

# NETLIPSE

## Infrastructure Project Assessment Tool

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*Department for*  
**Transport**



Rijkswaterstaat  
Ministerie van Verkeer en Waterstaat



**AT OSBORNE**



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# Objective of the IPAT



## Objective:

- The IPAT assesses the quality of the management of the totality of the project including the plan to reach the objectives and to implement the outputs (not just the physical construction)

## Predictive value:

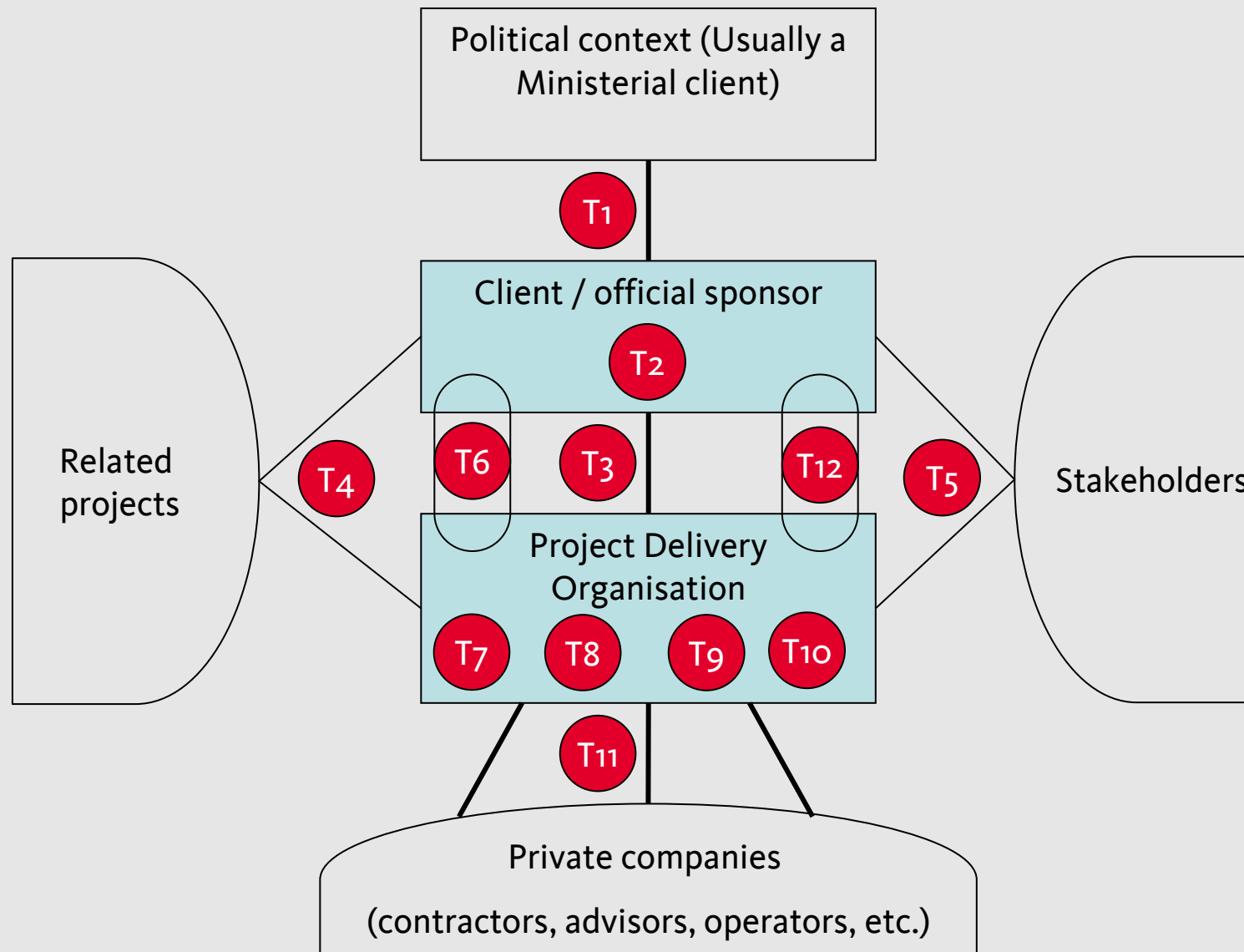
- The IPAT highlights weaknesses and strengths in management and the realism of the project delivery plan for the whole project and specifically for the next project phase

## Purpose of the IPAT



- The core purpose of the IPAT is to assess the fitness of the project organisation: this will define the ability and timing of funding by the EU/national government
- The IPAT does not help to decide on the feasibility of a project, neither on the need for funding
- IPAT can indicate early warning signals of a project running out of schedule and/or budget

# IPAT – Conceptual model and themes



- T1** Political Context
- T2** Objectives, Purpose and Business Case
- T3** Functional Specifications
- T4** Interfaces
- T5** Stakeholder Management
- T6** Finance
- T7** Legal procedures
- T8** Technology
- T9** Knowledge
- T10** Organisation & Management
- T11** Contracting
- T12** Risks

# IPAT Questionnaire – Level of scoring



## RECENT REFINEMENT:

- We will score on the level of subthemes (27) instead of questions 'old style' (168)

## Implication:

- Individual assessors must score the aspects for consideration to reach a score on the level of subtheme -> stronger reliance on the expert judgment of the assessors

## Example Questionnaire 'new style' with open questions on a subtheme



- 5A. To what extent does the manner *stakeholder identification* is carried out by the PDO provide sufficient conditions for entering the next project phase?

Consider the following aspects:

- stakeholder (including media) identification
- stakeholder categorisation
- regular updating of stakeholder database
- understanding of prioritisation of stakeholders
- identification of stakeholder relationships and networks
- monitoring of changes in the stakeholder network(s)

# Score labels – 4 Point forces thinking

## REFINEMENT:

- Description of score labels have been adjusted

<i>Option</i>	<i>Label</i>	<i>This reflects</i>
Score = 1	Very negative contribution to a successful project	An immediate need to review and improve
Score = 2	Negative contribution to a successful project	An urgent request to improve (weakness)
Score = 3	Positive contribution to a successful project	Generally good with areas for improvement
Score = 4	Very positive contribution to a successful project	Very good and incorporating best practice



# Levels of importance

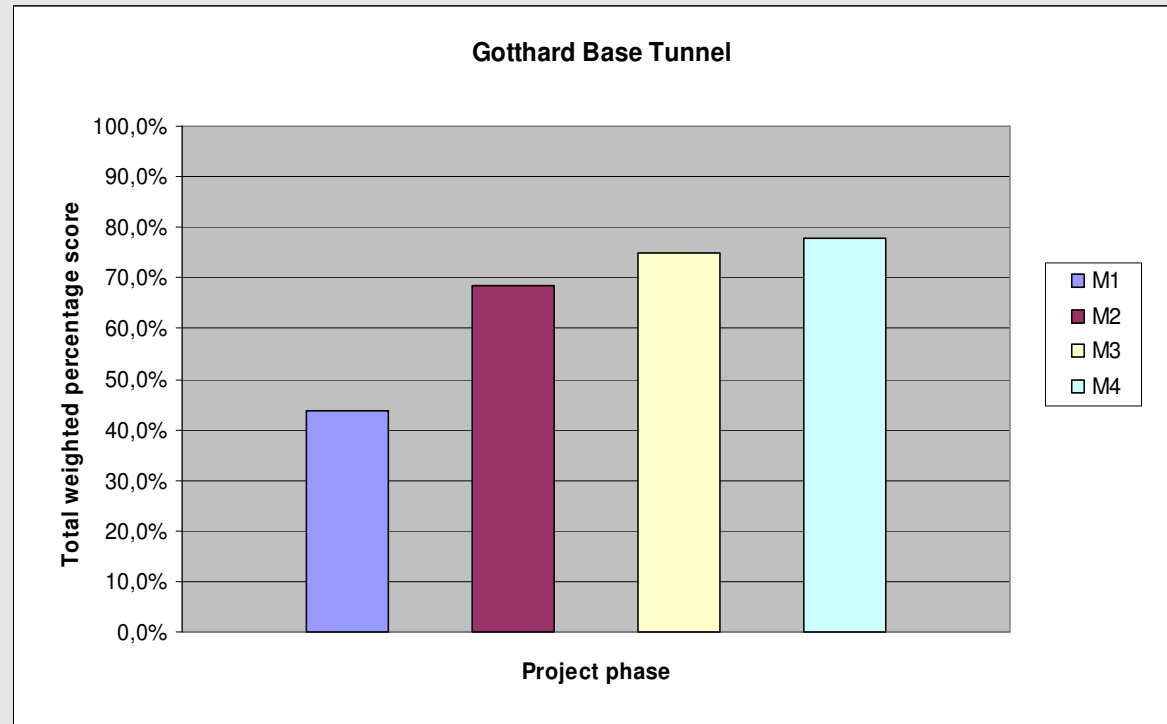


- These are different at different times within a Project's lifecycle

## RECENT REFINEMENT:

- The methodology used to determine the levels of importance is adjusted. New methodology:
  1. Determine the levels of importance by dividing 100 points over the themes per phase
  2. Divide the points attributed to a theme over the subthemes within that theme

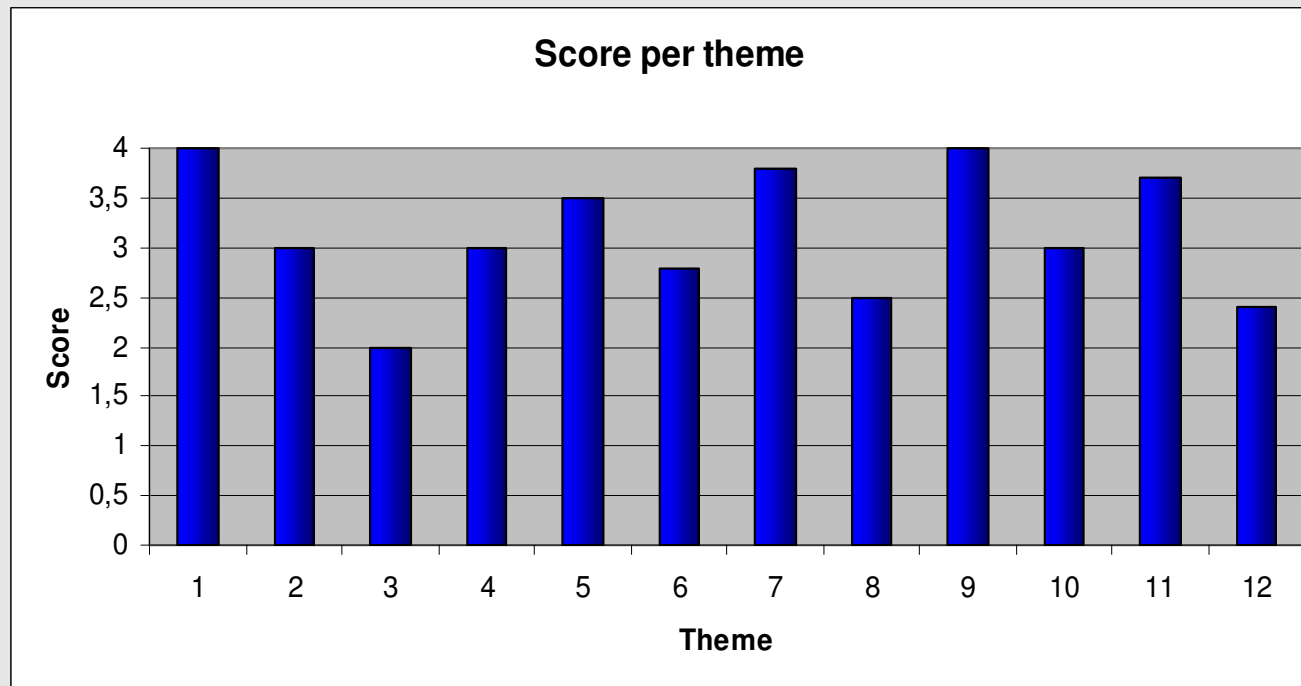
# Graphic: Total Score



# Options for Presenting Results:

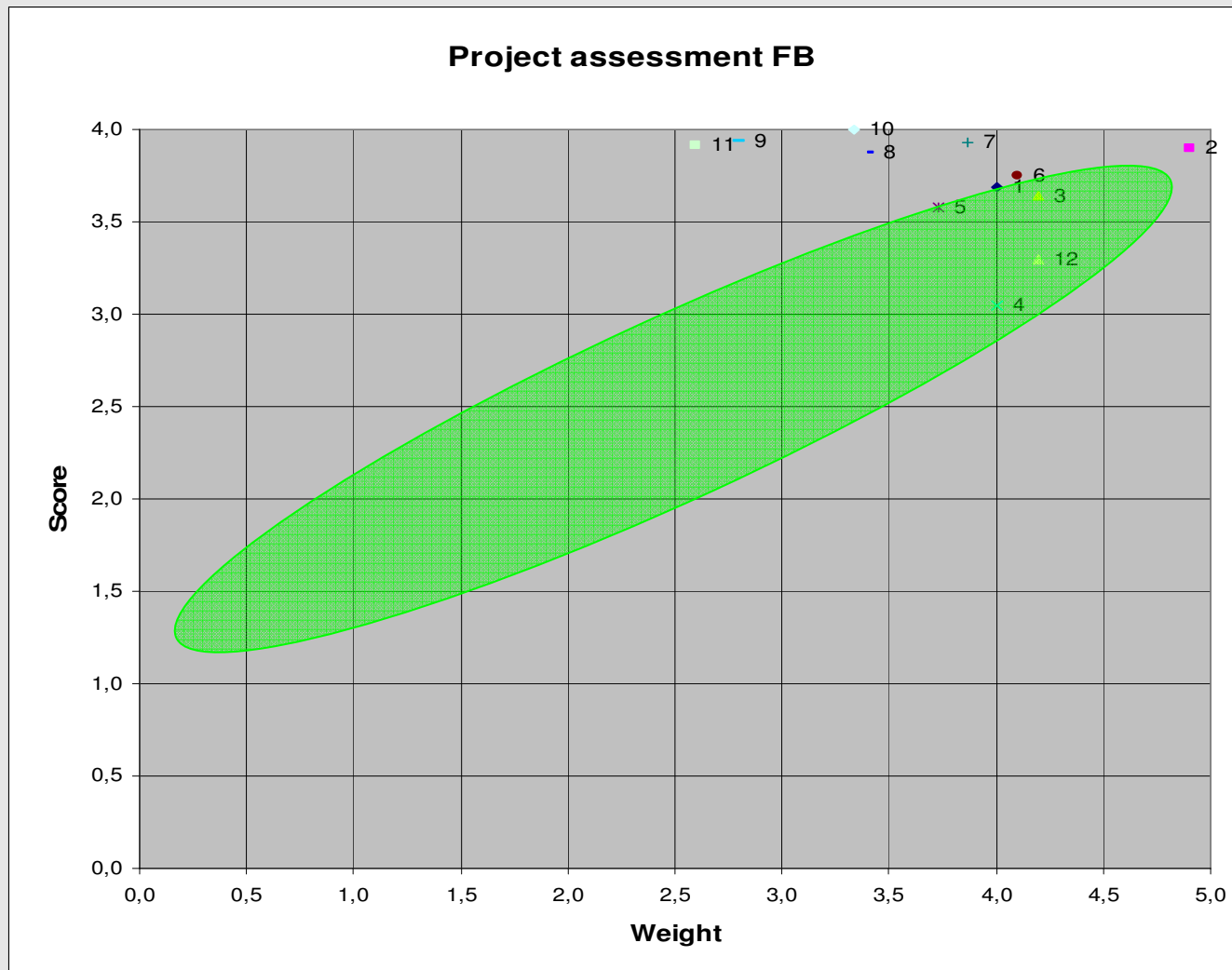
## 1. Column

- Discussion: what graph is most suitable? What do those present think is the most suitable / understandable / useful graph?



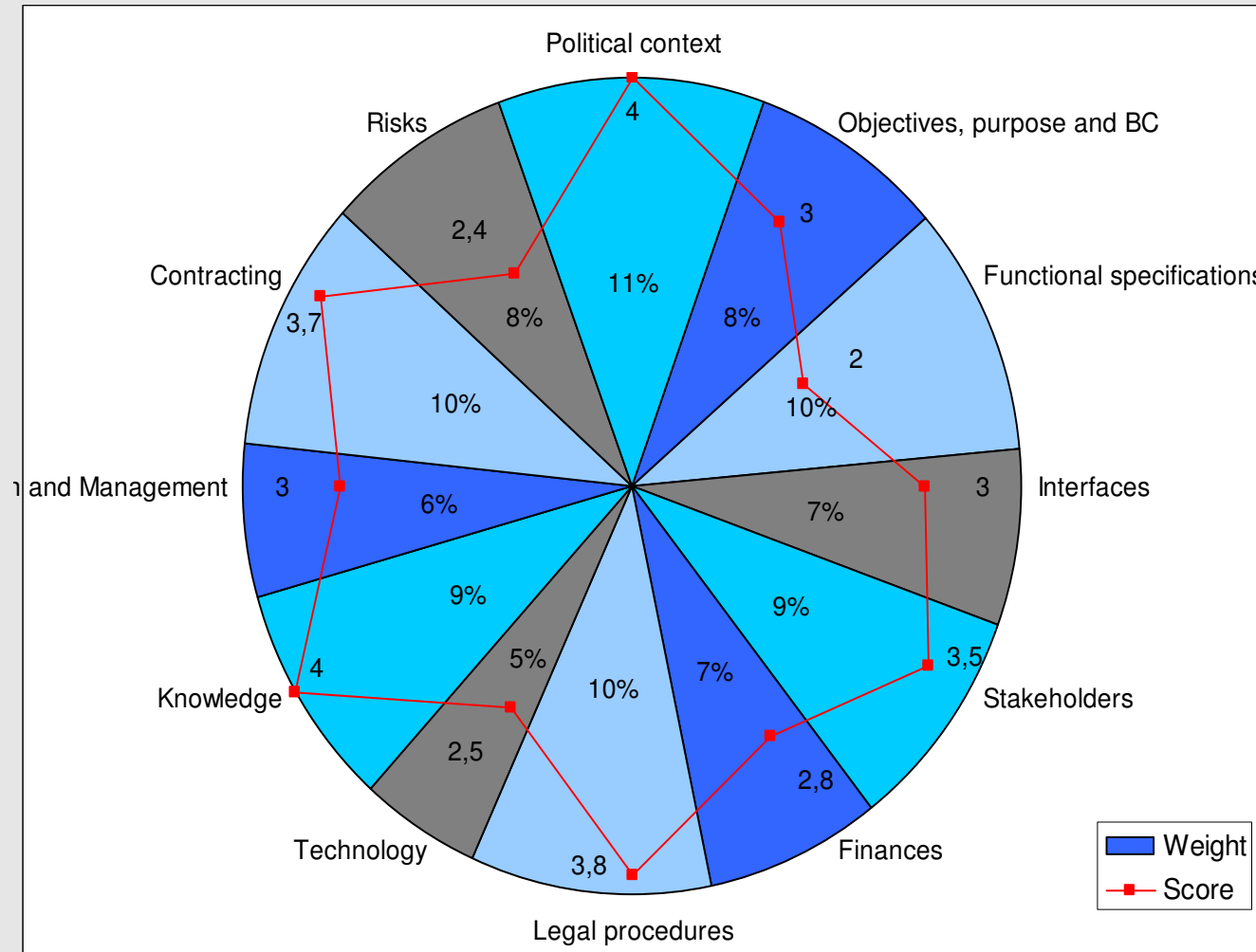
# Options for Presenting Results:

## 2. Score matrix

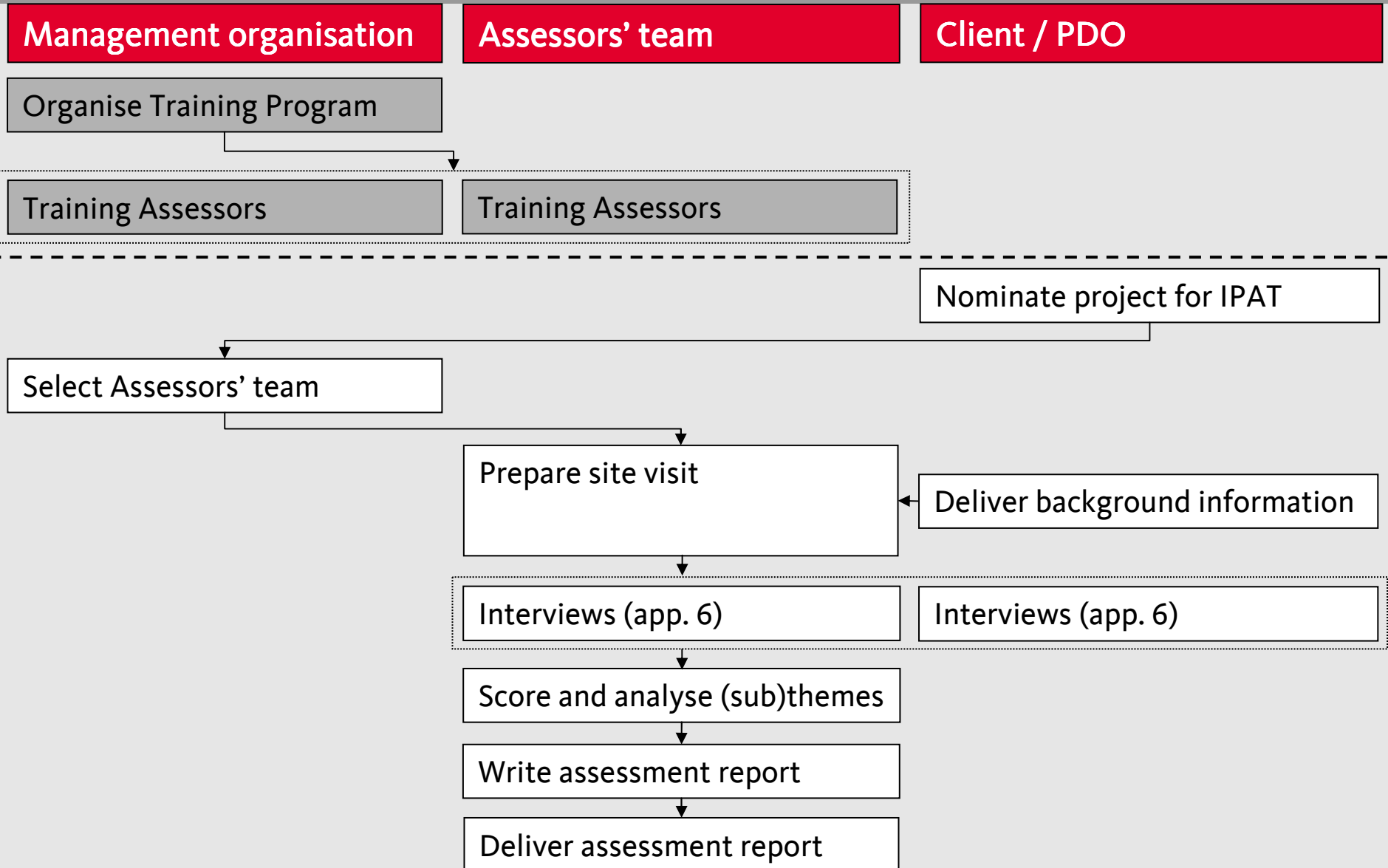


# Options for Presenting Results:

## 3. Spider diagram plus circle



# The assessment process



# Qualification criteria assessors



- **Qualifications of lead assessors:**
  - At least 10 years of practical experience and responsibility within major infrastructure projects
  - Good working knowledge of English.
  - Independent from the project to be assessed.
  - Successfully passed the IPAT Assessors Training.
  
- **Other assessors:**
  - Significant practical experience and responsibility within infrastructure projects
  - Good working knowledge of English.
  - Independent from the project to be assessed.
  - Successfully passed the IPAT Assessors Training

# Composition of an IPAT assessment team

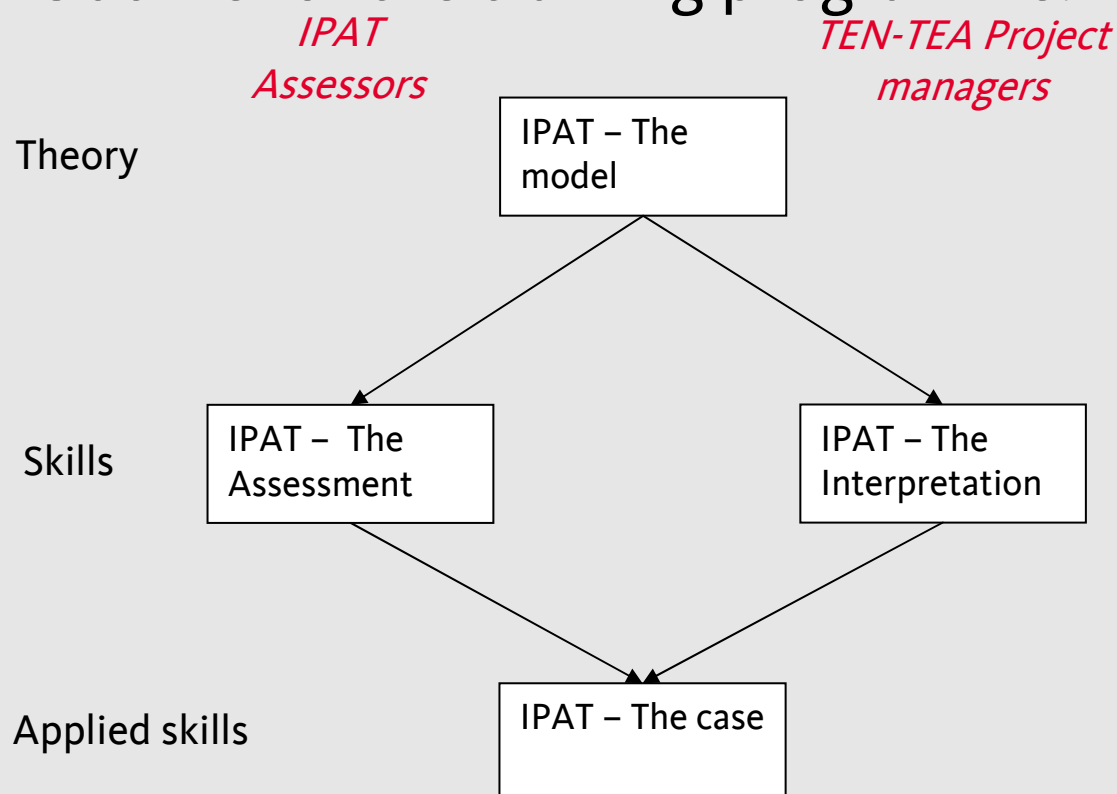


- **Criteria:**
  - A lead assessor and two or three other qualified assessors;
  - At least one of the assessors should have local knowledge and experience;
  - At least one of the assessors needs good working knowledge of the native language;
  - Maximum one of the assessors is involved in an IPAT assessment for the first time.
  
- **Additional:**
  - One of the team members is secretary and takes care of organising the site visit and is the contact person for the PDO / C/S and the NETLIPSE organisation.
  - The assessors team is composed by the management organisation (NETLIPSE) by selecting people from a shortlist of assessors and a pool of lead assessors.



# IPAT Assessors Course

- 2-day course (morning, afternoon, evening and next morning)
- Outline for the training programme:



# Pilot projects



- Pilot pilots (ex post assessment)
  - West Coast Main Line
  - Gotthard Base Tunnel
- Pilot project (ex ante assessment)
  - Fehmarnbelt
- Pilots still to undertake:
  - Lock Waaslandhaven (Flanders, Belgium): Oct
  - Railway project Koper – Ljubljana (Slovenia): Oct
  - Options:
    - Vienna main Station?
    - Figueras – Perpignan (France)?
    - ODA London on Transport (UK)?
    - Others?

## 4. IPAT Deliverables by December



- IPAT Brochure: available
- IPAT Manual: completed, final improvements are made on Questionnaire and scoring model
- IPAT Assessment Reports: 1 completed (FB), 2 in progress (WCML, GBT), 2 still to do ideally
- IPAT Assessors' Training: course drafted available in November

## 5. Future of IPAT as a Tool



Within TEN-T Annual Call 2010-2012:

- 1. IPAT Assessments:
  - 5 IPAT Assessments Reports on TEN-T projects
- 2. IPAT Upgrading:
  - IPAT Questionnaire version 2.0
  - IPAT Manual version 3.0
- 3. Developing a Training Programme:
  - LIPs Management Course for project managers
  - IPAT Course for Assessors
  - IPAT Course for TEN-T managers
  - IPAT Course for applicants (PDOs/Clients)

## 6. Use and Value of IPAT



- Use by a Client/Sponsor as check on health of delivery or projected delivery against plan
- Use by a Project Team to self assess
- Possible/Likely use by EC as one of their criteria for decision making on the award of grants and the timing of likely spend
- Possible use by the EC as a project monitoring tool
- Use by funding bodies (e.g. EIB)