Project Cycle

Concept & Feasibility (Project Preparation)



Detailed Design (Specification & Costs)



Implementation / Construction



Commission and Handover (& Review)



Operating and Maintenance (& Review)

YES

Project Preparation Cycle

NOTE: This cycle is generic & is based mainly on the preparation process for state or donor funded housing & infrastructure projects. The primary stages are 2, 3 & 4. Some adaptation of this generic process may be required depending on specific circumstances & project types, especially for projects which are noninfrastructural in nature. All figures are in South African rands

Project Identification and Prioritisation

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

Preliminary Assessment

Answers the question: Should preparation funding be released & what are the main risks that require mitigation?

Purpose & scope: Lightweight, upfront assessment (pre-screening) of a specific project by a suitable professional, Identifies key risks & opportunities prior to commencing with full scale preparation. Includes collection of available information, desktop assessment, initial stakeholder consultation & site visit, Defines scope & budget for detailed preparation phases to follow.

Cost: Typically R4K to R8K.

Timescale: 1 to 3 wks.

Project Viable?

Terminate OR Take Special Action

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

Monitoring and Review

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

Purpose & scope: Project preparation effectiveness reviewed. Feedback given to stakeholders.

Cost: Typically R2K to R6K per project.

Timescale: Variable.

Feasibility

Answers the question: Is the project feasible and supported, what is the concept & how much will it cost to implement?

Purpose & scope: More detailed work undertaken by a team of suitably skilled professionals to resolve any outstanding risks & define planning, design, institutional & cost parameters (capital & operational) at a preliminary level. Project concept finalized with support from all key stakeholders. Ensures project is feasible, appropriate & sustainable. Comprehensive applications to implementation / capital funders made. Scope & costs may vary considerably depending on stakeholder & funder requirements.

Cost: Variable, but typically R100K to R600k.

Timescale: 2 to 6 months

Follow Through

Answers the question: Has implementation funding been secured?

Purpose & scope: Outstanding funder partners are concluded.

Cost Variable

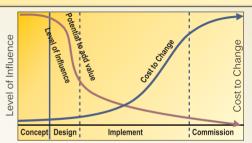
Timescale: Highly variable - from a few weeks to over a year.

Project Viable? NO

Terminate OR

Take Special Action

Graph showing declining influence and increasing cost of change over time



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

with Investors

requirements & queries are met. Funding approvals or agreements with implementation