



education

Department of
Education
FREE STATE PROVINCE

IMPLEMENTATION PLAN FOR THE MINIMUM UNIFORM NORMS AND STANDARDS FOR PUBLIC SCHOOL INFRASTRUCTURE IN THE FREE STATE

10 JUNE 2015

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1. BACKGROUND

- 1.1. The Minimum Uniform Norms and Standards for Public School Infrastructure and referred to as the Regulations were published in the Government Gazette No 37081 on 29 November 2013.
- 1.2. When considering the implementation of the Regulations it is important to reflect on the Objectives of the Regulations. These are:
 - (a) To provide minimum uniform norms and standards for public schools infrastructure;
 - (b) To ensure that there is compliance with the minimum uniform norms and standards in the design and construction of new schools and additions, alterations and improvements to schools which exist when the these regulations are published; and
 - (c) To provide for timeframes within which school infrastructure backlogs must be eradicated.
- 1.3. As contained in the Education Management Information System (EMIS) report of April 2014 there are 1323 schools in the Free State (Excl. Independent & Hospital Schools). The detail of types of schools in each of the districts is given in section 4 below.
- 1.4. This Implementation Plan of the FSDoE endeavors to highlight the backlog of existing schools in the province as defined in the regulations for minimum norms and standards and describes the approach that the province envisages to follow to meet the timeframes given.

2. LEGAL FRAMEWORK

- 2.1. The legal framework within which the Regulations will need to be implemented will include the following:
 - South African Schools Act No 84 of 1996;
 - National Building Regulations;
 - SA-SANS 10-400;
 - Public Finance Management Act (PFMA);
 - Government Immovable Asset Management Act
 - Division of Revenue Act (DoRA).

3. INTERPRETATION OF REGULATIONS

- 3.1. It is also important that it needs to be acknowledged that the regulations must subject to Regulation 4(1)(a) be applied to all new schools and additions, alterations and improvements to schools – it is interpreted that all maintenance, renovations and refurbishment are excluded;
- 3.2. The Regulation 4(1)(a) has an exception of schools contemplated in Regulation 4(2) which refers to:
 - 3.2.1. schools already contained in the MTEF cycle (13/14; 14/15; 15/16) and;
 - 3.2.2. where plans and prioritization of schools have already contemplated, be revised and brought in line as far as possible.
- 3.3. As far as schools that exist when these regulations were published, subject to Regulation 4(1)(b), as far as reasonably practicable be complied with in terms of a series of four timeframes, namely, a three year, a seven year, a ten year and a seventeen (2030) year timeframe. The targets for these timeframes are described in this document under a section 5, titled Timeframes and Targets.
- 3.4. Regulation 4(5)(a) provides that the implementation, where applicable, subject to the resources and co-operation of other government agencies and entities responsible for infrastructure in general and the making available of such infrastructure – it is understood that this requirement applies to each of the nine provincial departments of Education in terms of the Inter-Governmental Relations (IGR) Act which requires cooperation by provinces with local government structures in the preparation of Integrated Development Plans (IDPs), Water Services Development Plans (WSDPs) as well as the cooperation of the Department of Public Works as Implementing Department and Provincial Treasury as support to ensure that the Infrastructure Development Management System (IDMS) Framework of the province is effectively implemented.
- 3.5. Regulation 4(5) (b) provides that the Department of Basic Education must, as far as practicable possible, facilitate and co-ordinate the responsibilities of the government agencies and entities contemplated in paragraph (a).
- 3.6. Regulation 4(6)(a) states that a member of the Executive Council (MEC) must, in 12 months after the publication of the regulations and thereafter annually provide detail plans of how the norms and standards are to be implemented as referred to in regulation 4(1).
- 3.7. The plans referred to in Regulation 4(6)(a) make provision for:
 - 3.7.1. Backlogs, related to the norms and standards, identified at district level;
 - 3.7.2. Costed for short-, medium- and long term targets;
 - 3.7.3. Strategy for the new schools;
 - 3.7.4. Proposals of the procurement, implementation and monitoring.

4. TYPES OF SCHOOLS

4.1. As per regulation 5, schools are placed in two categories:

4.1.1. **Primary school** - Any school offering Grades R-7 will be regarded as a (regulation 5(1) (2) (3)) Primary schools are further classified as micro, small, medium, large and mega.

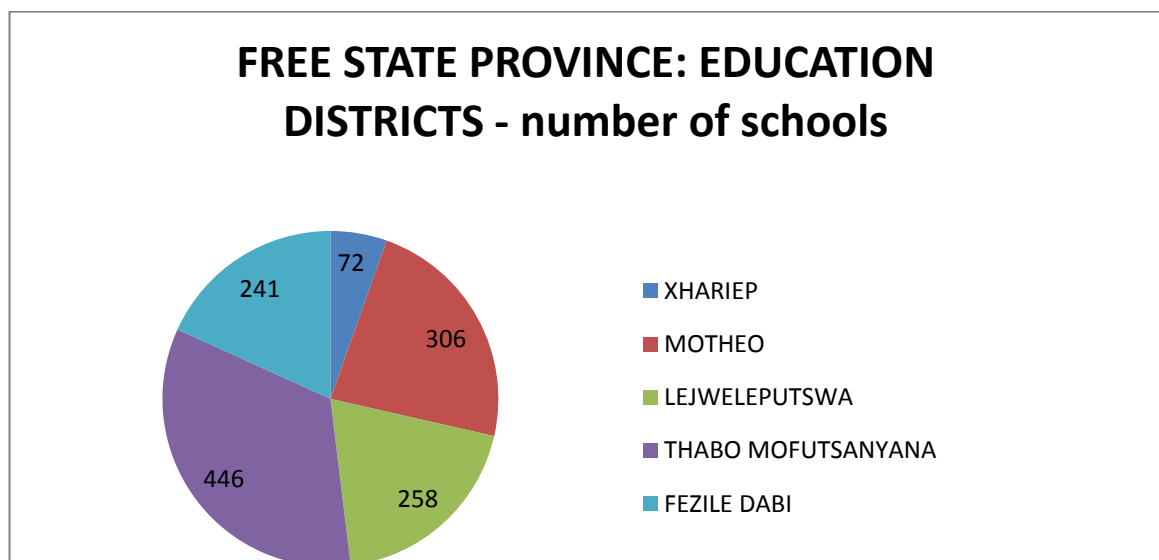
4.1.2. **Secondary school** - Any school offering Grades 8-12 will be regarded as a (regulation 5(4) (5)) Secondary schools are further classified as small, medium, large and mega.

4.2. In the Free State, as captured in the Education Management Information System (EMIS) report of April 2014 there are 1323 farm and Public schools as well as 71 independent schools and 2 hospital schools

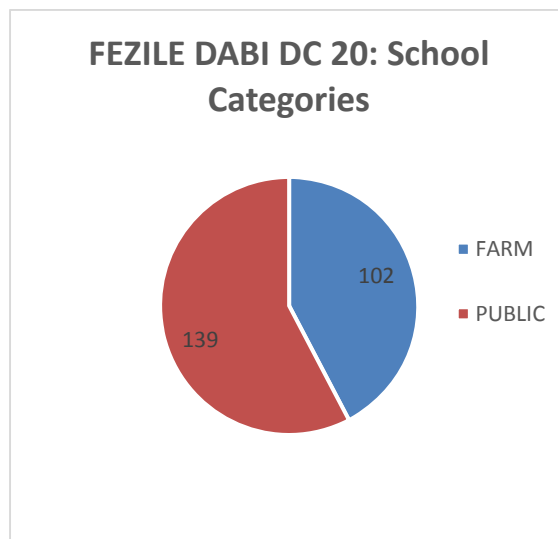
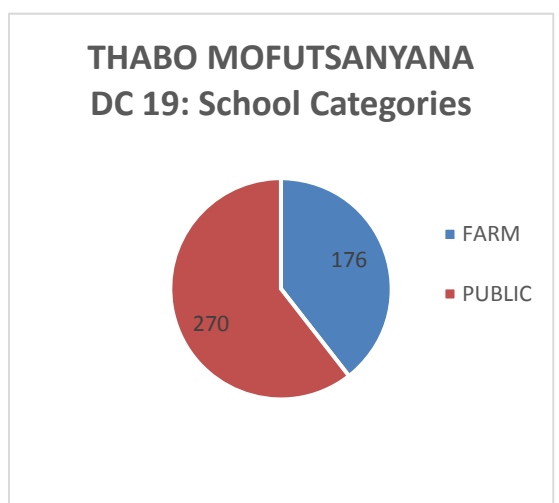
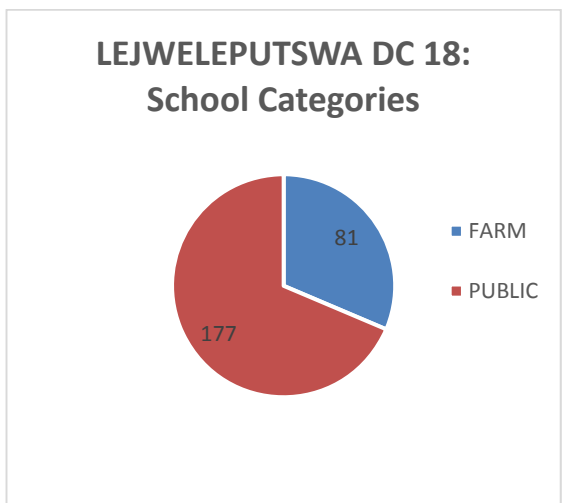
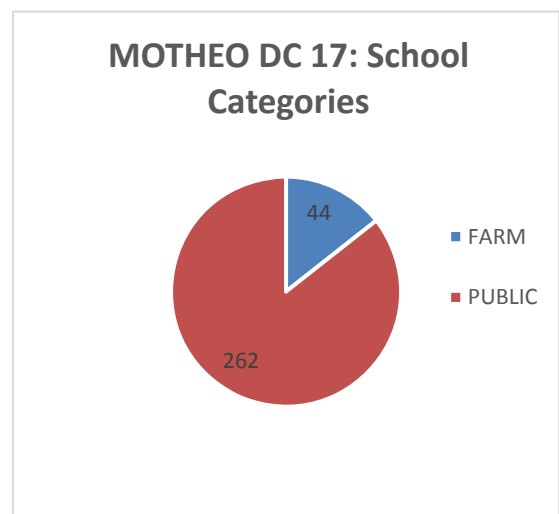
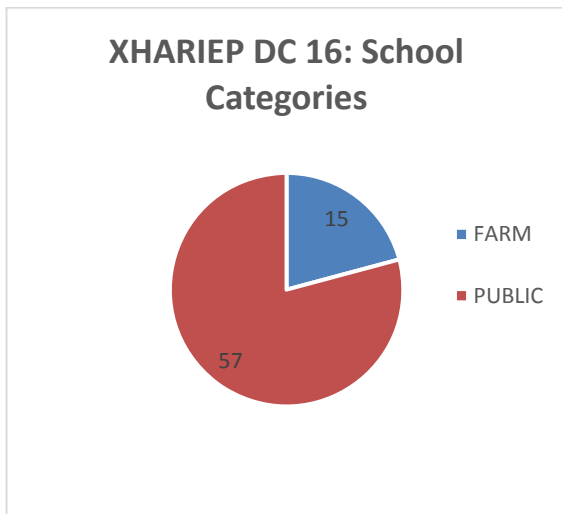
4.3. The table below is an extract from EMIS which highlights the category of schools in each district, which the Department is responsible to maintain.

DISTRICT	FARM	PUBLIC	TOTAL
XHARIEP	15	57	72
MOTHEO	44	262	306
LEJWELEPUTSWA	81	177	258
THABO MOFUTSANYANA	176	270	446
FEZILE DABI	102	139	241

4.4. The Pie Chart below provides a breakdown of schools in each district.



4.5. The Pie Charts below show the categories of schools in each district.



5. TIME FRAMES AND TARGETS

- 5.1. The Regulations sets out each timeframe together with the targeted schools for the relevant rationale and criteria for the determination of the backlogs in each timeframe.
- 5.2. Section 4(1)(b) provides the four time frames that are to be met relating to the eradication of the backlog in terms of the norms and standards provided. They are:

5.2.1. **Three Year Timeframe: Regulations 4 (1) (a & b) and 4 (3) (a & b)**

5.2.1.1. **Water supply**

The targets envisaged within the three year time frame are those schools that do not have any form of water supply infrastructure. This implies that within three years there should not be any school that does not have access to an acceptable form of water supply. Acceptable forms of water supply includes, *a municipal reticulation network, rainwater harvesting, mobile tankers, boreholes, tanker supply from municipalities and local reservoirs and dams.*

5.2.1.2. **Sanitation**

The Department will expect that by the end of three years from the date of publication of the Regulations that there will be no school that does not have an acceptable form of sanitation infrastructure in that school. As is the case for water supply, within three years from the date of publication of the Regulations there should not be a school that is without an acceptable form of sanitation. *Acceptable forms of sanitation include, waterborne sanitation, small-bore sewer reticulation, septic or conservancy tank situations, Ventilated improved pit latrines and composting toilets.*

NB: Plain pit toilets or bucket latrines are unacceptable forms of sanitation and need to be removed from school sites.

5.2.1.3. **Electricity (Power Supply)**

Schools without an acceptable form of power supply that complies with all relevant laws will constitute a backlog. Within the three year timeframe, the Department expects that there will be no school that does not have an acceptable form of electricity (power supply). *Acceptable forms of power supply could include grid electrical reticulation, generators, solar powered energy or wind powered energy sources.*

5.2.1.4. Entire inappropriate schools

The Department of Basic Education expects that within three years from the date of publication of the Regulations (November 2013) all entire schools built from an inappropriate building material will be replaced with an appropriately sized school in full compliance with these Regulations. *Inappropriate materials include mud, metal and wood.*

5.2.2. Seven Year Timeframe: Regulations 4 (1) (a & b) and 4 (3) (c)

Running concurrently with the three year timeframe will be the seven year timeframe.

5.2.2.1. Availability of Classrooms

At the end of seven years all schools are to have:

- (i) Effective planning to address **overcrowding** by having adequate classrooms, and
- (ii) All existing classrooms built with an inappropriate building material such as *mud, asbestos, metal or wood* will need to be eradicated and new classrooms provided in the event that such new classrooms would satisfy the overcrowding backlog requirement in that particular school.
- (iii) All classrooms deemed by the provincial department of Education as being unsafe, will require urgent attention or replacement.

A backlog in terms of overcrowding will be determined by dividing the total number of learners as registered in the most recent EMIS database for the school in question by 40. In terms of Grade-R it would be 30.

5.2.2.2. Water supply

The three year timeframe prioritizes all those schools without any form of water. The seven year timeframe will address all schools with an acceptable form of infrastructure for water supply, with the focus on whether there is sufficient water supply to meet the learner and educator daily needs of those schools. Insufficient water supply will be determined in accordance with the Minimum Requirements for Ensuring Basic Water Supply and Sanitation in Schools and Clinics prescribed by the Department of Water Affairs. These minimum requirements also make provision for dry schools.

5.2.2.3. Sanitation

It is required that at the end of a seven year period from the date of publication of the Regulations all schools will have sufficient toilet seats per compliment of learners and educators at each school. In summary, the macro figure will be all the learner and educator numbers of a school divided by 30 to give the macro backlog figure. There will also need to be a determination of those toilet seats that exist in structures built with an inappropriate

building material and this number will need to be added to the backlog in cases where the number of toilet seats is required to meet the 1:30 ratio.

At the micro level the tables in ANNEXURE G of the Regulations will be used and the figures rounded up to determine the sanitation backlog in sufficient supply.

5.2.2.4. Electricity (power supply)

It is required that by the end of the seven year period all schools will have sufficient power supply infrastructure for their use. Insufficient power supply will be those schools where all its buildings do not have access to an acceptable form of power supply as specified in the Regulations.

5.2.2.5. Perimeter Security

It is required that at the end of a seven year period from the date of publication of the Regulations all schools with a security fence of appropriate height of 1.8m will also have one of the three alternative forms of safety and security measure as listed in the Regulations. These alternatives include

- burglar proofing to all opening window section at ground floor level;
- a security guard arrangement or an alarm system linked to armed response where available.

The burglar proofing option may be the most effective solution, since it would not have to rely on the existence of an external service provider becoming available.

5.2.2.6. Electronic connectivity

By the end of a seven year period from the date of publication of the Regulations the Department requires that all schools will have some form of wired or wireless connectivity for purposes of communication. Each system should have access to a telephone facility, a fax, internet facility and an intercom or public address system.

5.2.3. Ten Year Timeframe: Regulation 4 (1) (a & b) and 4 (3) (c)

The Department of Basic Education requires that at the end of ten years from the time of publication of the Regulations no school should be without a Library and a Science, and technology (computer) laboratory.

5.2.3.1. Library

- A library facility takes two different forms:

- a library is required in all secondary schools;
- a large primary schools with more than 620 learners;

whereas in primary schools with less than 620 learners (i.e. a small or medium primary school), a multi-media center is required. A library backlog can be determined by checking whether primary schools with less than 620 learners have a multi-media center. Should none exist in a school this school would be deemed to have a library/multimedia center backlog.

- Similarly, in all primary schools with more than 620 learners and all secondary schools, a library backlog will be those schools that are not recorded as having a library.
- In addition, all existing library/multi-media Centers built with an inappropriate building material will need to be eradicated and a new library/Multimedia Center provided in the event that such a new facility would satisfy the backlog requirement in that particular school.

5.2.3.2. Science Laboratory

- Within the ten year time frame, the Department requires that all schools have a science laboratory. A Scientific Laboratory is required in each school, be it a primary or secondary school. Each provincial department of Education have a means of keeping track of its respective backlogs in both educational areas and services. These means will be used in the determination of the provincial backlogs in terms of the norms and standards.
- All existing science laboratories built with an inappropriate building material will need to be eradicated and new science laboratories provided in the event that such new facilities would satisfy this specific backlog requirement in these schools.

5.2.4. Seventeen Year Timeframe (2030) Regulation 4 (1) (b) (iv)

- This timeframe will also run concurrently with the previous three time frames and their respective target schools.
- At the end of seventeen years (end of December 2030) from the publication of the Regulations all norms and standards with the exception of those targets referred to in the 3, 7 and 10 year timeframes will need to be realized in all schools. To this end it is necessary to address a rationale for the baseline backlog determination. It is envisaged that the following target areas (parameters) will need to be met: minimum educational areas; optional education areas; administration areas; Universal Design considerations; maintenance planning; Nutrition centers (by quintile); planning, design, procurement, construction, operation and maintenance for new schools; areas of physical education, sport and recreation.

- The Department of Basic Education requires that all minimum Education areas, optional Education areas and administrative areas not targeted in the seven and ten year time frames and found to be built from inappropriate building materials will constitute a backlog and will need to be replaced within this period.
- Clearly the synchronizing of the four time frames and their respective targets will need to be planned and organized to avoid duplication of effort and funding as well as creating multiplier effect benefits in packaging schools with related improvements and enhancements and establishing manageable programs.
- The 2030 objective, being that all school be optimum operational.

5.3. In addressing each of the timeframes, the Free State Department of Education and its Implementing Agents will need to abide by all relevant laws and regulations.

5.4. Clearly backlogs will need to be reconciled against all existing programs and projects already in the MTEF planning, construction and retention stages of a project.

6. PROVINCIAL RATIONALE FOR BACKLOG DETERMINATION

The Free State Department of Education has analysed the Regulations of November 2013 and has come up with the following rationale for the backlog determination aligned with the Free State Infrastructure Delivery Management System (FSIDMS) Framework which was approved by ExCO in May 2013.

The following constitutes a summary of the criteria for the determination of backlogs in terms of the Norms and Standards.

The FSDoE established planning forums in each District. The SMGD's and Property officers in the Districts form part of these forums and as a first round have been utilized to gather information on backlogs. The second round of information will be based on information gathered and processed through the EFMS system. Consultants that will be appointed to do assessments and condition analysis of all the facilities at each school. This process should be finalized by December 2015. This process will also include the update of NEIMS forms, to enable DBE to update the NEIMS information on the Free State. Currently, information on NEIMS is outdated and not suitable to be used in determining backlogs.

The data as collected from the Districts have been captured on templates attached as ANNEXURES A, B & C. It was the opinion of the FSDoE that it would be beneficial to indicate the information for farm schools and public schools separately (ANNEXURES A & B), but it was also combined (ANNEXURE C)

7. PROVINCIAL BACKLOG

7.1. Source of information

In order to prepare a Backlog Eradication Implementation Plan the Free State Department's Directorate for Infrastructure Planning had to identify suitable and reliable sources of information. These consist of:

- EMIS – updated in September 2013
- U-AMP – approved in March 2014
- IPMP – Approved in October 2013
- ASIDI – DBE's program with a Provincial Support Unit (PSU)
- Xhariep Infrastructure Plan - Finalized in March 2014
- Information sourced through District Planning Forums

7.2 Overcrowding

All new schools from the 2014/15 financial year will be implemented using and applying the norms and standards contained in the Regulations.

Where overcrowding proofed to be a consistent problem, investigations were done and in some areas the best option was to register and construct new schools. Feasibility studies considering other schools in the areas, learner migrations, communities, municipal plans for housing, etc. were conducted to determine these needs. In other areas, it proofed to be more cost effective to add more classrooms to existing schools. Some schools need Grade R classrooms, which will free up normal classrooms to eliminate the overcrowding issue.

It must be noted that the need for additional classrooms were not only determined by doing a desktop exercise of number of learners vs number of classrooms. The actual need at schools level was determined through Property Officers. The table below indicate the new schools, additional classrooms and grade R classrooms backlog in different districts.

Service	Fezile Dabi	Motheo	Lejweleputswa	Thabo Mofutsanyana	Xhariep	Total
New schools	2	4	4	5	2	17
Classrooms	140	92	136	80	57	505
Grade R classrooms	90	162	315	39	75	681

7.3 Basic Services

7.3.1 Basic Services to Town and Township Schools

The information received from the five districts of the in the Free State province, it seems that mainly farm schools have no basic services at all. There are 418 farm schools in the province, which represents 31% of the total number of schools (excl independent and Hospital schools). The FSDoE are in the process of closing down non-viable farm schools after renovating and refurbishing existing hostels and also building new hostels in certain areas and relocating the learners to these hostels. The plan will therefore prioritise those farm schools with more learners, and where there is no plan for hostel renovation in place yet.

7.3.2 Schools without basic services

The reports from the Districts show schools with **no** basic services per District is as follows:

Service	Fezile Dabi	Motheo	Lejweleputswa	Thabo Mofutsanyana	Xhariep	Total
Water	13	11	7	52	1	84
Sanitation	52	32	30	77	9	200
Electricity	29	6	21	31	3	90

7.3.3 ASIDI for basic services

The DBE is presently assisting the Free State DoE to eradicate the backlog of basic services through the ASIDI program. Some 110 projects are presently being implemented (2013/14 & 2014/15) consisting of:

- Basic Water: 30 (was originally 37 but 7 schools were close)
- Basic Sanitation: 33 (was originally 36 but 3 schools were close)
- Electricity: 47 (was originally 64 but 17 schools were close)

The remaining backlog after ASIDI will therefore be:

- Basic Water: 54
- Basic Sanitation: 167
- Electricity: 43

7.4 Entire Inappropriate Structures

7.4.2 ASIDI program

The DBE is presently assisting the Free State DoE with the eradication of entire inappropriate structures in the province. In the Free State, to date, schools fully constructed with asbestos material are considered inappropriate. The FSDoE identified 30 schools that fall in that category and are currently being addressed through this programme-

Service		Fezile Dabi	Motheo	Lejweleputswa	Thabo Mofutsanyana	Xhariep	Total
Replacement of inappropriate schools - All Public (ASIDI)		8	8	1	5	8	30

7.4.3 Remaining Inappropriate Schools

According to the survey conducted, there will be only 33 entire inappropriate structures in the Province of which 26 are on farm schools. Due to the fact that some farm schools are in the process of being closed, inappropriate and unsafe structures will be replaced by mobile classrooms, where possible. This will enable the FSDoE to remove those classrooms to where a new need exists, when the schools have been closed and will prevent fruitless expenditure.

Service		Fezile Dabi	Motheo	Lejweleputswa	Thabo Mofutsanyana	Xhariep	Total
Remaining entire inappropriate schools	Farm	6	7	9	3	1	26
	Public	4	3	0	0	0	7

7.5 New Hostels

As previously mentioned in 7.3.1, the FSDoE have a program where existing hostels or facilities that can be utilised as hostels are refurbished and renovated. Learners from non-viable farm schools are then relocated to these hostels. In some areas, no existing facilities for this purpose could be identified and investigation showed that a new hostel will be the best option. The table below shows the areas where new hostels are planned for in the MTEF period.

Service	Fezile Dabi	Motheo	Lejweleputswa	Thabo Mofutsanyana	Xhariep	Total
New Hostels		1	1	1	1	4

7.5 Insufficient Basic services

7.5.1 Backlog for the province

In determining backlogs in terms of insufficient sanitation services, the number of schools where there is a shortage were multiplied by 12 to get to an assumed number of seats needed. In the next round, a more scientific method will be used.

Insufficient Service	Fezile Dabi	Motheo	Lejweleputswa	Thabo Mofutsanyana	Xhariep	Total
Water	39	12	52	25	10	138
Sanitation (seats)	522	660	891	714	294	3081
Electricity	15	30	17	25	8	95

7.6 Perimeter Security and Electronic Connectivity

7.6.1 Backlog for the Province

Most schools in the Province do have a fence, but it is not necessarily according to the 1,8m standard. This was taken into account when determining the backlogs. It must also be noted that almost 50% of the backlog for fencing, is located on farm schools.

In the Free State currently, most schools have burglar proofing only on admin buildings, computer rooms and laboratories. This was not taken into account in this round of determining the backlogs. It was only focused on provided all schools with some form of security, preferably a proper fence.

The connectivity of schools responsibility in the Free State is located in another Directorate. They currently have a program for connecting schools and is working towards this target.

Service	Fezile Dabi	Motheo	Lejweleputswa	Thabo Mofutsanyana	Xhariep	Total
Fence	43	107	87	98	21	356
Electronic connectivity	74	127	221	102	53	577

7.7 Minimum education areas

7.7.1 Backlog for the province

In the Free State most of the schools that forms part of the feeding scheme have some sort of a kitchen, but it does not adhere to the norms of a nutrition center. In future all schools will be equipped with a proper nutrition center.

Small farm schools have not been included in determining the backlog for these additional education areas. The FSDoE are looking at alternative solutions in terms of the farm schools.

Service	Fezile Dabi	Motheo	Lejweleputswa	Thabo Mofutsanyana	Xhariep	Total
Libraries	58	149	123	59	24	413
Laboratories	55	82	133	66	31	367
Nutrition centers	74	201	166	100	32	573
Admin building	16	85	33	21	19	174
Computer rooms	46	108	136	64	26	380
Sport facilities	68	164	134	84	14	464

7.8 Maintenance

7.8.1 Emergency maintenance

The FSDoE are in the process of putting a term contract and call centre in place to attend to emergency maintenance. The budget allowed for this type of maintenance is currently 3% of the total budget and is combined with the budget for routine maintenance and storm damages, but the FSDoE are working towards having this separated.

7.8.2 Routine maintenance

The call centre will be responsible to also identify which of the maintenance needs that are reported, should be classified as routine maintenance and which should be classified as emergency maintenance. In this process a database of this information will be built up, which can be utilized in future for some planning for routine maintenance. Once the EFMS is in place and the condition assessments finalized, a proper life cycle costing plan can be conducted for each school and proper routine maintenance can be conducted.

7.8.3 Preventative maintenance

The FSDoE embarked upon a programme we called Facility Management since 2012/13, whereby factotums and cleaners have been appointed at schools with certain preventative maintenance tasks aiming to reduce emergency maintenance. This program is currently running in two Districts and the aim is to roll it out to all non-section 21 schools in the Free State as well as those section 21 schools that struggle to maintain their facilities properly. The budget for this is currently approximately 1% of the total budget.

Together with this we also have a programme to assist schools to put in place a proper maintenance plan for their schools. A template has been developed and provided to the schools that was part of the pilot programme. Part of this process lessons from schools that maintain their facilities well is shared with schools that struggle to do it. This programme will be rolled out to all schools in the Free State.

8 BUDGET REQUIREMENTS

8.1 Assumptions in calculations

The estimated costs for this plan has been based on prices for existing contracts and no escalation was added to each financial year.

The estimated costs that were used in the calculations are as follows:

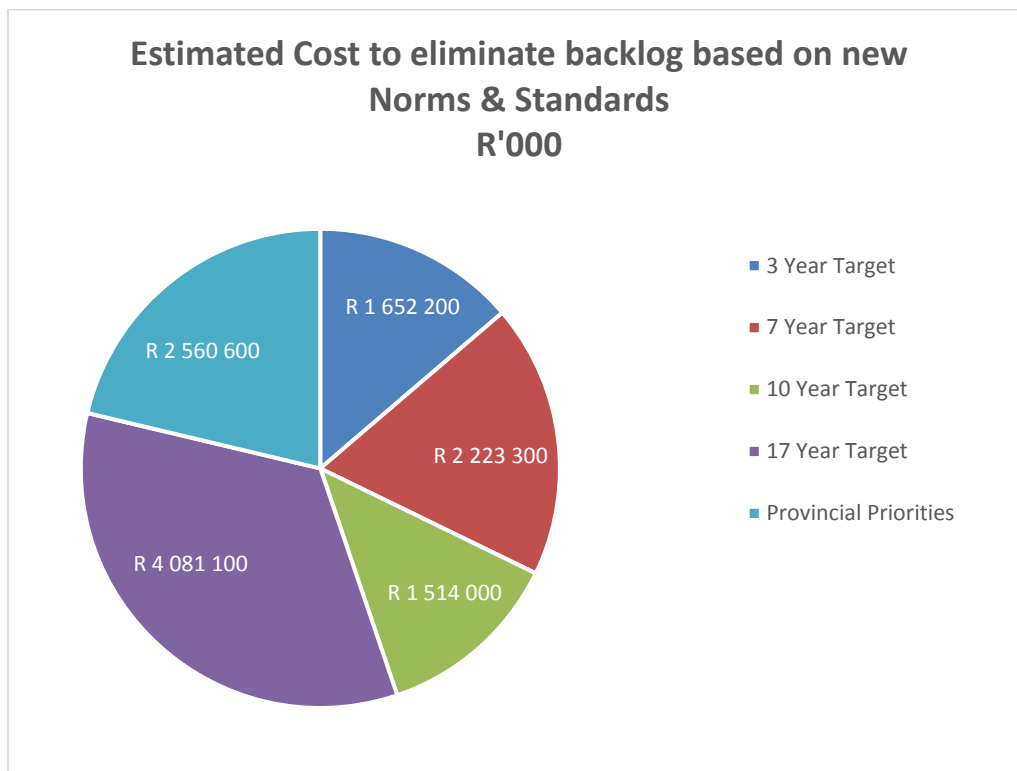
ESTIMATED COSTS R'000		
Item	Farm	Public
No Water	R 300	R 300
No Sanitation	R 300	R 300
No Electricity	R 100	R 100
Entire inappropriate structure	R 3 000	R 40 000
New classroom	R 200	R 700
Grade R classroom	R -	R 1 500
Insufficient water	R 300	R 900
Insufficient Electricity	R 100	R 500
Insufficient Sanitation	R 40	R 200
Electronic connectivity	R 5	R 50
Fencing	R 200	R 800
Library	R -	R 1 000
Laboratory	R -	R 3 000
New school	R -	R 40 000
Inappropriate space	R 200	R 2 000
Nutrition	R -	R 2 500
Multipurpose	R -	R 900
Admin	R -	R 3 500
Computer room	R -	R 1 500
Sport areas	R -	R 1 200
Parking base	R -	R 100
New hostel	R -	R 40 000
Renovation - hostels	R -	R 7 000
Renovations- schools	R -	R 2 000
Halls	R -	R 8 000
Conversion to FSS	R -	R 3 500

The estimated costs have been captured on the templates attached as ANNEXURES D, E & F. It was necessary to capture the information for farm schools and public schools separately (ANNEXURES D & E) because the cost for farm schools is different from public schools, but it was also combined (ANNEXURE F).

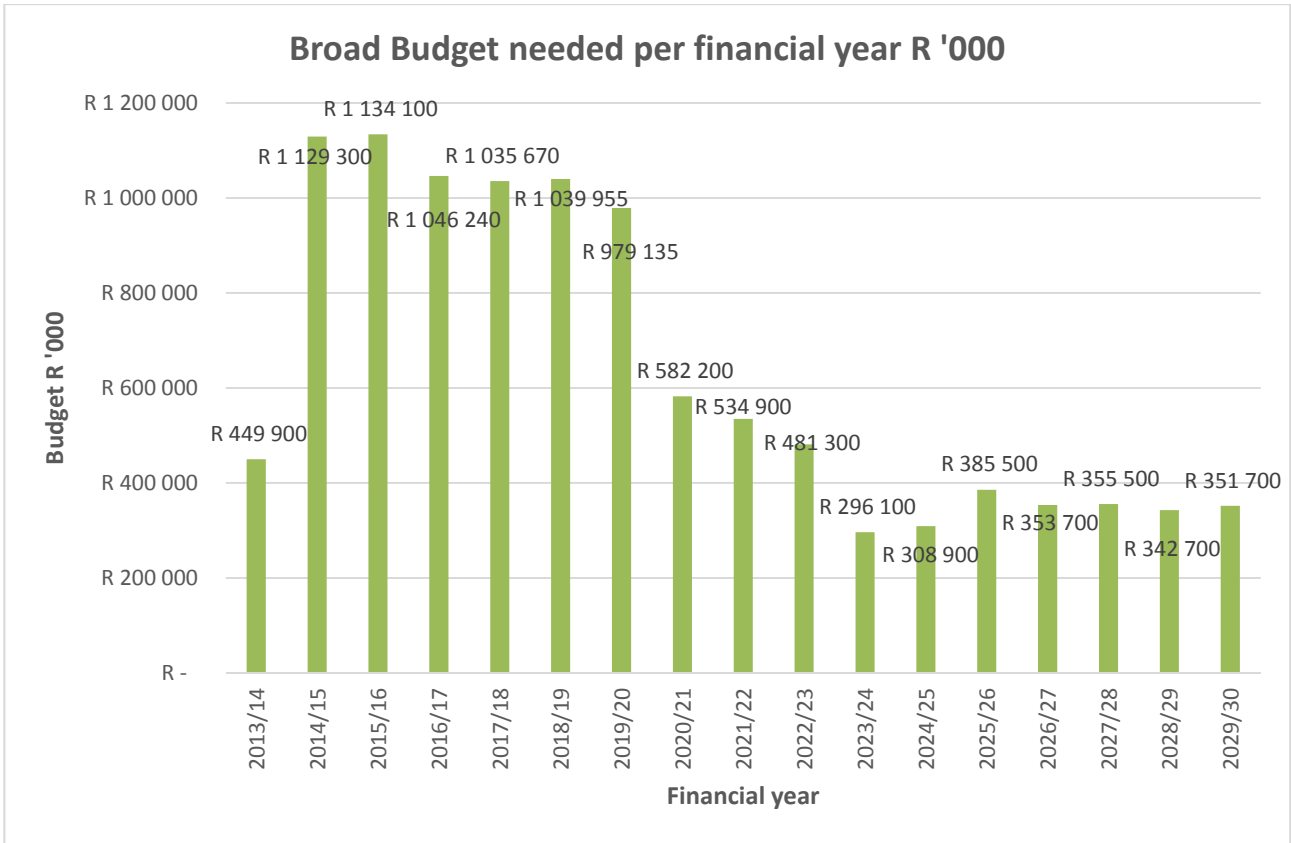
8.2 Total estimated cost to eliminate backlog based on new Norms & Standards

The total cost to eliminate the backlogs over the 17 target years is estimated to be **R12,031,200,000.00** and is broken down in the table and chart below.

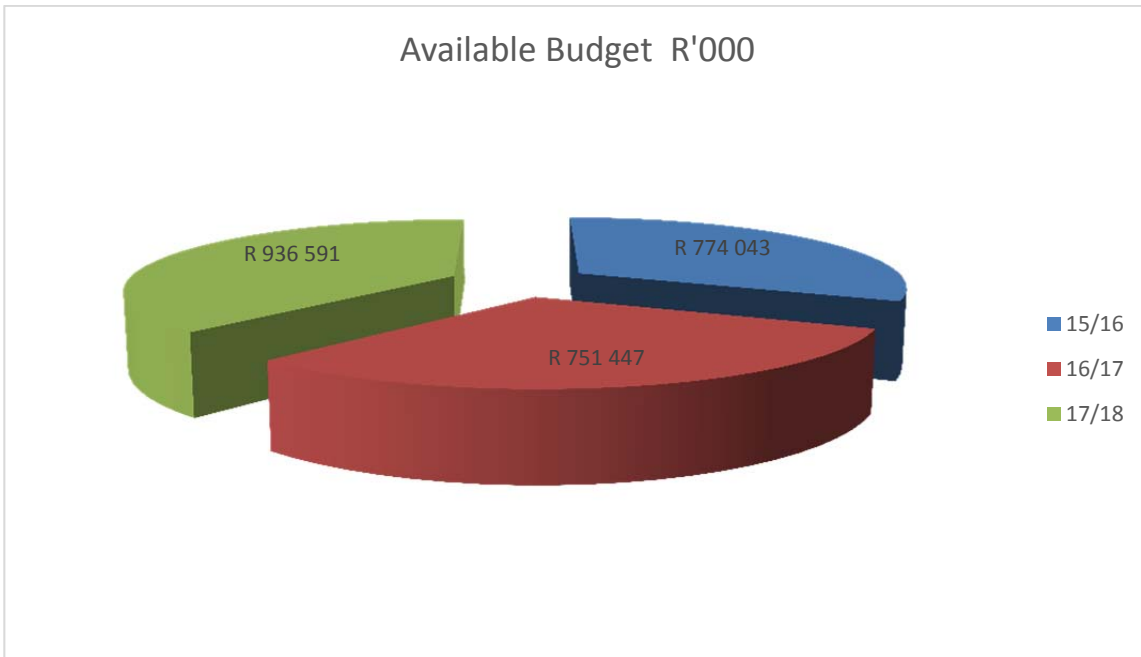
Item	Cost R'000
3 Year Target	R 1 652 200
7 Year Target	R 2 223 300
10 Year Target	R 1 514 000
17 Year Target	R 4 081 100
Provincial Priorities	R 2 560 600
	R 12 031 200



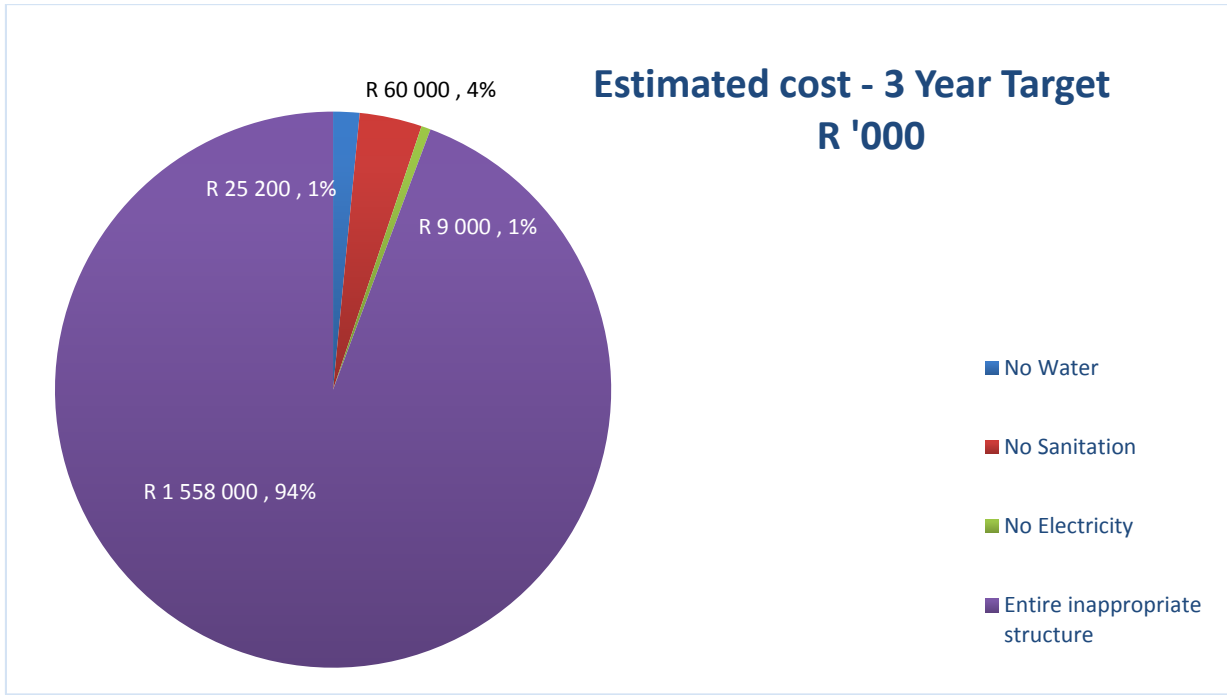
It must be noted that the indicative budgets needed per financial year cannot be interpreted exactly as indicated in chart below, since some projects will need to be executed over more than one financial year. This is just a broad indication of what will be needed over a period to eliminate the current backlog that exist in the Free State.



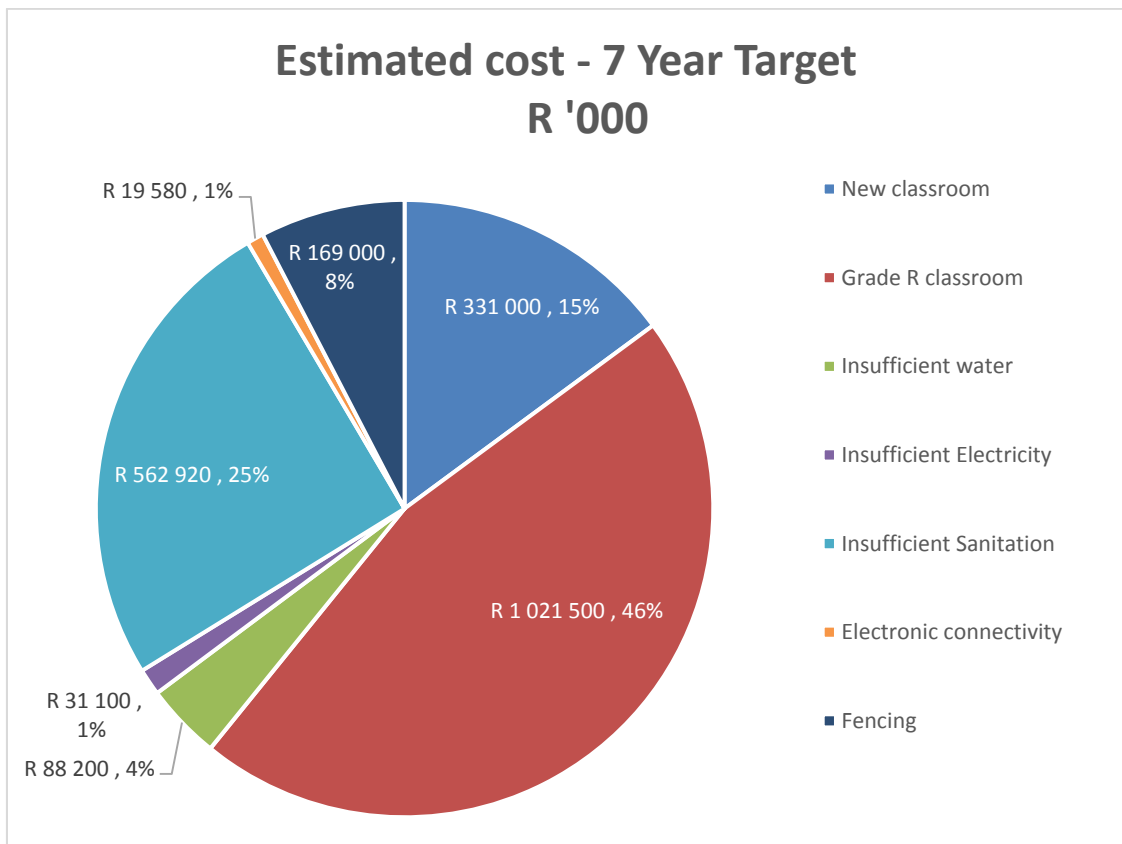
8.3 Available budget for 15/16 MTEF period



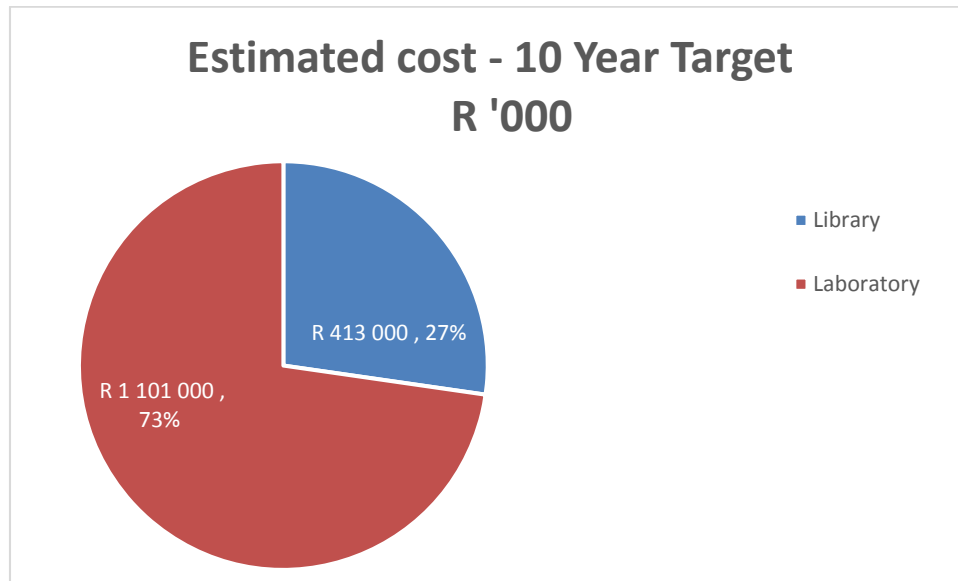
8.4 Estimated Costs to achieve the 3 year target



8.5 Estimated Costs to achieve the 7 year target



8.6 Estimated Costs to achieve the 10 year target



8.7 Estimated Costs to achieve the 17 year target

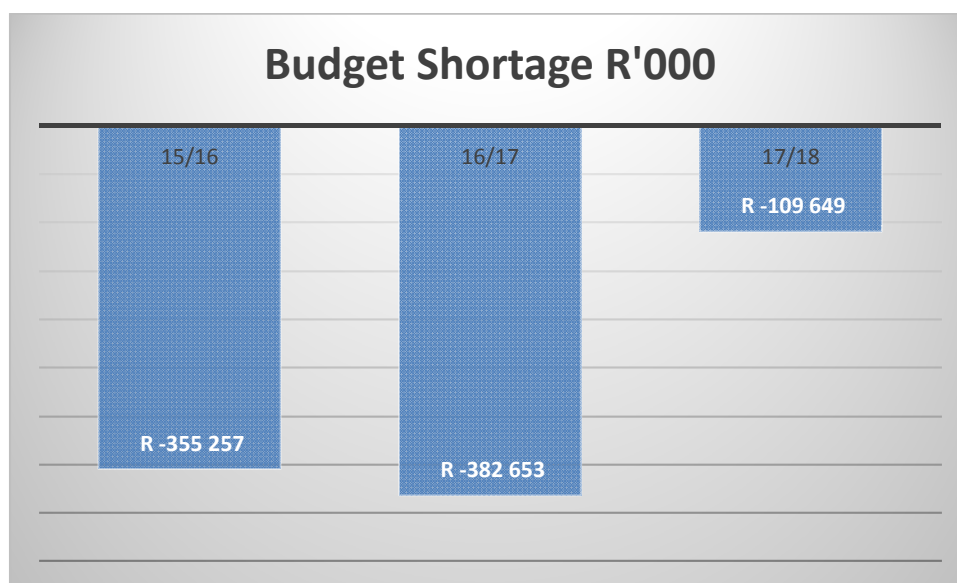


9 CONCLUSION

9.1 Challenges

There are some challenges in achieving the targets as set out in the Regulations.

- 1) The indicative budget allocations per financial year are not sufficient



- 2) The availability of skilled officials in the FSDoE and FSDPW to manage and implement the projects. Currently the vacant posts of the newly approved structure has not been filled. It is the target of the FSDoE to fill the funded vacant positions by March 2015, but experience has proven that the skills are not necessarily available in the market.

9.2 Possible solutions to challenges:

- 1) The FSDoE will have to relook at the Provincial Targets or fund Provincial Targets through the Equitable Share.
- 2) DBE will have to assist the FSDoE to acquire additional funding from National Treasury in the form of Grants to fund the shortage.
- 3) The FSDoE will have to try to absorb and retain current officials in posts as much as possible.
- 4) The FSDoE will have to utilize the assistance of the Professional Councils to obtain possible candidates to fill the vacant positions.