Project Screening Brief

Purpose of this Document

The Project Screening Brief (PSB) is a document aimed at providing the Ministry of Planning and Development (MPD) with a guide for reviewing and screening all projects being proposed for funding. The objective is to update and simplify the framework for planning, financing and implementing capital projects and in particular the procedures for screening project proposals.

The principles highlighted in the PSB will capture and translate project ideas into a structured format that is consistent with national and sectoral objectives. This would allow for more effective appraisal and evaluation of projects and promote better decisions by MPD in allocating funding and improving the implementation of investment projects.

Benefits of Streamlining and Formalizing PSIP procedures.
Significant national benefits anticipated from the initiative to streamline and formalise PSIP procedures. Among the benefits are:

- improvement in resource allocation
- acceleration of the achievement of sectoral or national development objectives
- greater efficiency in project design and implementation
- facilitation of improved access to external funding
- better control over public expenditure including recurring costs (i.e. legacy projects) emanating from the PSIP

The PSB is divided into two phases as seen below and further expanded within document:

1st SCREENING	2nd SCREENING
Contribution to Vision 2030	Project Feasibility
	Details of Business Case
Project Profile	Project Budget Breakdown - Activity Based Costing
Employment Generation	Detailed Implementation Schedule
Business Case: Revenue or Savings Generation, Operations and Maintenance Costs	Procurement Plan
Project Readiness	Project Scope Details
Project Assumptions	Quality Plan
Project Constraints	Project Milestones
Project Roles and Responsibilities	Risk Management Plan
	Communication Plan
	Cabinet Approval[1]

[1] Projects should be sent to Cabinet for approval after they have been screened and approved by the PPRD and MOF.

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LIST OF ABBREVIATIONS

ABC	Activity Based Costing
CEC	Certificate of Environmental Clearance
EMA	Environmental Management Authority
GDP	Gross Domestic Product
MPD	Ministry of Planning and Development
PSIP	Public Sector Investment Programme
PSB	Project Screening Brief
T&TEC	Trinidad and Tobago Electricity Commission

GLOSSARY

Capital Project – a project that is undertaken by a public entity to acquire a new asset, upgrade or improve an existing asset or group of assets. (**NOTE:** A capital project always has a direct implications for future operation budgets. Therefore, before embarking on a capital project, entities must properly assess the recurrent cost implications and by extension the financial sustainability of implementing the project.)

Project Appraisal – the process of assessing, in a structured way, the case for proceeding with a project or proposal, or the project's viability. It often involves comparing various options, using economic appraisal or some other decision analysis techniques.

Project Assumptions - Assumptions made by a Ministry in preparation of the implementation schedule i.e. from planning stage to completion of project.

Project Constraints - Known factors that affect the project and hence are planned for and considered in procurement stages/ preparation of contract particulars.

Project Cost – The total estimated cost of the capital project

Project Evaluation – Project evaluation is a systematic and objective assessment of an ongoing or completed project with the aim is to determine the relevance and level of achievement of project objectives, development effectiveness, efficiency, impact and sustainability[2].

Project Sponsor - The party/parties with the overall responsible for the finances/ funding for the project.

Risk - Probable elements that could affect the project progress/ duration/ cost. Mitigation Plans are devised in the event that the risk becomes a reality.

"Shovel-ready" or "ready to go" projects – Projects in which all the planning is complete, all approvals are secured and work could start immediately once funding is in place. In such a project, the State has already done the preliminary work for that project such as meeting all the environmental requirements, the necessary public outreach and in many cases, the design work is already completed.

[2] Definition according to the Glossary of key terms in evaluation and results-based management that was developed by the Development Assistance Committee (DAC) of the OECD.

1st Screening

Project Screening Brief

Project Title:

Project Description:

The first screening identifies the basic project particulars as seen below:

1. Contribution to Vision 2030

Ensuring project relevance and alignment with the national strategies and policies. (How would your project contribute to any of the following five thematic areas, more-so in terms of its impact?)

- Putting People First: Nurturing Our Greatest Asset
- Promoting Good Governance and Service Excellence
- Improving Productivity through Quality Infrastructure and Transportation
- Building Globally Competitive Businesses; and
- Placing the environment at the Centre of Social and Economic Development

2. Project Profile

An overview of the project which includes the following:

- ***Need for Project***: Identification of a specific problem or issue to be addressed which should be linked to the Vision 2030 thematic schemes
- ***Project Objectives and Goals***: Illustration of how policy intentions are converted into a tangible plan and are linked to the goals, strategic actions/ initiatives and national outputs as it relates to the Vision 2030
- ***Benefit of Project***: Indication of the expected results/impacts/beneficiaries as it relates to the Vision 2030 thematic schemes and the respective national outcomes
- ***Project Scope***: Description of main project activities which should be further detailed as seen in the 2nd Screening process
- ***Project Budget***: An estimated overall cost which should be broken down as seen in the table shown in the 2nd Screening process
- ***Project Duration***: An estimated duration of the project from planning to completion which should be broken down and presented in an implementation schedule shown in the 2nd Screening process. At the 1st Screening a preliminary implementation schedule will suffice which simply indicates the duration of the planning phase, the design phase and the construction phase as required[3].

[3] Have to be mindful that some projects would not be construction. For e.g. IT.

- ***Project Location***: (Municipality, Constituency Number?)
- ***Alternatives/options analysis –*** Pre-feasibility
  (Focus on alternatives/ options and the feasibility of the options in terms of availability of the option (materials, technology, human resources), success of implementation of the option etc.), potential risks with respect to environment, social, technological etc.

3. Employment Generation

(Please include the approximate number of persons that may be able to gain employment from this project)

4. Business Case

(Please include the savings/revenue that may be generated in comparison to the operations and maintenance costs/expenditure)

5. Project Readiness

- ***Land Readiness***
  - *Land Acquisition:*
    Prior to allocating funds to a construction project, confirmation that the land on which asset is being built has been acquired, should be provided. Land acquisition process is usually a duration of several months. It has been seen from past projects that allocations are made to projects and the projects cannot commence since the land is yet to be acquired. Therefore, money that could have been allocated elsewhere to an ongoing project would be "sitting" unutilised.

  - *State of Readiness of Site to Allow Mobilisation of Contractor (in cases of construction projects)*:
    Prior to tendering of the works to engage a contractor, the Client is to ensure that the site will be in the condition where there are no hindrances to the Contractor to access the site or prevent the works from commencing.

    E.g. An electricity pole/gas line may be in a location which prevents the Contractor from accessing the Site or there may be squatters on the Site.

- ***Statutory Approvals***: (can be submitted via a CD or flashdrive)
  - *Statutory Outline Approvals*

  Prior to any construction project being considered for allocation of funds, the following Statutory Outline Approvals must be obtained and provided:

- Outline Planning Approval from Town and Country Planning Division
- Outline Approval from Water and Sewerage Authority (WASA)

The above outline approvals are necessary to carry out and guide a design and hence must be provided to the party carrying out the design. Therefore, the above outline approvals should be in place before the tendering process for design commences.

- *Statutory Design Approvals*

It is strongly advised that Statutory Design Approvals must be obtained before any construction works commences. The party that is responsible for the design is usually the same one tasked with obtaining the following Statutory Design Approvals:

- Full Planning Approval from Town and Country Planning Division
- Final Approval from WASA
- Environmental Management Agency (EMA): Certificate of Environmental Clearance (CEC)
- Drainage Design Approval from Drainage Division of Ministry of Works and Transport
- Structural Design Approval from Regional Corporation
- Fire Services Design Approval from Fire Services Division
- Trinidad and Tobago Electricity Commission (T&TEC) to approve Electrical Load Details

6. Project Assumptions

(The assumptions made in determining the project particulars e.g. the scope, budget and duration or any assumptions that affect the project outcome)

For e.g.

- All Statutory Approvals will be obtained within 3 months from completion of design, so construction can commence subsequently.
- The project is funded as required to complete the different stages of the project accordingly.
- Release of payments from the Ministry of Finance will be timely.

7. Project Constraints

(Constraints are known limitations that will affect the project particulars e.g. duration/ work hours and the particular conditions of the work contract)

For e.g. If the project involves extension of a school then work is restricted to during school vacation/ after school to avoid disruption of classes.

8. Project Roles and Responsibilities

Name of Stakeholder	Responsibilities	Contact Information
Project Sponsor: e.g. Ministry of Finance/ Inter-American Development Bank/ partly funded by School Board	Releases of funds in a timely manner Monitoring the expenditure on the project to ensure accountability maintained. Avoid late payments which will result in increase in project cost	Name: Ms. Z Email: z@gmail.com Telephone contact:
Project Steering Committee: Line Ministry e.g. Ministry of Public Utilities	Monitor the performance of the Executing Agency/ State Enterprise in accordance with the Performance Monitoring Manual for State Enterprises Submit monthly achievement reports to Ministry of Planning and Development. Prepare Budget requests and ensure Cabinet Approval is obtained for project.	Name: Mr. X Email: x@gmail.com Telephone contact:
Project Manager/Agency: State Enterprise/ Executing Agency e.g. WASA	Manages the performance of the consultant and the contractor. Reports to the Line Ministry on any issues, risks, variations as they arise. Make recommendations to address the risks, seeking the best interest of the project and the country.	Name: Mrs. Y Email: y@gmail.com Telephone contract:
Project Team: Employer Representative/Executing Agency e.g. WASA or State Enterprise *Consultant - example FIDIC Engineer/Design Consultant etc. (yet to be determined)* *Contractor (yet to be determined)*	Construction supervision and / design and ensuring that the Contractor adheres to the Contract. Execution of the project work activities in accordance with the Contract	

Name of Stakeholder	Responsibilities	Contact Information
Subject Matter Expert e.g. Medical Consultant/ Asbestos Eradication Expert		
Stakeholders e.g. General Public/ End Users		

2nd Screening

Project Screening Brief

Project Title:

The second screening is required to capture the project particulars, identified in the first screening, in more detail and would therefore show that the project is feasible, ready for implementation and should be funded accordingly. The level of detail provided in this phase is required to guide the Ministry of Planning and Development with the recommendations to fund the project for the fiscal year. Ultimately, the second screening would lead to the development of a pipeline of "shovel-ready" projects that would be in the project bank awaiting funding.

1. Project Feasibility[4]

- Expand on the need for the project as identified in the 1st screening:
  - *Consideration of stakeholders*: Were public consultations hosted, social surveys conducted to determine the feedback from the stakeholders on the project.
  - *Use of demographics and statistical data:* Were analysis done considering the existing data and statistics as it relates to the project? E.g. Gender Analysis, Catchment Area-Capacity Analysis etc.

- Expand on the benefits of the project as identified in the 1st screening:
  - *Economic Value*: Would it generate revenue and increase the country's Gross Domestic Product (GDP)? (Determined by conducting a COST-BENEFIT ANALYSIS assessing the lifecycle cost of the asset and whether the returns from the facility is greater than the money spent to construct, operate and maintain the facility). In instances where the benefits are difficult to value, the CBA is typically reduced to a Cost Effectiveness Analysis (CEA) which is used to measure cost per unit of service or the outcome of the project/program. For e.g. in the case of a vaccination programme, CEA can be used to estimate the costs per added quality-adjusted life years gained.

- Analysis of the environmental impact of the project; confirm that the overall impact is positive
  - *Overall Environmental Impact*: What is the overall impact of the project on its environs? (Ensure that the problem is not being moved from one area to another e.g. Building a drain to relieve one area from flooding, but causing a bigger problem

[4] According to the Ministry of Finance Call Circular, "Formal feasibility studies are mandatory for project proposals with an estimated cost that **exceeds Ten Million Dollars ($10Mn)**".

downstream in another area or widening of a road in one area but creating a bottleneck and even more traffic congestion in a nearby area.)

- *Overall Social Impact:* Social Impact Assessment – What are the social consequences that are likely to occur due to the specific programs/projects? Is it health, cultural, community or quality of life related?

2. Details of Business Case

(Please include details/ breakdown of the savings/revenue and the operations and maintenance costs/expenditure as identified in the 1st screening)

3. Project Budget Breakdown – Activity Based Costing (ABC)

Project Lifecycle	***Estimated Cost***
1. Project Planning Activities	
e.g. Feasibility Study (conducting social surveys, physical surveys, capacity analysis, cost-benefit analysis)	
Procurement of a Design Consultant (preparation of Terms of Reference, Tender Evaluation etc.)	
Procurement of Contractor (preparation of Tender Documents, Tender Evaluation etc.)	
2. Project Execution Activities	
e.g. Design (geotechnical investigations, land surveys, design drawings etc.)	
Obtaining Statutory Final Approvals	
Construction	
Construction Supervision	
Furniture/ Outfitting	
TOTAL COST	

N.B. A Monthly Cashflow should be submitted in conjunction with the Project Budget Breakdown. Therefore, if the designs are to be paid in accordance with milestones/ deliverables e.g. geotechnical report, 50% design, final design, obtaining Statutory Design Approvals etc., the monthly cashflow should reflect this accordingly.

The cost for Construction should be further broken down in association with the scope of works as highlighted and explained under "Project Scope Details"

4. Detailed Implementation Schedule

High level Activity Plan with schedules (start and completion)

This schedule should show the timelines for achieving the different stages of the project for which the costs are indicated in the Project Budget Breakdown. Therefore, the implementation schedule should include all the project planning activities in addition to the project execution activities.

The implementation schedule used in conjunction with the project budget breakdown will provide the MPD with a clear understanding of the activities expected to be completed within the fiscal year, and hence will guide the Ministry in allocating sufficient funds for the project to achieve what was projected. It would also assist in avoiding allocations in excess of what would most probably be utilised for the fiscal year.

Project #		**Schedule – [*project name e.g. Construction of a new connecting road at Location X*]**			
Activity		***Person Responsible***	***Duration***	***Start***	***Finish***
1.	Feasibility Study (social surveys: origin destination surveys; traffic counts; cost benefit analysis etc.)	Client: Line Ministry/ Executing Agency	3 mths	3rd November 2018	3rd February 2019
2.	Procurement of Design Consultant	Client: Line Ministry/ Executing Agency	3 mths	3rd February 2019	3rd May 2019
3.	Design	Consultant (engaged by Client)	6 mths	3rd May 2019	3rd November 2019
4.	Procurement of Contractor	Client: Line Ministry/ Executing Agency	3 mths	15th November 2019	15th February 2020
5.	Procurement of Consultant for Construction Supervision	Client: Line Ministry/ Executing Agency	1 mth	15th November 2019	15th December 2019
4.	Construction Stage (Construction and Construction Supervision)	Contractor and Consultant	10 mths	March 2020	January 2021

The implementation schedule can be presented in the form of a Gantt Chart using Microsoft Project software so that the progress of the project can be tracked using the program accordingly.

5. Procurement Plan

Project Planning Activity	*Type of Tendering Process*	*Reason/ Justification*
e.g. Procurement of a Design Consultant	Open Tendering	Transparency, competitive bidding to get best technical and financial proposals
Procurement of a Contractor	Open Tendering	Transparency, competitive bidding to get best technical and financial proposals
Procurement of Consultant for Construction	Selective Tendering	Prequalification process generated prequalified list of consultants; based on past performance evaluation, short listed instead of open tender due to complexity of the works.
Procurement of Contractor for Outfitting	Sole Selection	e.g. The furniture/ equipment to be supplied and installed is special type of furniture/ equipment which can only be provided by one supplier

N.B- All the Project Planning Activities shown in the Procurement Plan should concur with those Project Planning Activities in the Detailed Implementation Schedule and the Project Budget Breakdown.

6. Project Scope Details

The scope of the project that is being executed is expected to be detailed to enable proper monitoring of the project in order to ensure value for money, accountability and transparency. Also, to understand the expenditure on the project in relation to the work executed, a breakdown of the cost with respect to the scope is required.

For e.g. Project Name: Road Construction Programme which involves construction of five roads in East Trinidad

- If the project is actually a programme divided into sub-projects as the example relates, for each sub-project, the following should be provided:
  - Location (from where to where)
  - Length of Road
  - Type of Road (asphalt/ concrete/ oil sand)
  - If any road stabilization is required: bridges, no. of retaining walls, lengths and heights of walls, types (gabion basket/ reinforced concrete/ mechanically stabilizing earth)
  - Cost
- If the project is being phased e.g. construction of a new secondary school, the following is required:
  - A break-down of the phasing e.g. Phase 1: Construction of Administration Building, Construction of 3 Classroom Blocks, Phase 2: Construction of 2 Science and Technology buildings, Construction of Auditorium, Phase 3: External Works
  - For each phase details on the scope is required e.g. Phase 1:
    - Administration Building: 2 storey, steel structure, reinforced concrete blockwork, footprint area etc.
    - Classroom Buildings: 3, three storey steel structures, reinforced concrete blockwork, footprint area etc.
  - For each phase, the cost is required
  - The timelines of the phasing is also important e.g. duration of each phase, whether they will take place simultaneously etc.

7. Quality Plan

Project Execution Activity	***Quality Control Measures***	***Quality Assurance Measures***
e.g. Design	- Comprehensive User Brief - Terms of Reference include standards and design codes to which design must comply. - Tender Submissions for Design must include a Quality Control Plan in the technical proposal	- Review and Approval processes by Client throughout the design stage
Construction	- Technical Specifications stipulating required tests on materials and procedures for executing works (workmanship) - Conditions of Contract stipulate obligations of	- Inspection and Approval by Engineer in accordance with Conditions of Contract - Proper documentation;

Project Execution Activity	*Quality Control Measures*	*Quality Assurance Measures*
	the Contractor with respect to execution of works in relation to quality.	proper contract administration
Construction Supervision	-Tender Submissions for Construction Supervision must include a Quality Control Plan in the technical proposal	- Communication such that Client is copied on all correspondence so will be aware of all issues and act if the consultant is not performing - Close monitoring of projects by Client

8. Project Milestones

The different stages of the project are considered and the milestones for each stage are listed with the dates on which these milestones are expected to be met. For e.g.

Milestones for Feasibility Study: social surveys, cost benefit analysis, feasibility study report etc.

Milestones for Procurement of Design Consultant: Preparation of Terms of Reference, Letters of Invitation, Close of Tender, Tender Evaluation, Tender Evaluation Report, Board Approval etc.

Identifying project milestones is important to enable the tracking of the progress of the project at the different stages: feasibility, planning and execution.

9. Risk Management Plan

The possible risks associated with the project should be identified so that a plan is devised to mitigate the identified risks. Below shows a risk register which should be used to track the risks of the project by logging them and providing updates on the status of the risks i.e. whether they exist, possible occurrence, addressed and no longer exist.

For example: Heavy construction involving pile foundations within a residential community,

RISK REGISTER MATRIX

#	***Risk Item***	***Likelihood (e.g. on a scale 1 – 10, where a score of 10 is considered high and 1 low)***	***Mitigation Strategy***	***Contingency Plan***
1	Dust	6	Contractor must have water truck on the Site to ensure that the ground is constantly wet during the dry season to minimise the dust level	A relocation plan, to relocate persons exposed to the dust
2	Noise disruption	5	Work activities that involve high powered equipment that would result in high frequency noise should be scheduled for times when most residents are most likely not at home e.g. during the day when people are at work Contractor should have noise shields where available for particular equipment that would help reduce the noise level	
3	Damage to people's property due to activities such as piling. Claims may include damage that existed before construction for which the Employer is not liable		Conduct condition surveys prior to construction. Condition survey will involve structural assessment of each house and includes capturing photographs of the interior and exterior. Therefore, this will reduce the risk of persons claiming for damage to their property that was not caused by the construction but in fact existed previously	Have a reserve fund, a contingency amount to address compensations for damage to properties resulting from the construction

10. Communication Plan

There should be a plan/ structure established with respect to communication and reporting protocol of which all parties involved in the project are aware. This will eliminate double working, wastage of time, loss of information, delays etc.

E.g.

TYPE OF INFORMATION	*PURPOSE*	*TARGET GROUP*	*FREQUENCY*	*PERSON RESPONSIBLE*	*MODE*
Updates on the status of the project	To keep the Client abreast as to the progress, issues, financial status on the project	Client: Line Ministry then to Ministry of Planning and Development	Monthly	Executing Agency	Report (hard copy and electronic copy)

11. Cabinet Approval

(Please tick and provide details (e.g. Date and Minute No.)

YES	NO	DETAILS
		(Date and Minute No.)