

## 1. Project Identification Overview

<sup>1</sup>Project Identification is the process of selecting a theme to be further developed into a project concept. It outlines the location where the project will occur, the broad approach the project will take and the problem (need) to be addressed.

Strategic alignment is the strategy framework within which programmes and projects are initiated, funded and implemented and needs to be aligned to National, Provincial and Regional Government priorities. Lessons learnt from similar projects are incorporated here. This stage should result in:

- Identification of projects which are aligned with the overall Programme strategy, Development priorities and Government objectives
- Project selection which is relevant and feasible

This phase gives a strategic orientation which should guide the identification of projects. It also serves as background and introduction to programme and project managers, assuming that during the strategic planning and strategy review of the Development Agency had already considered all the elements which it briefly touched on during this phase.

**Note** that Strategic Planning for the Development Agency is usually facilitated by an external facilitator and is beyond the scope of this toolkit. Overall programme budgeting is also not dealt with here as it is part of the strategic planning of Development Organisations.

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<sup>1</sup> IUCN Project Identification and Conceptualisation Version2, July 2014 P 4

Who is involved	What happens	Decisions made
Key Stakeholders Board of Directors Executive Management, Chief Operations Officer, Programme Managers Project Managers	Assessment of regional and local socio-economic conditions, policies and an analysis of other initiatives	<ul style="list-style-type: none"> <li>➤ Overall Agency Strategy Approved</li> <li>➤ Programme strategies in alignment with Strategy</li> <li>➤ Projects identified which would result in achievement of Programme outcomes (on-going)</li> <li>➤ Annual Budget approval (not part of toolkit)</li> </ul>
Tools and Guidelines		Where to find
Strategic Planning		LED strategic planning Manual – see resources
Logical Framework Process & Matrix		See stage 5 Monitoring & Evaluation
Project Identification template		Stage 2 Tool 1
Partnership Development		Stage 2 Tool 2
Illustrations		Stage 2 Template 1
Government Alignment map		
Strategy Map		
Results Chain Framework		
Stakeholders		
Documents at end of this phase		
<ol style="list-style-type: none"> <li>1. Overall Programme Strategy</li> <li>2. Strategic Map</li> <li>3. Results Chain of Overall Programme</li> <li>4. Project Identification and Concept document – work-in progress document stages 1-3</li> </ol>		
Assessments to help ensure relevance and feasibility of a project idea:		
1. Policy and programming framework and alignment	NDP & IDP	
2. Strategy analysis	Overall Strategic Plan	
3. Budget availability	Overall Programme Budget	
4. Quality assessment criteria	Stage 3 – See Quality Standards	

## 2. Sustainability Milestones During This Project Life Cycle Phase



A<sup>2</sup> project is sustainable when the beneficiaries continue to experience benefits beyond the period of project funding. This means that planned benefits should be sustainable beyond the life of the delivery of the project services

<b>Sustainability principle<sup>3</sup></b> <b>Institutional Sustainability</b>	<b>Critical Milestone achieved before continuing to the next project phase</b>
<b>Key elements of sustainability should be introduced early in the project design phase</b>	These milestones are only recommendations and will depend on the Development Organisation's internal procedures
Complete alignment to Government Policies and Priorities during Strategic Planning	
Engaging project partners during the early stages of planning	Memorandum of Agreement
Aligning project planning to the overall programme strategy	
Ensuring funding is available for the entire duration of the project ( plan the exit strategy during planning) - Institutional arrangements regarding project ownership needs to be considered at the onset (choice of appropriate legal entity)	Funding Agreements
Incorporate learning from other programmes and projects into strategic planning	Exit Strategy designed from onset

<sup>2</sup> Spreckley, F., 2006: Local Livelihoods

<sup>3</sup> International Fund for Agricultural Development (IFAD), 2009, Tango International

### 3. Sustainability Quality Standards for Project Identification stage

These standards are recommended and in line with international evaluation criteria of development projects. However, every Development Agency should use its discretion which of these standards is relevant.

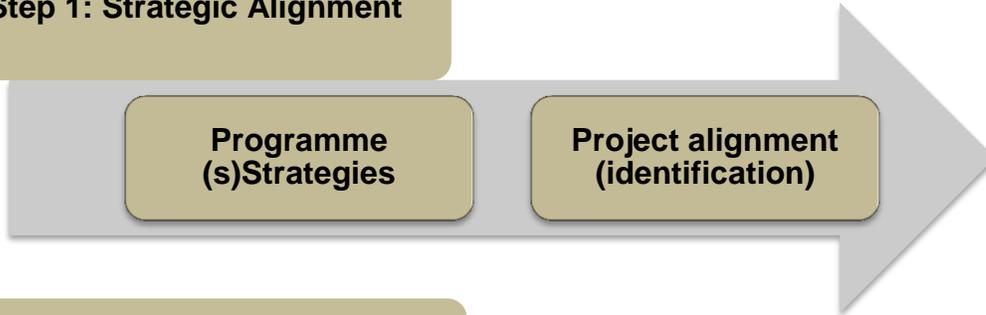
	A. Relevance <sup>4</sup>	Y/No
<b>Sustainability</b>		
	<b>The project meets demonstrated and high priority needs</b>	✓
<b>1</b>	<b>Consistent and supported of Government policies and priorities (and relevant sector programmes)</b>	✓
1.1	Relevant government policy documents are referred to, including South Africa's poverty reduction strategy	✓
1.2	Relevant policy, programme and project linkages are described, and it is clearly demonstrated that the project is consistent with the programme and policy framework, and supportive of ongoing initiatives	✓
<b>2</b>	<b>Key stakeholders and beneficiaries are clearly identified, equity and institutional capacity issues analysed and local ownership considered</b>	✓
2.1	Gender and youth data is provided and equity issues are explicitly addressed with respect to other vulnerable groups such as disabled.	✓
2.2	The past and ongoing stakeholder identification and engagement process is described - who, how, when and different stakeholder interests (expectations and concerns) are analysed	✓
2.3	Existing or potential conflicts between stakeholders have been addressed	✓
2.4	Evidence is provided of local ownership of project ideas such as previous or current commitments of resources to related activities and active local involvement in decision-making	✓

<sup>4</sup> Guidelines on evaluating the success of project/programmes GIZ 2007

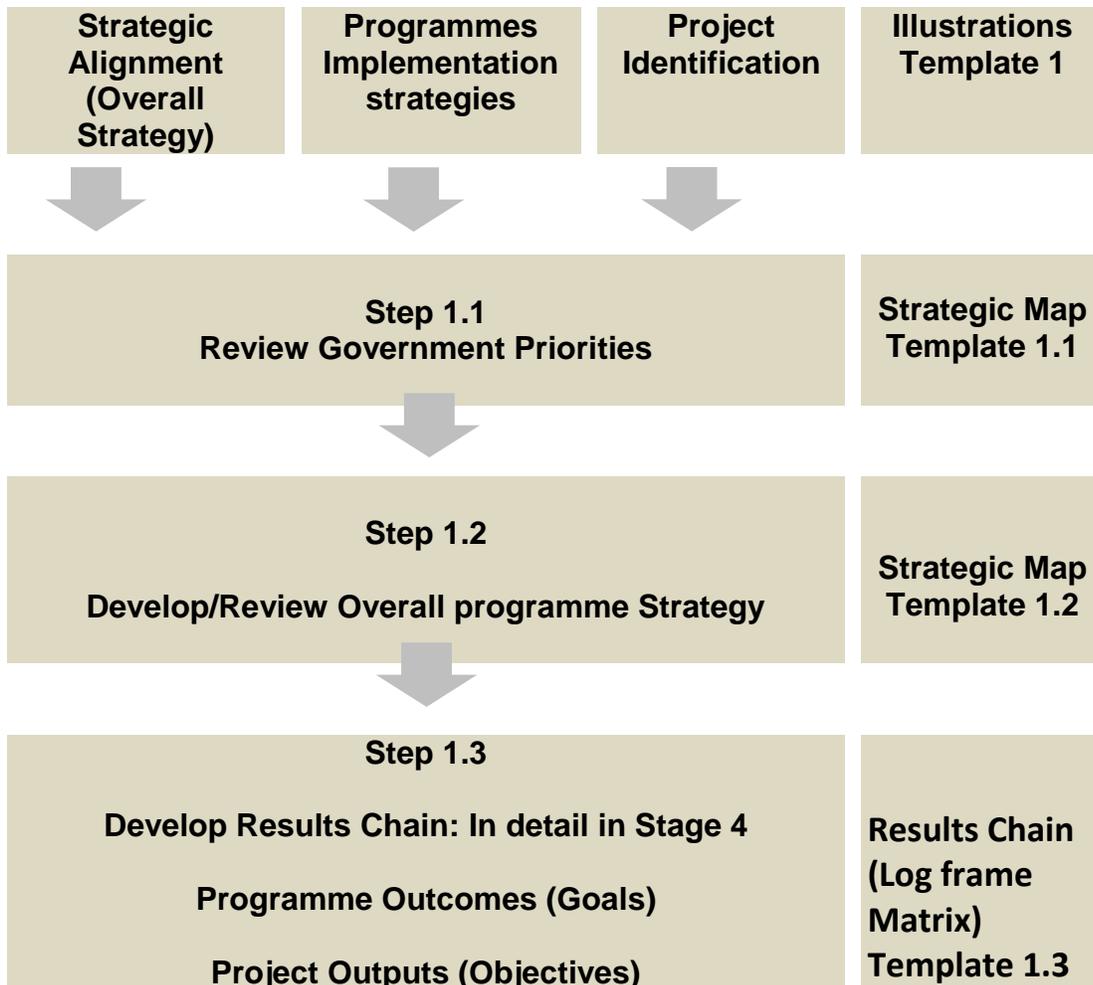
<b>3</b>	<b>Problems have been appropriately analysed</b>	✓
3.1	The problems facing the different socio-economic groups ( including gender differences and the needs of disabled people) are appropriately identified and described)	✓
3.2	The set of problems and/opportunities that the project should aim to address are identified	✓
<b>4</b>	<b>Lessons learnt from experience and other projects have been assessed and incorporated in strategic planning</b>	✓
4.1	Reference is made to the lessons learned from other projects/programmes implemented in the sector or in similar environments (from review and evaluation reports) and these lessons are reflected in the proposal	✓
4.2	Implementation options/strategies are appropriately analysed, including the requirements for further planning/design work.	✓

#### 4. Strategic Alignment and Project identification steps

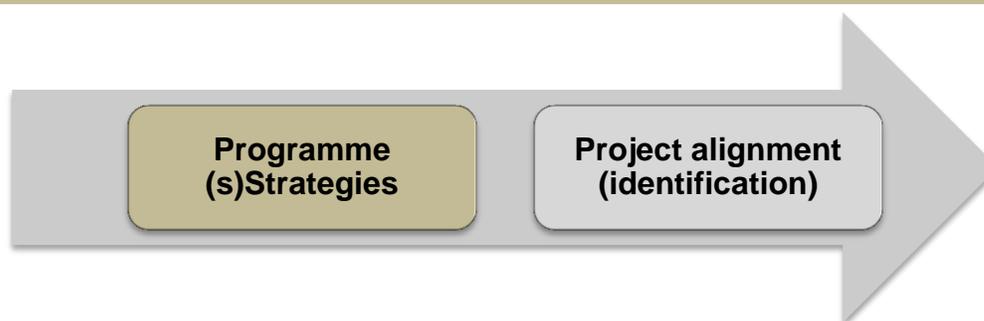
**Step 1: Strategic Alignment**



**Project identification Activities**



## Step 1 Strategic Alignment of programmes



**What is Strategic Alignment of Programmes?**

**Illustrations  
1-3  
Template 1**

<sup>5</sup>The overall Programme (Aspire) is based on national, regional and local measures of deprivation and on baseline studies which is used to identify specific issues. A Programme could comprise of:

- A geographical area
- A particular group of people
- A number of sectors and themes
- Total fund allocation
- Time period

A **Programme** consists of a group of individual projects that seek to address the same objective. Programmes can include long, medium and short term projects. <sup>6</sup>Within a programme, there will be a number of projects that will address the specific identified needs/challenges. Designing and implementing individual projects is the method by which Programmes are carried out.

<sup>5</sup> International Union for Conservation of Nature, resources;[https://www.iucn.org/knowledge/project\\_management\\_tools/](https://www.iucn.org/knowledge/project_management_tools/)

<sup>6</sup> <http://www.worldbank.org/urban/local/toolkit/docs/m3/module-3-manual>. Making Local Economic Development Strategies,

The project management life cycle develops a programme strategy and a set of criteria to provide an operational framework that is specific to local conditions and to complement the contributions made by funders. This creates a framework within which operational decisions and actions are taken to meet the objectives of the Programme.

The **projects** are the method for solving the specific problems and managing specific initiatives that contribute towards the Programme. The contribution towards strategy from each project is strengthened once all projects are aligned within the programme strategy.

**How to align projects to Programmes and the overall Programme strategy**

## 1. Guidelines for selection of Programmes

### 1.1. What is a programme?

Regeneration and development programmes and projects are short term interventions to create long term benefits. Their purpose is to change an existing negative situation into a positive situation. Generally, programmes and projects are initiated to:

- Put in place better services
- Change the behaviour of service providers and service users

**The Programme** is the overall plan within a policy framework. The Programme sets the overall outcome and budget limits, defines the geographical, social and economic parameters within which the programme operates, and will be established for a number of years. It will be based on a general set of indicators (identified through a baseline exercise) that determine the need for the initiative.

A well formulated **project** should derive from Government's development policy. Within the scope of these policy priorities, the executive arms of government or non-governmental agencies formulate the broad areas of work required to implement policy decisions. These broad areas of work are often called programmes, which, like projects, may vary significantly in scope and scale.

### A programme could...

- Cover a whole sector e.g. Agriculture sector
- Focus on one part of a sector
- Be a package of projects within a common focus/theme
- Be a “large project” with a number of different components.

### Programme selection Guidelines

Ensure that the Programme ....

- Supports the realisation of the **Overall Programme (agency)** goals and objectives
- **Is realistic and achievable** in its potential for achieving the objectives identified
- Incorporate a number of related **complimentary projects** using a variety of methods that address different aspects of areas of the programme objective (Outcome). They may be implemented by a variety of actors or stakeholders in the community, and can be acted upon by an individual stakeholder or in collaboration with the other stakeholders or government

## 2. Guidelines for selecting Projects within a Programme

**Note:** During this phase, the focus is merely on how to make an initial selection of projects. During the Project Conceptualisation phase, a more detailed analysis is included. The process of project identification leads to the preparation of a project concept.

### 2.1. What is a project?

- **Definition**<sup>7</sup>: A project is a series of activities aimed at bringing about clearly specified objectives within a defined time period and with a defined budget within the parameters of the Programme.
- Development projects are a way of clearly defining and managing of investments and change processes
- A project links the policy initiative of the Programme at the higher level with the unique problems faced by a particular group at grass roots level.
- A project is viable, realistic and has measurable or observable outputs.

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<sup>7</sup> EU Aid Delivery methods. Supporting implementation of EC external assistance P 8

- A Project represents the demand set by sub-group focused on a specific set of issues and problems within a narrow geographical area ( whilst a Programme is an initiative that deals with a particular broad set of issues within a wide geographical area.)
- <sup>8</sup>Critical Qualities of a project :
  - Clearly identified stakeholders, including the primary target group and the final beneficiaries
  - Clearly defined coordination, management and financing arrangements
  - A monitoring and evaluation system to support performance management
  - An appropriate level of financial and economic analysis, which indicates that the project's benefits will exceed its costs.

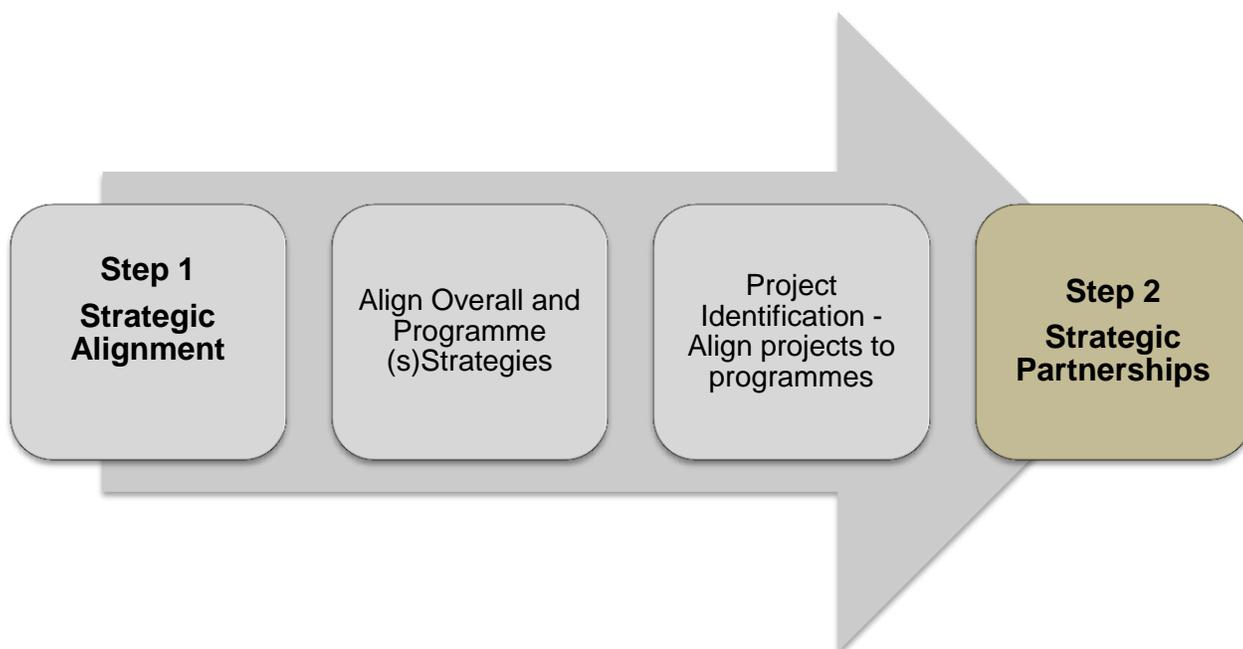
## 2.2. Project Identification

- Should include all individuals or groups that will be potential involved in project implementation ( potential partners or recipients of the project)
- Consider a broad range of alternative projects that will achieve the programmes
- Effective project identification should set broad criteria and analysis should be undertaken to inform decisions whether to progress to the next stage or not.
- Identify target group and other relevant stakeholders, problems, objectives and strategy options
- Analyse local situations
- Objectives need to be relevant to problems and capacity of participation by potential beneficiaries (participants)
- Project selection needs to align with the development priorities and strategies of the country.

**Tool 1**

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<sup>8</sup> EU Aid Delivery methods



**Step 2 <sup>9</sup>Strategic Partnerships<sup>10</sup>**

**Good Governance for Strategic Partnerships functioning**

**Tool 2: Partnership Building**

<sup>9</sup> Partnerships: Frameworks for working together – A Capacity Builder’s resource Library

<sup>10</sup> Guidebook on Promoting Good Governance in Public-Private Partnerships

## Terminology

### **Stakeholders:**

Individuals or institutions that may (directly or indirectly) positively or negatively – affect or be affected by a project or programme.

### **Beneficiaries:**

Are those who benefit in whatever way from the implementation of the project.

Distinction may be made between:

- **Target group(s):**

The group/entity that will be directly positively affected by the project at the Project Purpose level. This may include the staff from partner organisations;

- **Final beneficiaries:**

Those who benefit from the project in the long term at the level of the society or sector at large, e.g. “children” due to increased spending on health and education, “consumers” due to improved agricultural production and marketing.

### **Project partners:**

Those who support the implementation of the project (who are also stakeholders, and may be a ‘target group’).

**Step 2** of Project Identification involves engaging in dialogue with potential donor/contributing partners. It is important to engage partners at an early stage of project design and preferable as projects are identified and before a project concept document is prepared.

Development projects involve working closely with partners. Good Governance is increasingly being referred to in terms of its importance to the successful management of partnership working.

## Good Governance for Partnerships

Most projects involve working closely with partners. Good Governance is increasingly being referred to in terms of its importance to the successful management of partnership working. Good Governance relates to the way partnerships structure their working relations: the term Good Governance is likely to supersede other descriptions of partnership good practice.

**Good governance can be understood as a set of 8 major characteristics:**

- Equity and inclusiveness
- Responsiveness
- Participation
- Consensus oriented
- Effectiveness and efficiency
- Transparency
- Rule of law
- Accountability

**Good Governance for partnership working should include the following:**

- **Statement of the Purpose of the Partnership:** a statement that will reflect the purpose of the Partnership and may well include a broader statement of Partners' interests. **Equity and inclusiveness**
- **Stakeholder mapping and Analysis:** to identify the potential beneficiaries, partners and mainstreaming providers, and clarify how the partnership will work together and develop successful projects. **Responsiveness and Participation**
- **Partnership Roles and Tasks:** to clarify the responsibilities and actions of partners and inform the Terms of Reference for each partners' involvement. **Consensus oriented**
- **A set of relevant reference documents** relating to the legal and legislative requirements for the **Partnership Effectiveness and efficiency**
- **Standard procedures for recording the proceedings of the Partnership:** covering decisions made communication methods, regular reviews and planning. **Transparency**
- **A recruitment and withdrawal procedure** for members of the Partnership: including a Terms of Reference for members, clear procedures for identifying and selecting new members and how members leave. **Rule of law**
- **Quality Assurance Checks:** to maintain and build quality in project objectives, as well as in project management. **Accountability**

**Output:**

- Programmes are strategically aligned to higher priorities
- Landscape for project identification has been created

**Next stage:**

Project Conceptualisation