



Project Charter

Dande Elemntary School Construction Project

Raya Azebo, Southern Tigray, Ethiopia



Prepared by: Raya Development Association in Canada
Toronto, Ontario, Canada

Section 1.Charter Introduction

1.1 Document Change Control

Revision Number	Date of Issue	Author(s)	Brief Description of Change
1.0	February 1, 2020	Abraham Beyene	Initial Document
1.1	February 8, 2020	Abraham Beyene	Added cost, schedule and project team members, removed table of contents
1.2	July 8, 2020	Abraham Beyene	Modified milestones due to COVID19 delays
1.3	Aug 26, 2020	Abraham Beyene	Modified project cost and schedule estimate
1.4	Sep 19, 2020	Abraham Beyene	Modified project team for Dande/Added RDA Logo

1.2 Executive Summary

Dande is a small town located about 19 kilometers southeast of Mekoni and about 5 kilometers east of Machare in Raya Azebo wereda, Southern Tigray Region in Ethiopia. Dimtsi Weyane (DW) from Tigray media first reported the issues about this school. Subsequently additional information was collected from individuals familiar with the region and regional administrators.

According to the report, the school in Dande accommodates kindergarten (0 class) to grade 4. Upon farther investigation, the school provides basic education for about 144 children; 70 boys and 74 girls. However, its old stick-reinforced mud walls have deteriorated leaving large holes on the walls and exposing the students to wind and dust. The blackboards are riddled with holes with very little space left for the teachers to write on. At the time of this documentation, it was not clear if bathrooms or running water exist in this school.

The most dire situation that caught the attention of our Raya community here in North America was that most of the children, after completing grade four, have to choose either to quit school or walk 10 kilometers each day to the nearest town of Mechare to resume their education beyond grad 4. The boys who are forced to quit usually go back to farming and herding cattle, as is the natural transition for the boys in the area. The girls on the other hand are subjected to domestic services, helping out on household chores until there are married off to husbands who are, in most cases, much older than themselves and often subjected to child bearing at a very early age. Almost all of the children who quit the school never retain the basic language and arithmetic skills they learnt in grad 4. According to DW's investigative report, the girls who walk the 10 km trip through bushes and forests between Dande and Machare for further education are often exposed to abductions and disappearance.

Even though, substandard schools and inadequate educational facilities are persistent problems in this area, the conditions that the children at Dande School are enduring require immediate intervention. In addition to creating comfortable educational facility for the children, the main objectives of the project is:

A/ To reduce the illiteracy rate by providing education at least up to grade six to help them permanently retain what they learn should they quit the school at the end of primary school.

B/ For those who want to continue education beyond primary education, the extra two years will help them to physically develop in order to travel the 10-kilometer journey to the next town.

The project team is expected to deliver 6 classrooms to accommodate grades 1 to 6, two office rooms for teachers and staff and two bathrooms for boys and girls at an estimated cost of \$3.0 million Ethiopian birr.

1.3 Authorization

This project charter formally authorizes the existence of the project, Dande Elementary School, and provides the project manager with the authority to apply organizational resources to project activities described herein. If there is a change in the project scope, the project charter will be updated and submitted to the project sponsors for re-approval.

Project Owner

Education Bureau of Mekoni & Dande Community

Project Sponsor

*Teka Negusse
Raya Community in the USA
Maryland, USA*

Teka Negusse Date September 19, 2020

Project Sponsor

*Abraham Beyene
Raya Development Association in Canada
Ontario, Canada*

Abraham Beyene Date September 19, 2020

Project Manager

*Abraham Haile Gebrezgi
Raya Development Association in Canada
Ontario, Canada*

Abraham Haile Gebrezgi Date September 19, 2020

Section 2. Project Overview

2.1 Project Summary

The main beneficiaries of this project, when completed, are the residents of the Town of Dande and the children at the Elementary School in Dande. The purpose of this project is to provide comfortable and convenient educational facility for the town of Dande and help mitigate the challenges the students encounter after completing grade four. Furthermore, the stakeholders of this project believe that building this educational facility will encourage the children at Dande to stay in school and motivate them to have aspirations for higher education.

It is expected that the Mekoni Bureau of Education will take ownership of this school upon completion and will continue to pay salaries for teachers and other on-going operational costs. Permits and other legal documents are to be obtained in cooperation with local government administrators. Personnel safety of project workers and materials is also to be provided by local security agencies in cooperation with members of the Dande community.

2.1.1 Project Goals, Outcomes and Objectives

No.	Goals	Objectives	Outcomes
1	Build six class rooms	For use of classrooms	Suitable classrooms for children
2	Build additional two office rooms	Provide office space for staff	Office space for teachers and staff
3	Build 2 Room Sanitation facilities	Provide bathrooms for boys & girls	School sanitation facilities

2.1.2 Project Scope

2.1.3 Scope Definition

The scope of this project is to build an elementary school (grade 1 – 6), two office rooms, and a two sanitation rooms for the boys and girls. All rooms will be built from stone base and cinderblock walls. The details are to be provided in the project plan or the architectural design.

2.1.4 Boundaries

Activities In Scope	Activities Out of Scope
1. Obtaining permits	1. Hiring teachers
2. Building six classrooms	2. Providing on going operational support
3. Building bathrooms for boys and girls	3. Drilling water wells
4. Build office space with two rooms and side by side doors	4. Educational supplies and furniture

Activities In Scope	Activities Out of Scope
	5. Providing power

2.2 Milestones

Project Milestones		
WBS	Activity Description	Estimated Completion
1.1.1.6	Charter Singed and Approved	2020-08-29
1.1.2.3	Obtain all required legal documents	2020-08-31
1.1.3.4	Award contracts/contractor selected	2020-08-31
1.2.5	Schematic design approved	2020-08-31
1.3.1.7	Footing / Foundation completed and Inspected	2020-10-31
1.3.2.1.5	Exterior / Interior Walls completed and Inspected	2020-12-31
1.3.2.2.8	Roofing completed and inspection	2021-01-31
1.3.2.3.6	All finishing work completed	2021-02-28
1.4.2	Ownership transferred to Mekoni Education Authorities.	2021-03-31
1.4.6	Stakeholder project close / Project team Disbursed	2021-03-31

2.3 Deliverables

Project Deliverable 1: Project Charter

Project Deliverable 1: Project Charter	
Stakeholder:	Abraham Beyene
Description:	Prepare project charter
Acceptance Criteria:	Obtain signatures from required stakeholders
Due Date:	August 31, 2020

Project Deliverable 2: Project Planning Documents	
Stakeholder:	Zeferu Mesele
Description:	Project cost and Architectural Design
Acceptance Criteria:	Approve by project sponsors
Due Date:	August 31 2020

2.4 Estimated Project Budget and Source of Funding

2.4.1 Estimated Budget

Project Schedule and Estimated Budget				
WBS Reference	Phase	Start Date	End Date	BAC (Birr)
1.1	Initiation/Initial Payment	2020-09-01	2020-10-07	\$300,000
1.2	Planning & Substructure	2020-10-08	2020-12-07	\$900,000
1.3	Construction / Superstructure	2020-12-08	2021-02-28	1,200,000
1.4	Closing/Finishing	2021-03-01	2021-03-31	\$600,000
Total				\$3,000,000

2.4.2 Source of Funding

- Raya community in the USA
- Raya Development Association in Canada
- Government agencies in Tigrai and in North America
- Businesses and individuals in and out side of Ethiopia

2.5 Dependencies

Dependency Description	Critical Date	Contact
Safety and security of staff and volunteers	September 1, 2020	Southern Tigray Admin
Accessibility of road from Machare to Dande	September 1, 2020	Mekoni Road Authorities

2.6 Project Risks, Assumptions, and Constraints

2.6.1 Risks

This initial risk assessment does not replace the full risk assessment conducted during the planning phase. The following table records strategic risks that have been identified at the start of the project. For each risk, both the level of impact and the degree of probability (i.e., high, medium, low) and the possible responses needed during the project to lessen the impact are identified. A person responsible for resolution is also assigned (OPI).

No.	Risk Description	Probability (H/M/L)	Impact (H/M/L)	Risk Management Plan	OPI
1	Mechare to Dande Road	M	H	On site storage	Gov. Admin
2	Material Unavailability	M	H	10% cost reserve	Dande Community
3	Bureaucracy	H	H	S. Tigray Admin	Gov. Admin

2.6.2 Assumptions

No.	Assumptions
1	The road from Machare to Dande is accessible by heavy trucks
2	No adverse weather is expected
3	Stable and safe environment

2.6.3 Constraints

No.	Category	Constraints
1	Material	Shortage or unavailability of building materials
2	Volunteers	Unavailability of enough staff and volunteers
3	Admin	Approval/ licencing/ inefficient practices of processes by local government administrators
4	Road closure	Road closure due to weather and other unforeseen conditions

Section 3. Project Organization

3.1 Project Governance

Project owner: Mekoni Bureau of Education & Dande Community

Project Sponsors: Teka Negusse, Raya Community in the USA

Abraham Beyene, Raya Development Association n Canada

3.2 Project Team Structure

Attachment A

3.3 Roles and Responsibilities

Attachment B

3.4 Proposed Building Architectural Concept

Attachment C

3.5 Work Breakdown Structure (WBS)

Attachment D

3.6 Project Facilities and Resources

- Vendors, contractors and builders to be obtained by the Dande Project Team in cooperation with Mekoni Bureau of Education.
- The Dande community and the Dande School Project Oversight committee are to mobilize the community to assist by supplying locally available material for the construction,
- All funds to support this construction are to be remitted to **Bank account No. 1000335212413 Commercial Bank of Ethiopia, Raya Azebo Branch, Tigray, Ethiopia.**
- This bank account is created for this project and three members of the Dande Oversight Committee are the signatories

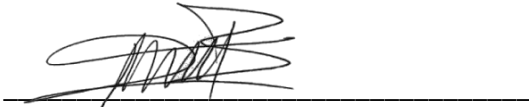
Section 4. Project References

Document Title	Version #	Date	Author and Organization	Location (link or path)
Project Charter Guide	1.3	August 26, 2020	A Beyene (RDA Canada)	https://rdacanada.org/projects

Section 5. Glossary and Acronyms

Acronym	Name in Full
RDA	Raya Development Association in Canada
Gov. Admin.	Government Administration in Mekoni
OPI	Person responsible to resolve pending risk

Prepared by A Beyene, 
Raya Development Association in Canada



August 26, 2020

Attachment A: Project Team Structure

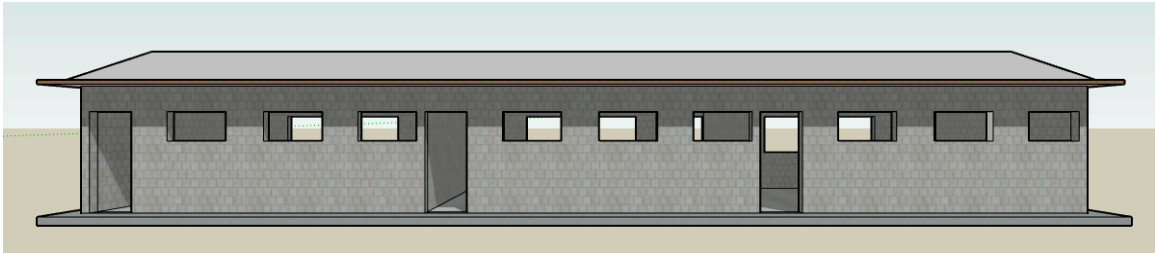
Dande School Construction Project Oversight Committee - Mekoni & Dande					
	Title	First Name	Last Name	Local Role	Project Role
1	Mr.	Hayelom Tesfay	Abadi	Dande School Director/Principal	Bank Signatory/Project Manager
2	Mr.	Eyasu	Negus	Community Rep.	Bank Signatory
3	Haleka	Gebresilassie	Belay	Kushet/Village Administrator	Bank Signatory
4	Mr.	Redae	Mehari	Community Rep.	Bank Signatory
5	Mr.	Haftu	Gebrehiwot	Chairman / Community Leader	Member
6	Mr.	Guish	Negash	Dande School Teacher	Member
Dande School Construction Project Team - North America					
	Title	First Name	Last Name	Local Role	Project Role
1	Dr.	Teka	Negusse	USA Project Leader	Project Sponsor
2	Eng.	Abraham	Beyene	Chariman, RDA Canada	Project Sponsor
3	Mr.	Abraham Haile	Haile Gebregzi	Public Relations, RDA Canada	Project Manager
4	Ms.	Hadas	Abay	RDA Canada	Coordinator/Fundraising
5	Mr.	Dawit	Abay	USA	Coordinator/Fundraising
6	Ms.	Zewdi	Redaey	RDA Canada	Lead FundraisingCoordinator
7	Mr.	Zealelem	Taddesse	USA	Coordinator/Fundraising
8	Mr.	Abayrga Koro	Hagos	USA	Coordinator/Liaison
9	Mr.	Tekalign	Atsbeha	RDA Canada	Coordinator/Fundraising

Attachment B: Roles and Responsibilities

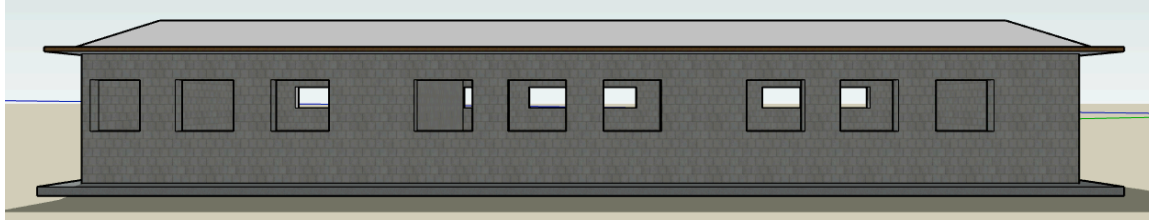
RAM	PERSON									
Activity	Teka	Abraham B	Abraham H	Hadas	Dawit	Zewdi	Zealelem	Abayrga	Tekalign	
Prepare Project plan	C	A/R	C	C	C	C	C	C	C	
Monitor Project Schedule	C	A	R	C	C	C	C	R	C	
Monitor Project Cost	C	A	R	C	C	C	C	R	C	
Monitor Project Scope	C	A	R	C	C	C	C	R	C	
Fundraizing planning and activities	R	C	R	C	R	A	R	R	R	
Communicate with Donors/Stakeholders	R	A	R	C	R	C	R	C	C	
Communicate with OS Committee	R	C	A	C	C	C	C	R	R	

RAM: Responsibility Assignment Matrix
 A: Accountable/Lead
 R: Responsible/Implementer
 C: Will be consulted/informed

Attachment C: Architectural layout



Front



[Back](#)

Attachment D:

Dande Elementary School Construction Project

Work Breakdown Structure (WBS)

1. Dande Elementary School Construction Project
 - 1.1. Initiation (Phase: 1)**
 - 1.1.1. Business Case Development
 - 1.1.1.1. Develop Statement of Needs
 - 1.1.1.2. Project Team Development
 - 1.1.1.3. Develop Project Charter
 - 1.1.1.4. Submit Project Charter
 - 1.1.1.5. Project Charter Review
 - 1.1.1.6. Charter Signed and Approved
 - 1.1.2. Permits
 - 1.1.2.1. Land permit and site selection
 - 1.1.2.2. Security clearance and staff/volunteer safety arrangements
 - 1.1.2.3. Obtain all required legal documents
 - 1.1.3. Procurement/contractor selection
 - 1.1.3.1. RFP Development
 - 1.1.3.2. Tender Period
 - 1.1.3.3. Evaluation
 - 1.1.3.4. Awards
 - 1.2. Planning (Phase: 2)**
 - 1.2.1. Project Team Kick-off Meeting
 - 1.2.2. Project Management Plan Development
 - 1.2.3. Develop Site Plan
 - 1.2.4. Develop Detail Architectural Schematics
 - 1.2.5. Schematic Design Approvals
 - 1.3. Construction (Phase: 3)**
 - 1.3.1. Foundation
 - 1.3.1.1. Land grading and levelling
 - 1.3.1.2. Excavation of Bathrooms/septic tank insertion
 - 1.3.1.3. Laying Footing/Foundation – All rooms
 - 1.3.1.4. Flooring – All rooms & bathrooms
 - 1.3.1.5. Footing / Foundation inspection
 - 1.3.2. Exterior Construction
 - 1.3.2.1. Exterior /Interior Walls
 - 1.3.2.1.1. Exterior / Interior Walls/Laying cinderblocks - class rooms
 - 1.3.2.1.2. Exterior / Interior Walls Laying cinderblocks - office
 - 1.3.2.1.3. Exterior / Interior Walls/Laying cinderblocks - bathrooms
 - 1.3.2.1.4. Exterior - Landscaping
 - 1.3.2.1.5. Exterior / Interior Walls Inspection
 - 1.3.2.2. Roofing
 - 1.3.2.2.1. Exterior roofing - classrooms
 - 1.3.2.2.2. Exterior roofing – office space
 - 1.3.2.2.3. Exterior roofing - Bathrooms

- 1.3.2.2.4. Ceiling work classrooms
- 1.3.2.2.5. Ceiling work office
- 1.3.2.2.6. Ceiling work bathrooms
- 1.3.2.2.7. Plumbing – bathroom if water source is available
- 1.3.2.2.8. Inspection

1.3.2.3. Finishing

- 1.3.2.3.1. Floor finishing – all rooms
- 1.3.2.3.2. Floor finishing– bathrooms
- 1.3.2.3.3. Installing windows all rooms and bathrooms
- 1.3.2.3.4. Installing doors – All rooms and bathrooms
- 1.3.2.3.5. Interior wall finishing – All rooms
- 1.3.2.3.6. Interior wall finishing - bathrooms

1.4. Closing (Phase: 4)

- 1.4.1. Stakeholder Signe Off/Project acceptance sign off
- 1.4.2. School transferred to Mekoni Education Admin
- 1.4.3. Archive Architectural Documents
- 1.4.4. Archive Contractual Documents,
- 1.4.5. Document Lessons Learned
- 1.4.6. Project Close Out Meeting/Project team disperses