BUSINESS PLAN

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| --- |
| **Project Name** |
| **Date:** |  |
| **Project Manager:**  |  |
| **Tel no** |  |
| **Cell no:** |  |
| **E-mail:**  |  |
| **Version** |  |

*Note: - Please do not change the formatting (margins, font or layout) of the business Plan*

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# PROJECT DETAILS & APPROVAL

|  |  |
| --- | --- |
| Name of Applying Municipality |  |
| Partners (if applicable) |  |
| Project Name |  |
| Implementation Period of the Project |  |
| Name of Municipal Manager |  |
| Contact Number |  |
| E-Mail Address |  |
| Signature of Municipal Manager |  |

# SUMMARY

(max 1 page)

|  |  |
| --- | --- |
| The total duration of the action (months or years) |  |
| Project amount requested from GBS |  |
| Objectives and outcomes of the action (Outcomes as bullet points) | Overall Objective:Specific Objectives:Outcomes: |
| Partner(s) (if applicable) |  |
| ODA Principle/s being addressed |  |
| A brief description of the project in 5 sentences (or less) |  |
| Describe who will ultimately benefit from the project outcomes: |  |
| Estimated Outputs/Results(as bullet points):  |  |
| Main activities (as bullet points): |  |

# PROJECT OVERVIEW

 (max 1 page)

|  |
| --- |
| *Provide a brief description of:** *What is to be done in the project (e.g. what kind of activities)?*
* *Who are the project role players: who will be involved and what is the extent of that involvement?*
	+ *The accountable Directorate, and lead division within the Directorate*
	+ *Other role-players (implementation institutions and or financial support, etc.)*

***NOTE:*** *If the project falls outside of the core mandate and functions of the municipality, it must partner with the relevant National or Provincial Department and/or government entity. (delete italicised guiding text once you have completed the section)*  |

# RATIONALE AND RELEVANCE OF THE ACTION

(max 3 pages)

|  |
| --- |
| *Please provide the following information:** *Provide a general and detailed presentation and analysis of the problems and their interrelation at all levels.*
* *Provide a detailed description of the target groups and final beneficiaries.*
* *Identify clearly the specific problems to be addressed by the action and the perceived needs and constraints of the target groups.*
* *Demonstrate the relevance of the action to the needs and constraints in general of the locality and to the target groups/final beneficiary groups in particular and how the action will provide the desired solutions, in particular for the targeted beneficiaries and population.* *(delete italicised guiding text once you have completed the section)*
 |

# PROJECT SPECIFICATION

(max 5 pages)

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| *The Project specification provides a narrative summary of the Project Results Framework, which must be attached as an annex (see Annex 1: GBS Results Framework template). Describe the proposed project including background information that led to the formulation of the action. This should include:** *Overall Objective and the Purpose of the Action (max ½ page). Provide and describe the overall objective(s) to which the action aims to contribute towards as well as the purpose that the action aims to achieve.*
* *Outputs and expected results (max 1½ pages). Indicate how the action will improve the situation of target groups/beneficiaries as well as the technical and management capacities of target groups and/or any local partners where applicable. Be specific and quantify outputs as much as possible. Indicate notably foreseen publications. Describe the possibilities for replication and extension of the action outcomes (multiplier effects).*
* *Provide key performance indicators for the project (max 1 page). How will you know that you have achieved the project objectives and outcomes? The performance indicators specified should illustrate the achievement of project outcomes and outputs.*
* *The proposed activities and their effectiveness (max 2 pages). Identify and describe in detail each activity to be undertaken to produce the results, justifying the choice of the activities and specifying where applicable the role of each partner (or associates or service provider) in the activities. In this respect, the detailed description of activities must not repeat the action plan.*

*Indicate clearly the sequence of, and links between all different activities in an appropriate Project Management form, identifying the critical path for implementing the action.****NOTE:*** *MFMA Procurement processes should be followed if service providers are to be contracted to do certain components of the project. (delete italicised guiding text once you have completed the section)* |

# METHODOLOGY

(max 5 pages)

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| --- |
| *Describe in detail:** *⁭the methods of implementation and reasons for the proposed methodology;*
* *where the action is the continuation of a project, how the action is different to the previous action and how is it intended to build on the results of this previous action;*
* *where the project is part of a larger programme, explain how it fits or is coordinated with this programme or any other eventual planned project. Please specify the potential synergies with other initiatives;*
* *the procedures for follow up and internal/external evaluation;*
* *the role and participation in the action of the various actors and stakeholders (local partner, target groups, other departments, etc.), and the reasons for which these roles have been assigned to them;*
* *the organisational structure and team proposed for implementation of the action (by function: there is no need to include the names of individuals);*
* *the main means proposed for the implementation of the action (equipment, tools…) and for carrying out the proposed activities;*
* *the involvement of implementing partners, their role and relationship to the applicant, if applicable, and the applicant's relationship with them. If an existing partnership, please provide the legal basis for such, including the cost implication; or explain the intention and purpose in relation to this project of a new partnership and cost allocation;*
* *the attitudes of all stakeholders towards the action in general and the activities in particular;*
* *any anticipated synergies with, or possible constraints due to other current or planned projects or activities in the vicinity of the location of the action.*

***NOTE:*** *A partner can be used to implement certain components of the project, however a partner cannot be paid, charge or levy a “service fee” for the work done (only a competitively procured service provider can do so). (delete italicised guiding text once you have completed the section)* |

# OPERATIONAL CAPACITY

(max 2 pages)

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| * *Describe the organisational structure and the team proposed for the implementation of the project.*
* *Describe project management and governance:*
	+ *Where does the project sit in the Municipality? What are the roles and responsibilities of partners?*
	+ *Who will make decisions? Who manages the project?*
	+ *What is procurement strategy for the project?*
	+ *Who will oversee implementation of the project?*
	+ *How is coordination with other units, departments or non-state organisations/actors ensured (private sector and or civil society)?*
	+ *What is the project monitoring and reporting plan? Is data available for the selected indicators; how will data be collected; how frequently will the project be reported internally? What are plans for reviewing the project?*
* *The main means proposed for the implementation of the project (equipment, materials, and supplies).*
* *What capacity building measures will be put in place in order to build the operational capacity of the team to manage the project? How will this capacity be translated into a winning situation for the municipality as a whole?*

***NOTE:*** *No Salary payments to municipal staff (including staff of municipal entities) for work done on the project can be made. (delete italicised guiding text once you have completed the section)* |

# Sustainability

(max 3 pages)

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| * *Provide detailed risk analysis and eventual contingency plans. This should include at minimum a list of risks associated with each action proposed accompanied by relevant mitigation measures. A good risk analysis would include a range of risk types including physical, environmental, political, economic and social risks.*
* *Describe the main preconditions and assumptions during and after the implementation phase.*
* *Explain how sustainability will be secured after completion of the action. This may include aspects of necessary follow-up activities, built-in strategies, ownership etc., if any.*
* *In so doing, please make a distinction between the following 3 dimensions of sustainability:*
	+ *Financial sustainability (financing will follow up activities, sources of revenue for covering all current and future operating and maintenance costs, etc.);*
	+ *Institutional level (which structures would allow, and how, the results of the action to continue be in place after the end of the action? Address issues about the "ownership" of action outcomes);*
	+ *Policy level where applicable (What structural impact will the action have - e.g. will it lead to improved legislation, codes of conduct, methods, etc.).*
* *Explain how the capacity building component will strengthen the ability of the municipality to ensure the sustainability of the project (e.g. skills, processes, reporting and procedures etc.). (delete italicised guiding text once you have completed the section)*
 |

# INDICATIVE TIMEFRAME OF MILESTONES AND ACTIVITIES

|  |
| --- |
| **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** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| 1 | Output 1 |   |   |   |   |   |   |   |   |   |   |   |   |
| 1.1 | Break output down into sub-outputs or units of outputs by year, if useful. |   |   |   |   |   |   |   |   |   |   |   |   |
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***NOTE:*** *The indicative timeframe of milestones and activities must have a new sheet for each component. (Please delete this italicised guiding text once you have completed the section)*

|  |
| --- |
| Activity milestones (to correspond with activities in Results Framework) |
| Milestone Number | Milestone Description | Planned to take place during (indicate quarter with an X) |
| **FY12** | **FY13** | **FY14** |
| **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| 1 | Activity 1 |   |   |   |   |   |   |   |   |   |   |   |   |
| 1.1 | Break down activity milestones, for example, the appointment of staff, purchasing of equipment, obtaining permissions, tendering work |   |   |   |   |   |   |   |   |   |   |   |   |
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***NOTE:*** *The indicative timeframe of milestones and activities must have a new sheet for each component (Please delete this italicised guiding text once you have completed the section)*

# ANNEXURE 1: RESULTS FRAMEWORK

**Project name and objective**

|  |  |
| --- | --- |
| **Project Name** | Specify the project name |
| **Project Objectives:** | The Project Objective describes the intended benefits to be realised through the project. The intended benefits should be measurable and specific. By reading a project objective, one should be able to determine what is being targeted directly by the project and who (a community, group of people, institutions) will benefit. The project objective and rationale should describe the expected contribution of the project to the achievement of one or more of Government’s priorities. |
| **Project Outcome** | The Project Outcome is the uptake, adoption or use of project outputs by the project beneficiaries  |
| **Project Components** | If applicable, please specify the project components. The project outcomes, outputs, activities and inputs for each component must be described. |

**Component results framework (one for each component)**

|  |  |
| --- | --- |
| **Component name** | Specify Component Name |
| **Project Intermediate Outcomes (by component):** List the intermediate outcomes expected from the component*An Intermediate Outcome specifies a result proximate to an intended final outcome, but likely more measurable and achievable in the lifetime of a project to an intended final outcome. Example: Teachers use the new teaching methods (output/intermediate outcome) to improve learning among students (final outcome).* | **Project Outputs (by component):** List project outputs over the life of the project*Outputs are the supply-side deliverables, including the events, products, capital goods or services that result from a development intervention (e.g., construction of a school).* *The key distinction between an output (a specific good or service) and an outcome is that an output typically is a change in the supply of goods and services (supply side), while an outcome reflects changes in the utilisation of goods and services (demand side).*  | **Activities:** List main project activities over the life of the project *An Activity is an action taken or work performed by which inputs are converted into specific outputs. Activities, such as providing training, constructing a facility, etc. are designed to deliver outputs.* | **Inputs:**List main expected inputs over the life of the project*Inputs are the financial, human, and other resources mobilised to support activities undertaken by a project. Examples would include staff, travel, and accommodation.* |
| **Outcome Indicators (by component):** Provide indicators for the outcome listed: how will you know that you have achieved the intermediate outcome?**Baseline:** **Target:** *An Indicator is a measure that can be used to monitor or evaluate an intervention. Indicators can be qualitative (in which case they usually entail verbal feedback from beneficiaries) or quantitative (derived from measurements of the intervention)* | **Output Indicators (by component):** Provide indicators for the outputs listed. How will you demonstrate that you have achieved an output?**Baseline:** **Target:** *An Indicator is a measure that can be used to monitor or evaluate an intervention. Indicators can be qualitative (in which case they usually entail verbal feedback from beneficiaries) or quantitative (derived from measurements of the intervention).* |

# ANNEXURE 2: COMPLIANCE CHECKLIST

|  |  |  |
| --- | --- | --- |
| **Before sending your proposal, please check that each of the following components is complete and respects the following criteria** | **Applicant to complete** | **National Treasury** |
|  | YES | NO | N/A | YES | NO | N/A |
| **ADMINISTRATIVE COMPLIANCE** |  |  |  |  |  |  |
| The application is submitted by a Municipality as specified in the list of municipalities who may apply on page 4 of the guideline. |  |  |  |  |  |  |
| The proposal is typed and is in English. |  |  |  |  |  |  |
| The correct business plan template and Budget Input Tables, published for the GBS 5th call for proposals, has been used. |  |  |  |  |  |  |
| The indicative timetable of quarterly Milestone and activities has been completed.  |  |  |  |  |  |  |
| The Results Framework (Annexure 1) has been completed. |  |  |  |  |  |  |
| The Component Budget input tables (Excel) have been completed.  |  |  |  |  |  |  |
| Cash use projection and requested disbursement (Excel) has been completed.  |  |  |  |  |  |  |
| The duration of the action is clearly shown and is equal to or more than 1 year and up to 3 years. |  |  |  |  |  |  |
| The requested contribution is equal to or higher than R20 million. |  |  |  |  |  |  |
| The requested contribution is equal to or lower thanR60 million. |  |  |  |  |  |  |
| In the case of a partnership/s, the relevant agreements (e.g. MoU, SLA, Letter of support / approval from the partner department/entity) has been attached to the proposal.  |  |  |  |  |  |  |
| The Municipal Manager of the Municipality approves the budget by signing off the proposal on page 1 of the Business Plan.  |  |  |  |  |  |  |
| A copy of the business plan and other relevant documents have been scanned and converted to a PDF file. |  |  |  |  |  |  |
| The deadline for submission has been respected. |  |  |  |  |  |  |

*\* Please note the N/A will only be applicable to the Partnership Agreement*

*Please note that ticking the appropriate box only, does not necessarily mean that the proposal is compliant to the rules of the guideline. It is the municipality’s responsibility to ensure that the responses checked off on this list has been completed.*