



Infrastructure  
and Projects  
Authority



UK Government

# Project Development Routemap for Infrastructure Projects

**International Module**

## Execution Strategy

Adapted from UK Government's Project Initiation Routemap



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Office



Cabinet Office

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# Preface

**The UK Infrastructure and Projects Authority (IPA)<sup>1</sup> is proud to present this international module on the Project Development Routemap for Infrastructure Projects.**

Projects that enhance and expand access to infrastructure are critical to achieving inclusive, sustainable growth and reducing poverty. However, infrastructure projects often encounter problems in their early stages. Poor project development constrains project delivery and limits the benefits it can drive from investment.

The Project Development Routemap (Routemap) is a structured and tested methodology used to set up projects for success. It ensures best practice and learning about the most common causes of project failure are considered at crucial early stages of development. In this module, we use the term 'project' to encompass projects, programmes and portfolios.

Routemap principles are core to any infrastructure project, and especially helpful where project teams undertake complex projects that test the limits of their organisational capability. It is a structured approach that brings project stakeholders together, to improve project-specific capabilities, enable governments and supply chains to maximise value for money and, where appropriate, increase opportunities for international investment. It gives confidence to people developing projects, those approving them, and those investing in them.

<sup>1</sup> The IPA is the centre of expertise for infrastructure and major projects, sitting at the heart of Government and reporting to the Cabinet Office and HM Treasury in the UK.

<sup>2</sup> The Project Development Routemap has been adapted from the UK Project Initiation Routemap, also produced by the IPA: <https://www.gov.uk/government/publications/improving-infrastructure-delivery-project-initiation-routemap>.

Since 2012, Routemap has been applied in the UK to projects totalling over £300bn, with significant and sustained impact on public policy, professional practice and economic benefit.<sup>2</sup>

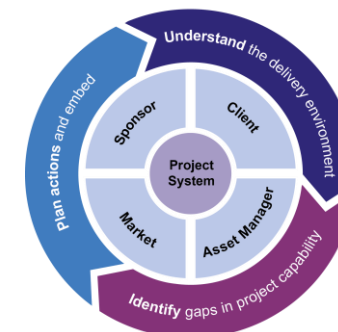
Routemap aligns with the G20 Principles for the Infrastructure Project Preparation Phase (the G20 Principles), the United Nations Sustainable Development Goals (in particular, supporting environmental and social sustainability) and was identified by the Global Infrastructure Hub as a leading practice in good project preparation.

This international module has been produced as part of the Global Infrastructure Programme<sup>3</sup>, sponsored by the UK's Prosperity Fund<sup>4</sup> to provide practical instruction on the Routemap. It builds on both UK and international experience and is tailored to the needs of audiences in a broad range of countries. The IPA would like to thank the United Kingdom's Foreign and Commonwealth Office and embassies, and the governments of Colombia and Indonesia who have provided invaluable assistance in the development of the Routemap for international use.

We hope this guidance is useful, practical and will improve the quality of infrastructure development in your country.

<sup>3</sup> This is a UK cross-government programme delivered by the FCO, the IPA and the Department for Business Energy and Industrial Strategy. It aims to enable the provision of sustainable and resilient infrastructure, as a critical enabler for economic development in middle-income countries.

<sup>4</sup> The Prosperity Fund supports the UN Sustainable Development Goals and the 2015 UK Aid Strategy by promoting growth and prosperity in developing countries.



# Introduction: Routemap Modules

The Routemap modules (modules) help you to identify and address gaps in capability across seven commonly challenging areas of project development. You should use these modules alongside the *Project Development Routemap for Infrastructure Projects: International Handbook*.<sup>5</sup>

The Handbook explains the Routemap methodology and describes the 10-step process for its application to projects, which results in a detailed action plan to close the gaps in project capability.

There are seven modules, one covering each of the following areas:

- Rationale
- Governance
- Execution Strategy
- Organisational Design & Development
- Procurement
- Risk Management
- Asset Management

The module content applies to all types of infrastructure projects, including PPP and publicly funded projects. It supports project teams to identify risks to project outputs, and wider economic, environmental and social outcomes. It helps align projects to the G20 principles of 'quality infrastructure',<sup>6</sup> internationally recognised standards like the

<sup>5</sup> Infrastructure and Projects Authority's Project Development Routemap for Infrastructure Projects: International Handbook, 2020: <https://www.gov.uk/government/publications/improving-infrastructure-delivery-project-initiation-routemap>

<sup>6</sup> These non-binding principles reflect the G20's common strategic direction and aspiration for quality infrastructure investment: [https://www.g20-insights.org/related\\_literature/g20-japan-principles-quality-infrastructure-investment/](https://www.g20-insights.org/related_literature/g20-japan-principles-quality-infrastructure-investment/)

International Finance Corporation Performance Standards,<sup>7</sup> and the United Nations Sustainable Development Goals.

There are also examples of good practice to help project teams plan and improve project development. They come from the experience of UK public sector-driven infrastructure projects and from international authorities. Examples have been specifically selected for relevance to international audiences.

Routemap modules can be:

- useful when applying the Routemap 10-step process which is described in the Routemap handbook (the following diagram shows how the sections of the module support different steps in the process)
- a stand-alone resource to identify potential risks and improvements in project capability development, and relevant good practice from other projects

The modules are not a complete guide to project development, nor a substitute for business case development.<sup>8</sup> They are based on real-world experience from large infrastructure projects and complement best practice found elsewhere. You need to consider each project's individual characteristics and context and then you can identify what will be most helpful to the project.

<sup>7</sup> See Section 1 and Appendix E of the Routemap Handbook for further detail on the importance of sustainability.

<sup>8</sup> For detailed guidance on infrastructure business cases and their development process, see: Infrastructure and Projects Authority's Infrastructure Business Case: International Guidance, 2020.

The Routemap modules are useful when applying the Routemap 10-step process which is described in the Handbook. The diagram below shows how the different sections of the modules (listed in the left column) can support the different steps in the process.

| Module sections                              | Setup                               |                                  |  |                                | Diagnosis   |  |                             | Action planning   |                       |  |
|--|-------------------------------------|----------------------------------|--|--------------------------------|---|--|-----------------------------|---|-----------------------|--|
|  | Whether to apply the Routemap<br>01 | When to apply the Routemap<br>02 | Routemap strategy<br>03  | Planning the application<br>04 | Information gathering<br>05   | Conducting a gap analysis<br>06  | Agreeing the findings<br>07 | Developing recommendations<br>08  | Action planning<br>09 | Integrate and capture benefits<br>10   |
| Characteristics of good practice             |                                     |                                  | Comparing your project information with these <b>characteristics of good practice</b> may help you to identify areas of interest in the Routemap scope |                                |   | Comparing your project with these <b>characteristics of good practice</b> may help you identify areas for improvement.                 |                             |   |                       |  |
| Useful documents                             |                                     |                                  | You may find it helpful to review these types of project <b>documents</b> , to define the areas of interest in the Routemap scope.                     |                                | You may find these <b>documents</b> helpful to develop interview questions.   | You may find it helpful to cross-check this <b>document</b> list against existing project documents, to help identify capability gaps. |                             |   |                       |  |
| Typical findings                             |                                     |                                  |  |                                |   | You may find helpful to review these when identifying issues and articulating your <b>findings</b>                                     |                             | If your <b>findings</b> contain statements like these, this Module could help strengthen capability.                                    |                       |  |
| Considerations                               |                                     |                                  |  |                                | This section lists a series of questions or <b>considerations</b> that can help you to validate the effectiveness of existing arrangements. |  |                             | Working through these questions or <b>considerations</b> can help you understand the root causes of the findings and develop solutions. |                       |  |
| Good practice examples and suggested reading |                                     |                                  |  |                                |   |  |                             |   |                       | You may find these <b>good practice examples and suggested reading</b> useful in developing actions to address capability gaps.. |

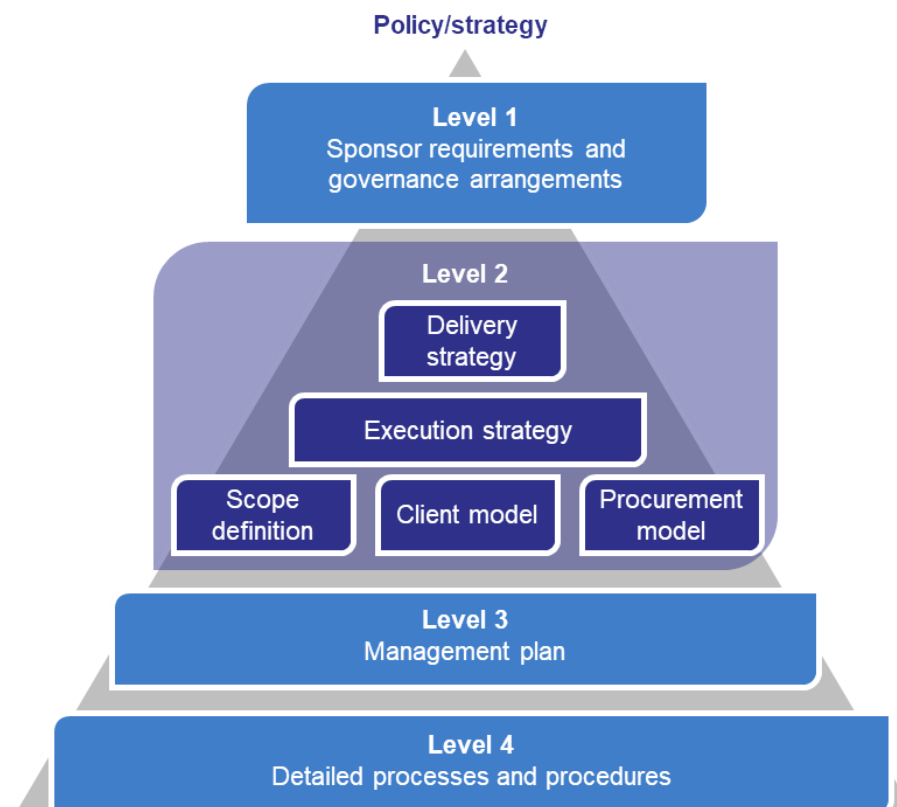
# The execution strategy, and why it is important

The execution strategy sets out **how** the project is organised to fulfil the sponsor's requirements, adhere to the governance framework, and manage risk. It sets out the overall approach from which the client team's management plan and subsidiary processes and procedures can be cascaded.

The execution strategy is part of a hierarchy of documents, as shown in this diagram.

It is first important to understand what the project *delivery strategy* is, to then understand how the execution strategy relates to it. The *delivery strategy*<sup>9</sup> defines the delivery approach. It sets out, at a relatively high-level, how the sponsor's requirements will be met. It also outlines the boundaries for delivery by defining the project's scope, the client model, and the procurement model. The delivery strategy will often form part of an agreement between the sponsor and the client.

The project *execution strategy*\* is a more detailed document, generally owned by the client organisation. It sets out the functional strategies that the client will use to manage delivery, e.g. the risk management strategy, the information management strategy, the design management strategy etc. It also informs the client's management plan and detailed processes and procedures.



<sup>9</sup> \*Note, some organisations may give different names to their delivery and execution strategies. There may also be some degree of duplication between the two documents, as they are usually intended for different audiences.

The execution strategy will:

- Detail **how** the client will organise itself to deliver the sponsor's requirements within the boundaries agreed in the delivery strategy, including the client team's management structures and functional strategies, e.g. the dependency management strategy, the lessons learned strategy, the environmental management strategy etc.
- Inform the client's management plans and detailed processes and procedures (Levels 3 and 4 on the above diagram).
- Set out the key programme milestones, including the transition points and handovers through the project's life.
- Enable continuous improvement through the project's life.
- Help new team members quickly understand how the project is delivered and how their role fits in. For this reason, it is also helpful to re-iterate the respective responsibilities of the sponsor and client (as set out in the delivery strategy), and how they interact with one another, and the supply chain.

This structured approach is very important in multi-organisation and complex project delivery, e.g. PPP, publicly-funded, and consortium-led projects. The IPA's Infrastructure Business Cases: International Guidance<sup>10</sup> gives additional advice – within the management case, at the intermediate and full business case stages – on how to execute the project.

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<sup>10</sup> Infrastructure and Projects Authority's Infrastructure Business Case: International Guidance, 2020



# Characteristics of an effective execution strategy

An effective execution strategy provides clear direction for the project team by making sure the delivery activities are aligned with the project objectives, adhere to the governance framework and appropriately manage risk.

It is important to make sure it is always up to date and reviewed regularly, especially at key transition points. Specialist advisors should be included in each review so that they can highlight any emerging risks and opportunities for the next phase, e.g. sectoral, environmental or social specialists.

An effective execution strategy is characterised by three pillars.

## Pillars of an effective execution strategy:

Three key components underpin an effective execution strategy for infrastructure projects. If one pillar is missing or out of balance, project execution will likely be ineffective or inefficient. The pillars are expanded in the *Considerations* section of this module.

### Pillar 1: Alignment

Ensuring that management strategies and plans are:

- aligned with the overarching rationale and governance framework, and
- based on an assessment of risk and opportunity.

### Pillar 2: Performance

- Providing a clear link between the rationale and the approach to managing performance, target setting and measurement.

### Pillar 3: Delivery

- Clarifying the organisational responsibilities for your delivery approach and identifying the required capabilities.
- Making sure your management strategies and plans are well thought out and complete.

In Routemap, these pillars support **(Step 6)** – *Gap analysis*. Considering them in the context of your current governance arrangements can help you to identify areas for improvement.

## Useful documents

These documents, components or reports usually contain information related to the execution strategy. They may be helpful when reviewing and developing the execution strategy for your own project.

- Project development agreement
- Sponsor requirements
- Delivery strategy
- Governance framework
- Environmental and social impact assessment
- Environmental and social management plan
- Project execution strategy (if available)
- Organisational chart

You may find it useful to review these documents to identify the 'areas of interest' when scoping a Routemap **(Step 3)** – *Routemap strategy*.

These documents may also be helpful in **(Step 6)** – *Gap analysis*. When cross-checked against existing project documentation, they may help to identify capability gaps.

## Typical findings related to the execution strategy

This list describes typical issues that might arise during project development, and would indicate that the approach to developing the execution strategy needs improvement.

- ❑ There is a risk that the existing organisational processes and structures cannot support the project's schedule and level of innovation.
- ❑ The delivery team is over-focusing on a single delivery element, e.g. just on implementation and not enough on operational support.
- ❑ The delivery team does not have any continuous improvement process, so they may miss opportunities to be efficient and apply best practice or lessons learned.
- ❑ There is a lack of understanding of the extent of capability development required by the market to deliver the project.
- ❑ The organisation wants to introduce innovative ways of working through the project but it's not clear if the market can support the approach.
- ❑ During project development, the client identifies an opportunity to start employment schemes for vulnerable, project affected persons but the market cannot manage the associated safeguarding risks.

- ❑ There is insufficient budget and personnel allocated for implementation of environmental and social risk mitigation measures, and to enable speedy responses to address unforeseen environmental and social issues associated with the project.

During Routemap, these example findings may be helpful when identifying issues and articulating your own findings (**Step 6**) – *Gap analysis*.

If your findings contain statements like these, this module could help you to develop recommendations to strengthen capability (**Step 8**) – *Developing recommendations*.

## Considerations for an effective execution strategy

The considerations questions help you understand the root causes of the capability gaps and suggest improvements. You may not need to review all the considerations, just use the most relevant ones for your project.

These questions will help you:

- to review and validate the effectiveness of your existing execution strategy
- to target areas for improvement
- to test the design of a new execution strategy

The considerations are grouped around the three pillars of an effective execution strategy: alignment, performance, and delivery.

The execution strategy may need to evolve during the project, so you should revisit the considerations at major transition points or approval points.

During Routemap, working through these considerations can help you to validate the effectiveness of existing arrangements **(Step 5)** – *Information gathering*.

They can also help you identify reasons for the findings and ways to address them in **(Step 8)** – *Developing recommendations*.

Characteristics  
of good practice

Useful documents

Typical findings

Considerations

Good practice examples and suggested  
reading

## Pillar 1: Alignment

### Key areas/considerations

#### Understanding of vision, requirements and context

- Is there a clear and concise description of the requirements and intended outcomes, including environmental and social outcomes, which are to be delivered? Does the delivery team understand them? Have they been signed off and documented?
- Does the project team have a clear understanding of how it will ensure requirements are met and intended outcomes, including environmental and social outcomes, are achieved? Are the whole-life financial and cost models aligned with the requirements?
- Do the requirements distinguish between the sponsor's requirements, e.g. benefits/outcomes, and the client's response to the sponsor's requirements, e.g. outputs?

#### Governance alignment

- Are the governance arrangements clearly defined throughout the life of the project?
- Does the execution strategy define the project governance arrangements and how they align with corporate arrangements?
- Is it clear who has responsibility for delivering each project activity and outcome, and for taking each different type of decision the project may require? Is this documented?
- Do the governance arrangements outline clear lines of authority for addressing risks and issues?
- Do the governance arrangements incorporate support from specialist advisors to review environmental and social risks and issues appropriately?
- Are the governance arrangements reflected in commercial and procurement strategies?
- Are the review and approval processes for time, cost and benefits clearly defined? Do they include reviews by specialist advisors, e.g. environmental and social advisors?
- Do the governance arrangements exert enough control yet avoid unnecessary bureaucracy? (from sponsor through to supply chain)

Characteristics  
of good practice

Useful documents

Typical findings

Considerations

Good practice examples and suggested  
reading

## Key areas/considerations

### Risk and challenges

- Has the delivery strategy (client and procurement models) been developed, based on an assessment of the strengths, weaknesses, opportunities and threats, e.g. using a SWOT analysis or equivalent assessment?
- Has a formal risk assessment been undertaken and factored into the delivery strategy?
- Has there been an environmental and social impact assessment (ESIA) to identify environmental and social risks and opportunities? What standards have been used for this assessment, e.g. IFC Performance Standards, Equator Principles etc.?
- Has an environmental and social management plan (ESMP) been developed in response to the findings of the ESIA?
- Do the sponsor, the delivery team, partners and the supply chain all understand the strategic risks that could affect the project and its sustainability?
- Does the delivery team understand the environmental and social risks associated with the project? Do they have the skills to manage them, especially high risk areas, e.g. resettlement or sexual exploitation and abuse?
- Do the commercial and procurement strategies reflect the defined risk policies and processes?
- Does the commercial structure determine how risk will be allocated through the supply chain?
- Is the approach to risk management integrated into the cost estimating and forecasting process?

### Understanding of vision, requirements and context

- Is there a clear and concise description of the requirements and intended outcomes, including environmental and social outcomes, which are to be delivered? Does the delivery team understand them? Have they been signed off and documented?
- Does the project team have a clear understanding of how it will ensure requirements are met and intended outcomes, including environmental and social outcomes, are achieved? Are the whole-life financial and cost models aligned with the requirements?
- Do the requirements distinguish between the sponsor's requirements, e.g. benefits/outcomes, and the client's response to the sponsor's requirements, e.g. outputs?

Characteristics  
of good practice

Useful documents

Typical findings

Considerations

Good practice examples and suggested  
reading

## Pillar 2: Performance

### Key areas/considerations

#### Project objectives and performance targets

- Are there defined project output and performance targets (including environmental and social) which are directly aligned with the sponsor's requirements and governance arrangements?
- Have the assumptions that have been made in setting objectives and performance targets been captured and challenged? Is there a way to review these assumptions on an on-going basis to check that they are still valid?
- Has the cost base to be used in initial estimating and project forecasting been documented and agreed (source data, time based pricing, cost structure)?
- Have the measures and indicators for the performance targets been established (type, frequency, method of measurement)?
- Has baseline data for measures and indicators been gathered?
- Does performance monitoring reflect and align with the project objectives, throughout the team and the supply chain?
- Does the commercial strategy align with the performance model?
- Has the appropriate operating criteria for the asset been defined and reflected in the project objectives?
- Are the critical success factors agreed and documented? Do these include specific economic, environmental and social factors?
- Is there a clear process for ongoing review and assessment of environmental and social risks, particularly at key transition/handover points? Are environmental and social specialist involved in this review process?
- Is there a clear approach to continuous improvement? Is this enabled by improvement targets for all project deliverables, including efficiency?

#### Controls strategy

- Is the responsibility for management of project controls clearly identified?
- Are there defined review points to assess whether the project approach is still delivering what it should? Do they include reviews by specialist advisors, e.g. environmental and social advisors?
- Have the critical decision points and project milestones been identified and documented?

Characteristics  
of good practice

Useful documents

Typical findings

Considerations

Good practice examples and suggested  
reading

### Key areas/considerations

- Has the basis for control of time, cost, scope, risk, benefits and quality been agreed and documented, including change control?
  - Are project control processes aligned throughout the supply chain?
  - Are the balance of controls for time, cost scope, risk, benefits and quality aligned to the needs of the project?
-



Characteristics  
of good practice

Useful documents

Typical findings

Considerations

Good practice examples and suggested  
reading

## Pillar 3: Delivery

### Key areas/considerations

#### Organisation

- Are the key roles understood and documented, e.g. sponsor, client, customer, strategic partner, and supplier?
- Is there a coherent strategy for using in-house capability alongside supply chain capability?
- Have the current and future capabilities, required to deliver the project requirements, been identified? Are they included in the development plans, for both in-house and supply chain capabilities?
- Have you identified specific specialist capabilities that are required, e.g. for environmental and social risk management?
- Are there procurement policies and procedures in place to ensure that suppliers and contractors adhere to the environmental, social and gender standards established for the project?
- Have the required values, behaviours and safeguards been defined? Is it clear how they will be embedded within the delivery team? Has the means for them to be used as part of partner selection and engagement been identified or established? This includes those relating to transparency, equal opportunities, sexual exploitation, abuse and harassment.

#### Delivery strategies

- Has the content, ownership and structure of the project execution strategy been defined and documented? Will outcomes align and cascade through delivery, throughout the life of the project?
- Is there a strategy for:
  - Risk management
  - Dependency/interface management
  - Organisational development
  - Procurement
  - Design
  - Construction
  - Manufacturing
  - Asset management
  - Whole life asset value

Characteristics  
of good practice

Useful documents

Typical findings

Considerations

Good practice examples and suggested  
reading

## Key areas/considerations

- Quality control
- Assurance
- Health and safety
- Environmental and social risk management
- Land acquisition and resettlement/relocation
- Community safety and security
- Labour and working conditions (including safeguarding workers)
- Stakeholder and community engagement and communications
- Child labour and modern slavery
- Gender mainstreaming

## Project structure and approach

- Is there flexibility in the project approach so that it can adapt to changes to requirements or to the delivery environment throughout the project lifecycle?
- Has the project structure and approach been assessed for whether it is best managed as a project, programme or portfolio?
- Have you identified the key transition points, and do you know how you will manage them?

## Good practice examples

This section offers supporting material to plan improvements for effective project governance.

We give examples of good practice to help you:

1. Align the activities of the client delivery organisation with the sponsor's requirements
2. Understand the role of the sponsor in relation to the execution strategy
3. Integrate portfolios, programmes and projects
4. Select the right delivery approach for your project or programme

These examples will not be relevant to every project. They are a collection of good practice that may be helpful, in specific circumstances. It is important to assess and tailor any good practice to the specific project and its wider context.

Likewise, the *suggested reading* is a starting point for further research. You should look for other sources relevant for your project, to support capability strengthening.

Within Routemap, the examples of good practice support capability strengthening in **(Step 9)** – *Action planning*.

## 1. Good practice: Hierarchy of documents

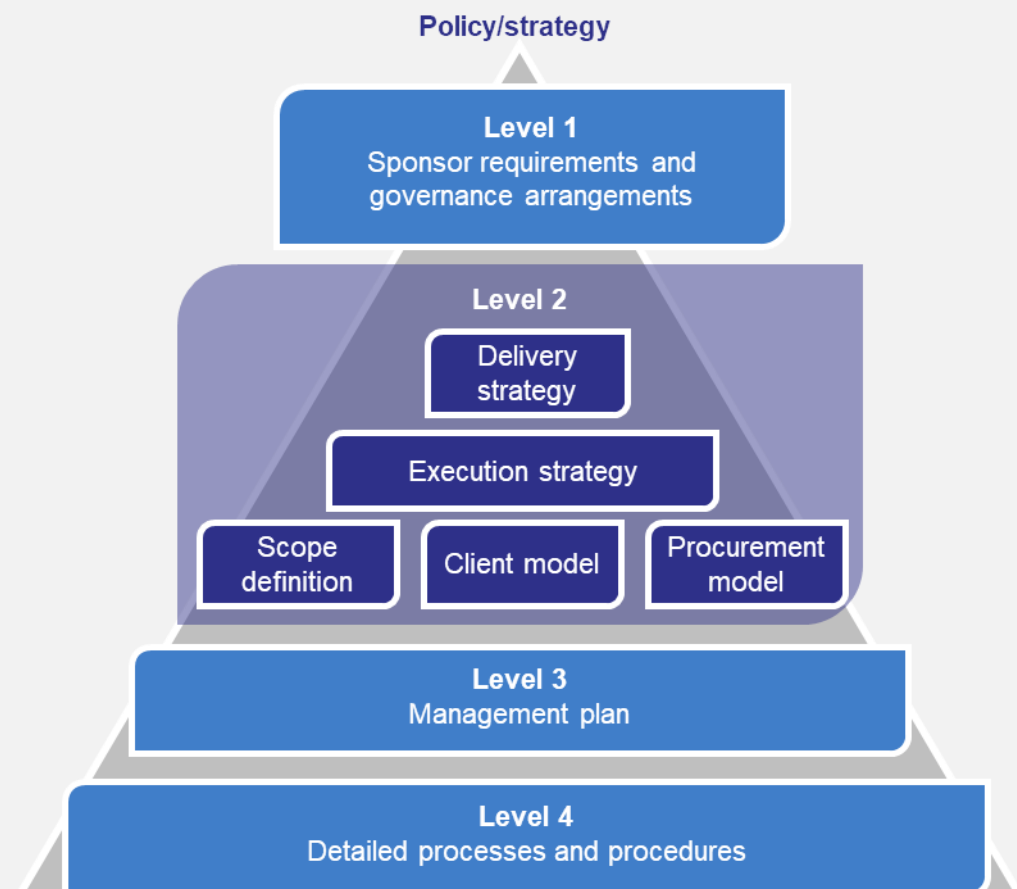
Here, we demonstrate how the execution strategy links the high-level sponsor requirements with the activities of the client organisation as set out in the management plan and detailed processes and procedures.

The execution strategy aligns client delivery team activities with sponsor requirements and governance arrangements.

It is a pivotal part of a document hierarchy that shows how the project will be delivered.

A project's execution strategy should include:

- Vision and objectives
- Structure and organisation
- Functional management strategies, e.g. risk management, information management, design management, health and safety, environmental and social safeguards, construction management, testing, etc.



Characteristics of good practice

Useful documents

Typical findings

Considerations

Good practice examples and suggested reading

## 2. Good practice: Role of the sponsor

**Understanding the importance of the sponsor in setting parameters for the execution strategy, with evidence from the UK transport sector.**

*UK Government's Lessons from Transport for the Sponsorship of Major Projects* shares lessons on the key challenges faced by the sponsor in major transport projects, which are relevant for other sectors. The report identifies five pieces of good practice for sponsors to adopt when executing projects:

**Accountability must be unambiguous**

**Behaviour matters more than process**

**Control schedule and benefits as well as cost**

**Deal with the systems integration risk**

**Enter service cautiously**

Specifically on accountability, it advises that separating policy from delivery allows organisational specialisation, but creates boundaries and can sometimes blur accountabilities. Sponsors need to establish clear accountabilities for both individuals and organisations, and must hold the Boards of their delivery organisations (referred to as the client organisations in the Routemap methodology) to account for ensuring major project delivery, to time and cost.

In turn, sponsors need to establish and maintain a clear set of sponsor requirements and a stable operating environment for the delivery organisation. This includes providing sufficient resources, avoiding scope changes, and not stepping in on delegated decisions unless the delivery organisation is persistently failing.

Source: *Lessons from Transport for the Sponsorship of Major Projects*, the Dept. for Transport and Infrastructure and Projects Authority and, April 2019

### 3. Good practice: Portfolio, programme and project management

Here, we show the hierarchical relationship between typical work components. Each level comprises all connected lower level components. It is important to understand how these fit together when determining the delivery approach.

Portfolio, programme and project management is an integrated way of driving better decisions and increasing the likelihood of successful outcomes. Each level may cross organisational and departmental boundaries.

#### Portfolio:

- comprises part or all an organisation's investment, necessary to achieve its objectives
- governed through a portfolio plan (or business plan)
- made up of work components, such as other portfolios, programmes, projects, work packages and other work

#### Programme:

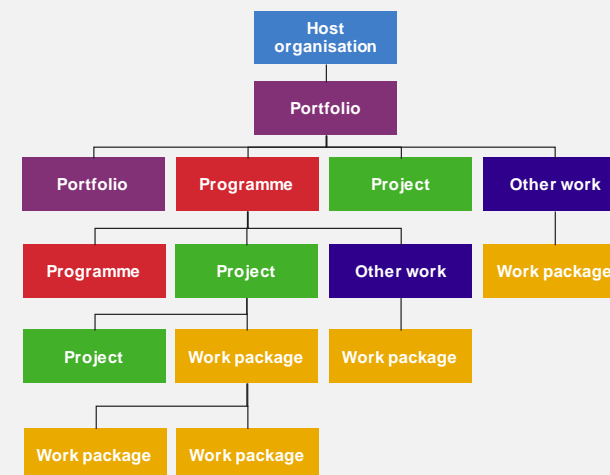
- a temporary, flexible organisation
- co-ordinates, directs and oversees the implementation of a set of projects (and other work components), to deliver outcomes and benefits related to a set of strategic objectives
- can have one or more phases. Each phase is structured around distinct step-changes in capability and benefit realisation

#### Project:

- a temporary management environment
- delivers one or more business products or outcomes
- might be standalone, within a portfolio, or part of a programme

#### Work package:

- a set of information relevant to the creation of one or more deliverables or outputs
- comprises a description of the outputs required, work plan and details of any constraints
- different to *other work*, e.g. support services or business as usual activities



Source: HM Government (August 2018) Government Functional Standard GovS 002: Project delivery, 2018.

Characteristics of good practice

Useful documents

Typical findings

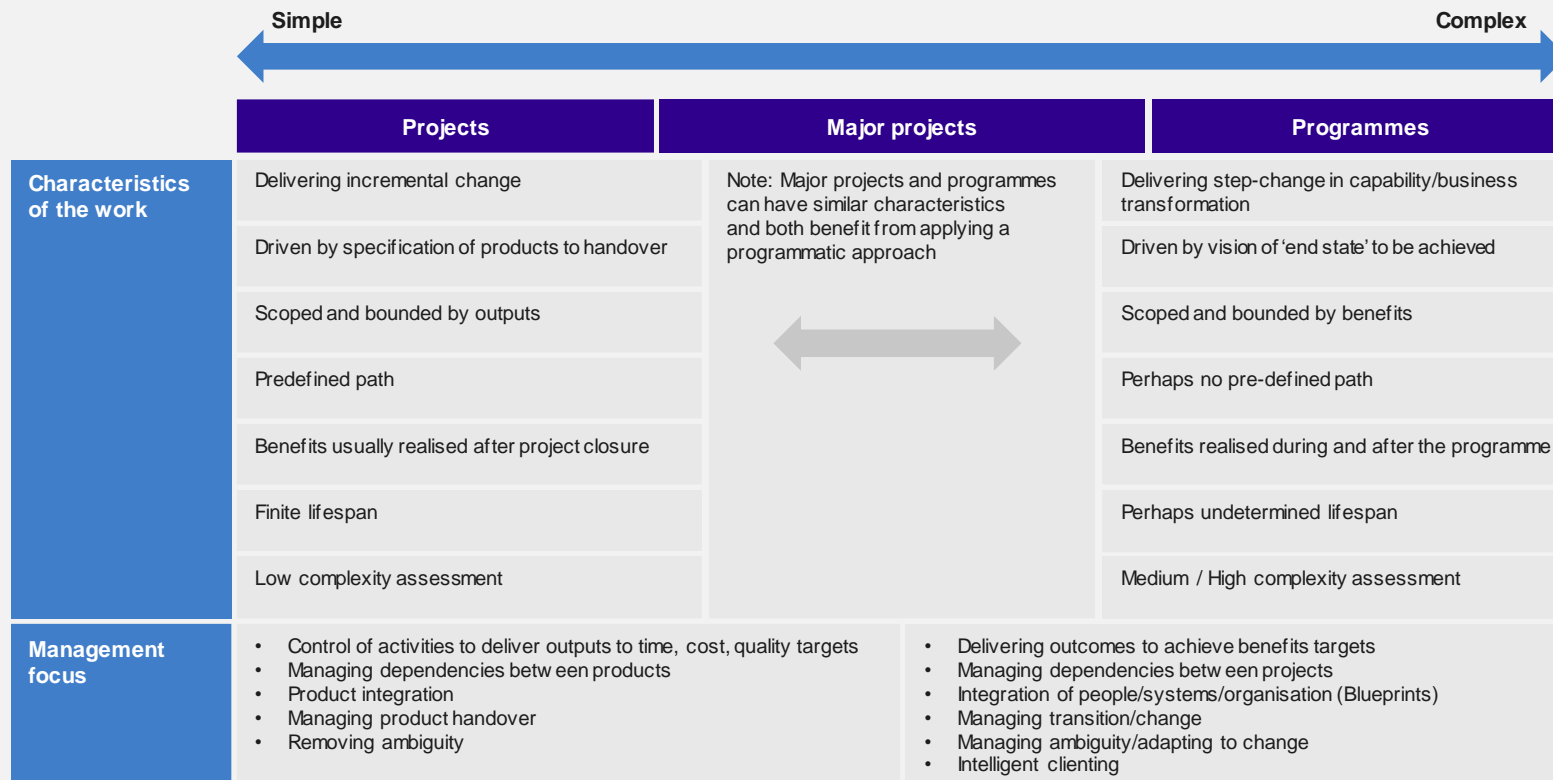
Considerations

Good practice examples and suggested reading

## 4. Good practice: Projects vs. programmes: selecting the right delivery approach

**This example highlights some of the key characteristics that distinguish projects from programmes and provides guidance on how to select the right delivery approach.**

Work and management arrangements vary between simple and complex projects and programmes. These sometimes encounter difficulties because they are using the wrong delivery approach, e.g. using project management to manage a programme. You can avoid this by thinking about the characteristics of the work, then selecting the approach that best manages those characteristics.



Characteristics  
of good practice

Useful documents

Typical findings

Considerations

Good practice examples and suggested  
reading

## Suggested reading

Within Routemap, the suggested reading supports **(Step 9)** - *Action planning*.

Here are some sources of good practice information and guidance on the execution strategy:

Project Development Routemap for Infrastructure Projects: International Handbook, Infrastructure and Projects Authority, 2020  
<https://www.gov.uk/government/publications/improving-infrastructure-delivery-project-initiation-routemap>

Business Case Development for Infrastructure Projects: International Guidance, Infrastructure and Projects Authority, 2020  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/902005/International\\_Infrastructure\\_Business\\_Case\\_Guidance.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/902005/International_Infrastructure_Business_Case_Guidance.pdf)

Portfolio, Programme and Project Management Maturity Model P3M3  
<https://www.axelos.com/best-practice-solutions/p3m3/what-is-p3m3>

HM Government Government Functional Standard GovS 002: Project Delivery, 2018

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/746400/Project\\_Delivery\\_Standard\\_1.2.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/746400/Project_Delivery_Standard_1.2.pdf)

IFC Performance Standards, 2012

[https://www.ifc.org/wps/wcm/connect/Topics\\_Ext\\_Content/IFC\\_External\\_Corporate\\_Site/Sustainability-At-IFC/Policies-Standards/Performance-Standards](https://www.ifc.org/wps/wcm/connect/Topics_Ext_Content/IFC_External_Corporate_Site/Sustainability-At-IFC/Policies-Standards/Performance-Standards)

IFC (2017) Good Practice: Note Managing Contractors' Environmental and Social Performance

[https://www.ifc.org/wps/wcm/connect/topics\\_ext\\_content/ifc\\_external\\_corporate\\_site/sustainability-at-ifc/publications/publications\\_gpn\\_escontractormanagement](https://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/sustainability-at-ifc/publications/publications_gpn_escontractormanagement)

World Bank Environmental and Social Framework 2018

<https://www.worldbank.org/en/projects-operations/environmental-and-social-framework>



Characteristics  
of good practice

Useful documents

Typical findings

Considerations

Good practice examples and suggested  
reading

### Intelligent Client Capability Framework, ICE

<https://www.ice.org.uk/getattachment/disciplines-and-resources/best-practice/intelligent-client-capability-framework/intelligent-client-capability-framework.pdf.aspx>

### Building Information Modelling (BIM), 2012

<https://www.gov.uk/government/publications/building-information-modelling>

### Transforming Infrastructure Performance, 2017

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/664920/transforming\\_infrastructure\\_performance\\_web.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/664920/transforming_infrastructure_performance_web.pdf)

### Association for Project Management

<https://www.apm.org.uk/resources/>

### Lessons from Transport for the Sponsorship of Major Projects, Infrastructure and Projects Authority and Dept. for Transport, 2019,

<https://www.gov.uk/government/publications/lessons-from-transport-for-the-sponsorship-of-major-projects>

### Crossrail Learning Legacy

<https://learninglegacy.crossrail.co.uk>  
<https://learninglegacy.crossrail.co.uk/learning-legacy-themes/project-and-programme-management/>

### Infrastructure Client Group Alliancing best practice in infrastructure delivery, 2014

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/359853/Alliancing\\_Best\\_Practice.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/359853/Alliancing_Best_Practice.pdf)

## Glossary

This glossary identifies key terms for the Execution Strategy module. The *Project Development Routemap for Infrastructure Projects: International Handbook* contains a comprehensive glossary of terms related to Routemap.

**Accountability:** Accountability means to be subject to giving an account or having the obligation to report, explain or justify something that one has responsibility for.

**Assurance:** Assurance is the systematic set of actions necessary to provide confidence to senior leaders and stakeholders that work is controlled, on track to deliver and aligned with policy or strategy.

**Client:** The organisation responsible for undertaking the work to fulfil the sponsor's requirements and deliver the benefits. The client translates the requirements from the sponsor and manages the delivery outcomes. The client selects, procures and manages supplier/s to meet project objectives. The client organisation may be referred to as the implementing agency, or the government contracting agency. The client may be internal or external to the department or line ministry.

**Client model:** How the client organisation structures and resources the project execution activities, between the client, advisors/partners and supply chain, e.g. in-house vs. external. This is a key consideration in determining organisational design and procurement strategies.

**Delivery model:** The organisational entity that will be appointed to deliver the project (e.g. establishment of a special purpose vehicle). This is important for determining the governance arrangements.

**Delivery strategy:** How the project itself is structured, resourced and managed to meet its performance requirements and objectives, given the specific needs of each project. It sets the boundaries and objectives for delivery by defining the project's scope, the client model and the procurement model.

**Equator Principles:** A risk management framework for environmental and social risk management in project finance that has been adopted which was developed by a number of financial institutions to focus on environmental and social risk management in project finance.

**Environmental and Social Impact Assessment (ESIA):** An environmental and social impact assessment is conducted to identify and evaluate environmental and social risks in projects.

**Environmental and Social Management Plan (ESMP):** An environmental and social management plan contains mitigation measures and actions in order to mitigate environmental and social risks and to maximise potential environmental and social benefits over the life of a project.

**Execution strategy:** Sets out how the project is organised to fulfil the sponsor's requirements, adhere to the governance framework and manage risk. It sets out the overall approach from which the client

team's management plan and subsidiary processes and procedures can be cascaded.

**Governance:** Governance comprises authorising, directing, empowering and overseeing management.

**Intelligent client:** These organisations are capable of specifying the requirements to external participants and managing the delivery outcomes. Fundamental to this is the selection appropriate private sector participants and the management of those relationships to maximise value.

**International Finance Corporation (IFC) Performance Standards:** An international benchmark for identifying and managing environmental and social risk that has been adopted by many organisations as a key component of their environmental and social risk management.

**Market:** A market is a group of organisations that integrates and competes to provide goods or services to one or more clients.

**PPP:** Public Private Partnerships (PPP) is a form of contract between public and private sector whereby, characteristically, the private sector design, build, finance and operate a publicly provided service against payment by the Sponsor (for an Availability based PPP) or by users (for a Concession based PPP). There are many different possible definitions.

**Procurement model:** The approach taken, and the contracting model used the purchase goods and services from the supply chain.

**Risk:** the uncertainty of outcome, whether positive opportunity or negative threat, of actions and events.

**Safeguarding:** The organisational system in place to prevent harm or unethical behaviour by individuals engaged in project development and delivery.

**Scheme of delegation:** Defines lines of responsibility and accountability through a project structure. It reflects the management and governance hierarchy of the project and the organisations involved.

**Sexual exploitation and abuse (SEA):** Sexual exploitation is any actual or attempted abuse of a position of vulnerability, differential power or trust for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another (UN Glossary on Sexual Exploitation and Abuse 2017, World Bank 2019). Sexual abuse is the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions (UN Glossary on Sexual Exploitation and Abuse 2017, World Bank 2019)

**Sexual harassment:** Any unwelcome sexual advances, request for sexual favours, and other verbal or physical conduct of a sexual nature.

**Sponsor:** Secures the funding, owns the business case and is responsible for specifying the requirements to the client. In some contexts, the sponsor and client could be from the same organisation.

**Stakeholders:** Individuals or entities that have an interest in a project. They may have a positive or negative influence on project completion. They may be inside or outside organisations that sponsor a project or have an interest or a gain upon successful completion of a project.

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