



**PPA Construction Project
Managers
(Pty) Limited**

**CONSTRUCTION PROJECT MANAGEMENT
CONSULTANTS**

CORPORATE PROFILE

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INTRODUCTION:

PPA Construction Project Managers (Pty) Ltd is a Construction Project Management consultancy offering superior project management services to an extensive Client base. Our specialised expertise ensures successful completion of projects according to proposed and agreed programmes, often reducing the duration of a traditional construction period. This results directly in savings on interest, escalation, resource costs and professional consultant fees leading to additional profit for the Client/commercial developer.

PPA Construction Project managers (Pty) Limited has consultancy offices in Johannesburg South Africa and an affiliated practice, Pula Projects, in Gaborone Botswana. The company was initially created to provide a professional project management and development service for the construction industry as a whole, with the principal activities being the sourcing, structuring and execution of construction related developments and the provision of professional construction project management services.

PPA is dedicated to the provision of construction project management consultancy services to public and private sector Clients in the Southern African region. It is staffed by professionally qualified personnel, all of whom have extensive experience in the construction industry. The Project Management services we provide have been developed over many years to give you the highest possible levels of certainty, and the full support of an award-winning team with an exceptional track record of delivering success for our clients.

PPA CONSTRUCTION PROJECT MANAGERS – Management and Staff



Robert R, Peel NHD (Quantity Surveying)
Pr. CPM - Director



Stewart R. Horne B.Sc. (Building Management)
Pr. CPM - Director

Robert R. Peel

Robert Peel has 20 years' experience in the construction industry, qualifying from Witwaterand Technikon in 1990 with an NHD in Quantity Surveying and heads up the professional practice. After working with a number of well-known consultancy practices and construction companies both in South Africa and Botswana, Robert started what is now formally known as PPA in 1993 and has subsequently undertaken numerous prestigious projects under the banner of PPA all as listed below. He has extensive experience in Development Management and Project Management across a wide range of project types. A detailed C.V is available if required.

Stewart R. Horne

Stewart Horne has 30 years' experience in the construction industry qualifying from the University of Natal in 1982 with a B.Sc. Building Management degree. Initially working in the construction sector for a number of medium and large construction companies, Stewart moved into Project Management approximately 6 years ago and has been involved in prestigious projects such as the upgrade and additions to O.R.Tambo International airport. Stewart's experience ranges from Residential (High and low rise) to Industrial; Commercial; Service Industry, Education; Hospitality etc. A detailed C.V is available if required.

PPA Construction Project Managers (Pty) Ltd is staffed additionally with well qualified and experienced professional project managers, secretarial, administrative and accounts staff. Full curriculum vitae of all other members of staff can be provided if required.

PROFESSIONAL SERVICES & FEE STRUCTURES

PPA Construction Project Managers (Pty) Ltd is a corporate member of the Association of Construction Project Managers (ACPM). Both Mr R. Peel and Mr S. Horne are members of the ACPM and are also registered professional project managers through the South African Council for the Project and Construction Management Professions (SACPCMP), and the practice subscribes to the council's published scope of services and scale of fees (Please see attached SACPCMP scope of services and fees document). Services range from Client advisory and "watching briefs" to full Project Management Services and Project Co-ordination from project inception to commissioning and completion.

Project Management Services

PPA Construction Project Managers offer services which are adapted to each individual project and client. We provide the following services:

- Development of Project brief / scenario planning
- Programme Management
- Assist in procurement of appropriate consultants including a clear definition of their roles, responsibilities and liabilities.
- Co-ordination of all information and communication within the Project Team
- Health & Safety process
- Manage the integration of the prelim design for the initial viability of the project
- Agree the format and procedures for Cost Management
- Manage and record Site meetings & minutes
- Co-ordinate, monitor and issue Works Completion List by Consultants to the Contractors.
- Project close-out & handover
- Practical Completion Certification
- Final Completion Certification
- Full turnkey solutions

Development Management

PPA Construction Project Managers ensures that all land development requirements are met pre-construction as well as the following:

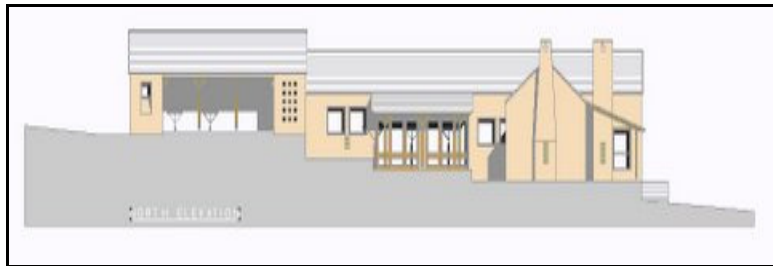
- Feasibility Studies, scoping & initiation
- Due diligence reports
- Drafting of Appointment Contracts for the Professional Team
- Cost planning & Management
- Tenant co-ordination and installation
- Manage Town Planning processes
- Manage Environmental Impact processes

Construction Management

PPA Construction Project Managers endeavours to provide both technical and administrative management services in order to effectively plan and manage the project from its inception through to project hand-over. We provide the following services:

- Appoint Contractors on behalf of the Client
- Preparation & monitoring of the Construction programme
- Preparation & Monitoring of the Information Schedule
- Preparation & Monitoring of the Cash Flow
- Monitor all Contractors documentation
- Preparation of quality assurance plan & monitoring quality process
- Establish the Construction distribution process

- Snagging & facilitate handover
- Practical Completion certification
- Final completion certification
- Settling of final account
- Releasing of Retention and guarantees



THE PROJECT MANAGER - RESPONSIBILITIES AND APPROACH

1. Relationship with The Client

The relationship that the Project Manager has with the Client or Owner, is the fundamental keystone in the structure of the project hierarchy. It is here where the Project Manager must play the strongest role.

The Client must be guided by the Project Manager through all stages of the development, ensuring that he is provided with appraisals and recommendations and assisting him in the evaluation of financial and technical data presented to him, constantly advising him of design time / cost implications.

The Project Managers initial prime objective is to commit the Client in establishing the basic brief for the project, approve the design concept and confirm the budget.

2. Professional Team Appointments

The Project Manager should attend to the contractual arrangements between the Client and all Professional Consultants thus ensuring that their respective responsibilities and roles are clearly defined and their professional fees or risk works structured and agreed prior to commencement.

3. Project Co-ordination

The Project Manager's initial task is to prepare a detailed documentation programme based on the construction programme. This documentation programme sets out the time-based objectives for the various consultants to achieve, in relation to the anticipated construction process. This documentation programme will be related to the construction sequences, documentation priority following construction priority, all of which are based on a construction programme prepared by the Project Manager.

The documentation programme is prepared as a tool to maintain discipline amongst the professional consultants including the Client. Constant reference to this programme will be made at the Consultants, and Management meetings.

Management meetings are convened with the Client and it is at these meetings that the Client will take major policy decisions. In addition, at these meetings, the evolving designs will be considered, approved or amended, progress reports presented and financial matters dealt with. It is at these meetings that the decisions of the Client will be monitored to ensure that he complies with his decision-making obligations. Pressure on the Client at this early stage will ultimately avert expedient and possibly costly design decisions being made at a later stage.

Consultants meetings comprising Planning and Design Co-ordination meetings will ensure that the consultants are fully briefed as to the decisions of the Client. It is here that concentrated interaction between consultants takes place in order to resolve problems, discuss alternatives, answer queries and assess progress against the documentation programme.

4. Technical Co-ordination

All meetings are held on a regular basis. Full records of the proceedings are kept under the control of the Project Manager. From discussions held at these meetings, the Project Manager will then follow up, co-ordinate the efforts of all consultants and ensure that proper liaison takes place.

Information feedback to the Client is essential, and the Project Manager has to ensure that the Client takes timeous decisions in regard to the various alternatives that confront him. It is imperative that the Client, at all times, be kept involved in the project. It is the duty of the Project Manager to ensure that this continued interaction takes place.

The emphasis is thus placed on the co-ordinating and co-operating efforts between Client and the design team, with the Project Manager acting as a catalyst in the process.

The reduction of the Architect's role in management duties in a Project Management controlled environment is seen by many as an erosion of the Architects position and standing. This however, when viewed in a positive manner, releases the Architect from the shackles of management to proceed with his prime function of design and technical co-ordination.

5. Financial Control

The Project Manager must ensure that the Quantity Surveyor is fed a constant stream of information on the evolving project, from inception of the project through the design, documentation and construction phases. This enables the Quantity Surveyor to fulfil his task without having to extract bits of information.

The Project Manager, in return, will require a constant flow of cost information from the Quantity Surveyor in order to guide the Client through the decision making process and enable him to fully understand the cost implications of the evolving project.

An updated cost report will be presented at the Client meetings. No decisions will have to be taken by the Client at these meetings without placing before him, any cost implications of such decisions. He will not be confronted with choices without the costs of any alternatives.

The Project Manager must convene budget meetings with all Consultants prior to the presentation of cost reports to the Client. All financial matters will be discussed in full at these meetings so that the cost report reflects an up to date financial position on the project. In these cost reports, there may be items presented for consideration. These items reflect the cost of proposed alternatives and variations, the timeous submission of which is vital to the Client.

6. Contractor Appointments

The appointment of parties to execute the work on site becomes a priority as design information starts crystallising. The Project Manager and all consultants must invest a great deal of time and effort in the early stages of the tender documentation programme in order to reach consensus on the conditions of tender. Such interaction would create familiarity with and understanding of the tender and contract documentation by the entire professional team, an essential factor in the control of the project.

Prior to the tender documentation stage, the Project Manager will have investigated the local construction market to pre-qualify tenderers on the basis of their financial strength and their performance records, so as to establish which firms would be capable of handling the work in the allotted time. This investigation would have involved a study of:

- resources available
- availability of management personnel for the project
- record of fast track involvement
- investigation into the workload of the firms under consideration

This type of investigation could lead to the necessity of appointing more than one Contractor or Sub-Contractor to carry out a particular element of work, particularly on larger projects.

The need for letting contracts at very early stages is sometimes necessary, particularly priority contracts, which could include demolitions, bulk earthworks, piling and structural steelwork.

Long lead items are, in addition, also placed at an early stage for later cession to the relevant specialist Sub-Contractors.

A factor which is often debated in the industry is whether to go out to tender or negotiate. Time constraints could preclude tendering in the early stages for certain elements of construction, but apart from this there are the secondary advantages of including a Contractor or Sub-Contractor at an early stage in order to derive the benefits of their practical experience and expertise. These secondary advantages, must be weighted against the possible cost advantage of tendering, particularly at a time when work is scarce and competitive tender bids abound.

Having controlled the negotiating and tendering procedures, the Project Manager would then be in the best position to and should implement the preparation of all contracts.

7. Programming and Control

7.1 Documentation Phase

This is the period preceding the appointment of the Main Contractor for the project. Here the main emphasis is placed on the programming and monitoring of the design and documentation aspects.

7.1.1 Preliminary Construction Programme

A preliminary construction programme should be developed after discussions with the professional team in order to determine the following aspects:

- Proposed building design
- Specific Client requirements, restrictions and constraints if any
- Beneficial occupation dates
- Method of construction
- Local authority approvals
- Intended sub-contracts to be let

This indicative programme should be broad but in sufficient detail to determine the major milestones and target dates that have to be achieved during the construction process. The indicative critical path for the construction phase of the project should also be highlighted within the programme. The priorities contained in the documentation programme should fall in line with this critical path.

The preliminary construction programme will be included with the tender documentation for the Main Contract.

7.1.2 Preliminary Documentation Programme

Based on the construction programme, a documentation programme is prepared, which will highlight all the various contracts and sub-contracts to be let. The programme will take cognisance of the lead-in periods, to ensure timeous mobilisation and will also identify the procurement period required for the various major items of plant and equipment to be utilised on the project. This programme will ultimately be agreed with the successful Main Contractor prior to his appointment.

The programme should be updated and formally monitored, as obviously, if goals are not met at this stage, the Professional team would have to agree to the deployment of additional resources in order to achieve the agreed programme.

7.2 Construction Phase

7.2.1 Contract Programme

Once the successful tenderer accepts the documentation programme as proposed, he then sets out preparing a detailed construction programme based on this. There are times however when he believes that the method of construction requires change, and he qualifies his tender to accommodate the alternative method. This has a major affect on the Professional team as in most cases, the documentation is directly affected by modifications to the indicative construction programme. The Project Manager would then have to assess the implications of such qualification on a basis, which would hopefully be achievable to the Project team as a whole.

The construction programme is prepared from a detailed critical path precedence network (PERT). Once this detailed network is agreed, a critical path for the construction project is determined, which is incorporated into the signed contract documents.

7.2.2 Documentation Schedule

A documentation schedule is prepared after the contract programme is agreed with the main contractor, taking into account the full compliment of drawings to be prepared by the Professional Team (design, supply and installation drawings), relative to the lead in items identified in the contract programme.

The purpose of this schedule is to provide the interface between the information required for contractual purposes and the Contract Programme.

7.2.3 Updating Procedures

The Contract Programme is monitored and updated on a regular basis (usually monthly). This exercise incorporates the review of current activities in relation to the original programme by assessing that portion of completed work, the amount of time still estimated to complete the various tasks, as well as the utilisation of any float time available (with reasons).

This updating procedure is executed jointly by the Contractors representative and the Project Manager's appointed representative, in order to ensure a realistic and true assessment of the progress at that particular time.

a) Monthly Status Report

This report is the computer generated output from the data emanating from the update procedure. The report includes items in progress as well as those activities which are due to commence with an early start date within approximately a month of the latest update. The report is usually attached to the site minutes for record purposes.

b) Daily Bar Charts

There are times when a more detailed programme of work is required to identify any potential delays to the contract as early as possible. This is usually prepared during the final stages of a project, when resources for finishing trades are at a maximum.

At this stage, the interrelationship and co-ordination of the various sub-contractors to work within the Main Contractors time frame is fundamental to the successful completion of the project. The daily bar charts are a useful tool to ensure communication of the targets to middle and lower on-site management.

7.3 Programme Evaluation

This is the final process of evaluating the overall management of a completed project in order to learn from those mistakes of the Contractor as well as the Project Manager, in order to improve preparations for future projects.

7.3.1 Itemise Errors in Duration's

Reports may be generated in order to identify patterns or connections, which would probably realise the 'weak' areas where expectations were not met.

7.3.2 Evaluate Dependencies and Construction Activity Logic

The centres on the use or misuse of float time and the interdependency of various tasks.

7.3.3 Review Delays and Setbacks

This review focuses on the unexpected occurrences such as major design revisions, labour strikes and material shortages.

In the application of the above mentioned services and applying high ethical principles, PPA Construction Project Managers has secured and will continue securing and completing successful construction related projects.



PROJECTS THAT ILLUSTRATE OUR SCOPE:

PAST PROJECTS

Client	Project	Value
Bank of Botswana	Upgrade to existing Research Block and construction of new Auditorium	P 16 million
Bank of Botswana	External refurbishment of the Governors Block	P 4 million
Bank of Botswana	Gaborone Banking Hall and Francistown External refurbishment	Confidential
Phakalane Estates (Pty) Ltd	Phakalane Estates Corporate Head Office	P 7 million
Phakalane Estates (Pty) Ltd	Phakalane Shopping Mall	P 11 million
Lionel Levin & Partners	Ogilvy & Mather - Jhb	R 4 million
Allan Gray	New Offices – Menlyn	R 0.5 million
Resilient Properties	Cashbuild – Nelspruit	R 5.3 million
Resilient Properties	Spar – Nelspruit	R 12.5 million
Resilient Properties	Mall refurb and extension – Thohoyando	R 55 million
Resilient Properties	Tzaneng Mall – Tzaneen	R 40 million
RMB Properties (Pty) Ltd	Epsom Downs office park refurbishment	R 8.25 million
RMB Properties (Pty) Ltd	Woodmead Office Park – Refurbishment	R 8.4 million
RMB Properties (Pty) Ltd	Knights Bridge Office Park refurbishment	R 5 million
Diversified Properties	Maxiprest – Head Office	R 9.8 million
FNB Commercial Properties (Pty) Ltd	Il Posto Shopping Centre	R 41 million
Phakalane Estates (Pty) Ltd	New 18 hole Championship Golf Course and facilities Gaborone, Botswana	P 42 million
Phakalane Property Development	Phakalane Golf Estate and Health Spa. Gaborone, Botswana	P 70 million
Cresta Marakenelo	Botsalo; Hotel Alterations and Additions, Palapye	P 4.5 million
Acc-Ross Holdings Ltd	Lizard Point Golf Estate – Vaal Dam Phase 1 - 18 hole Championship Golf Course and facilities, including infrastructure for approx 450 dwellings	R 260 million
Smilin’ Thru Chalets (Pty) Ltd	Rock Ridge Golf & Eco Estate – Vaal River 18 hole Championship Golf Course and facilities, including infrastructure for approx 315 dwellings.	R 100 million
Global Resorts Botswana	Grand Palm Hotel Refurbishment – Botswana	P 15 million
Global Resorts	Grand Palm Hotel Refurbishment – Botswana	P 9.5 million

Peermont Global	San Lameer Hotel Refurbishment	R 20 million
FNB Project Co-ordinator	32 luxury high rise apartments – Marina Martinique,Jeffreys Bay	R 45.6 million
Acc-Ross Holdings Ltd	Blue Horizon Bay Eco Estate, Eastern Cape	R 50 million
Landowners Consortium	Ponds Golf Estate , Muldersdrift, Gauteng	R 380 million
Marjo Property Dev (Pty) Ltd	Koro Creek Golf estate – Nylstroom. 18 hole championship Golf Course & facilities, including infrastructure for approx 550 dwellings. Adjoining 1000 HA nature reserve.	R 95 million
Aloe Falls (Pty) Ltd	18 hole Championship Golf Course – Badplass	R 200 million
Phakalane Estates (Pty) Ltd	Phakalane Warehouse – Gaborone, Botswana	P 4.5 million
A. R. Investments (Pty) Ltd	Warehouse – Gaborone	P 2 million
Diversified Properties	Isando Warehouse Maxiprest Head Office – Isando Spartan Warehouse	R 22 million
Gaborone City Council	Primary School Extensions	P 27 million
Kweneng District Council	Primary School Extensions – Botswana	P 11.5 million
Phakalane Estates (Pty) Ltd	Phakalane Private College	P 10 million
Phakalane Estates (Pty) Ltd	General Phakalane suburb infrastructure projects including : <ul style="list-style-type: none"> - Phase 3 (Talana Park) residential infrastructure project comprising 560 plots - Phase 4 (Segodi Park) residential infrastructure comprising 620 plots. - Golf Course infrastructure project – Phase 1 160 plots, Phase 2 (Sowen View) 210 plots 	P 150 million
FNB Project Co-ordinator	Sabi River Eco Estate	R 47 million
Messrs Tilney, Stevens, Alexander, Ross	Village Housing Project	P 4.5 million
Botswana Teachers Union	Botswana Teachers Union – Housing Project	P 20 million
Real Time Services	Phakalane Golf Estate – Golf Chalets	P 4.5 million
Extensive luxury Residential dwellings	Details available if required	
Smith & Seeger Investments	236 Unit multi – residential Sectional title units	R 95 million

CURRENT & PENDING PROJECTS

Client	Project	Value
Lighthouse Square (Pty) Ltd	Retail development in Plettenberg Bay	R 64 million
Barloworld / Ellerines	New furniture distribution centres in Cape Town, Port Elizabeth, Durban and Pretoria	R 700 million
Government Hospitals	Refurbishment of public hospitals in Kwa Zulu Natal	R 6 billion
Rand Merchant Bank	New Development at Sani Pass Hotel, Kwa Zulu Natal	R100 million
Searchline Props 101 (Pty) Ltd	Pilanesberg Aviation Academy Airport, staff quarters, offices, warehousing etc. in Pillanesberg.	R 4 billion
Billion Group	Sinati Golf Estate - 18 hole championship golf course & eco estate in Gqunube, East London	R 300 million
Comuine Golf Estate Limitada	Comuine Golf Estate - Vilanculos, Mozambique	R 220 million
Eros Valley development Consortium	Eros Valley golf Estate, Windhoek, Namibia. 18 hole Championship Golf Course & facilities, including infrastructure for approx 500 units and a hotel.	N\$ 254 million
Southnet Projects (Pty) Ltd	Nkwazi Forest Golf Estate, Shelly Beach. 18 hole Championship Golf Course & facilities including infrastructure for approx 1300 units and a hotel, developed within 350 HA nature reserve.	R 472 million
Umbaku Int. Investments	3500 HA Golf & wildlife Estate, Zeerust, North West Province	R 590 million
Mr S Martin	Swakopmund Golf Estate, Namibia. 9 hole Golf Course & facilities, including infrastructure for 80 units and a hotel.	N\$ 50 million
Lisbon Leisure (Pty) Ltd	Lisbon Golf & Eco Estate-Mpumalanga. Developed on 500HA estate adjoining the Kruger national Park	R 473 million
Imotrade Ltd	Vale Dos Imbonderos Golf Estate - Luanda, Angola	R 430 million
Bergrivier Ontwikkelaars Bk	Bergrivier Golf Estate - van der Kloof Dam, Free State. 300 HA golf & wildlife estate.	R 250 million
Playback Properties Pty)Ltd	270 sectional title residential units incl. full infrastructure etc.	R 292 million

