

# Bridging gaps in the project development life cycle for African subnational governments

Supporting African subnational governments in early project preparation processes is pivotal to transforming project ideas into on-the-ground implementation. This infographic details the steps in this process and the area where support is needed to increase impact and unlock funding.



This infographic was developed based on ICLEI Africa's project development experience in Africa. The infographic development was funded by UK PACT.

## Step 1 ▶ Climate change and development plans

Cities and towns prepare development plans to discuss the current challenges in the city, showing the vision of the cities and identifying projects and initiatives that can drive the city forward.

These plans are often sent for public comment and are approved by the municipal council.



## Step 2 ▶ Early-stage project preparation and pre-feasibility analysis

This phase in the project development pipeline is crucial in ascertaining the project's viability, refining project design and conceptualising implementation in a cost-efficient manner. At this stage, the project's alignment to policies, stakeholders that need to be involved and any potential risks need to be identified.

Many projects get stuck at this step as subnational governments are often not equipped to undertake the pre-feasibility activities on their own.

Knowledge brokers and financial support are decisive for municipalities to overcome the tasks needed to get to the next stage.



See a successful case study here: <https://t.ly/taPB5>



## Step 3 ▶ Feasibility and project design

This stage of the project development provides detailed project designs, financial modelling, social and environmental impact assessment, regulatory approvals and implementation arrangements.

Development Finance Institutions or Multilateral Development Banks often have Project Preparation Facilities (PPFs) to assist in developing a project to a full-feasibility stage for the banks to invest in.

Entering a PPF for city-level projects is often a rigorous process as funders must be certain the project will reach implementation, and have a good investment case, before committing resources through the PPF.



## Step 4 ▶ Fundraising and contracting

Potential funders are then approached to finance the project, using the results of the feasibility analysis to assess if the project is: (1) financially viable, (2) aligned with the funders' objectives and (3) if the risk of successful implementation is at an acceptable level.

Other partners or products may be brought onboard to reduce the risk of the project being implemented incorrectly (such as insurance, sectoral advisors, experienced project managers etc.)



## Step 5 ▶ Implementation

The final stage is project implementation, where the infrastructure project is constructed, commissioned and implemented. It is common for these projects to take up to 3 years to reach this stage, and even longer.

Monitoring and evaluation at this stage is crucial to determining whether the project is addressing the issues identified in step 1 and having the desired impacts. This feedback can then further inform future city planning.



There is a diverse range of stakeholders involved in every step of this process

