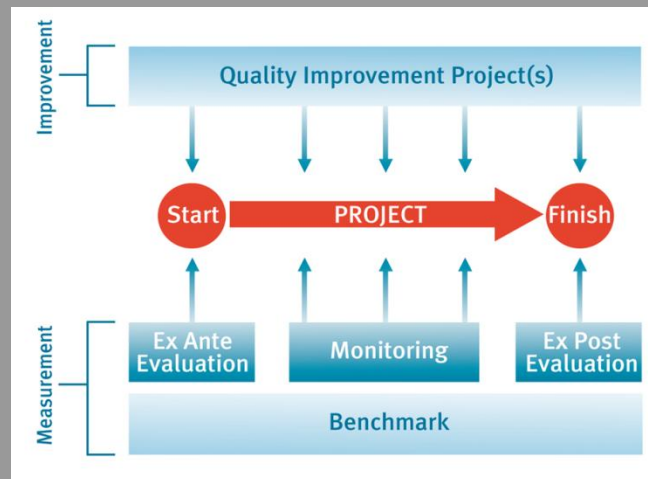


Applying the Infrastructure Project Assessment Tool (IPAT®)



Stuart Baker,
NETLIPSE Vice Chairman
Department for Transport
24th November 2014

1. IPAT Background - 1

NETLIPSE research 2006-2008



Projects (road, rail, water):

1. Betuweroute
2. Ring road Bratislava
3. Gotthard Base Tunnel
4. HSL-South
5. Lezíria Bridge
6. Lisbon – Porto HS Line
7. Lötschberg Base Tunnel
8. Maaswerken
9. Motorway A2
10. Motorway A4
11. Motorway E18
12. Nuremberg - Ingolstadt HST
13. Øresund bridge
14. Unterinntalbahnhof
15. West Coast Main Line

1. IPAT Background – 2

- Best practices and lessons learnt 2008



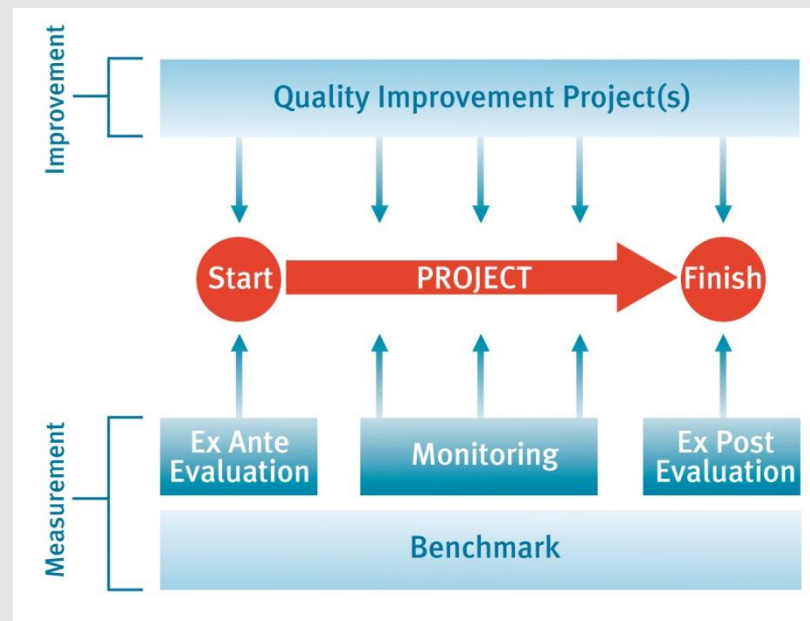
www.netlipse.eu

2. Objective and Purpose of the IPAT

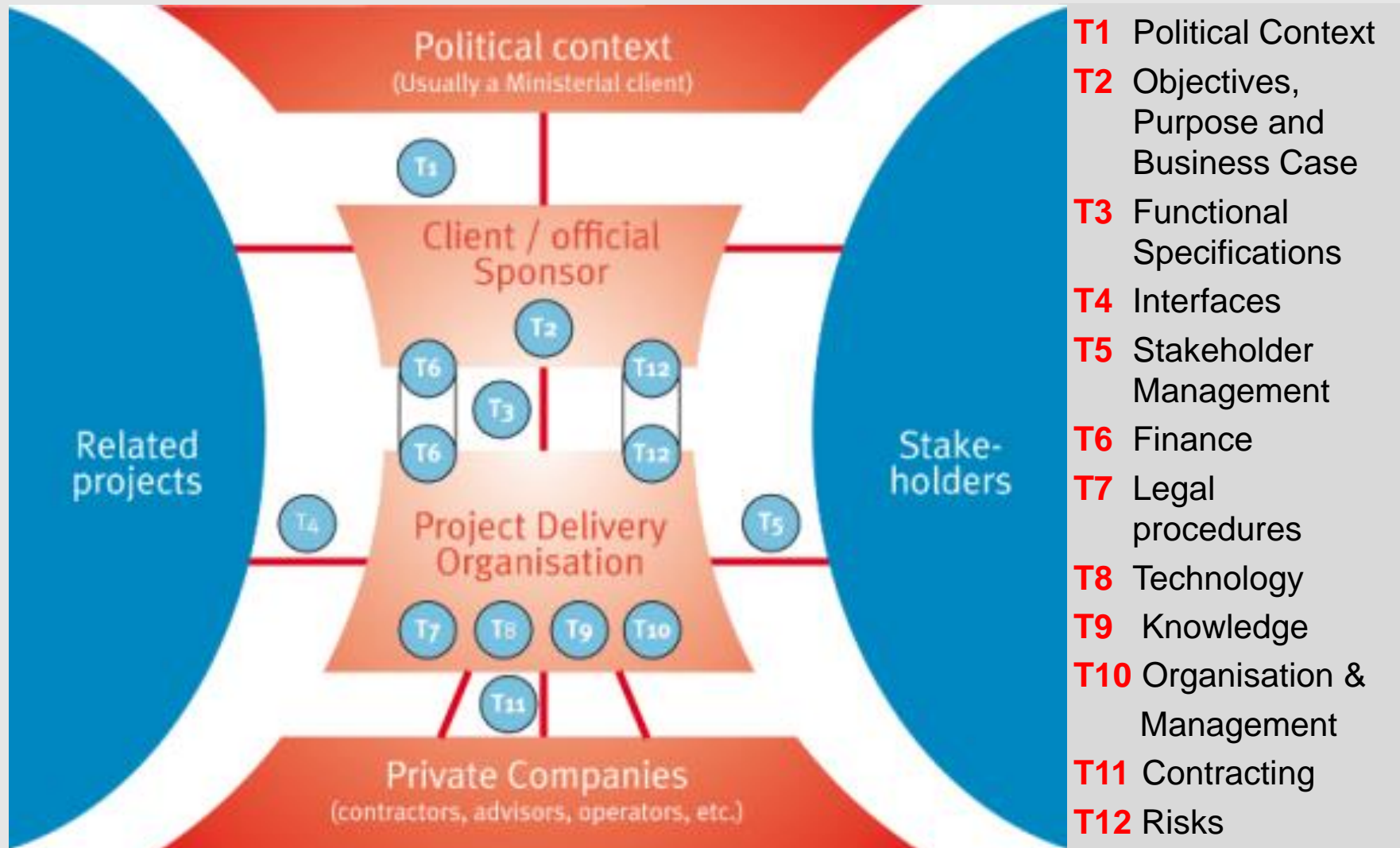
- The core purpose of the IPAT is to assess the fitness of the project organisation and processes.
- The IPAT does not help to decide on the feasibility of a project, neither on the need for funding but does confirm sound business case work is done.
- An IPAT assessment can indicate early warning signals of a project running over schedule and/or budget.

3. Use and Value of the IPAT - 1

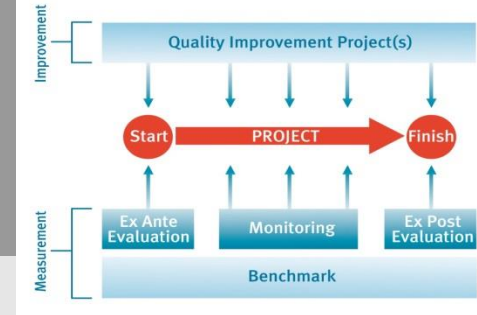
The IPAT is a tool that can assess, monitor, benchmark, and evaluate project organisations of large infrastructure projects before, during, and after implementation in a competent and uniform way. In this way it also gives guidelines to a project organisation on the crucial factors in managing large infrastructure projects.



4. IPAT – Model and Themes



4. IPAT Model and Themes: The Milestones



M1: Initiation of the project

M2: Funding assembly

M3: Planning application, as a basis of land acquisition

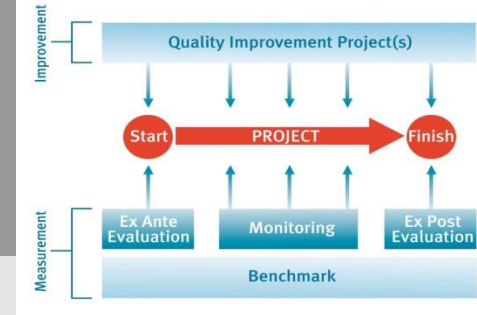
M4: Tender

M5: Execution

M6: Test operations

M7: Operation

4. IPAT Model and Themes: The Levels of Importance

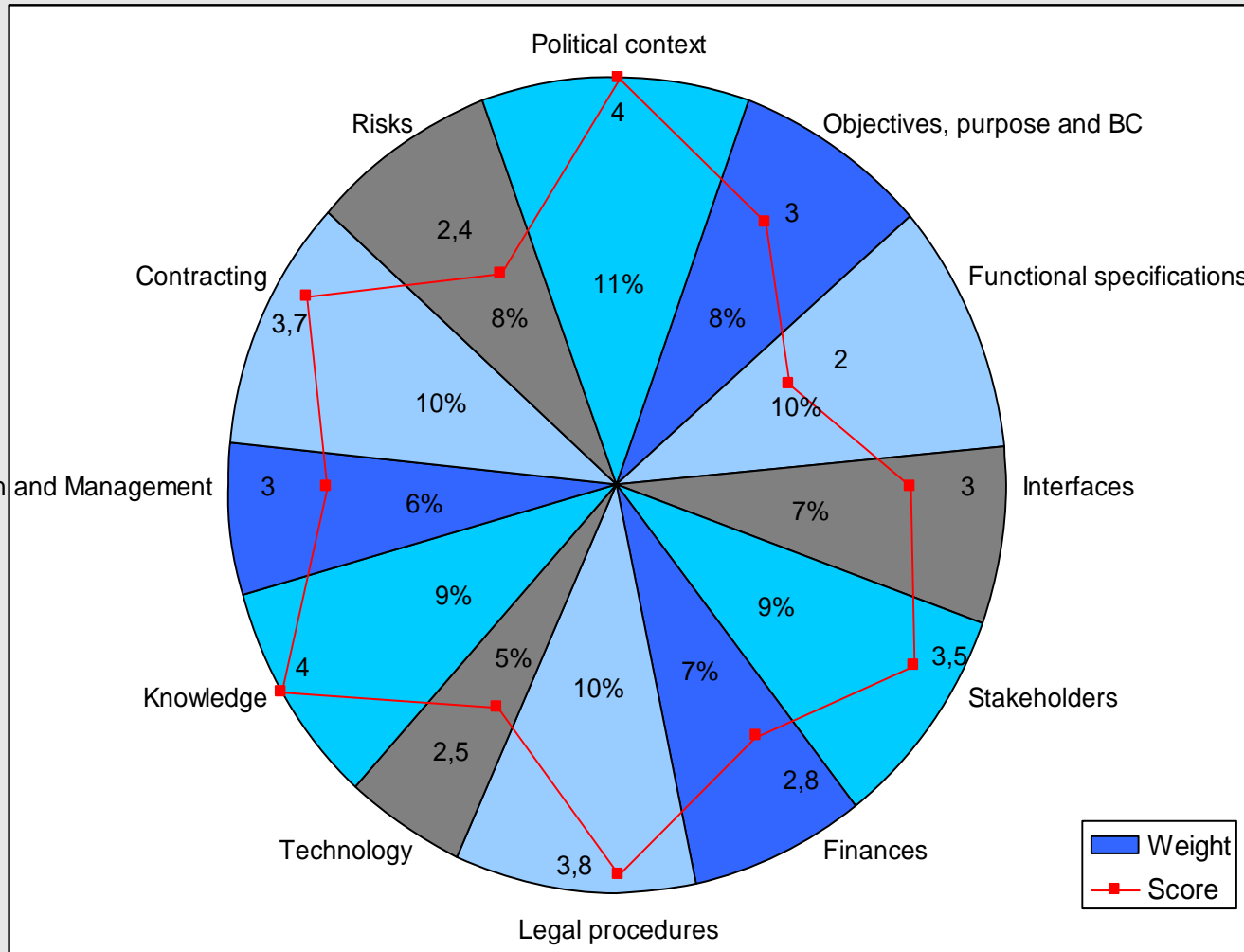


- These are different for each theme at different times within a project's lifecycle.
- The assessment of the importance per stage was assessed based on the experience of the IPAT development team as well as with the 15 NETLIPSE projects.
- There was a great deal of agreement between the development team members on the importance weightings

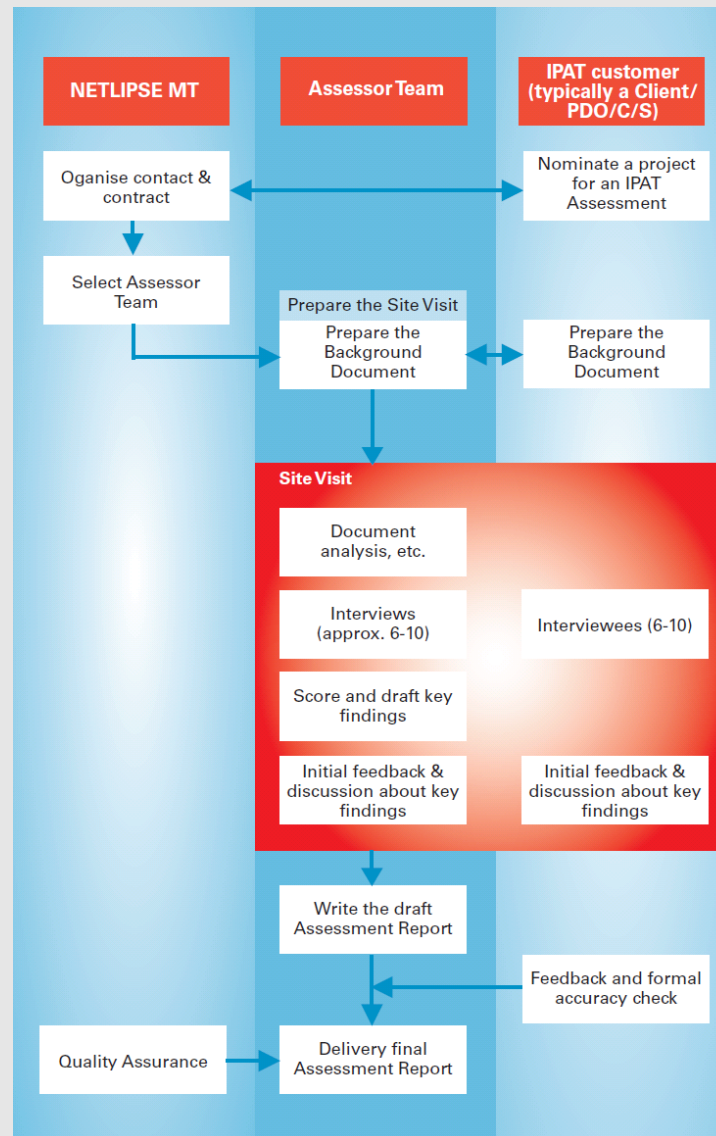
5. The Scoring Methodology

- The Scoring Process is based on a series of questions which are scored
- However, by far the better way is to have a general but guided open discussion with the project team around each of the themes
- The objective of scoring the criteria is to identify the main strengths and weaknesses of the project organisation within each theme.
- The scoring is on a 4 point scale which forces thinking – would otherwise be very easy to simply score 3 out of 5 and rate everything as ‘OK’ !
- Assessment NOT an audit – depends on the people interviewed

5. The Scoring Methodology: Interpreting the results



6. IPAT Assessment - Responsibilities



7. The Assessor Team

- Lead Assessor qualifications:
 - At least 10 years of practical experience in and responsibility for major infrastructure projects.
 - Good working and written knowledge of the English language.
 - Independent from the project to be assessed.
 - Successfully participated in the IPAT Assessor Training.
 - Has had an IPAT Assessor role in at least one IPAT Assessment.

- Assessors qualifications:
 - Significant practical experience and responsibility in a major infrastructure projects.
 - Good working and written knowledge of the English language.
 - Independent from the project to be assessed.
 - Successfully participated in the IPAT Assessor Training.

7. IPAT Assessors

- Training now completed so there is a total of 15 people available
- Ready and enthusiastic
- Can we help you with an assessment of your project?

8. Results: the Assessment Report

Contents:

1. Project facts
2. Stakeholder network
3. Project history
4. Assessment Results
 - Overall Results
 - Strengths and weaknesses for each of 12 themes
5. Conclusions and Recommendations

Background Document

Interviews (Site Visit)

Project Assessments Completed

- Original 15 Netlipse under first phase
- Some of those reassessed as IPAT pilots and assessed at different phases
- Pilot assessment: rail link Ljubljana – Koper (Slovenia)
- 2014 - D3 Svrčinovec – Skalité (Slovak Republic)

IPAT Assessments planned in 2015

1. A6 Project (road expansion Almere, the Netherlands) – January 2015
2. Projekt Marieholmsförbindelsen – The Marieholm Connection Project (the new road tunnel and railway bridge in Goteborg, Sweden)
3. Projekt Mäljarbanan – The Mälaren line project (railway expansion project between Tomtebodav and Kallhäll northwest of Stockholm, Sweden)
4. Yours?