 2014 and 2015 Academic Years, five existing residences with 210 beds on the Mbombela Campus and six residences with 305 beds on the Siyabuswa Campus were renovated, with this delivery managed by the NIHE. On the

MRTT site, a 30-bed residence was also renovated. These renovations provided the university a total of 545 beds at the beginning of 2015.

At the Lowveld College of Agriculture (LCA) site, the upgrading work included the two remaining lecture auditoriums (104 and 64 seats respectively), the Computer Literacy classroom, offices on the ground and first floors of the Administrative building, and the library expansion. Twenty-six temporary offices in park homes were provided.

A further 160 student rooms were upgraded in cycles that enabled the decanting of residents. Common rooms were refurbished and all five laundries of the residence blocks were upgraded and re-equipped.

A range of ablution facilities were upgraded for student and staff. Further upgrading work was undertaken at the MRTT.

For the 2015 start at Siyabuswa, further work was also undertaken by the NIHE, comprising renovation of existing offices, construction of eight new offices and infrastructure upgrading.

As with SPU, significant emphasis was placed on ensuring robust connectivity and a solid, expandable ICT platform to support the future development of the university.

#### **3.4.6 Progress on Land Assembly**

The 2014-15 Annual Report noted continued reliance on the signed Records of Intention on the publicly owned land in both Mpumalanga and Kimberly. The report also confirmed that ownership had been confirmed for all of the properties, and that no land claims existed on any of the properties earmarked for the establishment of the universities.

With regard to SPU, the report noted that agreement had been reached with Transnet on the purchase of Erf 2511 at the favourable total cost of R28.7m and transfer to SPU took place early in 2015. The 14.6ha property with various buildings included an existing student residence for approximately 235 students. This landmark acquisition secured the future of the South Campus and the intention of the Spatial Development Framework that this should form an important hub for student residences and sport facilities.

Total student enrolment for the 2015 academic year included 337 students at SPU and 828 students at UMP, the latter spread across campuses.

### **3.5. MOA PHASE 4 – IMPLEMENTING ADDENDUMS 4 AND 5 TO THE MOA**

As mentioned above, the Fourth Addendum was signed as early as September 2014, and provided for

- a) the implementation of major new, multi-storey construction in time for the start of the 2016 academic year;
- b) a handover plan that would ensure handover of responsibility for infrastructure by 31 March 2016.

The Fifth Addendum to the MOA <sup>[3-13]</sup> was signed on 27 April 2016, extending the duration to 31 July 2017 in order to allow for a comprehensive project close-out process. This final addendum also reduced the total budget to R1 768 506 053 (See Table 4.4 – Final Control Budget summary) to take into account the fact that R183 000 000 was transferred by DHET directly to the new universities (R83m to SPU and R100m to UMP) to enable the start of their construction programme as part of the handover process.

Signed in April 2016, the Fifth Addendum confirmed the implementation handover date of 31 March 2016. It also extended the MOA period to 31 July 2017 and the scope of work to allow for a close out process, including settlement of final accounts, final payments to contractors, finalisation of a close out report, archiving of project material and transfer of any residual funds as instructed by DHET.

The 2015-16 Annual Report of May 2016 was able to report positive achievements at both UMP and SPU with regard to both implementation and handover as follows:

**a) Implementation**

- *“Continued refurbishment of existing buildings and completion of 16 new buildings largely within budget, providing new academic and residence space for the 2016 student enrolment of 1255 at UMP and 700 at SPU;*
- *Implementation of a construction development strategy that successfully delivered empowerment, local contracting and supply capacity, local employment and skills.”*

**b) Handover**

- *“Establishment of infrastructure capacity at SPU and UMP enabling both universities to start the planning and construction of new buildings under their own management;*
- *Implementation of a contracting approach that has enabled the transfer to each university of over 32 design, supply and construction contracts as part of the hand over;*
- *Construction start of seven new buildings under the direction of SPU and UMP;*
- *Finalisation, in cooperation with SPU and UMP respectively, of a five-year development plan for each university as the basis for continued DHET infrastructure funding.”*

Both the implementation and handover processes are detailed elsewhere in this report.

## SUMMARY HISTORY OF MOA AND ADDENDUMS

MOA – signed 23 February 2012 with budget of R50m

**ADDENDUM 1** signed - 27 Nov 2012 – extending

**Time to 31 March 2013**

**ADDENDUM 2** signed -15 March 2013, extending

**Time to 31 March 2014; Budget to R131 296 633 and Scope as follows:**

- a) identify and implement long lead items – planning & bulk services;
- b) assist the Interim Councils of the new universities to establish institutional and academic capacity for the 2014 academic start-up programmes; and
- c) assist Councils to establish infrastructure delivery capacity through appointment of project managers, design professions and framework construction contractors.

**ADDENDUM 3** signed - **22 November 2013** extending

**Time to 31 March 2015; Budget to R 504,471,053 and Scope as follows:**

- d) Implement a handover plan.

**ADDENDUM 4** signed - **25 September 2014** extending

**Time to 31 March 2016; Budget to R1,951,506,053 and Scope as follows:**

- e) manage the design and construction teams established and implement the initial construction contracts required for the 2015 and 2016 academic years;
- f) Implement the revised handover plan;
- g) “*20.10 Management of Additional Risk:*  
*The Parties recognise that project implementation has progressed into the ambit of major construction and that this poses additional risk to Wits managed as follows:*
  - a. *Additional insurance cover sufficient to cover those risks which are insurable;*
  - b. *An amount of R 50 000 000,00 (fifty million Rand) earmarked as a contingency;*
  - c. *DHET undertakes to ensure the documented acceptance by the Councils of the new universities of the terms and obligations of this MOA between Wits and DHET,*
  - d. *DHET undertakes to ensure the documented acceptance by the new universities of the completed construction projects .....*”
- h) *Residual Finance Wits will transfer any residual finance received from DHET ... to one or both of the new universities as instructed by the DHET.”*

**ADDENDUM 5** signed - **27 April 2016** extending

**Time to 31 July 2017; reducing Budget to R1 768 506 053 and extending Scope as follows:**

- i) Implement a close out plan;
- j) submit annually to DHET a report including a narrative description of progress;
- k) Reduction of meetings of Steering and Technical Integration committees;
- l) Residual Finance
  - 20.11.1 *First transfer (within 3 months of construction) to one or both of the new universities or to another institution ... as instructed by the DHET.*
  - 20.11.2 *Second transfer (on completion of Phase 1 Implementation Plan) of any outstanding residual finance to one or both of the new universities or to another institution of higher education ..... as instructed by the DHET. ”*

## REFERENCE DOCUMENTS

- 3-1 Fitzgerald, P and Hodgson, S. Higher education infrastructure expansion: the case of Wits. SARUA Leadership Dialogue Series Volume 2 Number 2, October 2010
- 3-2 Laryea, S and Watermeyer, R. Innovative Construction Procurement at Wits University. Proceedings of the Institution of Civil Engineers. Management, Procurement and Law, Volume 167 5 October 2014 Issue MP5 pp 220 – 231
- 3-3 Memorandum of Agreement between the Department of Higher Education and Training and the University of the Witwatersrand, Johannesburg on the infrastructure planning and delivery proposals for two envisaged universities in the Northern Cape and Mpumalanga (February 2012)
- 3-4 Addendum to the Memorandum of Agreement between DHET and Wits (November 2012)
- 3-5 Record of Intention to Facilitate the Rapid Establishment of the New Universities and the Transfer and Development of Publicly Owned Land in the Northern Cape (March 2013)
- 3-6 Record of Intention to Facilitate the Rapid Establishment of the New Universities and the Transfer and Development of Publicly Owned Land in Mpumalanga (April 2013)
- 3-7 Second Addendum to the Memorandum of Agreement between DHET and Wits (February 2013)
- 3-8 Annexure 3 (Academic planning under consideration) of the 2013-14 Annual Report (October 2014)
- 3-9 Third Addendum to the Memorandum of Agreement between DHET and Wits (November 2013)
- 3-10 Fourth Addendum to the Memorandum of Agreement between DHET and Wits (September 2014)
- 3-11 Memorandum of Agreement between DHET, University of the Witwatersrand-Johannesburg, University of Mpumalanga and Sol Plaatje University (October 2014)
- 3-12 Outline Construction Delivery Strategy
- 3-13 Fifth Addendum to the Memorandum of Agreement between DHET and Wits (April 2016)