National Infrastructure
& Service Transformation
Authority

Report criteria for Small Projects

Single Gateway process

Objective

Review of the Project and its Business Case to consider if the Project is ready to “go to market” and thereafter to contract signature and construction

Timing: Prior to launching the procurement process

Please Note

It will be up to each country to decide how to define a Small Project which would only require a single stage review. For such a Project it may be sufficient for a review and interview to cover the criteria and Hints below, without the need to use a more detailed Workbook

#	Criteria	Definition

1	**Strategic**
	
	Strategic Need
		Assessment and recommendations related to: (a) the overall strategic context and the alignment of the Project to overall government/local aims and policies (b) the existing arrangements “on the ground” and the strategic needs that the Project should meet (c) the overall scope of the Project, and (d) the high-level benefits, risks, constraints and dependencies of the Project.
		
		Hints:
		• is there a clear vision and justification for the Project?
		• Is there a “golden thread” connecting the Project’s aims to local, regional, and national priorities?
		• Are the overall aims of the Project clear?
		• Are the objectives SMART?
		• Is it clear:
		    o what constraints apply to the Project?
		    o what other things have to happen in order for the Project to be successful?
		    o What are the benefit the Project should bring?
		    o what the main risks the Project faces are?

2	**Economic** **Options**	**Assessment and recommendations related to**: options development, establishment of the options shortlist and a preferred option Hints: • Were appropriate critical success factors developed and applied? • Has a shortlist of options been developed with a clear explanation of the net costs (or public value if economic quantitative evaluation is used), showing advantages and disadvantages of each • Has an overall preferred option been put forward? Is it clear why it is preferred?

<table>
<tr><td>3</td><td>Environmental and Social Impact</td><td>Assessment and recommendations related to Environmental and Social Impact

Hints:
Has the Project included environmental and social considerations in its objectives
Is it clear that environmental and social issues have been considered in respect of all project options on the shortlist?
Have the environmental and social requirements of relevant law been provided for?
Are the climate change and environmental requirements proportionate to the project size and sector?
Has a survey happened or is one planned?
Does the project comply with relevant law on environmental and social impact?</td></tr>
<tr><td>4</td><td>Commercial

and

Contract</td><td>Assessment and recommendations in respect of: commercial approach, contract preparation, market engagement and procurement plan

Hints
Has there been any market sounding?
Is the procurement plan suitable to the complexity and size of the project and compliant with law?
Is it clear what goods or services are being procured and how they will be paid for?
Is a standard contract being used or have advisers been used to develop a bespoke one?
Are any particular legal or personnel issues causing difficulty and is it clear how they will be dealt with</td></tr>
<tr><td>5</td><td>Finance

and

Funding</td><td>Assessment and Recommendations in respect of: availability and adequacy of finance and funding for the project.

Hints:
Have capital costs and operating costs and revenues been assessed over the life of the contract?
Is it clear how the project will be funded?
Is it affordable year by year and if there are any deficits is it clear how these will be dealt with?
Is it clear what the balance sheet impact will be?
Where is finance expected to come from and what degree of confidence is there that it will be available?
Has optimism bias been considered and have contingencies been provided for?</td></tr>
<tr><td>6</td><td>Management</td><td>Assessment and recommendations in respect of: plans for: (a) project management (b) project assurance (c) change management (d) risk (e) contract management (f) benefits evaluation and (g) stakeholder management

Hints:
Are there plans for the above and an adequate project delivery budget to fund the activities?
Is the project timetable realistic?
Is the management team, supported by the advisory team, suitably experienced for a project of this size and nature?</td></tr>
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		• Has the oversight and governance structure worked effectively?
6	**Compliance with 5 case methodology**	Assessment of degree of compliance with the overall business case regulatory requirements and recommendations as they apply to smaller projects. Hints: • Rank each of the 5 cases as (a) good (b) adequate (c) inadequate
7	**Any other issue?**	