

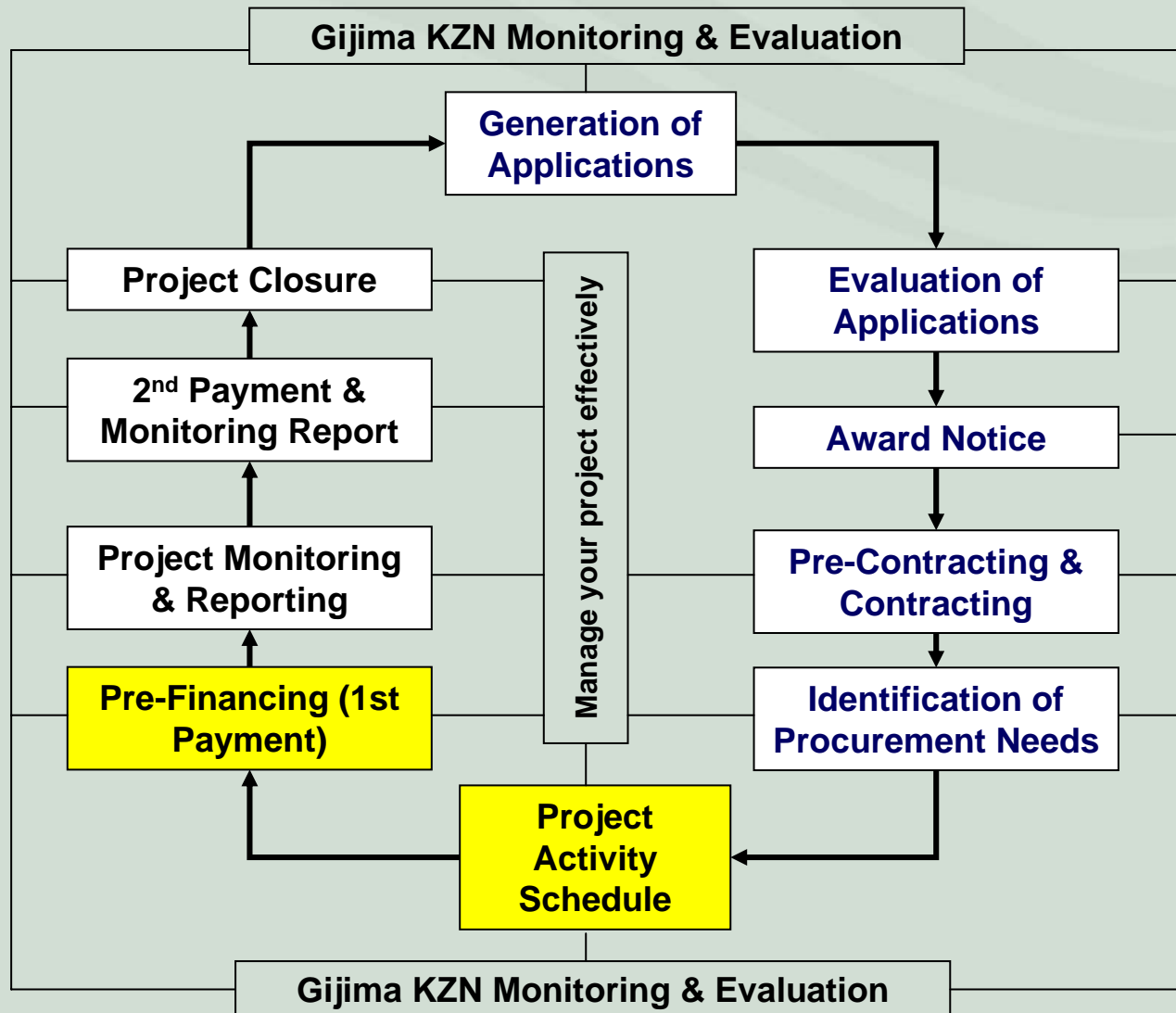


## Project Cycle Management Workshop

### DEVELOPING A PROJECT ACTIVITY SCHEDULE



# PROJECT IMPLEMENTATION & MONITORING PROCESSES



# Project Activity Schedule....



- Based on approved application form – action plan, activities & budget
- Opportunity to understand, and commit to reasonable timeframes and budgets
- Informs and should form part of the SLA between the Grant Beneficiary and the Service Provider
- Area Manager to support grant beneficiary in developing activity schedule
- Involvement of identified service provider recommended
- Forms an annexure to the grant contract
- Used as basis for release of first payment



# Project Activity Schedule....



- Details all activities that form the project:
  - timing/sequencing of activities
  - ensures activities are properly described & disaggregated
  - procurement identification and planning
  - appropriate reporting milestones & outputs
  - reporting & payment scheduling



# Action Plan....



- In project application form – Section 1.10 (Action Plan) is completed – highlights commencement & completion of individual activities from Month1, Month 2 etc.
- Once the project is approved, the Action Plan should be reviewed and updated prior to the commencement of implementation of the project.
- Review of Action Plan should not change substance of project.
- Review of Action Plan must ensure that the activities detailed in the application form represent a proper project implementation plan – this may involve disaggregating some of the activities or being more specific about the activities detailed in the application form.



# Table 1: Duration & Action Plan....



Duration and action plan		Year 1												
Activity	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Implementing Body	
1														
2														
3														
4														
5														
6														
7														
8														
9														
10														



A project financed by the European Union



The Department of Economic Development is the Contacting Authority

# Duration & Action Plan....



- Use it as a project planning, management and monitoring tool
- Specify actual months e.g. December, January as opposed to Month 1, Month 2 etc
- Make allowance for the December/January closing periods if project overlaps this period



# Table 2 – Project Activity Schedule....



- Section 1.7 in project application form provides detailed description of activities to be undertaken: Main activity, detailed activities, output, role of organisations carrying out the activity
- In developing the activity schedule, critical to have an understanding of the key tasks (sub-activities) to be undertaken according to each main activity. These need to be properly described & disaggregated in the activity schedule e.g.:

Main Activity (Title)	Detailed Activities	Output	Role of organisations in carrying out the Activity
<b>Activity One</b> Orientation	<ul style="list-style-type: none"> <li>•Prepare work schedules and programming</li> <li>•Review all relevant available documentation i.e. IDP and LED of Ndwedwe Local Municipality</li> <li>•Review Environment Scoping Reports and relevant reports for Dube Trade Port</li> <li>•Review relevant government legislation, review the roles and responsibilities of the relevant stakeholders</li> <li>•Write up of documentation</li> </ul>	Report Phase One: Meetings with the local municipality. Consultation with the relevant stakeholders with documentation on local government role of LED	Consulting firm to research Local municipality will provide logistical support and all other local information required by consulting firm



# Table 2 – Project Activity Schedule....



Activity	Milestone & MOV	Start Date	Completion Date	Associated Budget	Gijima KZN Contribution	Beneficiary Contribution CASH	Beneficiary Contribution IN-KIND	Covered in Report No(s)
<b>1 Project Inception</b> <ul style="list-style-type: none"> <li>Finalise timeframes</li> <li>Consultation with relevant stakeholders</li> <li>Establish project steering committee</li> </ul>	e.g.Minutes of meeting, stakeholder workshop, establishment of PSC, inception report	Date on which activity associated with achievement of milestone commenced	Date on which activity completed (or anticipated to cease) & milestone achieved	Total budget for the activity – should correspond to approved activity-based budget	Should correspond to approved activity-based budget	Should correspond to approved activity-based budget	Should correspond to approved activity-based budget	In which report will you be reporting on this activity to Gijima KZN
<b>2</b>								
<b>3</b>								
<b>4</b>								



# Table 2 – Project Activity Schedule....



- Understanding the Terms
  - Milestones
    - Marks a significant point/event in the project
    - Signifies completion of a major activity or a set of related activities
    - Project checkpoint to validate progress of project
  - Method of verification
    - Confirmation by provision of objective evidence that specific activities have been undertaken



# Table 3 – Monitoring Reporting Schedule....



	Date of Report	Activities Completed	Activities in Progress	Anticipated Expenditure Declared	Beneficiary Contribution		Will Report Trigger Next Payment on Project?
					Cash	In-Kind	
Report 1	Expected date of submission of report	List activities completed that are reported on in the report	List activities that are currently in progress	Total anticipated expenditure declared on the project – includes grant funds & GB contribution	Beneficiary cash contribution associated with the report	Beneficiary in-kind contribution associated with the report	If the expenditure within the report represents in excess of 60% of the funds transferred to the project to date, then this report should trigger the next payment – enter YES
Report 2							
Report 3							
Final Report							



# Table 3 – Monitoring Reporting Schedule....



- Important to note that grant funds for BEF and LCF CAP projects are disbursed in 3 tranche payments – 40%, 50% and 10%
- Good programme management practice to submit monitoring reports in a cycle that coincides with the draw down of tranche payments on the project or quarterly.
- The review of the budgeted activity schedule exercise should result in a document that groups activities in such a way that monitoring reports are at meaningful stages in the project's implementation
- Where possible, monitoring reports should coincide with the draw down of the next payment on the project



# Project Budget....



- In project application form – Annex B – consolidated activity-based budget is completed for project
- When developing project activity schedule and assigning costs to each activity, recommended to request service provider to provide detailed breakdown of costs (per line item) associated with each activity e.g. human resource costs, travel costs etc.
- Assists with tracking expenditure of grant funds and applicant's contribution over duration of project



# Project Budget....



	Activity 1	Activity 2	Activity 3	Activity 4	Activity 5	Total Project Cost	Applicant's Contribution
<b>Human Resources</b>							
Mohne Ramoudh	8,160.00	16,528.00	32,000.00	24,000.00	20,000.00	100,688.00	0.00
Talia Arkin	4,000.00	10,000.00	24,702.00	9,600.00	4,000.00	52,302.00	0.00
Dumisani Ndlovu	3,000.00	6,000.00	9,000.00	2,700.00	600.00	21,300.00	0.00
Eugene De Beer	5,000.00	6,000.00	7,000.00	5,000.00	5,710.00	28,710.00	0.00
Bonginkosi Ntuli	5,040.00	9,012.00	15,858.00	7,200.00	6,000.00	43,110.00	43,110.00
Busisiwe Nxumalo	1,200.00	4,500.00	9,300.00	5,400.00	3,990.00	24,390.00	24,390.00
Bhekinkosi Mthembu	1,200.00	1,500.00	3,000.00	2,100.00	1,500.00	9,300.00	9,300.00
Service Provider/staff 8	1,200.00	1,500.00	3,000.00	3,000.00	1,500.00	10,200.00	10,200.00
Service Provider/staff 9	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Human Resources</b>	<b>28,800.00</b>	<b>55,040.00</b>	<b>103,860.00</b>	<b>59,000.00</b>	<b>43,300.00</b>	<b>290,000.00</b>	<b>87,000.00</b>
<b>Travel</b>							
Local Travel	1,000.00	1,800.00	1,000.00	1,000.00	1,200.00	6,000.00	1,800.00
International Travel	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Travel</b>	<b>1,000.00</b>	<b>1,800.00</b>	<b>1,000.00</b>	<b>1,000.00</b>	<b>1,200.00</b>	<b>6,000.00</b>	<b>1,800.00</b>
<b>Equipment Supplies</b>							
Furniture	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Computer equipment	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office Equipment rentals	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Spare Parts/other	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Purchase or rent of Vehicles	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Equipment Supplies</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Local Office, Project Costs</b>							
Office rent						0.00	0.00
Consumables - office supplies	0.00	0.00	0.00	0.00	500.00	500.00	150.00
Other services (tel/fax, electricity/heating, maintenance)	200.00	160.00	140.00	0.00	0.00	500.00	150.00
<b>Total Local Office, project costs</b>	<b>200.00</b>	<b>160.00</b>	<b>140.00</b>	<b>0.00</b>	<b>500.00</b>	<b>1,000.00</b>	<b>300.00</b>
<b>Other Costs, Services</b>							
Publications	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Studies, research	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Auditing costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Evaluation costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Translation, interpreters	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Financial services (bank guarantee costs etc.)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Costs of conferences/seminars	0.00	3,000.00	0.00	0.00	0.00	3,000.00	900.00
<b>Total Other Costs, services</b>	<b>0.00</b>	<b>3,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3,000.00</b>	<b>900.00</b>
<b>Grand Total</b>	<b>30,000.00</b>	<b>60,000.00</b>	<b>105,000.00</b>	<b>60,000.00</b>	<b>45,000.00</b>	<b>300,000.00</b>	<b>90,000.00</b>



A project financed by the European Union



The Department of Economic Development is the Contacting Authority

# Project Budget Breakdown....



- Important to ensure that budget breakdown provided for each activity
- Assists in tracking expenditure on submission of invoices from service providers
- Invoices from service providers should provide breakdown of costs according to activity
- Assists with tracking applicant's contribution for particular activities
- Must have supporting documentation to track in-kind contributions e.g. timesheet, travel claims etc.



# Project Budget Breakdown....



	Activity 1
<b>Human Resources</b>	
Mohnee Ramoudh	8,160.00
Talia Arkin	4,000.00
Dumisani Ndlovu	3,000.00
Eugene De Beer	5,000.00
Bonginkosi Ntuli	5,040.00
Busisiwe Nxumalo	1,200.00
Bhekinkosi Mthembu	1,200.00
Service Provider/staff 8	1,200.00
Service Provider/staff 9	0.00
<b>Total Human Resources</b>	<b>28,800.00</b>
<b>Travel</b>	
Local Travel	1,000.00
International Travel	0.00
<b>Total Travel</b>	<b>1,000.00</b>
<b>Equipment Supplies</b>	
Furniture	0.00
Computer equipment	0.00
Office Equipment rentals	0.00
Spare Parts/other	0.00
Purchase or rent of Vehicles	0.00
<b>Total Equipment Supplies</b>	<b>0.00</b>
<b>Local Office, Project Costs</b>	
Office rent	
Consumables - office supplies	0.00
Other services (tel/fax, electricity/heating, maintenance)	200.00
<b>Total Local Office, project costs</b>	<b>200.00</b>
<b>Other Costs, Services</b>	
Publications	0.00
Studies, research	0.00
Auditing costs	0.00
Evaluation costs	0.00
Translation, interpreters	0.00
Financial services (bank guarantee costs etc.)	0.00
Costs of conferences/seminars	0.00
<b>Total Other Costs, services</b>	<b>0.00</b>
<b>Grand Total</b>	<b>30,000.00</b>



A project financed by  
the European Union



The Department of Economic  
Development is the Contacting Authority

# Project Budget Breakdown....



## Example – Detailed breakdown of costs associated with Activity 1 – Project Inception

	GIJIMA CONTRIBUTION	APPLICANT'S CONTRIBUTION (IN-KIND)	TOTAL COST
<b>HR COSTS</b>			
Mohnee Ramough	R8 160	-	R8 160
Talia Arkin	R4 000	-	R4 000
Bonginkosi Ntuli		R5 040	R5 040
<b>TOTAL HR COSTS</b>		<b>R17 200</b>	
<b>TRAVEL</b>			
Service Provider	R1 000	-	R1 000
<b>TOTAL TRAVEL COSTS</b>		<b>R1 000</b>	
<b>LOCAL OFFICE PROJECT COSTS</b>			
Telephone & Fax	R150	R50	R200
<b>TOTAL LOP COSTS</b>		<b>R200</b>	
<b>GRAND TOTAL</b>	<b>R13 310</b>	<b>R5 090</b>	<b>R18 400</b>



A project financed by  
the European Union



The Department of Economic  
Development is the Contacting Authority



# EXERCISE – PROJECT ACTIVITY SCHEDULE



A project financed by  
the European Union



The Department of Economic  
Development is the Contacting Authority

# Exercise – Project Activity Schedule....



- Exercise – to develop project activity schedule for approved project
- Case study – Development Plan in Response to Dube Tradeport – Ndwedwe Local Municipality
- Documents provided:
  - Action Plan
  - Budget
  - Detailed activities



# Exercise – Project Activity Schedule ....



## BREAK-AWAY GROUPS



A project financed by  
the European Union



The Department of Economic  
Development is the Contacting Authority

# Issues for discussion



- Share your experience in undertaking the exercise into:
  - Table 1: Action Plan
  - Table 2: Project Activity Schedule
    - Adequacy and clarity of sub-activities
    - Linkage of activities to milestones and MoVs
    - Alignment of start and completion dates in Table 1
    - Alignment of budgets to approved budget
    - Alignment of reporting period to tranche payments
  - Table 3: Monitoring Reporting Schedule
    - Alignment to Table 2
- Usefulness of the PSA as a planning and management tool



# Project Activity Schedule... finally



- Project Manager managing the project signs the Project Activity Schedule with AM and PDMT Leader
- Signed Project Activity Schedule a binding document , use it as a project implementation and monitoring tool
- Keep copies on file
- Review at submission of each monitoring report





# PRE-FINANCING (1<sup>ST</sup> PAYMENT)



A project financed by  
the European Union



The Department of Economic  
Development is the Contacting Authority

# Pre-Financing (1st Payment)....



- Final version of project activity schedule submitted by grant beneficiary to area manager to sign off
- Following documentation forwarded by AM to FCU for release of 1<sup>st</sup> payment:
  - Project Activity schedule aligned to budget
  - Copy of signed contract
  - Invoice for the installment amount, 40% for BEF & LCF CAP
  - Standard Request for Payment form, 40% for BEF & LCF CAP
  - Financial identification form
  - Current project bank statement
- 1<sup>st</sup> payment made





**THANK YOU**



A project financed by  
the European Union



The Department of Economic  
Development is the Contacting Authority