Project Cycle

Project Preparation Cycle

Answers the question: Which projects or initiatives should be prioritized?

Purpose & scope: Appropriate where project demand exceeds available resources & rational choices need to be made. Projects assessed against defined selection criteria & prioritized via an initiation timetable. Typically undertaken at the programme level (a group of potential projects or geographic area) to ensure that local level spatial planning is in synch with prioritized projects.

Cost: Variable, but typically R10K to R50K.

Timescale: 1 to 6 wks.

Monitoring and Review

Answers the question: Was project preparation effective & how can it be improved in future projects?

Purpose & scope: Feedback given to stakeholders.

Cost: Typically R2K to R6K per project.

Timescale: Variable.

Project Identification and Prioritisation

Follow Through with Investors

Answers the question: Has implementation funding been secured?

Purpose & scope: Outstanding funder requirements & queries are met. Funding approvals or agreements with implementation partners are concluded.

Cost: Variable.

Timescale: Highly variable - from a few weeks to over a year.

Pre-feasibility

Answers the question: What is the project’s risk profile, can the risks be mitigated & what is the preliminary project concept?

Purpose & scope: Risks assessed by a team of suitably skilled professionals. Assessments usually include site suitability (land legal, bulk services, geotechnical, topography, environmental etc), stakeholder support & funding availability. Broad project concept & rough capital & operational costs are defined.

Cost: Variable, but typically R40K to R100K.

Timescale: 2 to 6 months.

Graph showing declining influence and increasing cost of change over time

(Project Management & Control Techniques: Rory Burke. Promatec, 1999)