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
SUCCESS

- POSITIVE IMPACT
- EXPECTED OUTPUTS MET
- ON SCHEDULE
- QUALITY AS SPECIFIED
- WITHIN BUDGET
- VALUE FOR MONEY
- EXPECTED OUTCOMES/BENEFITS REALISED
SCREENING ELIMINATES RISK OF FUNDING ‘BAD’ PROJECTS
CREATE A POOL OF ‘GOOD’ PROJECTS FROM WHICH TO CHOOSE
‘BAD’ PSIP PROJECTS

Poorly Planned

- Significant Scope Changes
- Time Delays
- Questionable Quality

- Significant Cost Overruns
- No Value for Money

Works recurrent in nature

‘Project’ remains on PSIP with undefined end cost and undefined completion

OVERALL NEGATIVE IMPACT
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

- 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 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

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
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

- **Balance your stakeholders’ needs**
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 ENVIRONMENTAL IMPACT was considered:

"How come we're getting less tourists, when we've done so much to make getting here more convenient?"
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

<table>
<thead>
<tr>
<th>PROJECT ACTIVITIES</th>
<th>ESTIMATED COST</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PLANNING/ PROCUREMENT ACTIVITIES</strong></td>
<td>$800,000</td>
</tr>
<tr>
<td><strong>Procurement of Design Consultant for Sections 1 and 2</strong></td>
<td>$100,000</td>
</tr>
<tr>
<td>• Preparation of Terms of Reference/ Conceptual Brief/ Tender Documents</td>
<td>$50,000</td>
</tr>
<tr>
<td>• Advertisement via newspaper articles</td>
<td>$40,000</td>
</tr>
<tr>
<td>• Tender Evaluation Process</td>
<td>$10,000</td>
</tr>
<tr>
<td><strong>Procurement of Contractor for Section 1</strong></td>
<td>$300,000</td>
</tr>
<tr>
<td>• Preparation of Tender Documents</td>
<td></td>
</tr>
<tr>
<td>• Advertisement via newspaper articles</td>
<td></td>
</tr>
<tr>
<td>• Tender Evaluation Process</td>
<td></td>
</tr>
<tr>
<td>PROJECT ACTIVITIES</td>
<td>ESTIMATED COST</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td><strong>PLANNING/ PROCUREMENT ACTIVITIES (cont’d)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Procurement of Contractor for Section 2</strong></td>
<td>$300,000</td>
</tr>
<tr>
<td>• Preparation of Tender Documents</td>
<td></td>
</tr>
<tr>
<td>• Advertisement via newspaper articles</td>
<td></td>
</tr>
<tr>
<td>• Tender Evaluation Process</td>
<td></td>
</tr>
<tr>
<td><strong>Procurement of Consultant for Construction Supervision Services for Sections 1 and 2</strong></td>
<td>$100,000</td>
</tr>
<tr>
<td>• Preparation of Tender Documents</td>
<td></td>
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<tr>
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<tr>
<td>PROJECT ACTIVITIES</td>
<td>ESTIMATED COST</td>
</tr>
<tr>
<td>------------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>PROJECT EXECUTION ACTIVITIES</td>
<td>$49,200,000</td>
</tr>
<tr>
<td>Design Services</td>
<td>$2,200,000</td>
</tr>
<tr>
<td>Construction of Section 1</td>
<td>$30,000,000</td>
</tr>
<tr>
<td>Construction of Section 2</td>
<td>$15,000,000</td>
</tr>
<tr>
<td>Construction Supervision Services</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>TOTAL COST</td>
<td>$50,000,000</td>
</tr>
</tbody>
</table>

Further breakdown for 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

<table>
<thead>
<tr>
<th>PROJECT ACTIVITIES</th>
<th>ORIGINAL PROJECT COST</th>
<th>REVISED PROJECT COST</th>
<th>JUSTIFICATION FOR COST VARIATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>PLANNING/ PROCUREMENT ACTIVITIES</td>
<td>$800,000</td>
<td>$500,000</td>
<td></td>
</tr>
<tr>
<td>PROJECT EXECUTION ACTIVITIES</td>
<td>$44,700,000</td>
<td>$49,500,000</td>
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<tr>
<td>Design Services</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td></td>
</tr>
<tr>
<td>Construction of Section 1</td>
<td>$26,000,000</td>
<td>$28,000,000</td>
<td>Attach Variation Log</td>
</tr>
<tr>
<td>Construction of Section 2</td>
<td>$15,000,000</td>
<td>$17,500,000</td>
<td>Attach Variation Log</td>
</tr>
<tr>
<td>Construction Supervision Services</td>
<td>$1,700,000</td>
<td>$2,000,000</td>
<td>Extension of Time</td>
</tr>
<tr>
<td><strong>TOTAL COST</strong></td>
<td><strong>$45,500,000</strong></td>
<td><strong>$50,000,000</strong></td>
<td></td>
</tr>
</tbody>
</table>
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.
<table>
<thead>
<tr>
<th>PROJECT ACTIVITIES</th>
<th>PERSON RESPONSIBLE</th>
<th>DURATION</th>
<th>START</th>
<th>FINISH</th>
</tr>
</thead>
<tbody>
<tr>
<td>PLANNING/ PROCUREMENT ACTIVITIES</td>
<td></td>
<td><strong>12 mths</strong></td>
<td><strong>01/10/18</strong></td>
<td><strong>30/09/19</strong></td>
</tr>
<tr>
<td>Procurement of Design Consultant for Sections 1 and 2</td>
<td></td>
<td><strong>3 mths</strong></td>
<td><strong>01/10/18</strong></td>
<td><strong>31/12/18</strong></td>
</tr>
<tr>
<td>• Preparation of Terms of Reference/ Conceptual Brief/ Tender Documents</td>
<td></td>
<td><strong>2 mths</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Advertisement via newspaper articles</td>
<td></td>
<td><strong>0.5 mths</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Tender Evaluation Process</td>
<td></td>
<td><strong>0.5 mths</strong></td>
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<td>FINISH</td>
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</tr>
<tr>
<td>PLANNING/ PROCUREMENT ACTIVITIES (cont’d)</td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Procurement of Contractor for Section 1</td>
<td>Client: Ministry of Works and Transport (MOWT)</td>
<td>3 mths</td>
<td>01/07/19</td>
<td>30/09/19</td>
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<tr>
<td>• Preparation of Tender Documents</td>
<td></td>
<td>1 mth</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Advertisement via newspaper articles</td>
<td></td>
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<td></td>
<td></td>
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<td></td>
<td>1.5 mths</td>
<td></td>
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</tr>
<tr>
<td>Procurement of Contractor for Section 2</td>
<td>Client: MOWT</td>
<td>3 mths</td>
<td>01/07/19</td>
<td>30/09/19</td>
</tr>
<tr>
<td>Procurement of Consultant for Construction Supervision for Section 1 and 2</td>
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<td>01/07/19</td>
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<td>---------------</td>
</tr>
<tr>
<td>PROJECT EXECUTION ACTIVITIES</td>
<td></td>
<td>21 mths</td>
<td>01/01/19</td>
<td>30/09/20</td>
</tr>
<tr>
<td>Design Services</td>
<td>Consultant to be engaged</td>
<td>6 mths</td>
<td>01/01/19</td>
<td>30/06/19</td>
</tr>
<tr>
<td>Construction of Section 1</td>
<td>Contractor to be engaged</td>
<td>12 mths</td>
<td>01/10/19</td>
<td>30/09/20</td>
</tr>
<tr>
<td>Construction of Section 2</td>
<td>Contractor to be engaged</td>
<td>12 mths</td>
<td>01/10/19</td>
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</tr>
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<td>Construction Supervision Services</td>
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<td>30/09/20</td>
</tr>
<tr>
<td>TOTAL DURATION</td>
<td></td>
<td>24 mths</td>
<td>01/10/18</td>
<td>30/09/20</td>
</tr>
</tbody>
</table>
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
<table>
<thead>
<tr>
<th>PROJECT ACTIVITIES</th>
<th>ORIGINAL DURATION</th>
<th>REVISED DURATION</th>
<th>START</th>
<th>REVISED FINISH</th>
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<tbody>
<tr>
<td>PLANNING/ PROCUREMENT ACTIVITIES</td>
<td>12 mths</td>
<td>12 mths</td>
<td>01/10/18</td>
<td>30/09/19</td>
</tr>
<tr>
<td>PROJECT EXECUTION EXERCISES</td>
<td>21 mths</td>
<td>27 mths</td>
<td>01/01/19</td>
<td>30/03/21</td>
</tr>
<tr>
<td>Design Services</td>
<td>6 mths</td>
<td>6 mths</td>
<td>01/01/19</td>
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<tr>
<td>Construction of Section 1</td>
<td>12 mths</td>
<td>15 mths</td>
<td>01/10/19</td>
<td>31/12/20</td>
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<tr>
<td>Construction of Section 2</td>
<td>12 mths</td>
<td>18 mths</td>
<td>01/10/19</td>
<td>30/03/21</td>
</tr>
<tr>
<td>Construction Supervision Services</td>
<td>12 mths</td>
<td>18 mths</td>
<td>01/10/19</td>
<td>30/03/21</td>
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<td>TOTAL DURATION</td>
<td>24 mths</td>
<td>30 mths</td>
<td>01/10/18</td>
<td>30/03/21</td>
</tr>
</tbody>
</table>
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

DURING PROJECT EXECUTION

300 PERSONS

AFTER PROJECT COMPLETION
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.
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.

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

<table>
<thead>
<tr>
<th>Project Execution Activity</th>
<th>Quality Control</th>
<th>Quality Assurance</th>
</tr>
</thead>
</table>
| **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

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

Mitigation Strategy: Reduces likelihood of potential risk from occurring

Contingency Plan: A plan in place should the risk occur
PARTIES INVOLVED

COMMUNICATION

PLAN

ROLES AND RESPONSIBILITIES

REPORTING PROTOCOL AND METHOD
THANK YOU!