PROJECT SCREENING BRIEF

PROJECT STRUCTURING

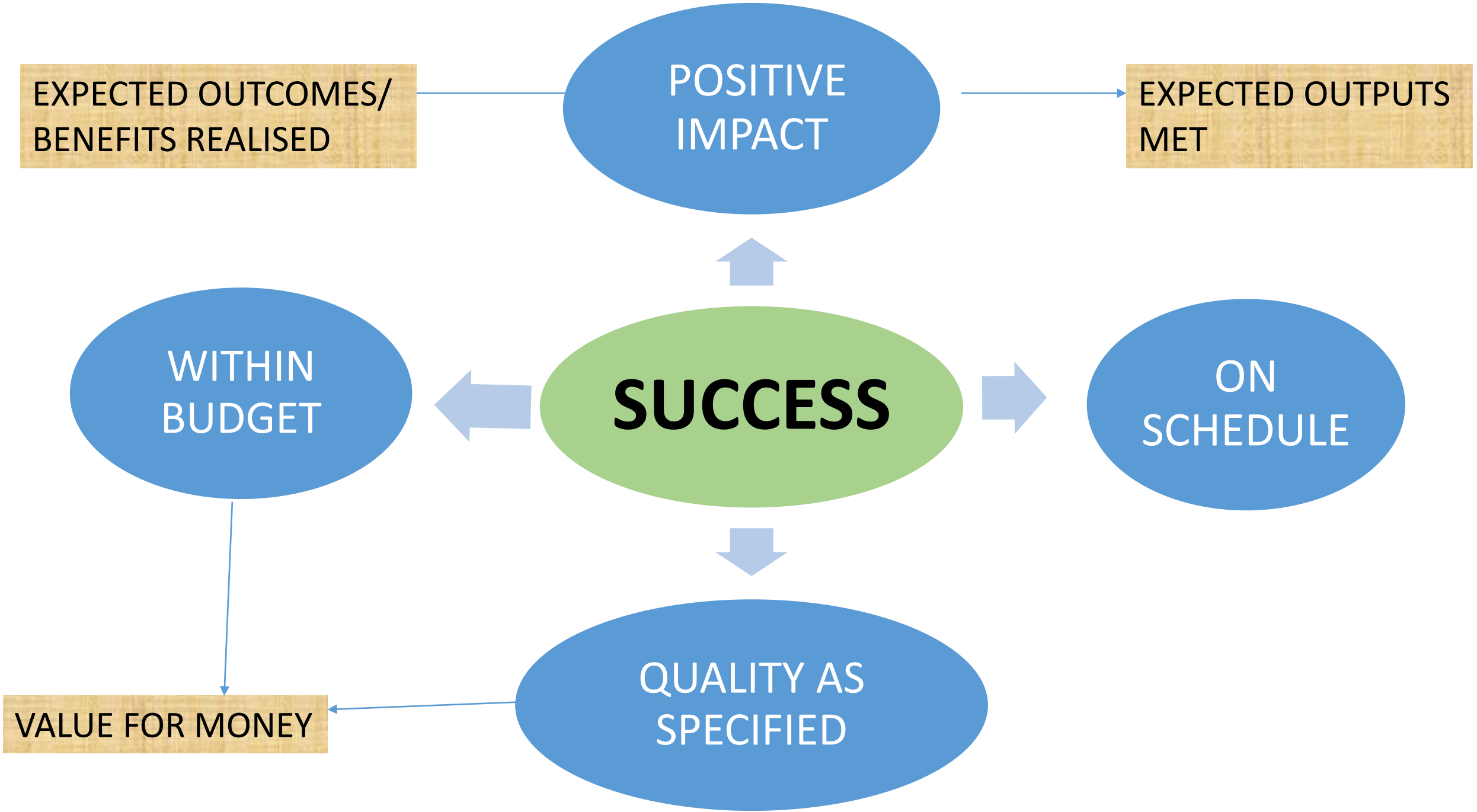
WHAT?

- A PROJECT CHARTER/ PROJECT PLAN
- A DETAILED STRUCTURED FORMAT WHICH INCORPORATES ALL CRITERIA SET OUT IN CALL CIRCULAR IN PREVIOUS YEARS FOR INCLUSION OF NEW PROJECTS INTO THE PSIP
- A STRUCTURE TO PROMOTE SCREENING OF PROJECTS

WHY?

- PROJECT PLAN → ENABLES PROPER PROJECT MANAGEMENT & MONITORING

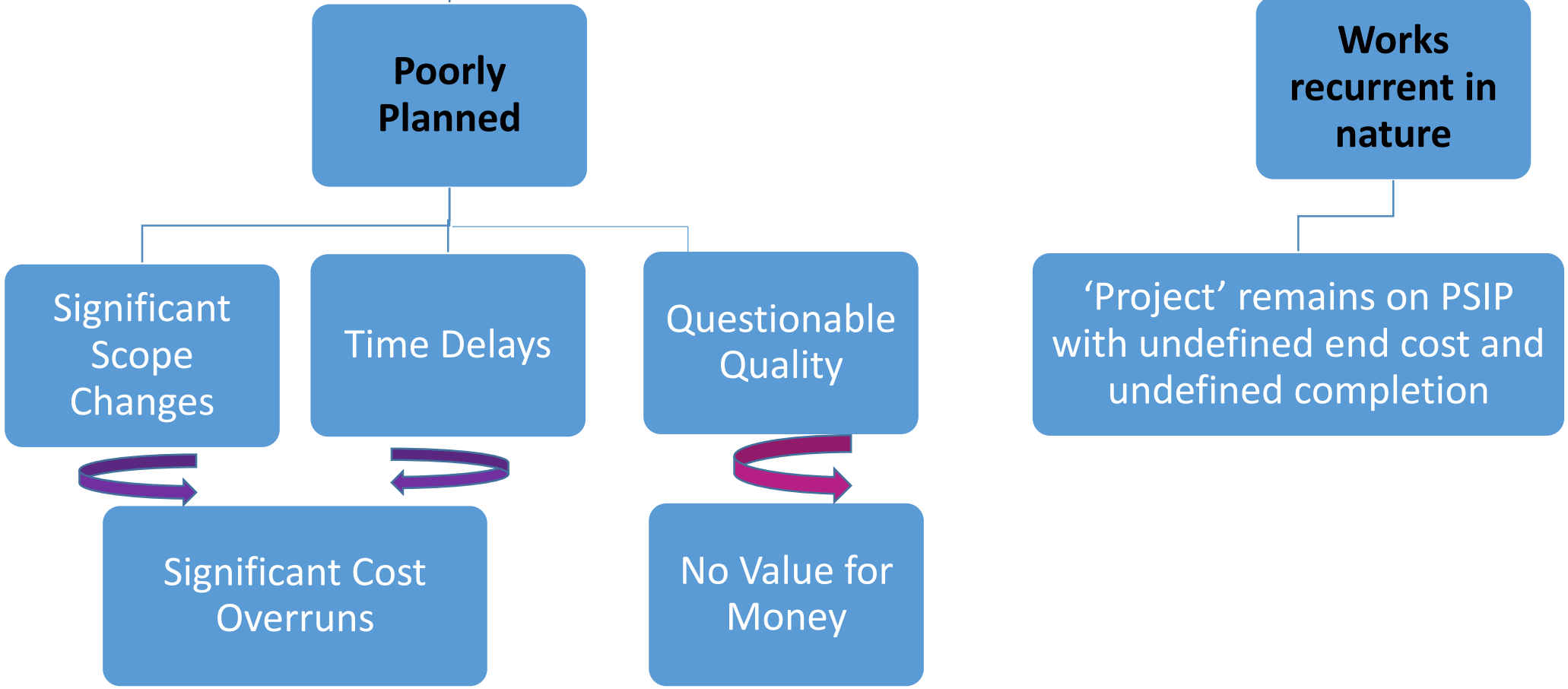
→ SUCCESSFUL IMPLEMENTATION


EXPECTED OUTCOMES/ BENEFITS REALISED
POSITIVE IMPACT
EXPECTED OUTPUTS MET
WITHIN BUDGET
SUCCESS
ON SCHEDULE
VALUE FOR MONEY
QUALITY AS SPECIFIED

❖SCREENING → ELIMINATES RISK OF FUNDING ‘BAD’ PROJECTS

→ CREATES A POOL OF ‘GOOD’ PROJECTS FROM WHICH TO CHOOSE

‘BAD’ PSIP PROJECTS



OVERALL NEGATIVE IMPACT

HOW?

The Project Screening Brief (PSB) is to be used for the following:

- Screening **NEW PROJECTS**
  - Projects that are not currently in the PSIP
  - Projects that are in the PSIP but the project execution activities did not yet commence
  - Projects that are in the PSIP but are now entering a new phase

❖Capturing the Project Plan for Ongoing Projects

WHY?

- To use the information in the Project Plan together with other information with respect to the status of the project to determine whether the risk is higher to continue the project OR to stop the project
- To identify whether the project was properly planned and hence realisation of consequences before the problem becomes bigger and identification of solutions e.g. reduction in scope, repurposing etc.

EMERGENCY / CRITICAL REPAIR WORK PROGRAMMES

Emergency / Critical Repair works will be treated differently. For these types of works the Project Screening Brief does not apply.

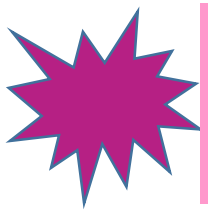
Requirements for Emergency/ Critical Repair Works:

- ❖Identify the emergency
- ❖Explain in detail the consequences of not executing the works

With respect to repair/ maintenance work programmes e.g. Repairs/ Maintenance of Schools; Rehabilitation of Roads and Bridges etc. , a gradual transition should be made to get these programmes out of the PSIP and into Recurrent Expenditure. However in the interim the following is necessary to fund these programmes:

- ➢ A Listing of the projects under the Repair Programme expected to be executed in the fiscal year for which the funds are being requested with the scope of works, estimated cost, estimated duration for each.

- A listing of the projects under the Repair Programme which were executed in the present fiscal year. This is to be submitted at the end of the present fiscal year and should include the revised cost, revised duration, percentage completion, works certified in that fiscal year for each project.
- Total commitments that rolled over from the previous fiscal year/s into the new fiscal year.



Funding Emergency Works that arise within the fiscal year: Virements/ Transfers within the particular Ministry

THINGS TO KNOW ABOUT THE PSB

- ✓ It is not rigid! (Some items in the PSB may not be applicable depending on the nature of the project)
- ✓ It is one submission.
- ✓ The 1st screening is a checklist with basic information
- ✓ The 2nd screening provides more details to the basic information in the 1st screening.
- ✓ Projects that pass the screening are not guaranteed funding in that particular fiscal year but enters into the pool of 'good' projects for which funding will eventually be given/ considered in the future.

1ST SCREENING

- **Contribution to Vision 2030**
- **Project Profile:** Need, Goals, Benefits, Prefeasibility

- **Project Profile :**
  - Project Cost
  - Project Duration
  - Project Scope
- **Employment Generation**
- **Business Case**
- **Project Readiness**

- **Project Assumptions**
- **Project Constraints**

- **Responsibility Matrix**

2ND SCREENING

- **PROJECT FEASIBILITY**

- **Detailed Cost Breakdown**
- **Detailed Implementation**
- **Detailed Scope**
- **Details of Business Case**
- **Procurement Plan**
- **Quality Plan**
- **Risk Management Plan**
- **Communication Plan**

CONTRIBUTION TO VISION 2030

Development Theme

Goals

Strategic Initiatives

National Outputs

National Outcomes

PROJECT PROFILE

❖ ***1st Screening:***

➢ **PROJECT DESCRIPTION: A brief description of the project**

➢ **NEED FOR PROJECT**

Why do we need this project?

- ❑ What currently exists?
- ❑ What are the problems/ issues/ gaps with what currently exists/ with the lack thereof.
- ❑ What is the cause of the problems/ issues/ gaps?

➢ PROJECT OBJECTIVES AND GOALS

SHOW HOW the project is linked to the GOALS, STRATEGIC ACTIONS AND NATIONAL OUTPUTS identified under 'Contribution to Vision 2030'

➢ BENEFIT OF PROJECT

SHOW HOW the project is linked to the NATIONAL OUTCOMES identified under 'Contribution to Vision 2030'

➢ PRE-FEASIBILITY

IDENTIFY alternatives/ options to solving the problem and discuss the feasibility of the options in terms of availability of the options, resources, success of implementation, potential risks in implementation (social, environmental, legal, technological etc.)

The Project Feasibility in the 2nd Screening provides details on how the need, benefits, environmental impact etc. were determined.

❖ 2nd Screening:

PROJECT FEASIBILITY

➢ EXPAND ON NEED FOR PROJECT

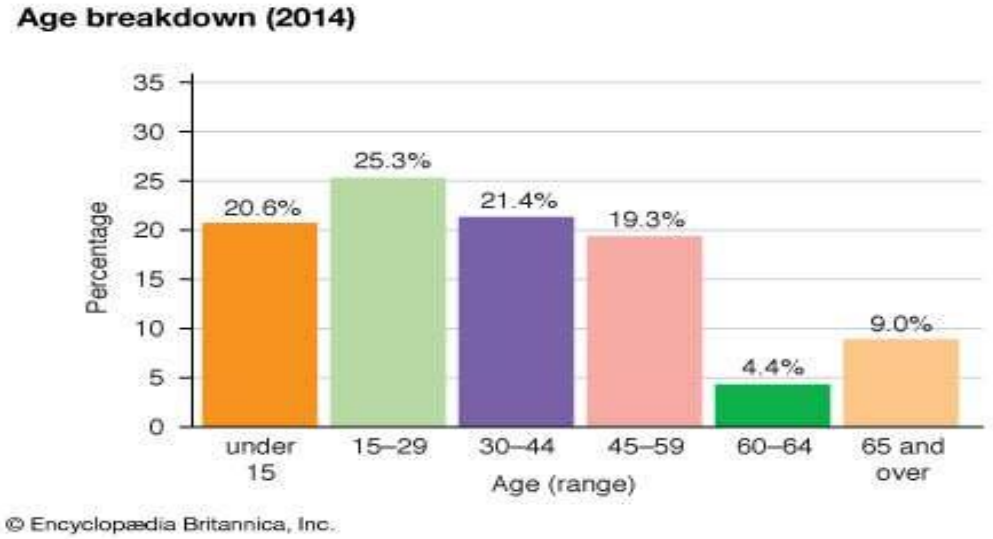
SHOW HOW the NEED for the project was determined:

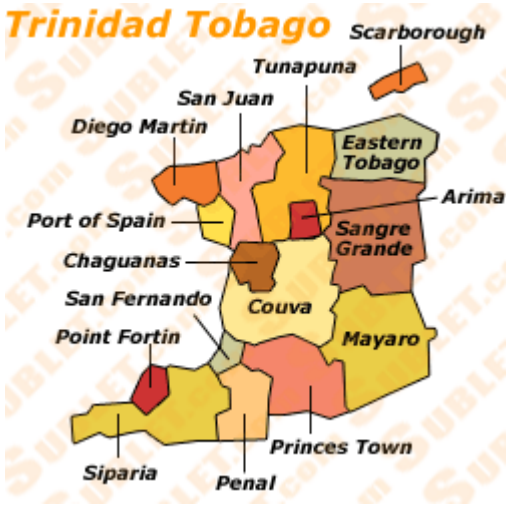
❑

Consultations:

- ***Public consultations with stakeholders***
- ***Social surveys e.g. stakeholder feedback surveys, origin-destination surveys***

- ***Use of Demographic Information, Statistical Data***



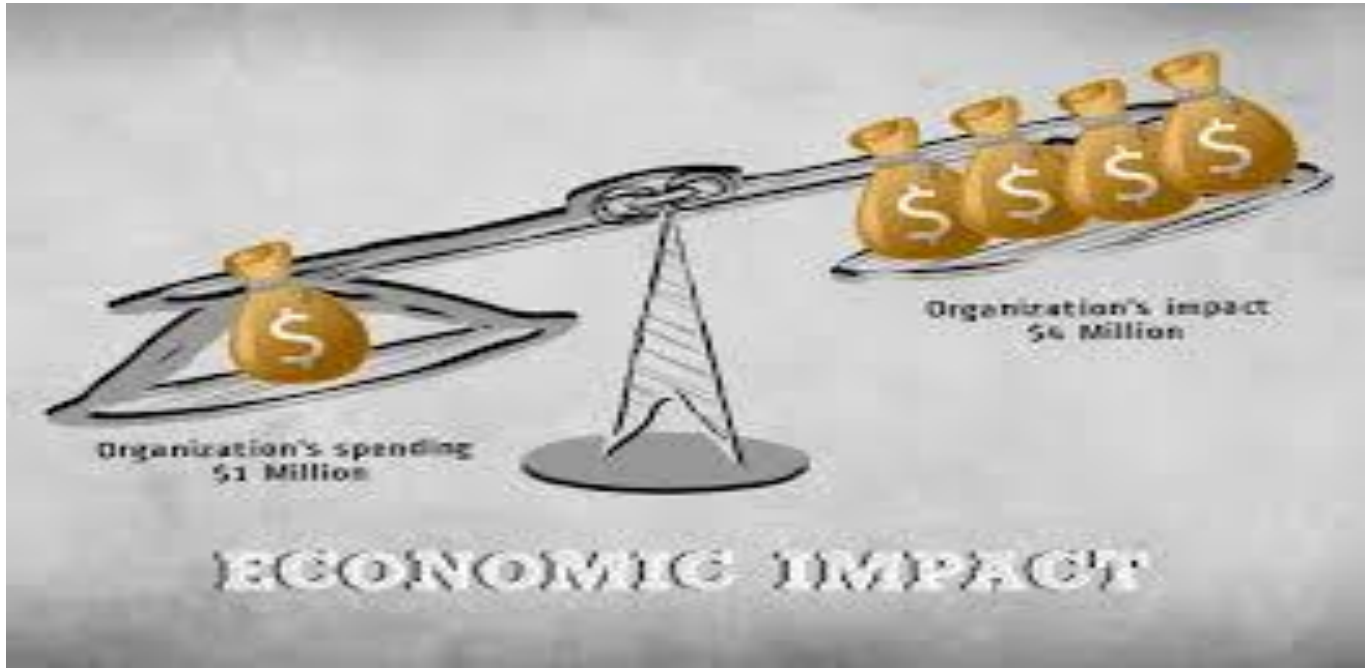


- ***Conducting relevant physical studies e.g. Travel Time Studies, Traffic Studies etc.***

EXPAND ON BENEFITS AND IMPACTS FOR PROJECT

SHOW HOW the BENEFITS AND IMPACTS for the project was determined:

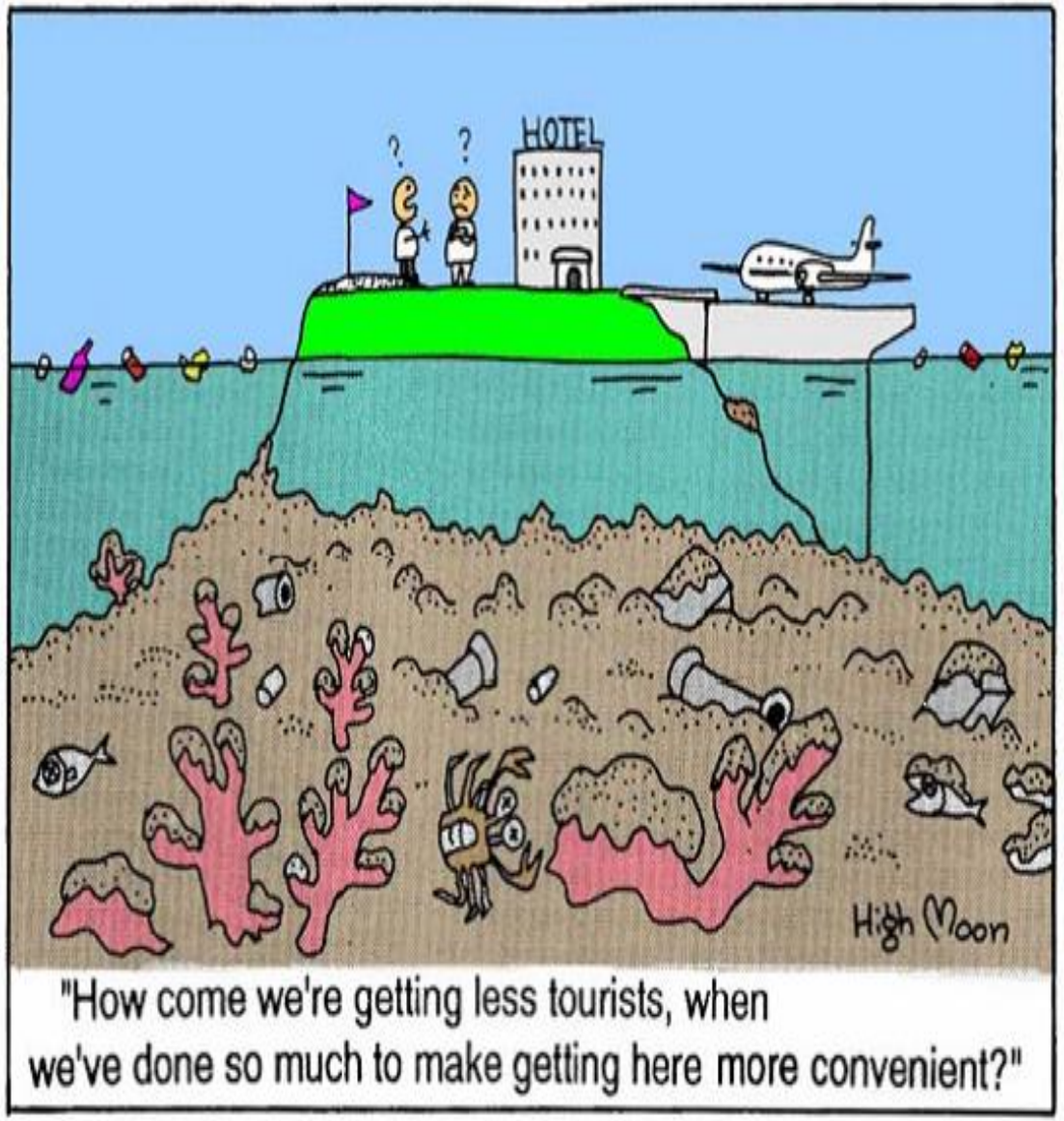
- ***Cost-Benefit Analysis: Determines Economic Benefits***



- ***Social Impact Assessment: Determines Social Benefits***

EXPAND ON ENVIRONMENTAL IMPACT FOR PROJECT

SHOW HOW the ENVRONMENTAL IMPACT was considered:



➢ CONSIDER IMPACT OF CLIMATE CHANGE ON PROJECT

SHOW HOW the CLIMATE CHANGE IMPACT was determined:

Vulnerability to Climate Change

Vulnerability
Degree of susceptibility and incapability of a system to confront adverse effects of climate Change (IPCC 2001)

Exposure
Degree to which a system is exposed to significant variation in climate

Sensitivity
Degree to which a system is positively or negatively affected by climate related stimulus

Adaptive capacity
The ability of a system to adapt to climate change

➢ PROJECT COST

❑ New Projects e.g. Construction of Road

❖ ***1st Screening:***

Total Estimated Cost: $50Mn

Planning/ Procurement Phase : $0.8Mn

Execution Phase: $49.2Mn

- Project Planning Activities → Procurement of Services → Activities BEFORE Engagement of Services
- Project Execution Activities → Execution of Services procured

❖ 2nd Screening:

COST BUDGET BREAKDOWN

PROJECT ACTIVITIES	ESTIMATED COST
PLANNING/ PROCUREMENT ACTIVITIES	***$800,000***
Procurement of Design Consultant for Sections 1 and 2 • Preparation of Terms of Reference/ Conceptual Brief/ Tender Documents • Advertisement via newspaper articles • Tender Evaluation Process	***$100,000*** $50,000 $40,000 $10,000
Procurement of Contractor for Section 1 • Preparation of Tender Documents • Advertisement via newspaper articles • Tender Evaluation Process	***$300,000***

PROJECT ACTIVITIES	ESTIMATED COST
PLANNING/ PROCUREMENT ACTIVITIES (cont'd)	
Procurement of Contractor for Section 2 • Preparation of Tender Documents • Advertisement via newspaper articles • Tender Evaluation Process	***$300,000***
Procurement of Consultant for Construction Supervision Services for Sections 1 and 2 • Preparation of Tender Documents • Advertisement via newspaper articles • Tender Evaluation Process	***$100,000***

PROJECT ACTIVITIES	ESTIMATED COST
PROJECT EXECUTION ACTIVITIES	***$49,200,000***
Design Services	***$2,200,000***
Construction of Section 1	***$30,000,000***
Construction of Section 2	***$15,000,000***
Construction Supervision Services	***$2,000,000***
TOTAL COST	***$50,000,000***

Further breakdown for under each work package is required.

❑ Ongoing/ Existing Projects e.g. Construction of Road

❖ ***1st Screening:***

Total Original Cost: $45.5Mn

Planning/ Procurement Phase : $0.8Mn
Execution Phase: $44.7Mn

Total Revised Cost: $50Mn

Planning/ Procurement Phase : $0.5Mn
Execution Phase: $49.5Mn

The Original Cost with respect to the Execution Phase is the original contract sums for the work packages, project management fees etc.

❖ 2nd Screening: **COST BUDGET BREAKDOWN**

PROJECT ACTIVITIES	ORIGINAL PROJECT COST	REVISED PROJECT COST	JUSTIFICATION FOR COST VARIATION
PLANNING/ PROCUREMENT ACTIVITIES	$***800,000***	$***500,000***	-
PROJECT EXECUTION ACTIVITIES	$***44,700,000***	$***49,500,000***	
Design Services	***$2,000,000***	***$2,000,000***	
Construction of Section 1	***$26,000,000***	***$28,000,000***	Attach Variation Log
Construction of Section 2	***$15,000,000***	***$17,500,000***	Attach Variation Log
Construction Supervision Services	***$1,700,000***	***$2,000,000***	Extension of Time
TOTAL COST	$***45,500,000***	$***50,000,000***	

➢ PROJECT DURATION

❑ New Projects e.g. Construction of Road

❖ ***1st Screening:***

Total Estimated Duration: 24 months

Planning/ Procurement Phase : 12 months

Execution Phase: 21 months

Must indicate whether the Execution Phase may overlap with the Planning/ Procurement Phase.

In the example above it is evident that the Execution Phase and Planning/ Procurement Phase overlaps.

❖ 2nd Screening:

DETAILED IMPLEMENTATION SCHEDULE

PROJECT ACTIVITIES	PERSON RESPONSIBLE	DURATION	START	FINISH
PLANNING/ PROCUREMENT ACTIVITIES		***12 mths***	***01/10/18***	***30/09/19***
Procurement of Design Consultant for Sections 1 and 2 • Preparation of Terms of Reference/ Conceptual Brief/ Tender Documents • Advertisement via newspaper articles • Tender Evaluation Process		***3 mths*** 2 mths 0.5 mths 0.5 mths	***01/10/18***	***31/12/18***

PROJECT ACTIVITIES	PERSON RESPONSIBLE	DURATION	START	FINISH
PLANNING/ PROCUREMENT ACTIVITIES (cont'd)				
Procurement of Contractor for Section 1 • Preparation of Tender Documents • Advertisement via newspaper articles • Tender Evaluation Process	Client: Ministry of Works and Transport (MOWT)	***3 mths*** 1 mth 0.5 mths 1.5 mths	***01/07/19***	***30/09/19***
Procurement of Contractor for Section 2	Client: MOWT	***3 mths***	***01/07/19***	***30/09/19***
Procurement of Consultant for Construction Supervision for Section 1 and 2	Client: MOWT	***3 mths***	***01/07/19***	***30/09/19***

PROJECT ACTIVITIES	PERSON RESPONSIBLE	DURATION	START	FINISH
PROJECT EXECUTION ACTIVITIES		***21 mths***	***01/01/19***	***30/09/20***
Design Services	Consultant to be engaged	***6 mths***	***01/01/19***	***30/06/19***
Construction of Section 1	Contractor to be engaged	***12 mths***	***01/10/19***	***30/09/20***
Construction of Section 2	Contractor to be engaged	***12 mths***	***01/10/19***	***30/09/20***
Construction Supervision Services	Consultant to be engaged	***12 mths***	***01/10/19***	***30/09/20***
TOTAL DURATION		***24 mths***	***01/10/18***	***30/09/20***

❑ Ongoing/ Existing Projects e.g. Construction of Road

❖ ***1st Screening:***

Total Original Duration: 24mths

Planning/ Procurement Phase : 12mths
Execution Phase: 21mths

Total Revised Duration: 30mths

Planning/ Procurement Phase : 12 mths
Execution Phase: 27mths

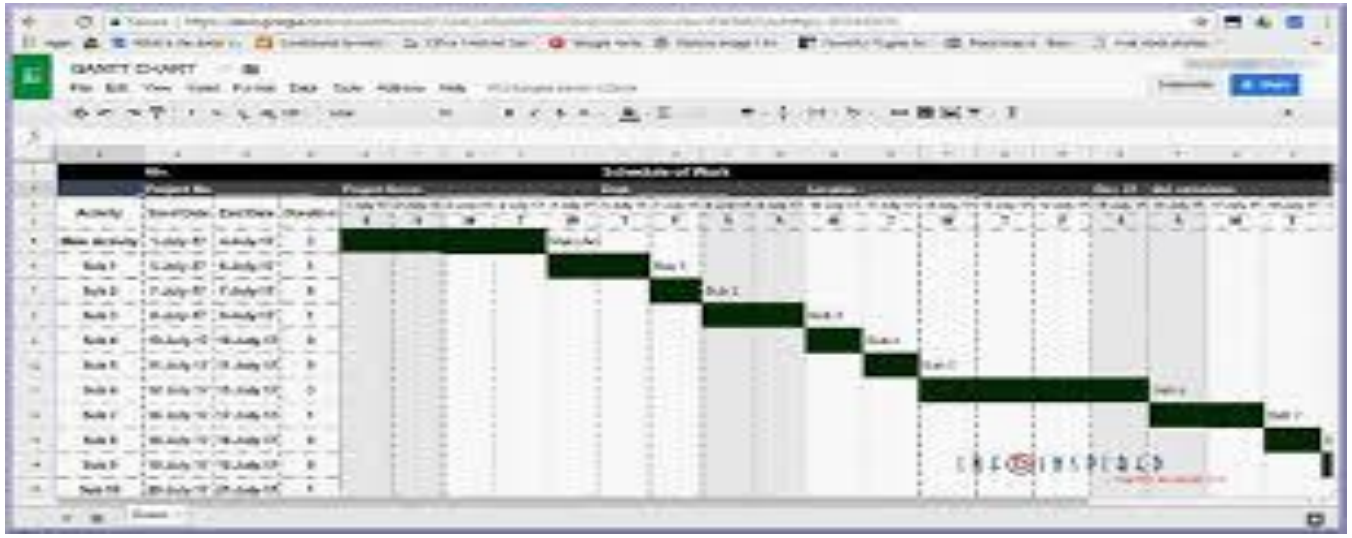
❖ 2nd Screening:

DETAILED IMPLEMENTATION SCHEDULE

PROJECT ACTIVITIES	ORIGINAL DURATION	REVISED DURATION	START	REVISED FINISH
PLANNING/ PROCUREMENT ACTIVITIES	*12 mths*	*12 mths*	*01/10/18*	*30/09/19*
PROJECT EXECUTION EXERCISES	*21 mths*	*27 mths*	*01/01/19*	*30/03/21*
Design Services	*6 mths*	*6 mths*	*01/01/19*	*30/06/19*
Construction of Section 1	*12 mths*	*15 mths*	*01/10/19*	*31/12/20*
Construction of Section 2	*12 mths*	*18 mths*	*01/10/19*	*30/03/21*
Construction Supervision Services	*12 mths*	*18 mths*	*01/10/19*	*30/03/21*
TOTAL DURATION	*24 mths*	*30 mths*	*01/10/18*	*30/03/21*

A MONTHLY CASHFLOW IS TO BE PROVIDED USING THE **APPENDIX XVII** IN THE CALL CIRCULAR AND SHOULD CONCUR WITH THE COST BUDGET BREAKDOWN AND DETAILED IMPLEMENTATION SCHEDULE PROVIDED IN THE 2ND SCREENING.

A GNATT CHART PROVIDED IN MICROSOFT PROJECT WHICH CONCURS WITH THE DETAILED IMPLEMENTATION SCHEDULE IN THE 2ND SCREENING WILL HELP WITH TRACKING THE PROGRESS OF THE PROJECT



➢ PROJECT SCOPE e.g. Construction of Road

The Project Scope refers to the activities under Project Execution

❖ ***1st Screening:***

A basic, brief description, highlighting each work package/ contract under the project would suffice.

E.g.

The scope of this project entails the design of 4km of an asphalt road from Point X to Point Y, after which the construction is executed in two sections simultaneously with section being 2km in length.

❖ *2nd Screening:*

A detailed description, highlighting the main activities under each work package/ contract.

E.g.

Design: Detail the scope of works under this work package

Construction of Section 1:

- Construction of 2 km of asphalt flexible pavement structure between Point X and Point Y
- Construction of one reinforced concrete retaining wall from chainage 0+980 to chainage 1+005
- Construction of one gabion basket retaining wall at chainage 1+240 to chainage 1+300
- Construction of drainage structures and sidewalks

EMPLOYMENT GENERATION

100 PERSONS

300 PERSONS

DURING PROJECT EXECUTION

AFTER PROJECT COMPLETION

BUSINESS CASE

- ***1st Screening:***

  Operations and Maintenance Cost per annum: **$XMn**

  Expected Revenue generated per annum : **$YMn**

- ***2nd Screening:***

A breakdown of the Operations and Maintenance Cost and Revenue Generated per annum

- Operations and Maintenance costs may not only apply to revenue generating projects but is required for **ALL** projects.
- It is significant in ensuring that the operations and maintenance costs on completion of a project is known so that the Government can plan for such funding/ determine that overall it may be too costly to operate the facility and hence is not feasible to execute such a project.
- Sustainability is determined for revenue generating projects by comparing the two components : Operations and maintenance costs vs revenue generated

PROJECT READINESS

A PROJECT BEING READY FOR IMPLEMENTATION IS DEPENDENT ON THE NATURE OF THE PROJECT, THE FORM OF CONTRACT, WHICH STAGE THE PROJECT IS AT ETC.

NB!

A PROJECT FOR WHICH A CONTRACT HAS ALREADY BEEN AWARDED

DOES NOT AUTOMATICALLY = PROJECT READY FOR IMPLEMENTATION

The following is examples of checks (applicable/ relevant to project) to determine Project Readiness:

- ✓ **LAND READINESS**
- ❑ Land Acquisition
- ❑ State of Readiness of Site

- ✓ **APPROVALS**
- ❑ Statutory Outline Approvals
- ❑ Statutory Design Approvals
- ❑ Other Approvals (Board etc.)

- ✓ **TENDER DOCUMENTS COMPLETED**

EVIDENCE OF READINESS MUST BE SUBMITTED

PROCUREMENT PLAN

Project Planning Activity	Tendering Process	Reason/Justification
Procurement of a Design Consultant	Open Tendering	Transparency, competitive bidding to get best technical and financial proposals
Procurement of a Contractor for Section 1	Open Tendering	
Procurement of Contractor for Section 2	Sole Selection	This section of the road requires specialized equipment and skills which only is available with one known contractor.
Procurement of Consultant for Construction	Selective Tendering	Prequalification process generated prequalified list of consultants; based on past performance evaluation

QUALITY PLAN

Project Execution Activity	Quality Control	Quality Assurance
Design	- Comprehensive User Brief - Specified Design codes and standards	Review and Approval Process by Client throughout the design stage
Construction of Section 1	- Technical Specification - Quality Control Plan in Tender Submission	- Inspection and Approval by Engineer
Construction of Section 2		
Construction Supervision		

PROJECT ASSUMPTIONS

USED IN DETERMINATION OF PROJECT BUDGET, SCOPE, DURATION

ASSUMPTION THAT GOES WRONG

PROJECT CONSTRAINTS

❖ 2nd Screening:

RISK MANAGEMENT PLAN

RISK ITEM	LIKELIHOOD 1-10, 1 being least likely	MITIGATION STRATEGY	CONTINGENCY PLAN
Untimely Releases of Funds	10	Reduce time in preparation of Payment Certificates by conducting Joint Valuations	Reserve Fund/ Contingency Amount for project. To cover cost claims due to delays resulting from untimely releases
Late Statutory Approvals	8	Intervention of respective Minister	
Dust	5	Water Truck on Site	

- Mitigation Strategy: Reduces likelihood of potential risk from occurring
- Contingency Plan: A plan in place should the risk occur

PARTIES INVOLVED

ROLES AND RESPONSIBILITIES

REPORTING PROTOCOL AND METHOD

That's all Folks!

THANK YOU!