

Reference: T7/2/2 (2014/15)

TREASURY CIRCULAR NO. 26 OF 2013

THE PREMIER

THE MINISTER OF AGRICULTURE AND RURAL DEVELOPMENT
THE MINISTER OF COMMUNITY SAFETY
THE MINISTER OF CULTURAL AFFAIRS AND SPORT
THE MINISTER OF EDUCATION
THE MINISTER OF FINANCE, ECONOMIC DEVELOPMENT AND TOURISM
THE MINISTER OF HEALTH
THE MINISTER OF HUMAN SETTLEMENTS
THE MINISTER OF LOCAL GOVERNMENT, ENVIRONMENTAL AFFAIRS AND DEVELOPMENT PLANNING
THE MINISTER OF SOCIAL DEVELOPMENT
THE MINISTER OF TRANSPORT AND PUBLIC WORKS

} For information

THE SPEAKER: PROVINCIAL PARLIAMENT

THE DEPUTY SPEAKER: PROVINCIAL PARLIAMENT

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THE ACCOUNTING OFFICER: VOTE 2: PROVINCIAL PARLIAMENT (MR R HINDLEY)
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 THE HEAD: BRANCH GOVERNANCE AND ASSET MANAGEMENT (MR Z HOOSAIN)
 THE HEAD: PUBLIC POLICY SERVICES (MR A PHILLIPS)
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 THE HEAD: LOCAL GOVERNMENT PUBLIC FINANCE (MR M SIGABI) (ACTING)
 THE HEAD: ASSET MANAGEMENT (MR IG SMITH)
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 THE SENIOR MANAGER: PROVINCIAL GOVERNMENT FINANCE (EXPENDITURE MANAGEMENT) (MS A PICK)
 THE SENIOR MANAGER: PROVINCIAL GOVERNMENT SUPPLY CHAIN MANAGEMENT (MS N EBRAHIM)
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 THE SENIOR MANAGER: SUPPORTING AND INTERLINKED FINANCIAL SYSTEMS (MR A BASTIAANSE)

 THE PROVINCIAL AUDITOR
 MASTER RECORDS OFFICIAL: BUSINESS INFORMATION AND DATA MANAGEMENT
 THE DEPUTY DIRECTOR-GENERAL: CORPORATE ASSURANCE, DEPARTMENT OF THE PREMIER (MS H ROBSON)

SPECIAL PROJECTS: A PROCESS MAP FOR THE 2013/14 AND ENSUING MTEF YEARS

BACKGROUND

During the 2012/13 Budget Process Cabinet approved a number of special projects, transversal in nature to be implemented during the course of the 2013/14 financial year and stretching over the 2013 MTEF.

The objective of these special projects are:

- a) To promote effective and efficient management, coordination and intergovernmental cooperation of special programmes in the Western Cape Government; and
- b) To support the outcomes of the Provincial Strategic Objectives (PSOs); and to contribute to improving the responsiveness, effectiveness and efficiency of government services.

DISCUSSION

The following funds have been reserved in Vote 3 (Provincial Treasury) in the Special Projects Sub-programme accessible to applicable departments subject to due costing, cash flow, roll-out, prioritisation and credible implementation plans via the relevant work groups or Steering Committee chairpersons in liaison with the Provincial Treasury.

1. Green Economy: Sustainable projects

(Steering Committee Members: Mr. P. van Zyl, Ms. J. Cargill; Mr. S. Fourie and Ms. J. Isaacs)

(Provincial Treasury: Mr. A. Phillips)

The green economy has the potential of becoming the principal driver of investment and growth in the Western Cape, with the ultimate aim to derive realistic and practical overall strategic frameworks to identify possible private sector investment cases in support of green investment growth; and to identify economic opportunities and facilitate the realisation thereof.

- Amounts of R6 million for 2013/14, R7 million for 2014/15 and R8 million for 2015/16 has been allocated to sustainable projects under the Green Economy priority theme.

2. Regional based socio-economic projects

(Steering Committee Members: Mr. B. Walters, Mr. S. Fourie and Ms. J. Isaacs)

(Provincial Treasury: Mr. A. Phillips)

- Amounts of R15 million in 2013/14, R25 million in 2014/15 and R35 million in 2015/16 have been allocated towards the regional based socio-economic development programme (in Witzenberg, George and Drakenstein municipalities and Nyanga), which aims to ignite the long-term performance of the Western Cape by harnessing sub-regional growth and the unique development potential of selected areas within the Province.

3. Logis roll out and biometric solution

(Provincial Treasury: Mr. I. Smith)

- Amounts of R5.660 million for 2013/14, R6 million for 2014/15 and R6.100 million in 2015/16 have been allocated towards the Logis roll out and biometric access control solution.

4. Strategic sourcing/procurement strategies

(Provincial Treasury: Mr. I. Smith)

- To develop strategic sourcing/procurement strategies in high spent commodities, such as ICT, which will have a major impact on the Province, amounts of R2 million in 2013/14, R2.500 million in 2014/15 and R3 million in 2015/16 have been allocated.

5. Improvement of internal control (across departments)

(Provincial Treasury: Mr. A. Hardien)

- Flowing from CGRO processes and to improve internal controls, standards, frameworks, guidelines, change management strategy, SOPS and training, amounts of R15 million in 2013/14, R33 million in 2014/15 and R39.690 million in 2015/16 have been allocated towards the improvement of internal controls across departments.

ICT AND BROADBAND

ICT and BROADBAND Steering Committee Members

(Provincial Treasury: Ms. J. Gantana)

6. Annual Performance System (APAS)

APAS aims to ensure the electronic capturing of Annual Performance Plans (APPs) as well as the quarterly and annual reporting against APP indicators, including the ability to upload evidence (documents / images). It will feed into the broader performance management reporting (BI) and allow for historical analysis. It will also improve the efficiency and accuracy of the APP and Quarterly Performance Reporting (QPR) processes. The system is developed for re-use by other provincial governments, subject to them having the right infrastructure and operating software licensing agreements.

And

7. Enterprise Portfolio Management (EPM)

EPM is an integrated project, programme and portfolio management system. It allows for the management and tracking of projects, including APP and operational/capex projects. It also facilitates reporting at a departmental and provincial level. It also links projects to the Provincial Strategic Objectives and allows for reporting accordingly.

- Amounts of R24.200 million for 2013/14, R4.500 million for 2014/15 and R3.500 million for 2015/16 have been reserved for the development and roll-out of the APAS and EPM systems.

8. Business Intelligence (BI)

Business Intelligence (BI) is about consolidating and aggregating operational data in a central repository in order to provide information that informs strategic, tactical and (to some degree) operational decisions. In government, it is primarily focused on informing the policy (decisions).

- ***Provincial BI***

Provincial BI is focused on two areas. One is providing a central platform for the departments. The other is focused on outcome-level performance monitoring and reporting against the Provincial Strategic Objectives and links directly to the Provincial Wide M&E requirements. It runs on the Microsoft platform, which is the provincial standard for BI systems. It also ensures that we exploit our Microsoft core investment and allows for much easier integration with other performance-focused systems (APAS and EPM).

- ***Departmental BI***

Each department defines their own requirements for BI, but it has to conform to two principles. It must align and feed into the provincial BI solution and provide the necessary information to provide departmental management with decision-making capability.

- Amounts of R20 million for 2013/14, R33 million for 2014/15 and R41 million in 2015/16 have been allocated towards the development and roll-out of the BI system.

9. Enterprise Content Management (ECM)

ECM covers the broad area of electronic content. The focus in the WCG is to implement electronic document and records management in order to improve efficiency (by reducing the time to retrieve and distribute paper records) and reduce the amount of paper storage required in the CBD. It also includes the key areas of electronic workflow and correspondence / issue management and tracking. ECM also ensures document auditability and availability, managing the life-cycle of information from initial publication or creation through archival and eventually disposal.

- Amounts of R25 million for 2013/14, R50 million for 2014/15 and R225 million in 2015/16 have been allocated towards ECM.

10. Business Process Optimisation (BPO)

BPO is focused on formalising and documenting the current business processes in order to identify and document areas of efficiency improvements, including process improvement and structure.

- Amounts of R12 million for 2013/14, R12 million for 2014/15 and R30 million in 2015/16 have been allocated towards Business Process Optimisation.

11. IT infrastructure

A recent audit of the WCG infrastructure installed based revealed that a major proportion of the infrastructure assets requires refresh.

- An allocation of R24.567 million has been allocated towards IT infrastructure in 2015/16.

12. Broadband

The Western Cape Government is committed to reducing the cost of communication, increasing broadband penetration and reducing the digital divide in both urban and rural contexts.

Key objectives for the Western Cape Provincial Broadband Strategy are as follows:

- Driving cost efficiency – ensuring that scarce financial resources are utilised for maximum benefit.
- Increasing effectiveness of government and improving Government Service Delivery to citizens and business.
- Providing a catalyst for Economic and Social Development
 - Amounts of R86.189 million in 2013/14, R100 million in 2014/15 and R62.733 million in 2015/16 are allocated for Provincial-wide Area Network (PWAN).
 - Amounts of R34.667 million in 2013/14 and R47.334 million in 2014/15 are allocated for E-Education hardware.
 - Amounts of R6.882 million 2013/14, R680 000 in 2014/15 and R680 000 in 2015/16 are allocated for Broadband Library services.

General conditions for provincial priority allocations

- Earmarked priority allocations should be used exclusively and specifically for its intended purpose. Earmarked allocations require periodic reporting as agreed upon between the Department and Provincial Treasury; however no additional reporting is necessary if reporting is covered in the normal In-Year Monitoring (IYM), Quarterly Performance Reports (QPR) and Infrastructure Reporting Model (IRM).

- The lead departments for the transversal priorities: ICT and Broadband; Skills Development; The Green Economy; Infrastructure Planning, management and maintenance/U-AMPs/C-AMPs (including maintenance) and Regional Socio-Economic Development Programme are required to report quarterly to the Provincial Top Management and the relevant sector committees where applicable.
- All special projects earmarked priority allocations for the outer years of the MTEF (2014/15 and 2015/16) are indicative and subject to performance in the first year.
- Distribution of these funds is subject to receipt of agreed business/project plans and satisfactory roll out of plans in conjunction with clear stakeholder responsibility and an effective M&E mechanism.

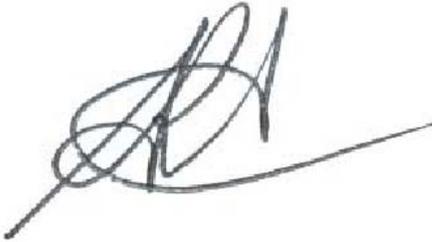
Guiding Principles

The guiding principles for rolling out Special Projects are as follows:

1. Create an approval structure (Steering Committee) to drive project.
 - a. This Steering Committee should consist of all relevant role players including the Provincial Treasury.
 - b. The Steering Committee should oversee the implementation of the project.
2. Steering Committees need to define "Roles and Responsibilities".
3. Complete the scope and compile a Project Initiation Document (outline attached as Annexure A).
4. Ensure effective programme/project, contract and cash management.
5. Projects will have to go through a formal approval process (AO and HoT).
6. Once projects are approved regular reporting to Provincial Treasury, PTM and Cabinet on a quarterly basis will be done. The first PTM is scheduled for 17 July 2013 and Cabinet 31 July 2013.
7. Evaluation and assessment of all projects will be done during the MTEC processes.

CONCLUSION

8. Each and every project must be accompanied by a Project Initiation Document (PID) and submitted to the Provincial Treasury for sign-off prior to implementation on **30 June 2013**.

A handwritten signature in black ink, appearing to be 'MS A PICK', written in a cursive style with a long horizontal line extending to the right.

MS A PICK

ACTING HEAD: PROVINCIAL GOVERNMENT PUBLIC FINANCE

DATE: 13 June 2013



Project Initiation Document

Project Name [\[Click here and start typing...\]](#)

Project No. *(Dashboard reference number)*

| | |
|--|------|
| Author: | Name |
| Project Manager: | Name |
| Sponsor: <i>(Financial Responsibility Manager)</i> | Name |
| PSO Work Group Chairperson: | Name |
| Client: <i>(HOD)</i> | Name |

| Version #: | Date: |
|--------------------------------|------------|
| Draft a | dd/mm/yyyy |
| Draft b <i>(Amendments)</i> | dd/mm/yyyy |
| Version 1 <i>(Approval)</i> | dd/mm/yyyy |

Purpose

The purpose of the Project Initiation Document (PID) is to define the project, to form the basis for its management and the assessment of its overall success.

The signed PID (Version 1) is the contract for the project. If an official scope change is agreed, a new version of the PID may be produced (Version 2).

The PID acts as the base document against which the PSO7 Steering and Work Groups and the Project Manager can assess progress, change management issues, and ongoing viability questions.

*The PID answers the questions **What, Why, Who, How and When.***

Document Location

This document is electronically filed with the Project Manager and Departmental Programme Office.

The hard copy is in the Project Manager's Project Control File, and a copy of the signed, authorised PID has been sent to the Departmental Programme Office.

Revision History

| Draft or Version | Date | Summary of Changes | Changes marked |
|------------------|------|--|----------------|
| Draft a | | First draft | N/A |
| Draft b | | <i>State on what basis changes were made/by whom</i> | Yes/No |
| | | | |
| | | | |
| Version 1 | | | |

Approvals

This document requires the following approvals.

| Name | Role/Title | Date | Signature |
|------|---|------|-----------|
| | Project Manager | | |
| | Project Sponsor/Programme Manager (Financial Support) | | |
| | Chairperson: PSO Work Group | | |
| | Chief Financial Officer | | |
| | | | |
| | | | |

Distribution

The Departmental Project Office will distribute this document to those listed above and the onus lays with the respective Project Manager to distribute this document to the following:

| Name | Role/Title | Telephone | Date |
|------|------------|-----------|------|
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15. Project Monitoring and Evaluation

Attachments

1. Executive Summary

Short summary of the current situation, with a high level summary of proposed solution. The PSO strategic outcome target being addressed by this project can be referred to here.

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2. Business Need

Why is this project being undertaken?

Describe the business need that gave rise to this project. Also refer to the PSO Work Group responsible for the strategic outcome target being addressed. .

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3. Project Classification

Indicate what type of project this is. If you choose more than one project type, provide a reason. Cabinet projects are deemed to be the equivalent of a PSO aligned project (strategic).

APP Project

Cabinet Project

Capital Project

Operational Project

4. Project Description

What is the project's contribution to the achievement of the strategic programme and hence the attainment of the Provincial Strategic Objective. The project purpose describes how the project's target group will benefit.

Example: "The provincial departments will be able to apply the WCG programme and project management methodology and standards in the management of provincial transversal and functional programmes and projects effectively"

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5. Strategic Alignment

Indicate how the project is **primary and/or secondary** aligned to contribute towards National Outcomes or sub-outcomes, Provincial Strategic Objective targets, Strategic Programmes and APP.

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Primary alignments

| | |
|--------------------------------------|--|
| National Outcome | |
| National Output | |
| Provincial Strategic Objective (PSO) | |
| Strategic Sector Committee | |
| PSO Work Group | |
| PSO Outcome | |
| PSO Outcome Target | |
| APP reference/indicator | |

Secondary alignments

| | |
|---|-------------------|
| National Outcome(s) | 1.) 2.) 3.) |
| National Output(s) | 1.) 2.) 3.) |
| Provincial Strategic Objective(s)s (PSOs) | 1.) 2.) 3.) |
| PSO Outcome(s) | 1.) 2.) 3.) |
| PSO Outcome Target(s) | 1.) 2.) 3.) |

6. Project Scope

6.1 Project Deliverables/Outputs

It is essential to clearly state what the project will deliver and when will it be delivered – the product(s). The project's deliverables/ outputs/results are written as though they have already been achieved. Include the management products and deliverables (e.g. PID, Signoffs) as well as the specialist products (e.g. school, training intervention). Use dates under Delivery Date e.g. 30/06/2011 not end of June or Quarter 1.

| Deliverable/Output/Result | Delivery Date |
|--|-------------------|
| <i>This must be either a product, goods, or service that is to be delivered to/for the target group. The statement reads as if these have already been achieved. These do not necessarily refer to the project milestones/stages but rather to the final products/deliverables produced for the end users/clients.</i> | <i>dd/mm/yyyy</i> |
| | |
| | |
| | |

6.2 Exclusions

What is **not included** in this project? This helps to clarify the scope, and should ensure that there are no misunderstandings about what the scope is. It will assist with managing expectations.

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6.3 Duration

How long will this project take to complete? This period must correspond with section 8: milestone Chart!

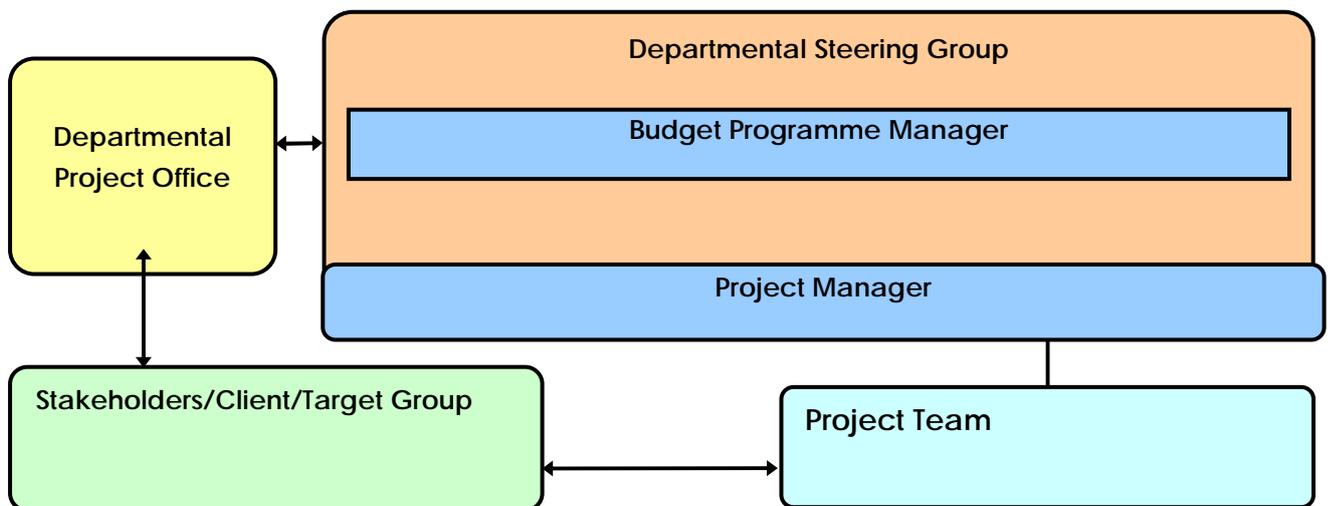
Start Date: _____ End Date: _____

6.4 Project Location

This refers to the geographical area(s) where the outputs for this project will be delivered at. This information will enable spatial mapping of your project and detail information is require to ensure accuracy. Where there are multiple delivery points, attach a spread sheet indicating the geographical information.

- District Municipality(s) - [\[Click here and start typing...\]](#)
- Local Municipality(s) - [\[Click here and start typing...\]](#)
- Town(s) - [\[Click here and start typing...\]](#)
- Suburb(s) - [\[Click here and start typing...\]](#)
- Street Address(s) and number - [\[Click here and start typing...\]](#)

6.5 Project Team / Project Organisation



7. Project Budget

The Budget is the money planned to be spent on outside goods or services and the Project Manager accounts for the moneys committed. Acquired Budget (indicate the source) is the moneys that a sponsor or donor commits to the project. At this stage only costs relating to goods and services, transfers and capital expenditure directly related to the project are required. Staff and indirect costing will be taken into consideration in due course.

| Financial Years: | Year 1: 2013/14 | Year 2: 2014/15 | Year 3: 2015/16 | Year 4: 2016/17 | Year 5: 2017/18 | TOTAL |
|------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------|
| Allocated budget | 0 | 0 | 0 | 0 | 0 | 0 |

7.1 Budget Notes

Include a high level explanation of what the various budgets cover. Include any additional budgetary notes. Where the budget is sponsored by a different department(s) than the one managing this project the details should be noted here.

[Click here and start typing...]

8. Milestone Chart

Milestones are events in a project that indicates progress to achieving your objectives. Milestones could be the delivery of an output(s) or product(s). These are achieved through completing activities. Milestone and Activity descriptions should be SMART. The total weight of all milestones should be 100%. Activities for each milestone must total 100% as well. Weight can be evenly divided between milestones or activities, but it is preferable that the effort and value of each is considered, e.g. if a milestone has two activities, one may contribute 80% to the achievement of the milestone, while the second would then contribute 20%.

| Milestone Description | Milestone Owner | Start Date | Completion Date | Weight % | Original Budget Provision |
|-----------------------|-----------------|------------|-----------------|----------|---------------------------|
| 1. | | | | | R |
| Activity Description | Activity Owner | Start Date | Completion Date | Weight % | Budget |
| 1.1 | | | | | R |
| 1.2 | | | | | R |
| 1.3 | | | | | R |
| Milestone Description | Milestone Owner | Start Date | Completion Date | Weight % | Original Budget Provision |
| 2. | | | | | R |
| Activity Description | Activity Owner | Start Date | Completion Date | Weight % | Original Budget Provision |
| 2.1 | | | | | R |
| 2.2 | | | | | R |
| 2.3 | | | | | R |

| Milestone Description | Milestone Owner | Start Date | Completion Date | Weight % | Original Budget Provision |
|-----------------------|-----------------|------------|-----------------|----------|---------------------------|
| 3. | | | | | R |
| Activity Description | Activity Owner | Start Date | Completion Date | Weight % | Original Budget Provision |
| 3.1 | | | | | R |
| 3.2 | | | | | R |
| 3.3 | | | | | R |
| Milestone Description | Milestone Owner | Start Date | Completion Date | Weight % | Original Budget Provision |
| 4. | | | | | |
| Activity Description | Activity Owner | Start Date | Completion Date | Weight % | Original Budget Provision |
| 4.1 | | | | | R |
| 4.2 | | | | | R |
| 4.3 | | | | | R |

9. Constraints

Under what constraints will the project run? Constraints are known limitations such as budget, human resources, legislation, policies, etc.

[Click here and start typing...]

10. Project Interfaces/Dependencies

List any known project interfaces that the project will be/is interacting with or dependent on. Which other projects does this one rely on or which projects are dependent on this project.

[Click here and start typing...]

11. Project Risk Management Plan

The risks associated with the project must be identified, together with the plan to manage those risks and a person assigned to manage each risk. Attach the Risk Log. Limited human resources and funds are not risks, they are known constraints. A risk is a potential event that could affect the outcome of a project.

| Potential Risks | Impact Rating (1 to 4) A | Likelihood Rating (1 to 4) B | Severity Rating (A x B =) | Risk Mitigation(s)/ Treatment(s) | Risk Owner |
|-----------------|--------------------------------|------------------------------------|------------------------------|-------------------------------------|------------|
| | | | | | |
| | | | | | |

12. Assumptions

On what assumptions is the project undertaken? Assumptions should be clearly stated in order to avoid misunderstandings. Assumptions could possibly be risk. Assumptions are what the current general belief is regarding the project environment, e.g. buy-in, skill level of project team, competence of supplier, etc.

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13. Project Communication Plan

The identification of the various internal and external stakeholders as well as the most effective and efficient communication methods/media to reach the project stakeholders.

| Stakeholders | Nature of information | Medium | Frequency | Responsible person |
|--------------|-----------------------|--------|-----------|--------------------|
| | | | | |
| | | | | |

14. Project Controls

How will the project be controlled to ensure that it remains within the planned parameters? Indicate the project governance, i.e. accountability, responsibility, escalation procedures, inspections, reviews, etc.

What controls will be incorporated to monitor and report on timeous deliverable in agreed quality products, actual spending, and viability of the projects as well as project benefits?

[\[Click here and start typing...\]](#)

15. Monitoring and Evaluation

Attachments

| | |
|-------------|---|
| Annexure A | Product-/Work Breakdown Structure (Project Plan) <i>The Breakdown Structure does not have to be a MS Project plan. It can be done using any other software, but must contain detail regarding the process that will be followed e.g. not just "make coffee", but rather boil water, get sugar, milk, cup, teaspoon, etc.</i> |
| Appendix 1: | Budget input table |
| Appendix 2: | Cash Use Projection and Requested Disbursement Schedule |
| Appendix 3: | Quarterly Milestones |

CASH USE PROJECTION AND REQUESTED DISBURSEMENT SCHEDULE

| EXPECTED USE OF CASH | | | | | | | | | | | | | | |
|--|-----|----|----|----|----|----|----|----|----|-----|-----|-----|-----|-----|
| COMPONENT | FY1 | | | | | | | | | | | | FY2 | FY3 |
| | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 | | |
| Current Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Compensation of employees | | | | | | | | | | | | | | |
| Goods and Services (Specify lower lever item) | | | | | | | | | | | | | | |
| Transfers and Subsidies | | | | | | | | | | | | | | |
| Payments for Financial Assets | | | | | | | | | | | | | | |
| Capital Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Machinery and equipment | | | | | | | | | | | | | | |
| TOTAL | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Total by FY | | | | | | | | | | | | | 00 | |

QUARTERLY MILESTONE TABLE

| EXPECTED MILESTONES by COMPONENT | | | | | | | |
|--|---|---|----|----|----|-----|-----|
| Component 1 | | | | | | | |
| Output Milestones (to correspond with activities in Results Framework) | | | | | | | |
| Milestone Number | Milestone Description | Achieved by (indicate quarter with an X) | | | | | |
| | | FY1 | | | | FY2 | FY3 |
| | | Q1 | Q2 | Q3 | Q4 | | |
| 1. | Output 1 | | | | | | |
| 1.1 | Break output down into sub-outputs or units of outputs by year, if useful. | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| Activity milestones (to correspond with activities in Results Framework) | | | | | | | |
| Milestone Number | Milestone Description | Planned to take place during (indicate quarter with an X) | | | | | |
| | | FY1 | | | | FY2 | FY3 |
| | | Q1 | Q2 | Q3 | Q4 | | |
| 1. | Activity 1 | | | | | | |
| 1.1 | Break down activity milestones, for example, appointment of staff, purchasing of equipment, obtaining permissions, tendering work | | | | | | |
| | <input type="checkbox"/> | | | | | | |
| | <input type="checkbox"/> | | | | | | |
| | <input type="checkbox"/> | | | | | | |
| | <input type="checkbox"/> | | | | | | |