



**MINISTRY OF FINANCE**  
*Government Centre, Port Louis, Mauritius*

**Circular No. 4 of 2026**

**Our Ref: CF/40/30/63/A V8**

**11 March 2026**

**From: Financial Secretary**

**To: Supervising Officers-in-Charge of Ministries/Departments and Accounting Officers**

**Financial Instructions No. 1 of 2026 – Capital Project Process Manual**

The purpose of this Circular is to inform you of the new procedures being put in place for appraisal and approval of capital projects through the revamped Capital Project Process Manual (CPPM).

2. As you are aware, it was mentioned in the Annex to Budget Speech 2025-2026 that: (a) the Capital Project Process Manual will be revamped; (b) capital projects appraisal will be carried out using the Five-Case Model Framework namely, Strategic Case, Economic Case, Commercial Case, Financial Case and Management Case; and (c) the Finance and Audit Act will be amended.

3. Accordingly, Section 22A of the Finance and Audit Act has been amended, through the Finance Act 2025, for the introduction of the Five-Case Model Framework in the CPPM.

4. In this context, the CPMM has been revamped and is being issued as Financial Instructions No. 1 of 2026 – Capital Project Process Manual, a copy of which is enclosed. This Financial Instructions supersedes the Financial Instructions No. 1 of 2019. The main changes brought in the revamped CPMM are as follows:

- (a) incorporation of the Five-Case Model Framework for project appraisal;
- (b) use of Fixed Fees for Consultancy Services; and
- (c) requirement for a Post-Completion Report.

5. The Financial Instructions has been finalised following consultations with different stakeholders, including the Director of Audit and has been duly vetted by the Attorney-General's Office.

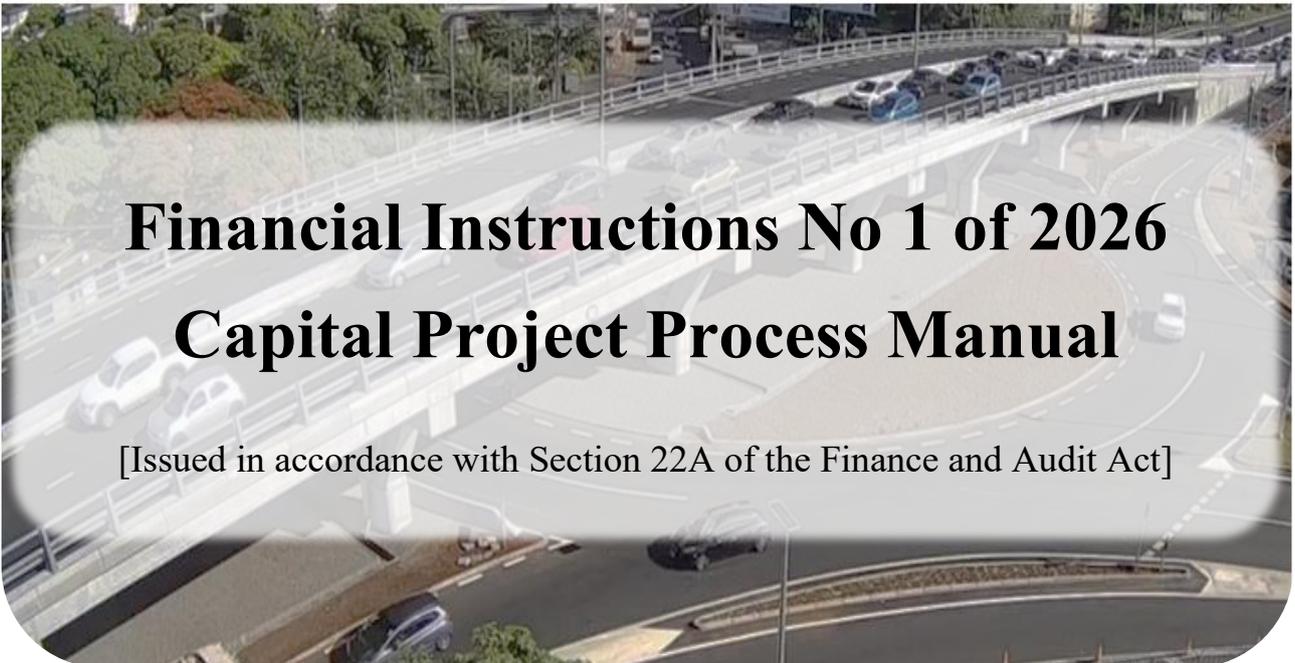
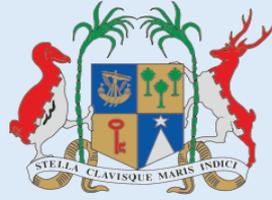
6. You are kindly requested to ensure strict compliance with the Financial Instructions.

7. Kindly relay the contents of this Circular and the Financial Instructions to all public bodies falling under your responsibility.

**A. Acharuz**  
**Financial Secretary**

**Copy to:**

- (i) Secretary to Cabinet and Head of the Civil Service
- (ii) Clerk, National Assembly
- (iii) Director of Audit
- (iv) Accountant-General
- (v) Director, Financial Operations
- (vi) Director Procurement Policy Office
- (vii) Director, Procurement & Supply
- (viii) Director, Internal Control
- (ix) Officer-in-Charge, Finance Section of Ministries and Departments
- (x) Officer-in-Charge, Procurement & Supply Section of Ministries and Departments



# **Financial Instructions No 1 of 2026**

## **Capital Project Process Manual**

[Issued in accordance with Section 22A of the Finance and Audit Act]

**MINISTRY OF FINANCE**  
**March 2026**

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## **List of Abbreviations**

BOQ	Bill of Quantities
BOT	Build Operate Transfer
CPPM	Capital Project Process Manual
EIA	Environment Impact Assessment
MoF	Ministry of Finance
NPV	Net Present Value
PIMU	Public Investment Management Unit
PPMU	Project Planning and Monitoring Unit
PPO	Procurement Policy Office
PPP	Public Private Partnership
PRF	Project Request Form
PMCA	Project Management and Contract Administration
PSIP	Public Sector Investment Programme
PV	Project Value
SMST	Sector Ministry Support Team
SOE	State Owned Enterprise
TOR	Terms of Reference
VAT	Value-Added Tax

## Summary of Project Forms

Project Category	Project Request Forms	Project Review Stages
<b>Category A</b> (PV < Rs 25 Million)	<b>PRF A</b> Project Brief	Financial Clearance for Project Preparation and Implementation
	<b>Project Completion Report</b>	Post-implementation
<b>Category B</b> (PV ≥ Rs 25 Million)	<b>PRF B</b> Capital Project Intention	<b>Stage I</b> Capital Project Intentions (Culminates in Financial Clearance to proceed with preliminary project preparation)
	<b>PRF C</b> Project Proposal	<b>Stage II</b> Appraisal of Project Proposals (Culminates in Financial Clearance to proceed with the detailed project preparation.)
	<b>PRF D</b> Project Implementation Proposal	<b>Stage III</b> Financial Clearance for Project Implementation (Culminates in Financial Clearance to begin procurement and implementation.)
	<b>Project Completion Report</b>	Post-implementation

*(Refer to section 5 for further details)*

# 1. Introduction to the Capital Project Process Manual (CPPM)

1.1 The Capital Project Process Manual (CPPM) is issued in accordance with Section 22A of the Finance and Audit Act as amended by the Finance (Miscellaneous Provisions) Act 2025.

1.2 Every public officer shall, in the performance of his duties, comply with the instructions specified in the CPPM, and any instruction as may be issued by MoF in that respect.

1.3 The CPPM: -

- (a) establishes the process to be followed by a public body<sup>1</sup> and State-Owned Enterprise<sup>2</sup> to seek approval for initiating and implementing a capital project;
- (b) provides the framework for appraisal of project proposals, and for monitoring and evaluation of capital projects; and
- (c) enables the development of a pipeline of projects for the public sector, which would integrate the Public Sector Investment Programme (PSIP).

1.4 Every public body shall ensure the strategic fit with Government vision and priorities, technical soundness, value for money, sustainability and deliverability aspects of a project including social inclusiveness and climate change considerations, prior to submitting the project proposal to its Parent Ministry.

1.5 The Parent Ministry shall examine the project proposal and, after satisfaction on various aspects in accordance with *section 1.4* above, the Accounting Officer shall thereafter recommend same to MoF for appraisal and clearance.

1.6 For the purpose of the Capital Project Process Manual (CPPM): ‘Parent Ministry’ means the Ministry under the aegis of which a Department, Division, Agency, Statutory Body, State Owned Enterprise, or Special Purpose Vehicle<sup>2</sup> operates.

## 2. Capital Projects

2.1 ‘Capital Project’ refers to a **project** that is undertaken by a public body to:

- (a) acquire a new asset – through purchase, construction, development or otherwise;
- (b) upgrade or improve an existing asset – through renovation or expansion;
- (c) replace an existing asset; or
- (d) implement a scheme or programme for acquiring, upgrading or replacing an asset or group of assets.

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<sup>1</sup> Public body has the same meaning as in the Public Procurement Act

<sup>2</sup> Refer to Section 7

2.2 For the purposes of the definition of a Capital Project, ‘assets’ include -

- (a) immovable assets such as land, building, infrastructure (roads, bridges, etc.), utility facilities (energy, water, sewerage, drains, etc.) and other capital facilities/amenities;
- (b) machinery and equipment;
- (c) intangible assets, such as software; or
- (d) a combination of the above,

that are required by the public body to provide services or goods, in furtherance of its objectives.

2.3 A Capital Project may include more than one component, each component having a separate value. An overview of the types of Capital Projects is provided at *Annex I*.

2.4 Capital Projects usually entail large non-recurring expenditures during their implementation which may involve multi-year funding. If multi-year funding is involved, a public body must ensure the availability of such funding to enable the efficient and effective implementation of the project.

2.5 Capital Projects have direct implications for future operating budgets. Therefore, before deciding to embark on a Capital Project, a public body must properly assess the recurrent cost implications and, thus the financial sustainability of the project.

2.6 ‘Project sustainability’ concerns the durability of the effects of a project and the stability of its interaction with the environment including climate resilience, social and governance principles.

2.7 ‘Value for money’ encompasses the dimensions of economy, efficiency, and effectiveness:

- a) **economy** is achieved when inputs are acquired at the right price;
- b) **efficiency** is achieved when outputs are maximised for given inputs; and
- c) **effectiveness** is achieved when the project outputs achieve the desired outcomes, where outcomes are the improvements in the national welfare that the government aims to achieve.

### 3. Scope of the CPPM

3.1 The CPPM applies to all Capital Projects having an impact on public finance and public sector debt. This means that it covers:

- a) Capital Projects funded by grants or loans (concessional or otherwise) from local/foreign sources, as well as Capital Projects funded directly from domestically generated budgetary resources; and
- b) Capital Projects implemented through public-private partnership (PPP) arrangements which follow the process as set out by the BOT Projects Unit established under the Public Private Partnership Act 2004.

3.2 When a Capital Project needs to be procured as a matter of **extreme urgency** (*as defined at Section 21 (3) of the Public Procurement Act*), the provisions of the CPPM do not apply. The Accounting Officer shall evaluate the need for such extremely urgent procurement and decide in the manner to achieve value for money, with due regard to the prevailing circumstances as set out in the procurement laws, regulations, directives, circulars and guidelines issued by the Procurement Policy Office (PPO).

3.3 Self-financing State-Owned Enterprises planning to fund Capital Projects wholly based on their own balance sheets are required to follow the process described in *Section 7*.

### 4. Project Value (PV)

4.1 'Project Value' in relation to a Capital Project refers to the total cost for implementing a project based on a feasibility study (where required), defined scope of works, detailed design, and detailed bill of quantities (BOQ).

4.2 **Project Value shall be inclusive of all taxes** [including Value-Added Tax (VAT)] and associated costs. A guideline for Project Value is at *Annex II*.

4.3 For **budget provisioning purposes**, a public body shall take the **full cost of a project** into account, i.e. **inclusive of Value-Added Tax (VAT)** to determine the Project Value.

4.4 For **procurement purposes**, a public body shall take the **cost estimate of a Capital Project exclusive of VAT**. The 'Cost Estimates' of a project is in line with the provisions of the Public Procurement Act, the Directives/Circulars and/or regulations of the PPO wherein procurement thresholds are prescribed.

4.5 Subject to *Sections 5 and 7*, approved Project Value refers to the value of a project as recorded in the Public Sector Investment Programme (PSIP).

4.6 Project Value is inclusive of consultancy fees. Consultancy fees refer to costs associated with the procurement of services of consultants including project preparation (studies, design, etc...) and project management and contract administration (including but not limited to supervision), as applicable (*refer to Annex II*).

4.7 In accordance with Financial Instructions 1 of 2025, all public bodies, including State Owned Enterprises and statutory bodies shall **not** include in their project value any provision for consultancy fees based on a percentage in the Project Request Form (PRF). Consultancy fees included shall be based on unit rates for each category of inputs.

## **5. Approval Process for Capital Projects**

5.1 This section sets out the process to be followed by a public body to seek approval prior to implementation in respect of the following categories of Capital Projects –

1. **Category A:** Project Value **below Rs 25 Million**; and
2. **Category B:** Project Value of **at least Rs 25 Million**.

### **Category A: Project Value below Rs 25 Million**

5.2 For projects with a project value below Rs 25 Million, the public body shall submit project proposal using the prescribed form, **PRF A** (*as per Annex IIIa*) to MoF duly signed by the Accounting Officer. This shall be carried out with the support of the Project Planning and Monitoring Unit (PPMU), where applicable (*refer to Section 13*).

5.3 For SOEs, the duly signed PRF A shall be channelled through the Parent Ministry in line with *section 7*.

5.4 In case of favourable appraisal by MoF –

- (a) financial clearance is given to the public body to complete project preparation and proceed with implementation **subject to budget provisioning**; and
- (b) the project is included in the Public Sector Investment Programme (PSIP).

### **Category B: Project value at least Rs 25 Million (Three Stage Approval Process)**

5.5 Given the nature and complexity of projects under this category as well as their cost implications for the Budget, the examination process follows three stages to ensure readiness of the project prior to providing financial clearance for its implementation.

5.6 The three stages are:

- (a) **Stage I:** Appraisal of Capital Project Intention submitted by the public body through prescribed form **PRF B – Capital Project Intention** (*as per Annex IIIb*);
- (b) **Stage II:** Appraisal of firm project proposal following successful completion of Stage I submitted by the public body through prescribed form **PRF C – Project Proposal** (*as per Annex IIIc*); and
- (c) **Stage III:** Financial clearance for project implementation after completion of Stage II submitted by the public body through prescribed form **PRF D - Project Implementation Proposal** (*as per Annex IIId*).

The processes for the three stages are set out below:

### **Stage I – Capital Project Intentions**

5.7 “**Capital Project Intentions**’ are proposed project ideas derived from sector strategies and masterplans of public bodies and State-Owned Enterprises, with the aim of addressing socio-economic problems or exploring new investment opportunities.

5.8 The process to seek approval for initiating and implementing a Capital Project with a project value of at least Rs 25 Million starts with the Capital Project Intention stage. The public body shall through their Parent Ministry or directly, where there is no Parent Ministry, submit a project proposal using the prescribed form, **PRF B** (*as per Annex IIIb*) to MoF duly signed by the Accounting Officer. This exercise shall be carried out with the support of the Project Planning and Monitoring Unit (PPMU), where applicable (*refer to Section 13*).

5.9 Strategic relevance to Government vision and priorities will be a key criterion in the process for assessing Capital Project Intentions. Public bodies must ensure that their internal processes generate Capital Project Intentions that will stand up to scrutiny in relation to strategic relevance.

5.10 In addition to being strategically relevant, Capital Project Intentions shall provide effective, efficient and affordable solutions to specific well-defined problems. These may embody more than one potential solution, with the preferred solution to be decided based on deeper analysis to follow. Any engineering design work and costings behind a Capital Project Intention will be conceptual in nature.

5.11 For SOEs, the duly signed PRF B shall be channelled through the Parent Ministry.

5.12 In case of favourable appraisal by MoF, financial clearance is given to the public body to seek Cabinet approval on the project proposal to **proceed with preliminary project preparation** in the first instance.

5.13 Once Cabinet approval is obtained:

- (a) the public body shall inform MoF and proceeds with the preliminary project preparation; and
- (b) MoF shall include the project in the portfolio of Capital Project Intentions in Public Sector Investment Programme (PSIP).

### **Stage II – Appraisal of Project Proposals**

5.14 After the preliminary project preparation, the public body shall submit project proposal using the prescribed form, **PRF C** (*as per Annex IIIc*), including project value (*as per Annex II*) based on preliminary design to MoF duly signed by the Accounting Officer with the following documents:

- (a) a Feasibility Study, wherever required or for projects with Project Value of at least Rs 100 Million (*refer to guideline at Annex IV*);
- (b) Gantt Chart as per *Annex V*;

- (c) Risk Analysis as per guidelines at *Annex VI*;
- (d) Expected Environmental Impact as per guidelines at *Annex VII*; and
- (e) Climate Change Risk Assessment.

5.15 For SOEs, the duly signed PRF C shall be channelled through the Parent Ministry in line with the provisions of *section 7*.

5.16 MoF shall conduct the appraisal of the project proposal submitted using the **PRF C**. If considered favourably by MoF, financial clearance is given to the public body to seek Cabinet approval on the project proposal **to proceed with the final project preparation (detailed project preparation)** and subsequent execution/implementation, subject to budget provisioning. The PV is approved at this stage.

5.17 Once Cabinet approval is obtained –

- (a) the public body shall inform MoF and proceeds with the final project preparation, that is the finalisation of the full bidding documents prior to Stage III; and
- (b) MoF shall include the project in the list of projects under preparation in the PSIP.

5.18 The public body shall then seek financial clearance for project implementation using **PRF D** (*refer to Stage III below*).

### **Stage III – Financial Clearance for Project Implementation**

5.19 After completion of the final (detailed) project preparation, the public body shall fill in the **PRF D** (*as per Annex III d*). This form focuses on pre-implementation conditions which must be completed by the public body and submitted to MoF **to obtain financial clearance to begin procurement and implementation**.

5.20 Public bodies must not proceed with procurement until pre-implementation conditions have been met. Pre-implementation conditions include, but are not limited to:

- (a) preliminary design report and costing<sup>3</sup>;
- (b) full site surveys and geotechnical investigations;
- (c) detailed design, including design report, and preparation of Bill of Quantities (BoQ);
- (d) land acquisition<sup>4</sup>;
- (e) relocation of utilities;
- (f) environmental mitigation measures;
- (g) necessary clearances from Building Plans Committee (BPC) and other relevant authorities where required; and
- (h) bidding documents.

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<sup>3</sup> Should have been completed at Stage II, but verification at Stage III is required as a control.

<sup>4</sup> Land acquisition and relocation of utilities may form part of the post contract stage.

5.21 Where MoF determines that there is a **significant change in project cost or change in nature or scope** that may or may not lead to a significant change in project cost, it may request the public body to **resubmit a revised PRF C**. Subject to a reassessment and MoF clearance, the public body will be required to seek Cabinet approval on the revised nature and/or scope of the project. Where Cabinet approval is obtained, the public body shall inform MoF and may launch bids and proceed with the implementation of the project, subject to fulfilling of the implementation preconditions (*refer to section 5.20*) and budget provisioning.

## **6. Provisioning for implementation of Capital Projects**

6.1 Provisioning for implementation of projects approved during the course of a financial year (other than project preparation) will usually be made in subsequent budgets. However, in exceptional circumstances, MoF may provide budgetary resources in the course of a current financial year through reallocation/virement depending on policy decision and fiscal space.

## **7. Capital projects implemented by Statutory Bodies/State Owned Enterprises**

7.1 For capital projects, as defined in Section 2, funded fully or partly from public funds, that is, through Government loan, equity or grant and/or from other sources impacting on public sector debt, State Owned Enterprises shall follow the process set out in Section 5. This also applies to Special Purpose Vehicles and companies owned and controlled by Government.

7.2 For capital projects being undertaken by SOEs and where public funds are required as defined in Section 7.1, approval of their respective Board should be obtained, and request for financial clearance should be channelled through their parent Ministry. Before giving such approval at their level, the Board shall ensure the strategic relevance and make such detailed assessment of the project proposal as may be required.

7.3 For capital projects estimated to cost up to Rs 25 Million and financed from its own funds, Statutory Bodies/SOEs shall obtain prior approval of their respective Board, and of their Parent Ministry, where necessary.

## 8. Appraisal of Project Proposals

8.1 PRF A, B, C and D (*refer to Annex III*) are designed in such a way as to present the project in terms of the five dimensions of the Five Case Model (5CM). By filling out their part of the Forms, public bodies will present project information in a format that allows MoF to make its assessment in a structured way using its part of the Form. This does not mean that the Forms will be the only source of information used by MoF in its assessment.

8.2 MoF shall assess the project proposals submitted on PRF A, B, C and D from public bodies and SOEs based on the following criteria:

- (a) completeness;
- (b) justification of Projects;
- (c) realistic cost estimates and forecasts; and
- (d) overall soundness of the case for making the investment.

8.3 When assessing the overall soundness of the case for a project, MoF shall, to the extent possible at each stage of the project life cycle – Capital Project intention, project proposal (preparation) and implementation - form a view on the following dimensions of the project, together with assessing its sustainability and resilience to risk:

- (a) **Strategic case:** sets out the rationale for the proposed investment based on policy relevance and intervention logic and makes the case for change at the strategic level. It establishes the objectives to be achieved, in specific and measurable terms, and their fit with wider public policy objectives, as well as previous experience of similar projects;
- (b) **Economic case:** assesses the economic costs and benefits of the proposal to society as a whole, over the lifespan of the project. It shall include a consideration of alternative options for achieving the desired objective and give the reasoning for choosing the preferred option;
- (c) **Commercial case:** examines procurement requirements, assesses their importance for project delivery and develops a procurement strategy. It is as part of the commercial case that traditional procurement versus possible PPP arrangements is explored;
- (d) **Financial case:** deals with the impact on the budget and is concerned with issues of affordability and sources of budget funding over the lifespan of the project. Any contingent liabilities, particularly in relation to PPP proposals, shall be assessed here; and
- (e) **Management case:** is concerned with the deliverability of the proposal. It sets out the project management responsibilities, and governance and reporting arrangements. It shall include a delivery plan with clear milestones.

8.4 **Sustainability and resilience to risks** shall also be assessed. Sustainability refers to the long-term acceptability of the project's environmental, social, governance and climate change impacts and the extent to which these can be mitigated or managed. Provisional assessment of environmental impacts is done using the framework refer to *Annex VII*. Risk and the resilience to risk are assessed through the framework refer to *Annex VI*.

8.5 When assessing the **PRF B for Category B (PV at least Rs 25 Million)** projects, the emphasis will be on the **strategic rationale for the project and on the outline economic case**. Accordingly, at Capital Project Intentions stage, project values shall be indicative.

8.6 When assessing the **PRF C**, the emphasis shall be on value for public money, together with financial sustainability and affordability, the procurement strategy and deliverability.

8.7 MoF shall inform the public body on the outcome accordingly.

## **9. Procurement Process**

9.1 Public bodies are required to follow the provisions of the Public Procurement Act and the related Regulations, Directives, Circulars & Guidelines issued by the PPO, the relevant Financial Instructions issued related to procurement, and where appropriate, the provision of other relevant legislations to ensure timeliness, transparency and value for money.

## **10. Monitoring of Expenditure Flows (PSIP)**

10.1 For monitoring purposes, a public body shall report to the PSIP Unit of MoF on a monthly basis on physical and financial progress of projects by providing a status based on the project timeline and updated cashflow respectively.

## 11. Change in Approved Project Value

### **A. Increase in PV – Pre -Tender stage and Award stage**

11.1 Where an approved project value needs to be increased as a result of the outcome of further study/project preparation or the project value being higher, the public body shall follow the procedures outlined below:

Approved Project Value	Increase in Approved Project Value	Authority to Increase approved Project Value
<b>PV &lt; Rs 25 M</b>	< 15%	Line Ministry
	≥ 15%	MoF ( <i>refer to Note 1</i> )
<b>Rs 25 M ≤ PV &lt; Rs 100 M</b>	< 15% up to a maximum of Rs 5 M	Line Ministry
	≥ 15% up to a maximum of Rs 25 M	MoF ( <i>refer to Note 2</i> )
	> Rs 25 M	Clearance of MoF & Cabinet approval
<b>PV ≥ Rs 100 M</b>	< 15% up to a maximum of Rs 15M	Line Ministry
	≥ 15% up to a maximum of Rs 50 M	MoF ( <i>refer to Note 2</i> )
	>Rs 50 M	Re-appraisal ( <i>refer to Section 5</i> ), clearance of MoF & Cabinet approval
<p><b>Note 1:</b> If any change in pre-tender PV leads to a revised PV of more than Rs 30 M, public body shall follow the process described for Category B for Capital Projects.</p> <p><b>Note 2:</b> Where there is a significant change in the scope and/or PV of a project, MoF may request public body to seek approval of Cabinet.</p> <p>Where the change in PV entails additional budgetary implications, the public body shall seek and obtain financial clearance <b>prior to award</b>. Where there is a significant change in the scope and/or PV of a project, MoF may request public body to seek approval of Cabinet.</p>		

## **B. Increase in Contract Amount - Post-Award stage**

11.2 Public bodies shall implement their projects within the contract amount and as per the conditions specified in the contract.

11.3 Where there is an increase in contract amount due to variation(s) (e.g. change in scope of works, extension of time or any other contractual obligations etc.), a public body shall comply with the provisions of the Public Procurement Act. The public body shall also seek financial clearance from MoF through their Parent Ministry for any such increase in the contract amount. Where appropriate, MoF may request a public body to seek approval of Cabinet.

11.4 Where the contract amount is subject to Price Adjustment<sup>5</sup>, the public body shall comply with the relevant contractual provisions in line with the Public Procurement Act. The public body shall also seek financial clearance from MoF for any such increase in the contract amount.

## **C. Decrease in Contract Amount – Post- Award Stage**

11.5 Where there is a decrease in contract amount, a public body shall inform MoF. However, where there is a significant change in the scope of a project leading to a decrease in contract amount, the Parent Ministry shall apprise Cabinet accordingly.

# **12. Project Completion, Operation and Review**

## **Project Completion**

12.1 Upon completion of a project, the public body shall finalise and submit to MoF a Project Completion Report (*as per Annex VIII*).

12.2 The Accounting Officer should ensure that a designated officer responsible for a project prepares a Project Completion Report for all projects within 3 months of the project completion, i.e. when the works have been completed and taken over by the public body.

12.3 Assets created/acquired must be registered in line with the requirements of the Government Asset Register<sup>6</sup> maintained by the Accountant General as associated cost(s) are incurred (during progress) and until the project is fully completed.

## **Project Operation and Review**

12.4 Category B projects shall be subject to a post operation analysis/review 2 years after the start of operations, depending on the nature of the project. The Parent Ministry will be responsible for carrying out the post operation analysis, which shall be designed in coordination with the public body and MoF.

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<sup>5</sup> Price adjustment refers to post-contract changes in the Contract Price due to rises and falls in cost of labour, goods and other inputs to the Works, using a pre-determined price adjustment mechanism/formula from a specified base date as provided for in the contract.

<sup>6</sup> Treasury Circular No. 16 of 2017: Development of a Government Asset Register.

12.5 The Accounting Officer should ensure that a designated officer responsible for a project prepares a Post Operation Report (*as per Annex IX*) for all projects within 3 months following 2 years operation.

12.6 The post operation report must be submitted to MoF for quality control and assimilation of findings and lessons.

## **13. Roles and Responsibilities**

### **Public Investment Management Process**

13.1 The public investment management process at MoF comprises the following:

- (a) Capital Projects Assessment and Review;
- (b) PSIP database management and Project Monitoring; and
- (c) Assistance and Advisory to public bodies in Project Implementation (project management and contract administration) and Budgeting.

13.2 These functions are performed by the Public Investment Management Unit (PIMU), the Public Sector Investment Programme (PSIP) Unit and Project Management and Contract Administration (PMCA) Unit. The PMCA Unit is established under the Public Procurement Act.

13.3 MoF may also seek the assistance/expertise of other public bodies in examining and appraising proposals for Capital Projects. Recourse may also be made to any other relevant expertise as may be required, even from outside the public sector.

13.4 Public bodies shall ensure that relevant officer(s), conversant with the project under examination by MoF, is/are designated to provide necessary clarifications and/or justifications to enable an effective project appraisal.

#### **I. Sector Ministry Support Teams**

13.5 MoF Sector Ministry Support Teams (SMSTs) are an important link and means of coordination between the PIMU and the public bodies developing Capital Project Intentions and project proposals.

13.6 SMSTs receive submissions from public bodies, via Parent Ministries. They are responsible for undertaking a thorough verification and analysis to ensure completeness of PRF A, B, C and D.

13.7 SMSTs assess Category A projects with Project Value below Rs 25 Million. SMSTs may seek the assistance of the PIMU/PMCA Unit where required.

## **II. Public Investment Management Unit**

13.8 The Unit, among others -

- (a) carries out, together with relevant SMST, appraisal of Capital Project Intentions for projects with Project Value **at least Rs 25 Million** as per **PRF B**;
- (b) carries out, together with relevant SMST, appraisal of Capital Project proposals with Project Value at least Rs 25 million and ascertain whether the most practical approach, including financing options, has been chosen to achieve the project objectives;
- (c) develops a single window system for approval of projects; and
- (d) establishes best practices in budget expenditure in respect of Capital Projects.

13.9 PIMU is composed of multi-skilled professionals in relevant fields including architecture, engineering, quantity surveying, economics, accountancy, environment, physical planning, and ICT amongst others. PIMU may also in the execution of its functions have recourse to any other relevant expertise as may be required, even from outside the public sector.

## **III. The Public Sector Investment Programme (PSIP) Unit**

13.10 The PSIP consists of a database of public sector Capital Projects which is expected to be implemented over a rolling 5-year period. It enumerates the Government investment plan for the next 5 years, including approved Capital Project intentions, funded projects, appraised and approved projects.

13.11 After a Capital Project has been appraised and assessed positively by MoF and Cabinet approval obtained, the project is included in the PSIP as projects under preparation.

## **IV. Project Planning and Monitoring Units (PPMU)**

13.12 Project Planning and Monitoring Unit (PPMU) has been set in each of the Ministries/Departments listed at *Annex XI* and is responsible, *inter alia*, to:

- (a) prepare draft Terms of Reference (TOR) for hiring consultants;
- (b) assist in project preparation to be submitted to MoF;
- (c) assist in the preparation of all relevant documents in respect of the procurement process;
- (d) participate in the evaluation of bids; and
- (e) manage and monitor project implementation.

# **ANNEXES**

## **List of Annexes**

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# **ANNEX I**

## Annex I. Types of Capital Project

1. Capital Projects may be classified under four types, namely: **acquisition, construction, improvement and equipment.**
2. **Acquisition** includes the purchase of land, equipment, machinery, software, property, vehicle and vessel. The acquisition of land shall include any improvement works, such as demolition of buildings or levelling, etc. The cost of an acquisition shall include all expenditure, such as site preparation, transportation and delivery, installation and related professional fees, amongst others, incurred to bring the asset in a useable state for its planned purpose. All acquisitions are subject to the Capital Project proposal process including capital leases.
3. **Construction** refers to site preparation for, and construction of, entire new structures and/or significant extension to existing structures, and/or complete replacement of an existing structure, including all machinery, equipment, software, furniture and necessary assets to make the structure ready to serve its intended purpose.
4. **Improvement** is defined as all works, upgrading and acquisition, necessary to maintain or enhance the usefulness of an existing facility or structure.
5. Improvements may include:
  - (a) alteration of interior space, arrangements or other physical characteristics, such as utilities or fixed equipment installed and made a part of a facility or structure, so that the facility/structure may be more effectively used for its present designated purpose or for a new purpose;
  - (b) renovation, enhancement, modernisation or major repair to restore some or all parts of a facility or structure, mechanical system or utility system, which will increase the asset's productivity and/or its useful economic life. This also includes the reprocessing or replacement of parts or materials that have been deteriorated by the passage of time or "wear and tear"; and
  - (c) relocation of a facility or structure from one site to another, either by moving it intact or by disassembling it and subsequently reassembling it.
6. **Equipment** is a tangible asset associated to a Capital Project, usually of a long-term nature, used in an operation or activity or which forms an integral part of another facility. Typical examples are, medical equipment, CCTV cameras, servers, etc.
7. All equipment needs which are associated with projects defined as new construction or improvements shall be included in the Project Value for these projects.
8. Replacement of obsolete/damaged equipment is considered under the equipment category. However, normal repairs or maintenance works, which are relatively small, are not considered as equipment for the purpose of this manual

## **ANNEX II**

## Annex II. Guidelines for Project Value

1. The detailed costs information shall include the following:
  - a) costs for preparing the project, such as consultancy fees for studies, design, preparation of tender documents, etc;
  - b) costs for supervision; and
  - c) costs for acquisition of assets and/or construction of facilities.
2. The detailed costs of the project shall specify the following, both in terms of total costs and the half yearly breakdown of the costs, over the preparation and implementation period of the project:
  - a) costs of site preparation. This shall include any improvement/modification works such as demolition of buildings, levelling etc.;
  - b) preparation costs (studies, design, tender documents);
  - c) project management/supervision costs;
  - d) construction costs;
  - e) preliminary & general costs;
  - f) detailed costing for construction of buildings, providing the metric used, e.g. cost per square ft./metre;
  - g) detailed costing for civil works (e.g. excavation and resurfacing, laying of drains, levelling of grounds, etc.) stated in total civil works for the project and the used, e.g. cost per square ft./metre or per kilometre;
  - h) details of road construction stated in total road construction works for the project and the metric used, e.g. cost per kilometre;
  - i) machinery & equipment;
  - j) costs of utilities (electricity, water, wastewater);
  - k) offsite road infrastructure;
  - l) consultancy fees for supervision;
  - m) contingencies, if any; and
  - n) any other related cost to make the project operational.
3. The operating/recurrent cost of the project includes staff costs, operation and maintenance cost etc over the project life cycle.
4. All costs shall be inclusive of all taxes.
5. The basis of costing shall be provided. For e.g., whether the basis used was figures from published statistics, project catalogues, past project reference, etc. If the information used for costing is for past years, the cost shall be adjusted for inflation.

6. In order to meet the financing and funding requirements of the project, indicate (where applicable) the alternative financing options, such as Public Private Partnership (PPP), Build Operate Transfer (BOT), user charges or any other cost recovery measures, which have been considered. Please give full justifications for your choice.
7. The revenue/savings generated by the project. This may include revenue generated through rent, fees, charges, tolls etc over the project life cycle.

**Note 1:** The land acquisition cost shall not be included in the PV but an indicative cost shall be provided to MoF, if available.

**Note 2:** A Project Value may be subject to increase or decrease as a result of variations on a project. In the context of the CPPM, a variation refers to a contractual change post-award which has a bearing on the project value.

## **ANNEX III**

### Annex IIIa. PRF A – Project Brief

#### Projects in Category A: Project Values below Rs 25 Million

Information Requirement	Response from Public body	FOR MoF USE ONLY Assessment Criteria MoF Assessment to be Performed by SMST: Rating & Justification
<b>1. General Information</b>		
1.1 Project title	<i>Write the title of the project.</i>	
1.2 Programme	<i>Write the Programme title and code.</i>	
1.3 Project description	<i>Write a short description of the project including all components required to deliver the intended benefits of the project, including soft components, like training.</i>	
1.4 Total project value (inclusive of taxes) State and submit the total estimated capital cost of the project in financial terms, based on a study/design and bill of quantities, where applicable.	<b>Item</b>	<b>Total (Rs '000s)</b>
	Preliminaries - relocation of services, etc.	
	Consultancy services, including project management and supervision*	
	Construction cost	
	Other costs, including machinery/ equipment/software and fixtures and fittings, including interior decoration and furniture	
	<b>Total cost (excl. VAT)</b>	
	VAT	
	<b>Total cost (incl. VAT)</b>	
	<i>* Breakdown of Consultancy costs to be submitted as per Format at Annex X</i>	
1.5 Responsible public body	<i>Write the name of the public body that is responsible for preparing and implementing the project</i>	
1.6 Senior official in public body responsible for the project (title and name)	<i>Write the title and name of the senior official in the public body responsible for the Capital Project.</i>	
1.7 Parent Ministry (if different from responsible public body)	<i>Write the name of the Parent Ministry responsible for the Capital Project if different from the responsible public body recorded in section 1.5.</i>	

- **Pass:** An appropriate costing methodology has been used to arrive at realistic project value that are not significantly out of line with current market experience.
- **Not clear:** further clarification of the estimates and/or the methodology is needed.
- **Fail:** The methodology is unsatisfactory and/or the project value are not in line with realistic benchmarks.

Information Requirement	Response from Public body	FOR MoF USE ONLY Assessment Criteria MoF Assessment to be Performed by SMST: Rating & Justification														
1.8 Senior official in Parent Ministry responsible for the project (title and name)	<i>Write the title and name of the senior official in the Parent Ministry responsible for the Capital Project.</i>															
1.9 Sector	<i>Write the name of the sector to which the public body and Parent Ministry belong following the sector categorisation provided by MoF.</i>															
1.10 Sustainable Development Goals (SDGs)	<i>Write the SDGs which the project is addressing, if any.</i>															
1.11 Project location and constituency	<i>Write the name of the Outer Island, district and Constituency where the project will take place. It can be one or more options depending on the focus of the project. Name them all.</i>															
1.12 Site Information: Extent of Land Required and Status (identified/vested/acquired/ State Owned) Building area (where applicable)	<i>Indicate the extent of land required and status. Indicate the building area (where applicable)</i>															
1.13 Cost of Site acquisition & resettlement (If any/available)																
1.14 Outline schedule for achievement of main project milestones and expected start date and duration of the project.	<table border="1"> <thead> <tr> <th data-bbox="544 1305 855 1402">Milestone</th> <th data-bbox="855 1305 1027 1402">Prospective Completion Date</th> </tr> </thead> <tbody> <tr> <td data-bbox="544 1402 855 1453">Clearances &amp; approvals</td> <td data-bbox="855 1402 1027 1453"></td> </tr> <tr> <td data-bbox="544 1453 855 1505">Start procurement</td> <td data-bbox="855 1453 1027 1505"></td> </tr> <tr> <td data-bbox="544 1505 855 1556">Award of Contract</td> <td data-bbox="855 1505 1027 1556"></td> </tr> <tr> <td data-bbox="544 1556 855 1608">Physical start of work</td> <td data-bbox="855 1556 1027 1608"></td> </tr> <tr> <td data-bbox="544 1608 855 1659">Practical completion</td> <td data-bbox="855 1608 1027 1659"></td> </tr> <tr> <td data-bbox="544 1659 855 1729">Commencement of Operations</td> <td data-bbox="855 1659 1027 1729"></td> </tr> </tbody> </table>	Milestone	Prospective Completion Date	Clearances & approvals		Start procurement		Award of Contract		Physical start of work		Practical completion		Commencement of Operations		<ul style="list-style-type: none"> <li>• <b>Pass:</b> The outline schedule is realistic</li> <li>• <b>Not clear:</b> Further clarification of some milestones and dates is needed.</li> <li>• <b>Fail:</b> The realism of the schedule is in serious doubt.</li> </ul>
	Milestone	Prospective Completion Date														
	Clearances & approvals															
	Start procurement															
	Award of Contract															
	Physical start of work															
	Practical completion															
Commencement of Operations																

Information Requirement	Response from Public body	FOR MoF USE ONLY Assessment Criteria MoF Assessment to be Performed by SMST: Rating & Justification		
<b>2. Strategic and Economic Case: Does the project make sense, and will it deliver significant benefits?</b>				
2.1 Indicate how the project fits with national strategic goals and/or the public body's responsibilities and strategic aims.	<i>Write the specific objectives, indicators, and strategic goals, the Government Programme and the Sector Strategy or Masterplan and/or the public body's strategic/business plan to which the project's objective is targeted</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Evidence provided shows that the project is aligned with strategic goals at national, sector or entity level.</li> <li>• <b>Not clear:</b> Evidence requires further clarification.</li> <li>• <b>Fail:</b> Evidence fails to demonstrate strategic alignment.</li> </ul>		
2.2 Describe the specific problem or opportunity that the project is intended to address and its urgency.	<i>Describe the problem to be resolved or opportunity to be exploited by the project (and its scale) in a clear way. Include some basic number estimates to support the justification, for example:</i> <ul style="list-style-type: none"> <li>• <i>Congestion – travel times</i></li> <li>• <i>Waiting time for services.</i></li> <li>• <i>Accessibility of services (time/distance)</i></li> <li>• <i>Quality of services (water quality).</i></li> </ul> <i>The urgency of the need for the services to be provided by the project should be demonstrated in a clear way.</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The project logic and urgency are clear.</li> <li>• <b>Not clear:</b> Further clarification is needed.</li> <li>• <b>Fail:</b> The project lacks a strong rationale and/or is not urgent.</li> </ul>		
2.3 Provide evidence of the demand for the services of the project.	<i>Indicate approximately how many end users there will be for the services to be provided by the project when the newly created/improved facilities open. Provide evidence of why this could be considered a credible number.</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Based on the evidence, the risk of a significant demand shortfall appears low.</li> <li>• <b>Not clear:</b> Further clarification is needed.</li> <li>• <b>Fail:</b> The evidence for there being sufficient demand is not convincing.</li> </ul>		
<b>3. Commercial, Financial and Management Cases: Is the project affordable and implementable?</b>				
3.1 Set out the proposed sources of financing for the capital costs of the project.	<b>Type of Finance</b>	<b>Amount (Rs '000s)</b>	<b>Amount (%)</b>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Sources of funding are realistic and the project is affordable within budgetary limits.</li> <li>• <b>Not clear:</b> further clarification of sources of funding and/or budgetary capacity is needed.</li> <li>• <b>Fail:</b> The project is highly unlikely to be affordable.</li> </ul>
	National Budget			
	External project grant/aid			
	External project loan			
	Domestic project loan			
	Public body's own resources			
	Community contribution			
	PPP (or other form of private finance)			
	Other (explain)			
	<b>Total</b>			

Information Requirement	Response from Public body	FOR MoF USE ONLY Assessment Criteria MoF Assessment to be Performed by SMST: Rating & Justification
3.2 Describe any further actions or decisions that will be required to secure 'non-budget' funding and explain the expected timeframe.		
3.3 Indicate how operating and maintenance costs will be funded.	<i>Make sure that the proposed approach to funding the project's operation and maintenance costs is realistic.</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The proposed approach to funding operations and maintenance is realistic.</li> <li>• <b>Not clear:</b> Further clarification is need in relation.</li> <li>• <b>Fail:</b> There are serious doubts concerning sustainable funding of operating and maintenance.</li> </ul>
3.4 Indicate any special issues, if any, in relation to procurement and explain how they will be dealt with.	<i>Any anticipated special issues towards the procurement of works and services and the way to deal with them need to be described, e.g., issues on competitive and transparent procurement processes; conflicts of interest; procurement of goods and services at the minimum cost; limited information of procurement options; low private sector interest; any procurement technical or commercial complexities.</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> There are no particular issues with procurement arrangements that cannot be managed.</li> <li>• <b>Not clear:</b> Further clarification of procurement is needed.</li> <li>• <b>Fail:</b> The project poses significant problems in terms of procurement.</li> </ul>
3.5 Identify any preconditions for implementation.	<i>Set out the important constraints, if any, that will need to be overcome before implementation and how they will be dealt with, e.g., environmental restrictions, land acquisition, wayleaves, resettlement, and relocation of services, before the project can be successfully implemented.</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Any constraints on implementation can be overcome in time.</li> <li>• <b>Not clear:</b> Further clarification of constraints is needed.</li> <li>• <b>Fail:</b> Some important potential constraints have not been identified and/or are not surmountable.</li> </ul>
3.6 Indicate any additional costs associated with the identified preconditions for implementation.	<i>These include costs of buying land, utility connections, and site access among others. Check that these have been included in the cost estimates provided in section 1.4.</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Additional costs from the identified preconditions have been identified and clearly listed.</li> <li>• <b>Not clear:</b> Further clarification of any additional costs is needed.</li> <li>• <b>Fail:</b> Some important additional costs have not been identified.</li> </ul>

Information Requirement	Response from Public body	FOR MoF USE ONLY Assessment Criteria MoF Assessment to be Performed by SMST: Rating & Justification
3.7 Identify any important risks that could affect the implementation of the project or the timely delivery of its benefits and describe how these will be mitigated or managed.	<i>Make sure to include the main risks that could slow the project down and / or result in additional costs, together with any proposals for mitigating these risks. Existing sector-specific guidelines and procedures for risk management should also be considered.</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The most important risks have been identified and appear manageable.</li> <li>• <b>Not clear:</b> Further clarification of important risks is needed.</li> <li>• <b>Fail:</b> Some important risks are missing or will be extremely difficult to manage.</li> </ul>
3.8 Identify any important risks that could affect the benefits realisation of the project and describe how these will be mitigated or managed.	<i>Take care to include the principal risks that could affect the timely delivery of the project benefits along with any proposals for their mitigation.</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The most important risks have been identified and appear manageable.</li> <li>• <b>Not clear:</b> Further clarification of important risks is needed.</li> <li>• <b>Fail:</b> Some important risks are missing or will be extremely difficult to manage.</li> </ul>

<b>4. Project Request Form Certified by:</b>		
	<b>Officer in charge of the Implementing Agency</b>	<b>Supervising Officer of the Parent Ministry</b>
<b>Full Name</b>		
<b>Designation</b>		
<b>Signature</b>		
<b>Date</b>		
<b>5. Overall Assessment by SMST</b>		
5.1 General comments in relation to key questions: <ul style="list-style-type: none"> <li>• Is the project coherent and will it deliver the intended benefits?</li> <li>• Is the project affordable and implementable?</li> </ul>		
5.2 Overall technical assessment by SMST: <input type="checkbox"/> Positive assessment: 'pass' on all criteria required. <input type="checkbox"/> Return for further work and resubmission: 'not clear' on one or more criteria and no 'fails' <input type="checkbox"/> Negative assessment: 'fail' on at least one criteria		
<b>5.3 Signature of SMST officer</b> <b>Full Name:</b>  <b>Designation:</b>  <b>Signature:</b>  <b>Date:</b>		

## Annex IIIb. PRF B – Capital Project Intentions

### Projects with Project Value at least Rs 25 Million

Information Requirement	Response from Public body	FOR MoF USE ONLY Assessment Criteria MoF Assessment to be performed by PIMU: Rating & justification
<b>1. General Information</b>		
1.1 Project title	<i>Write the title of the project.</i>	
1.2 Programme	<i>Write the Programme title and code.</i>	
1.3 Project description - main components required to deliver the anticipated benefits, including soft components, like training.	<i>Write a short description of the project including all components required to deliver the intended benefits of the project, including supporting components, like training.</i>	
1.4 Total project value (inclusive of taxes)	<i>Write the total project value (inclusive of taxes) for the project provided in section 3.2.2.  Project values at this stage will generally be indicative in nature and based on secondary information (e.g. recently completed projects, ...) pending a preliminary design is prepared.</i>	
1.5 Responsible public body	<i>Write the name of the public body that is responsible for preparing the project.</i>	
1.6 Senior official in public body responsible for the project (title and name)	<i>Write the title and name of the senior official in the public body responsible for the Capital Project.</i>	
1.7 Parent Ministry (if different from responsible public body)	<i>Write the name of the Parent Ministry responsible for the Capital Project if different from the responsible public body recorded in section 1.5.</i>	
1.8 Senior official in Parent Ministry responsible for the project (title and name)	<i>Write the title and name of the senior official in the Parent Ministry responsible for the Capital Project.</i>	
1.9 Sector	<i>Write the name of the sector to which the public body and Parent Ministry belong following the sector categorisation provided by MoF.</i>	
1.10 Sustainable Development Goals (SDGs)	<i>Write the SDGs which the project intends to address, if any.</i>	
1.11 Project location and Constituency	<i>Write the name of the Outer Island, district and constituency where the project will take place. It can be one or more options depending on the focus of the project. Name them all.</i>	
1.12 Site Information: Extent of Land Required and Status (identified/vested/acquired/ State Owned) Building area (where applicable)	<i>Indicate the extent of land required and status.  Indicate the building area (where applicable)</i>	

Information Requirement	Response from Public body	FOR MoF USE ONLY Assessment Criteria MoF Assessment to be performed by PIMU: Rating & justification
1.13 Expected start date and duration	<i>Write the expected start date (month and year) and duration of the project. The start date shall correspond to the initiation of the project's first milestone (feasibility study) in the project's schedule. The duration shall be determined as the difference between the prospective date of the last project milestone which is the project's handover to the operating unit and the start date of the project's first milestone (feasibility study). (Refer to the information provided in section 6.1 'Implementation schedule').</i>	
<b>2. Strategic Case: Is there a convincing rationale for the project based on policy relevance and intervention logic?</b>		
<b>2.1 Policy relevance</b>		
2.1.1 Explain how the project fits with national strategic goals as expressed at different levels in the planning hierarchy: <ul style="list-style-type: none"> <li>• Government Programme</li> <li>• Sector strategy or masterplan</li> </ul>	<i>Include the specific objectives, indicators, and strategic goals of the Government Programme and the Sector Strategy or Masterplan to which the project's objective is targeted.</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Evidence provided shows that the project is aligned with strategic goals as set out in approved national or sector strategies, plans or other equivalent documents.</li> <li>• <b>Not clear:</b> Evidence requires further clarification.</li> <li>• <b>Fail:</b> Evidence fails to demonstrate strategic alignment.</li> </ul>
2.1.2 Explain how the project fits with the responsible public body's responsibilities and strategic aims as expressed through its strategic/business plan.	<i>Include the specific objectives, indicators, and strategic goals of the public body's strategic/business plan to which the project's objective is targeted.</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Evidence provided shows that the project supports achievement of the public body's responsibilities and strategic aims as set out in its approved strategic/business plan.</li> <li>• <b>Not clear:</b> Evidence requires further clarification.</li> <li>• <b>Fail:</b> Evidence fails to demonstrate strategic fit.</li> </ul>

Information Requirement	Response from Public body	FOR MoF USE ONLY Assessment Criteria MoF Assessment to be performed by PIMU: Rating & justification
<b>2.2 Intervention Logic</b>		
2.2.1 Describe the specific problem or opportunity that the project is intended to address and explain how the project will do this using a 'logical path' approach.	<p><i>The intervention logic describes the coherence and consistency behind the objective, strategic guidance, and justification of the Capital Project.</i></p> <p><i>Describe the problem to be resolved or opportunity to be exploited by the project (and its scale) in a clear way. Include some basic number estimates to support the justification.</i></p> <p><i>The 'Logical Path' shows the relationship between inputs, activities, outputs, and outcomes (intermediate</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The problem or opportunity to be addressed is clearly demonstrated and the way in which the project will help solve the problem or respond to the opportunity is explained, makes sense and represents a comprehensive solution.</li> <li>• <b>Not clear:</b> Further</li> </ul>
	<p><i>and final if necessary).</i></p>	<ul style="list-style-type: none"> <li>• clarification is needed.</li> <li>• <b>Fail:</b> The project lacks a strong rationale.</li> </ul>
2.2.2 Explain the reason for government intervention, as opposed to the private sector.	<p><i>[Reasons usually relate to market failure and/or distributional/equity concerns.]</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> There is a case for public sector intervention on the basis of market failure and/or equity grounds and such an intervention does not risk suppressing private sector initiatives.</li> <li>• <b>Not clear:</b> Further clarification is needed.</li> <li>• <b>Fail:</b> The case for public sector intervention is not demonstrated.</li> </ul>
2.2.3 Indicate the urgency of the need for the project, by describing what will happen in the absence of the project and through evidence of one or more of the following: <ul style="list-style-type: none"> <li>• existing facility is at the end of its economic life or has become technologically obsolete;</li> <li>• severe capacity constraints in existing facilities, now or in the very near future, because of strongly growing demand; or</li> <li>• demand for new services not previously provided.</li> <li>• any other reason different from the above. Explain.</li> </ul>	<p><i>The urgency of the need for the services to be provided by the project should be demonstrated in a clear way.</i></p> <p><i>Make sure to refer the urgency of the need for the project to one or more of the three given cases.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The urgency of the need for the services to be provided by the project is demonstrated.</li> <li>• <b>Not clear:</b> Further clarification is needed.</li> <li>• <b>Fail:</b> The project is not urgent.</li> </ul>

Information Requirement	Response from Public body	FOR MoF USE ONLY Assessment Criteria MoF Assessment to be performed by PIMU: Rating & justification		
<b>3. Economic Case: Is there good reason to believe that the project has the potential to offer value for public money?</b>				
<b>3.1 Demand for the Services of the Project</b>				
3.1.1 Provide an approximate estimate of the demand for the services to be provided by the project when the newly/improved facilities start operating and an estimate of how fast this demand is expected to grow.	<p><i>In providing the demand estimates, indicate approximately how many end users there will be for the services to be provided by the project.</i></p> <p><i>Give the preliminary growth estimates of the physical demand of the services provided by the project on a yearly basis until the last year of operation.</i></p> <p><i>Be sure to include the sources of information for the provisional estimate of demand and to specify the unit(s) of measurement (e.g., cubic metres of water per day, vehicles per day, clients per day, etc.).</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Based on the evidence, the risk of a significant demand shortfall appears low.</li> <li>• <b>Not clear:</b> Further clarification is needed, as follows.</li> <li>• <b>Fail:</b> The evidence for there being sufficient demand is not convincing.</li> </ul>		
3.1.2 Specify the physical capacity of the proposed facilities.	<p><i>Provide rough estimates of the proposed capacity of the project to meet the estimated demand flow.</i></p> <p><i>Be sure to indicate the unit(s) of measurement e.g., cubic metres of water per day, vehicles per day, square metres of useable space, clients served per day, etc.).</i></p> <p><i>The balance between the estimated demand and proposed capacity will determine if the demand is fully or partially covered by the operation of the project. It is therefore important that demand and capacity are expressed in the same units.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The proposed physical capacity of the facilities is in line with the demand, allowing for growth.</li> <li>• <b>Not clear:</b> Further clarification is needed, as follows.</li> <li>• <b>Fail:</b> There is an obvious mismatch between demand and supply capacity.</li> </ul>		
<b>3.2 Project Implementation Costs</b>				
3.2.1 Give an indicative estimate of the cost of preparatory studies required for project appraisal., i.e., surveys, preliminary design, feasibility study, environmental and social impact studies, etc. (Provide supporting evidence from other recently completed studies, where available.)	<b>Item</b>	<b>Total (Rs 000)</b>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The estimated costs of preparatory studies is realistic.</li> <li>• <b>Not clear:</b> further clarification of the estimates and/or the methodology is needed.</li> <li>• <b>Fail:</b> The estimated costs are unrealistic, [either too low or too high].</li> </ul>	
	Surveys for preliminary design, including geotechnical, and for demand studies			
	Feasibility study, including preliminary design			
	Preliminary environmental and social impact assessments			
	Other (explain)			
	<b>Total cost (excl. VAT)</b>			
	VAT			

Information Requirement	Response from Public body			FOR MoF USE ONLY Assessment Criteria MoF Assessment to be performed by PIMU: Rating & justification
	Item	Total (Rs 000)		
3.2.2 State and submit an indicative estimate of the total estimated capital cost of the project including all components required to deliver anticipated benefits to end-users.	Preliminaries - relocation of services, etc.			<ul style="list-style-type: none"> <li>• <b>Pass:</b> An appropriate costing methodology has been used to arrive at project value that are not significantly out of line with current market experience.</li> <li>• <b>Not clear:</b> further clarification of the estimates and/or the methodology is needed.</li> <li>• <b>Fail:</b> The methodology is unsatisfactory and/or the project value are not in line with realistic benchmarks.</li> </ul>
	Consultancy services, including project management and supervision*			
	Construction cost			
	Other costs, including machinery/equipment/software and fixtures and fittings, including interior decoration & furniture			
	<b>Total cost (excl. VAT)</b>			
	VAT			
	<b>Total cost (incl. VAT)</b>			
	* Breakdown of Consultancy costs to be submitted as per Format at Annex X			
3.2.3 Cost of Site acquisition & resettlement (If any/available)				
3.2.4 Briefly explain the methodology used for reaching this project value.				
3.2.5 Show the provisional disbursement profile of total Capital Project value (Incl. of all taxes) by fiscal year.	<b>Fiscal Year</b>	<b>Total (Rs '000s)</b>	<b>Total (%)</b>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The disbursement plan is complete and realistic.</li> <li>• <b>Not clear:</b> Further clarification of the disbursement plan is needed.</li> <li>• <b>Fail:</b> The disbursement plan is incomplete and/or unrealistic.</li> </ul>
	Fiscal Year 1			
	Fiscal Year 2			
	...			
	Fiscal Year n			
	<b>Total</b>			
	[Extend the table as necessary.]			

Information Requirement	Response from Public body			FOR MoF USE ONLY Assessment Criteria MoF Assessment to be performed by PIMU: Rating & justification
3.2.6 Give an estimate of the annual operating and maintenance (routine and periodic) cost of the project after the end of the contractor's defects liability period.	<b>Fiscal Year</b>	<b>Total (Rs '000s)</b>	<b>Total (%)</b>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Realistic estimates of operating and maintenance costs have been produced using up-to-date sources.</li> <li>• <b>Not clear:</b> Further clarification of the operating and maintenance costs estimates is needed.</li> <li>• <b>Fail:</b> Operating and maintenance costs are not realistic.</li> </ul>
	Fiscal Year 1			
	Fiscal Year 2			
	...			
	Fiscal Year n			
	<b>Total</b>			
	<i>[Extend the table as necessary.]</i>			
3.2.7 Briefly explain the basis for these estimates, including base year for prices.				
<b>3.3 Project Benefits</b>				
3.3.1 Identify the main benefits and dis-benefits to users and non-users of the facilities to be created by the project.	<i>Note that benefits and dis-benefits to non-users are known as positive and negative externalities*, respectively.</i>			<ul style="list-style-type: none"> <li>• <b>Pass:</b> The postulated project benefits are plausible, externalities have been identified, and the position on monetisation of benefits and the analytical approach for appraisal is appropriate.</li> <li>• <b>Not clear:</b> Further clarification of benefits and their estimation is needed.</li> <li>• <b>Fail:</b> The case rest on effects that are not really benefits and/or significant disbenefits have been missed.</li> </ul>
3.3.2 Indicate which benefits and dis-benefits it will be feasible to value and which will need to be assessed in qualitative terms.	<i>Keep in mind that the potential benefits of the project should be plausible and closely related to the problem identified in section 2.2.1. The beneficiaries and externalities should also be clearly identified.</i>			
3.3.3 Taking account of the feasibility of monetising benefits/disbenefits, indicate which analytical tool(s) will be most appropriate for assessing value for public money in the feasibility study: <ul style="list-style-type: none"> <li>• Cost-benefit analysis</li> <li>• Cost-benefit analysis, supplemented by qualitative assessment of effects that have not been valued</li> <li>• Cost-effectiveness analysis</li> </ul>	<p style="text-align: center;"><i>Check that significant benefits and dis-benefits have not been omitted and that the position on monetisation of benefits and the analytical approach for appraisal is appropriate.</i></p> <p style="text-align: center;"><i>* Externalities refers to situations when the effect of production or consumption of goods and services imposes costs or benefits on others which are not reflected in the prices charged for the goods and services being provided.</i></p>			

Information Requirement	Response from Public body	FOR MoF USE ONLY Assessment Criteria MoF Assessment to be performed by PIMU: Rating & justification
<b>3.4 Value for Public Money</b>		
3.4.1 Provide an estimate of the approximate capital cost per user or capital cost per unit of demand for the project's services.	<i>Calculate the approximate capital cost per user or capital cost per unit of demand for the project's services by dividing the total cost of the project (estimated in section 3.2.2) by the number of users (estimated in section 3.1.1) or unit of demand (estimated in section 3.1.2), respectively.</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Benefits to users are likely to be achievable at an acceptable cost; for example, approximate capital costs per user or per unit of output are in line with comparable projects and/or international benchmarks.</li> <li>• <b>Not clear:</b> Further clarification of unit capital costs required.</li> <li>• <b>Fail:</b> Estimates not provided or clearly out of line with reasonable benchmarks.</li> </ul>
3.4.2 Where possible, indicate how these costs compare with the costs of recently completed projects of a similar nature or international benchmarks.	<i>These figures will give a comparative guide as to whether the benefits of the project will come at a high cost. If the costs per user/unit of demand are way out of line with those for similar projects this may be a warning signal of high costs or low demand.</i>	
3.4.3 In the light of the tentative information on costs and potential benefits that is available, state why the project is expected to represent good value for public money.	<p><i>Consider whether, on balance, there are good reasons to believe that the potential benefits of the project will be greater than proposed project costs over the project lifetime.</i></p> <p><i>Reference to any other similar projects that have been successful will be helpful.</i></p> <p><i>Make certain that the underlying assumptions and risks for this analysis are clear.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> On balance, there are no obvious reasons to believe that the potential benefits will not be greater than proposed project costs over the project lifetime, and the underlying assumptions and risks are clear.</li> <li>• <b>Not clear:</b> Further clarification of underlying assumptions and risks is needed.</li> <li>• <b>Fail:</b> On balance, it seems highly unlikely that the life-cycle benefits of the project will exceed the life-cycle costs.</li> </ul>
3.4.4 Describe the most important risks and main assumptions underpinning the statement of public value in relation to: <ul style="list-style-type: none"> <li>• Costs</li> <li>• Demands</li> <li>• Scale of benefits</li> </ul>	<p><i>Possible project alternatives to achieve the project's objective might include different locations, phasing, and technologies, as well as non-investment alternatives. Alternatives do not include procurement or funding modalities: these are considered later.</i></p> <p><i>Keep in mind that project alternatives must be considered and discussed as there is usually more than one way to achieve the project's objective. Accordingly, project preparation is intended to choose and implement a project proposal among a selected set of them.</i></p>	
3.4.5 Identify any project alternatives that have potential to offer better value for money and should be included in the feasibility study (or pre-feasibility study, if required).	<i>For projects in Category B make sure to point out those project alternatives to be included in</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Alternative solutions have been considered and the more promising ones among them, if any, have been identified for inclusion in</li> </ul>

<p>3.4.6 Indicate any other alternatives that have been dropped and why.</p>	<p><i>the feasibility study and those that should be discarded.</i></p>	<p>subsequent in-depth studies for appraisal.</p> <ul style="list-style-type: none"> <li>• <b>Not clear:</b> Further clarification of why certain alternatives have not been considered or have been considered and dropped is required.</li> <li>• <b>Fail:</b> Obvious alternatives have been ignored or dropped for unconvincing reasons.</li> </ul>
<p><b>4. Commercial Case: Is the path towards the most advantageous procurement modality set out clearly?</b></p>		
<p>4.1 Describe the provisional procurement strategy that will be used to ensure optimal competition among potential contractors.</p>	<p><i>When designing and describing the procurement strategy and plan for the project, make sure that the requirements of the Public Procurement Act and accompanying regulations for a project of the intended scale and nature are followed.</i></p> <p><i>Note any coordination activities with the Central Procurement Board and the Construction Industry Authority</i></p> <p><i>Indicate any potential constraints to competitive procurement and any market testing or other activities that will be required to finalise the procurement strategy and plan.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Any obvious constraints to competitive procurement are identified and next steps in the development of the procurement strategy and plan are clear.</li> <li>• <b>Not clear:</b> Further clarification of the provisional procurement strategy is needed.</li> <li>• <b>Fail:</b> Insufficient thought has been given to the provisional procurement strategy and/or some obvious issues have been ignored.</li> </ul>
<p>4.2 Indicate if the project has the required characteristics that would make it suitable for consideration as a PPP/BOT.</p>	<p><i>Note any coordination activities with the PPP Unit and/or BOT Unit.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The presence or absence of PPP potential is well supported.</li> <li>• <b>Not clear:</b> Further clarification of why PPP potential has been identified or rejected is needed.</li> <li>• <b>Fail:</b> PPP potential has been ignored or exaggerated.</li> </ul>

Information Requirement	Response from Public body			FOR MoF USE ONLY Assessment Criteria MoF Assessment to be performed by PIMU: Rating & justification
<b>5. Financial Case: Are there any serious doubts about the affordability of the project?</b>				
<b>5.1 Sources of financing for the Capital Project</b>				
5.1.1 Set out the proposed sources of financing for the total Capital Project value (Incl. of all taxes) of the project.	<b>Type of Finance</b>	<b>Amount (Rs '000s)</b>	<b>Amount (%)</b>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Sources of funding are not unrealistic and the budgetary impact of the project is not inconsistent with medium-term budgetary projections and trends, taking into account the existing commitments of the economic entity proposing the project.</li> <li>• <b>Not clear:</b> further clarification of sources of funding and/or budgetary capacity is needed.</li> <li>• <b>Fail:</b> The project is highly unlikely to be affordable in the next 5 years given emerging fiscal space and other ongoing or programmed commitments.</li> </ul>
	National Budget			
	External project grant aid			
	External project loan			
	Domestic project loan			
	Public body's own resources			
	Community contribution			
	PPP			
	Other (explain)			
	<b>Total</b>			
	5.1.2 Indicate if there will be any contingent liabilities for the National Budget.			
	5.1.3 Describe any further actions or decisions that will be required to secure 'non-budget' financing and explain the expected timeframe.			
<b>5.2 Affordability of operations and maintenance</b>				
5.2.1 Indicate how operating and maintenance costs will be funded.	<b>Type of Finance</b>	<b>Amount (Rs '000s)</b>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> There are no obvious reasons to doubt the approach to funding operations and maintenance.</li> <li>• <b>Not clear:</b> Further clarification is need in relation to the estimation methodology and/or approach to funding.</li> <li>• <b>Fail:</b> There are serious doubts sustainable funding of operating and maintenance costs.</li> </ul>	
	National Budget – existing funding			
	National Budget – new funding			
	Charges for services			
	Other fees & charges			
	<b>Total</b>			
5.2.2 State if increases in charges or fees will be required.				

Information Requirement	Response from Public body	FOR MoF USE ONLY Assessment Criteria MoF Assessment to be performed by PIMU: Rating & justification																						
<b>6. Management Case: Is the path towards the efficient delivery of the project and its services set out clearly?</b>																								
<b>6.1 Implementation Schedule</b>																								
6.1.1 Provide an outline schedule for achievement of main project milestones.	<table border="1"> <thead> <tr> <th data-bbox="513 465 876 528">Milestone</th> <th data-bbox="876 465 1102 528">Prospective Completion Date</th> </tr> </thead> <tbody> <tr> <td data-bbox="513 528 876 591">Feasibility study</td> <td data-bbox="876 528 1102 591"></td> </tr> <tr> <td data-bbox="513 591 876 654">Clearances &amp; approvals</td> <td data-bbox="876 591 1102 654"></td> </tr> <tr> <td data-bbox="513 654 876 716">Detailed design &amp; tender preparations</td> <td data-bbox="876 654 1102 716"></td> </tr> <tr> <td data-bbox="513 716 876 779">Preconditions &amp; clearance</td> <td data-bbox="876 716 1102 779"></td> </tr> <tr> <td data-bbox="513 779 876 842">Tender launch</td> <td data-bbox="876 779 1102 842"></td> </tr> <tr> <td data-bbox="513 842 876 904">Award of Contract</td> <td data-bbox="876 842 1102 904"></td> </tr> <tr> <td data-bbox="513 904 876 967">Construction start</td> <td data-bbox="876 904 1102 967"></td> </tr> <tr> <td data-bbox="513 967 876 1030">Construction end</td> <td data-bbox="876 967 1102 1030"></td> </tr> <tr> <td data-bbox="513 1030 876 1093">Taking Over</td> <td data-bbox="876 1030 1102 1093"></td> </tr> <tr> <td data-bbox="513 1093 876 1144">Commencement of Operations</td> <td data-bbox="876 1093 1102 1144"></td> </tr> </tbody> </table>	Milestone	Prospective Completion Date	Feasibility study		Clearances & approvals		Detailed design & tender preparations		Preconditions & clearance		Tender launch		Award of Contract		Construction start		Construction end		Taking Over		Commencement of Operations		<ul style="list-style-type: none"> <li>• <b>Pass:</b> The outline schedule is realistic.</li> <li>• <b>Not clear:</b> Further clarification of some milestones and dates is needed.</li> <li>• <b>Fail:</b> The realism of the schedule is in serious doubt.</li> </ul>
	Milestone	Prospective Completion Date																						
	Feasibility study																							
	Clearances & approvals																							
	Detailed design & tender preparations																							
	Preconditions & clearance																							
	Tender launch																							
	Award of Contract																							
	Construction start																							
	Construction end																							
Taking Over																								
Commencement of Operations																								
6.1.2 Where applicable, mention recently completed projects of a similar nature that were used as a basis for compiling the schedule.																								
<b>6.2 Implementation pre-conditions</b>																								
6.2.1 Identify any pre-conditions for implementation to proceed.	<p><i>Set out the important constraints, if any, that will need to be overcome before implementation and how they will be dealt with, e.g., environmental restrictions, land acquisition, wayleaves, resettlement, and relocation of services, before the project can be successfully implemented.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The main potential impediments to successful delivery of the project and its benefits have been identified.</li> <li>• <b>Not clear:</b> Further clarification of constraints is needed.</li> <li>• <b>Fail:</b> Some important potential constraints have not been identified.</li> </ul>																						

Information Requirement	Response from Public body	FOR MoF USE ONLY Assessment Criteria MoF Assessment to be performed by PIMU: Rating & justification
<b>6.3 Oversight and management arrangements</b>		
6.3.1 Summarise the proposed arrangements for overseeing and managing project implementation, indicating where capacity strengthening measures are likely to be required or outsourcing used.	<p><i>When summarising the arrangements for overseeing and managing implementation, make sure that the requirements of sector-specific guidelines and procedures for those purposes are followed.</i></p> <p><i>Also check that the proposed approach to oversee and manage the project's implementation is realistic and contains the specifications on its capacity requirements.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Acceptable oversight and project management arrangements are in place or very likely to be in place before implementation begins.</li> <li>• <b>Not clear:</b> Further clarification of arrangements is needed.</li> <li>• <b>Fail:</b> Weak oversight and project management arrangements are very unlikely to be remedied.</li> </ul>
6.3.2 Indicate how the project would fit in relation to the forward workload of the implementing body.	<p><i>It should be possible to manage implementation of the project alongside other ongoing or committed projects. In this respect, the names and values of other significant projects that will be under implementation at the same time as the proposed project should be provided.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Acceptable arrangements for operating project facilities are in place or very likely to be in place before implementation is completed.</li> <li>• <b>Not clear:</b> Further clarification of the arrangements is needed.</li> <li>• <b>Fail:</b> Sustainable arrangements for managing the operation and maintenance of the project facilities are very unlikely to be in place before implementation is complete.</li> </ul>
6.3.3 Summarise the proposed arrangements for managing the operation and maintenance of the facilities created by the project, indicating where capacity strengthening measures are likely to be required.	<p><i>When summarising the arrangements for managing the operation and maintenance of the facilities created by the project, make sure that the requirements of sector-specific guidelines and procedures for those purposes are followed.</i></p> <p><i>Also check that the proposed approach to manage the project's operation and maintenance is realistic and contains the specifications on its capacity requirements.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The most important risks have been identified and appear manageable.</li> <li>• <b>Not clear:</b> Further clarification of important risks is needed.</li> <li>• <b>Fail:</b> Some important risks are missing from the list or will be extremely difficult to manage.</li> </ul>
6.3.4 Identify any high probability/high impact risks to project delivery that will need to be mitigated or monitored and managed.	<p><i>Make sure to include the main high probability/high impact risks that could slow the project down and / or result in additional costs, together with any proposals for mitigating these risks. Existing sector-specific guidelines and procedures for risk management should also be considered.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The most important risks have been identified and appear manageable.</li> <li>• <b>Not clear:</b> Further clarification of important risks is needed.</li> <li>• <b>Fail:</b> Some important risks are missing from the list or will be extremely difficult to manage.</li> </ul>
6.3.5 Indicate where any potential mitigation measures can be foreseen.		

Information Requirement	Response from Public body	FOR MoF USE ONLY Assessment Criteria MoF Assessment to be performed by PIMU: Rating & justification
<b>7. Sustainability Issues</b>		
7.1 Briefly describe any potentially significant environmental impacts that will need further investigation and design of mitigation measures, and the estimated cost of the study	<p><i>The identified potential impacts may be associated with the use of natural resources, pollution, and land-use designations.</i></p> <p><i>Make certain that all significant potential impacts caused directly or indirectly by the project on the conditions of the environment, or an ecosystem are described, along with their further investigation and mitigation needs. Also check that any legal requirements and accompanying regulations for assessment are indicated and planned to be followed.</i></p>	
7.2 Indicate if an environmental and social impact assessment is a legal requirement.	<p><i>Social impacts should not be confused with the potential socio-economic benefits and disbenefits generated by the project – these are dealt with under ‘Project Benefits’.</i></p>	
7.3 Briefly describe any potentially significant social impacts that will need further investigation and possible mitigation, particularly those relating to the distribution of benefits/disbenefits between the various affected parties and the estimated cost of the study.	<p><i>Social impacts concern differential distribution of project effects by gender, income, ethnic group, geographical location, etc.</i></p> <p><i>Make certain that all significant potential social impacts caused directly or indirectly by the project are described, along with their further investigation and mitigation needs.</i></p> <p><i>Also check that any legal requirements and accompanying regulations for assessment are indicated and planned to be followed.</i></p>	
7.4 Briefly describe any potentially significant climate change exposure, impact and adaptive capacity that will need further investigation for the climate resilience of the Capital Project intention and the estimated cost of the study.	<p><i>Climate change exposure and impact imply either damage to the physical infrastructure or wider economic and social effects from interruption of services delivery (E.g., operating efficiencies of equipment may be reduced due to higher temperatures; availability of water resources may be reduced causing potential demographic shifts and changing patterns of land use; and rising sea levels may increase flood risk and erosion for coastal assets.</i></p>	

<b>8. Project Request Form Certified by:</b>		
	<b>Officer in charge of Implementing Agency</b>	<b>Supervising Officer of Parent Ministry</b>
<b>Full Name</b>		
<b>Designation</b>		
<b>Signature</b>		
<b>Date</b>		
<b>9. Opinion from Sector Ministry Support Team (For MoF use)</b>		
<p>9.1 General comments in relation to key questions:</p> <ul style="list-style-type: none"> <li>• SMST opinion on policy relevance (2.1), intervention logic (2.2) and urgency of the project:</li> <li>• SMST opinion on affordability of the project (5.1) and of operations and maintenance expenditures (5.2):</li> <li>• SMST opinion on management capacities and absorptive capacities of the public body implementing the project (6.3):</li> <li>• SMST comments on other aspects of the project:</li> </ul>		
<p>9.2 <b>Signature of SMST officer</b></p> <p><b>Full Name:</b></p> <p><b>Designation:</b></p> <p><b>Signature:</b></p> <p><b>Date:</b></p>		
<b>10. Overall Assessment by MoF</b>		
<p>10.1 General comments in relation to key questions:</p> <ul style="list-style-type: none"> <li>• Is there a convincing rationale for the project based on policy relevance and intervention logic?</li> <li>• Is there good reason to believe that the project has the potential to offer value for public money?</li> <li>• Is the path towards the most appropriate procurement modality set out clearly?</li> <li>• Are there any serious doubts about the affordability of the project in the timeframe foreseen?</li> <li>• Is the path towards the efficient delivery of the project and its services set out clearly?</li> <li>• Are there any sustainability issues?</li> </ul>		
<p>10.2 Overall technical assessment by PIMU</p> <p>( ) Pass – No ‘fails’</p> <p>( ) Return for Clarification – No ‘fails’, but one or more ‘not clear’</p> <p>( ) Fail – A ‘fail’ in any criteria</p>		
<p>10.3 <b>Signature of PIMU officer</b></p> <p><b>Full Name:</b></p> <p><b>Designation:</b></p> <p><b>Signature:</b></p> <p><b>Date:</b></p>		

## Annex IIIc. PRF C – Project Proposals

### Projects in Category C: Project Values at least Rs 25 Million

Information Requirement	Response from Public Body	FOR MoF USE ONLY Assessment Criteria MoF Assessment to be Performed by PIMU: Rating & Justification
<b>1. General Information</b>		
1.1 Project title	<i>Write the title of the project.</i>	
1.2 Programme	<i>Write the Programme title and code.</i>	
1.3 Project description • Main components required to deliver the anticipated benefits. • Main technical features of the project (design standards, etc.)	<i>When writing the project's description consider that components are what the project is designed to accomplish. These are the deliverables and can form the key outputs of the project team's terms of reference. Outputs and outcomes are the results for which the project team can be held directly accountable and for which it is given resources. Include all components required to deliver the intended benefits of the project.</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The project and its components offer a complete solution and any differences with the approved Capital Project intention reflect acceptable changes based on findings of preparatory studies.</li> <li>• <b>Not clear:</b> Further clarification required.</li> <li>• <b>Fail:</b> The project differs fundamentally from the project approved at Capital Project intention stage in the following important respects:</li> </ul>
1.4 Identify and explain any important changes and additions compared to the approved Capital Project intention.	<i>Make sure that any differences with the approved capital project intention components (PRF B) reflect acceptable changes based on findings of preparatory studies and consistent with the project logic (see section 2.2).</i>	
1.5 Total project value (inclusive of taxes)	<i>Write the total project value (inclusive of taxes) for the project provided in section 3.2.1.</i>	
1.6 Responsible public body	<i>Write the name of the public body that is responsible for preparing and implementing the project.</i>	
1.7 Senior official in public body responsible for the project (title and name)	<i>Write the title and name of the senior official in the public body responsible for the Capital Project Proposal.</i>	
1.8 Parent Ministry (if different from responsible public body)	<i>Write the name of the Parent Ministry responsible for the Capital Project Proposal if different from the responsible public body recorded in section 1.6.</i>	
1.9 Senior official in Parent Ministry responsible for the project (title and name)	<i>Write the title and name of the senior official in the Parent Ministry responsible for the Capital Project Proposal.</i>	
1.10 Sector	<i>Write the name of the sector to which the public body and Parent Ministry belong following the sector categorisation provided by MoF</i>	
1.11 Sustainable Development Goals (SDGs)	<i>Write the SDGs which the project is addressing, if any.</i>	

<b>Information Requirement</b>	<b>Response from Public Body</b>	<b>FOR MoF USE ONLY Assessment Criteria MoF Assessment to be Performed by PIMU: Rating &amp; Justification</b>
1.12 Project location and Constituency	<i>Write the name of the Outer Island, district and constituency where the project will take place. It can be one or more options depending on the focus of the project. Name them all. Identify and explain any changes from the location in the approved Capital Project Intention (PRF B).</i>	
1.13 Site Information: Extent of Land Required and Status (identified/vested/acquired/ State-Owned) Building area (where applicable)	<i>Indicate the extent of land required and status. Indicate the building area (where applicable)</i>	
1.14 Expected start date and duration	<i>Write the expected start date, end date (month and year) and duration of the project. The start date shall correspond to the initiation of the project's first milestone (Stage II Clearance &amp; approval in principle) in the project's schedule. The end date shall correspond to the completion date of the project's last milestone (Handover to the operating unit) in the schedule. The duration shall be determined as the difference in months between the end and the start dates of the project as previously defined. (Refer to the information provided in section 6.1 'Implementation schedule').</i>	
1.15 Identify and explain any changes from the dates in the approved Capital Project intention.	<i>Identify and explain any changes from the dates in the approved Capital Project Intention (PRF B).</i>	

Information Requirement	Response from Public Body	FOR MoF USE ONLY Assessment Criteria MoF Assessment to be Performed by PIMU: Rating & Justification
<b>2. Strategic Case: Does the strategic rationale for the project remain convincing?</b>		
<b>2.1 Policy Relevance</b>		
2.1.1 Indicate how the project fits with national strategic goals as expressed at different levels in the planning hierarchy: <ul style="list-style-type: none"> <li>• Government Programme</li> <li>• Sector strategy</li> </ul>	<i>Repeat information from the approved capital project intention (PRF B) if unchanged, or revise, if necessary, to reflect changes. Explain any changes, which would be expected to be minor at this stage of project development. (Major changes would imply a new project concept).</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The policy relevance of the project remains unchanged from Capital Project intention stage, or any changes are minor and explicable.</li> <li>• <b>Not clear:</b> Further clarification is needed.</li> <li>• <b>Fail:</b> The project has lost its policy relevance, either because national or sector policy has changed, or the project concept has been changed fundamentally.</li> </ul>
2.1.2 Indicate how the project fits with the responsible public body's responsibilities and strategic aims as expressed through its strategic/business plan.		
<b>2.2 Intervention Logic</b>		
2.2.1 Describe the specific problem or opportunity that the project is intended to address and explain how the project will do this using a 'logical path' approach.	<i>Repeat information from the approved capital project intention (PRF B), if unchanged or revise, if necessary, to reflect changes. Explain any changes, which would be expected to be minor at this stage of project development. (Major changes would imply a new project concept).</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The intervention logic of the project, including the reasons for government intervention and the urgency of the need, remains largely unchanged from Capital Project intention stage and the results chain is clearly expressed for monitoring and evaluation purposes.</li> <li>• <b>Not clear:</b> Further clarification is needed.</li> <li>• <b>Fail:</b> The intervention logic has changed fundamentally from Capital Project intention stage or is poorly expressed for monitoring and evaluation purposes.</li> </ul>
2.2.2 Express project outputs and outcomes in measurable terms for monitoring and evaluation purposes.	<i>Refer to explanatory note at section 2.2.1</i>	
2.2.3 Explain the reason for government intervention, as opposed to the private sector.	<i>Refer to explanatory note at section 2.2.1</i>	

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<p>2.2.4 Indicate the urgency of the need for the project, by describing what will happen in the absence of the project and through evidence of one or more of the following:</p> <ul style="list-style-type: none"> <li>• existing facility is at the end of its economic life or has become technologically obsolete;</li> <li>• severe capacity constraints in existing facilities, now or in the very near future, because of strongly growing demand; or</li> <li>• demand for new services not previously provided.</li> <li>• any other reason different from the above. Explain.</li> </ul>	<p><i>Refer to explanatory note at section 2.2.1</i></p>	
<p><b>3. Economic Case: Does the project offer value for public money?</b></p>		
<p><b>3.1 Demand for and supply of the services of the project</b></p>		
<p>3.1.1 Provide a forecast of the demand for the services to be provided by the project over the project appraisal period and an estimate of how fast this demand is expected to grow and summarise the basis for the forecasts.</p>	<p><i>Drawing from the demand analysis of the feasibility study, this will be a more detailed and reliable forecast than that approved in the capital project intention (PRF B), using primary data (e.g., user surveys and traffic counts), where necessary, and using statistical methods.</i></p> <p><i>Indicate peak demand where there is significant variation by time of day/day of the week/season.</i></p> <p><i>Briefly describe the sources of information, the forecasting method, and the main drivers of growth in demand.</i></p> <p><i>Specify the unit(s) of measurement (e.g., cubic metres of water per day, vehicles per day, clients per day, etc.).</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Convincing demand forecasts have been developed on the basis of a robust methodology.</li> <li>• <b>Not clear:</b> Further clarification is needed.</li> <li>• <b>Fail:</b> Demand forecasts are not robust because of a flawed methodology or over-optimistic assumptions.</li> </ul>
<p>3.1.2 Based on the preliminary design, summarise the technical specifications of the facilities to be created by the project, including their physical capacity to supply services and meet peaks in demand.</p>	<p><i>Drawing from the technical analysis of the feasibility study, this will be a more detailed and reliable proposal of the project's technical specifications, including physical capacity, than that approved in the Capital Project Intention (PRF B), using primary survey data, where necessary, and based on a preliminary technical design.</i></p> <p><i>When discussing capacities ensure that the same units of measurement (e.g., cubic metres of water per day, vehicles per day, square metres of useable space, clients served per day, etc) are used as for demand forecasts so that it is easy to see how the project is sized in relation to demand, including peak demand.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The proposed physical capacity of the facilities is in line with the forecast demand, including peaks.</li> <li>• <b>Not clear:</b> Further clarification is needed.</li> <li>• <b>Fail:</b> There is an obvious mismatch between demand and supply capacity.</li> </ul>

Information Requirement	Response from Public Body	FOR MoF USE ONLY Assessment Criteria MoF Assessment to be Performed by PIMU: Rating & Justification
<b>3.2 Project Implementation Costs</b>		
3.2.1 State and submit the total estimated capital cost of the project in financial terms, based on a technically feasible preliminary design and the preliminary bill of quantities derived therefrom.	<b>Item</b>	<b>Total (Rs '000s)</b>
	Site access & relocation of services	
	Consultancy services (site surveys, detailed design, preparation of tender documentation, impact studies, supervision, etc.)*	
	Project management fees	
	Construction cost	
	Machinery/equipment/software	
	Fixtures & fittings, including interior decoration and furniture	
	Training in facilities' operations	
	Environmental mitigation	
	Contingencies	
	<b>Total cost (excl. VAT)</b>	
	VAT	
	<b>Total cost (incl. VAT)</b>	
	<i>* Breakdown of Consultancy costs to be submitted as per Format at Annex X</i>	
3.2.2 Cost of Site acquisition & resettlement (If any/available)		
3.2.3 Give the source and year for unit rates used for costing the preliminary bill of quantities.		
3.2.4 Explain any significant changes since the approved Capital Project intention.		

Information Requirement	Response from Public Body			FOR MoF USE ONLY Assessment Criteria MoF Assessment to be Performed by PIMU: Rating & Justification
3.2.5 Show the planned disbursement profile of total Capital Project value (Incl. of all taxes) by fiscal year from project commencement to project end.	<b>Fiscal year</b>	<b>Total (Rs '000s)</b>	<b>Total (%)</b>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The disbursement plan is complete and realistic.</li> <li>• <b>Not clear:</b> Further clarification of the disbursement plan is needed.</li> <li>• <b>Fail:</b> The disbursement plan is incomplete and/or unrealistic.</li> </ul>
	Fiscal Year 1			
	Fiscal Year 2			
	.....			
	Fiscal year n			
	<b>Total</b>			
3.2.6 Give estimates of the total annual operating and maintenance (routine and periodic) costs of the project for the first five financial years of operations. Indicate if these costs are likely to increase over the planned life of the facility.	<b>Fiscal year</b>	<b>Operations (Rs '000s)</b>	<b>Maintenance (Rs '000s)</b>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Realistic estimates of operating and maintenance costs have been produced using up-to-date sources.</li> <li>• <b>Not clear:</b> Further clarification of the operating and maintenance costs estimates is needed.</li> <li>• <b>Fail:</b> Operating and maintenance cost estimates are not realistic.</li> </ul>
	Fiscal year 1			
	Fiscal year 2			
	Fiscal year 3			
	Fiscal year 4			
	Fiscal year 5			
3.2.7 Briefly explain the basis for these estimates, including year for prices.				
	<p><i>Adjustments will include, but not necessarily be limited to, exclusion of transfer items like subsidies and indirect taxes and inclusion of the opportunity cost of land already owned by the public sector. A shadow wage rate may also be used where there are significant distortions in the labour market.</i></p> <p><i>Drawing from the economic analysis of the feasibility study, this will be a more detailed and reliable analysis of the project's benefits and dis-benefits, as valued in the feasibility study, than that approved in the capital project intention (PRF B).</i></p>			<ul style="list-style-type: none"> <li>• <b>Pass:</b> The disbursement plan is complete and realistic.</li> <li>• <b>Not clear:</b> Further clarification of the adjustments is needed.</li> <li>• <b>Fail:</b> The disbursement plan is incomplete and/or unrealistic.</li> </ul>
3.2.8 Briefly explain any adjustments made to the estimated financial costs to express them in economic/opportunity cost terms for economic analysis purposes.				

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<b>3.3 Project Benefits</b>		
<p>3.3.1 Identify the main benefits and dis-benefits to users and non-users that have been valued in the feasibility study or otherwise and briefly describe the valuation methodology and/or source for non-market benefits/disbenefits.</p>	<p><i>Drawing from the economic analysis of the feasibility study, this will be a more detailed and reliable analysis of the project's benefits and dis-benefits, as valued in the feasibility study, than that approved in the capital project intention (PRF B). Note that benefits and dis-benefits to non-users are known as positive and negative externalities*, respectively. * Externalities refers to situations when the effect of production or consumption of goods and services imposes costs or benefits on others which are not reflected in the prices charged for the goods and services being provided. Take care to guard against the following pitfalls: double counting benefits; ignoring displacement effects; including job creation effects during construction as benefits; or counting multiplier effects as benefits.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The main benefits and dis-benefits that it is feasible to value have been valued, using an acceptable methodology and information sources.</li> <li>• <b>Not clear:</b> Further clarification of the valuation of benefits/disbenefits is needed.</li> <li>• <b>Fail:</b> Important benefits/disbenefits that need to be valued have not been valued, there is miscounting of benefits and/or the methodology or sources are unreliable.</li> </ul>
<p>3.3.2 Indicate the benefits/disbenefits that have not been valued and give an idea of their importance, updated from PRF B. If possible, give quantitative information, i.e., the number of affected parties and the scale of the effects.</p>	<p><i>An example of quantification would be the number of households affected by noise pollution from a new road and the extent of the noise pollution measured in decibel.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Where they exist, important benefits/disbenefits that cannot be readily monetised have been identified and quantified where possible.</li> <li>• <b>Not clear:</b> Further clarification of the non-monetised benefits/disbenefits is needed.</li> <li>• <b>Fail:</b> Some of the effects identified are not genuine benefits/disbenefits and/or some of the identified non-monetised benefits/disbenefits should have been valued or quantified.</li> </ul>
<b>3.4 Value for Public Money</b>		
<p>3.4.1 Drawing from the feasibility study or otherwise, give the results for the preferred alternative of the economic cost-benefit analysis, where this has been performed, or the results of cost-effectiveness analysis where it has not.</p>	<p><i>Net present value (NPV) is the most important indicator. The two determinants of NPV, present value of benefits and present value of costs, should also be given. Economic internal rate of return and benefit-cost ratio should also be given. For cost-effectiveness analysis, the Present Value of Costs should be given</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Quantitative economic analysis has been performed using an appropriate methodology and parameters, and credible results have been presented, including for alternatives where applicable.</li> </ul>
<p>3.4.2 Where more than one alternative has been analysed, give the results for the other alternatives.</p>		<ul style="list-style-type: none"> <li>• <b>Not clear:</b> Further clarification of the methods and results is needed.</li> </ul>

<p>3.4.3 Indicate the key national parameters values used in the economic cost-benefit analysis, including the social discount rate.</p>	<p><i>Parameter values are input values and coefficients for use in the cost benefit analysis when valuing costs or benefits in economic terms. The social discount rate is one such variable as is a unit value of time for valuing time savings. Other national parameter values might include a factor to adjust for the marginal cost of public funds and a standard conversion factor.</i></p>	<ul style="list-style-type: none"> <li>• <b>Fail:</b> Inappropriate methods or parameters have been used, and/or the results do not appear credible.</li> </ul>
<p>3.4.4 Give the results of sensitivity tests performed in the feasibility study or otherwise.</p>	<p><i>Sensitivity analysis involves stress testing the findings of the economic cost-benefit analysis using less optimistic values for capital costs and benefits. It also includes the determination of switching values, i.e., the proportionate change in capital costs or benefits that would turn NPV negative.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Appropriate sensitivity tests have been carried out and the results are credible.</li> <li>• <b>Not clear:</b> Further clarification of the sensitivity tests is needed.</li> <li>• <b>Fail:</b> Appropriate sensitivity tests have not been carried out or the results are not credible.</li> </ul>
<p>3.4.5 On the basis of the preceding information, explain why the preferred project alternative will offer value for public money and better value for money than the competing alternatives.</p>	<p><i>The case is clear when the NPV is strongly positive, significant unvalued disbenefits are negligible and the NPV remains positive under less optimistic assumptions. The case needs to be argued convincingly where the NPV is marginal or negative, but there are significant unvalued benefits or where NPV cannot be calculated. In the latter case, cost-effectiveness will identify the alternative with the lowest Present Value of Cost Refer to section 3.3.1 when discussing important benefits and costs that it has not been possible to value. A strongly positive NPV is where NPV remains positive under sensitivity testing. A marginally positive NPV is where NPV turns negative under sensitivity testing.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Public value for money of the preferred alternative has been demonstrated or credibly argued, where NPV is not the sole determinant.</li> <li>• <b>Not clear:</b> Further clarification of the evidence and arguments on value for public money is needed.</li> <li>• <b>Fail:</b> The evidence and arguments on value for public money lack credibility.</li> </ul>
<p><b>4. Commercial Case: Are the proposed procurement and contractual arrangements commercially viable?</b></p>		
<p>4.1 Describe the procurement strategy and explain how it will ensure optimal competition among potential contractors.</p>	<p><i>This will be a more detailed and reliable analysis of the procurement strategy based on the implementation plan and handover arrangements section of the feasibility study than that approved in the capital project intention (PRF B). Describe the results of any market testing or other activities and explain how the procurement strategy is designed to overcome any market constraints identified. Explain how the procurement strategy is compliant with the Public Procurement Act and accompanying regulations. If the procurement strategy involves exploring PPP/BOT options in more depth more detail should be given below in section 4.3 and not under this criterion.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The procurement strategy makes sense, is compliant with the regulatory framework and addresses identified market constraints.</li> <li>• <b>Not clear:</b> Further clarification of the procurement strategy is needed.</li> <li>• <b>Fail:</b> The procurement strategy is not realistic.</li> </ul>

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4.2 Summarise the provisional procurement plan as developed for the feasibility study (where required).	<i>Take care to present a coherent and clear description of the procurement plan including areas such as scheduling of time critical items; issues around imported goods necessary for the project; custom designed / built equipment or machinery / and even acquiring special skills for the implementation.</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The procurement plan is realistic.</li> <li>• <b>Not clear:</b> Further clarification of the procurement plan is needed.</li> <li>• <b>Fail:</b> The procurement plan is not realistic.</li> </ul>																															
4.3 Indicate if after preparation the potential for implementing the project as a PPP/BOT still holds on and explain why PPP/BOT is expected to offer better value for money than a traditional infrastructure procurement approach.	<p><i>Drawing from the feasibility study, this will be a detailed and reliable analysis of the potential for implementing the project as a PPP/BOT than that approved in the Capital Project Intention (PRF B), using primary data, where necessary.</i></p> <p><i>Please attach an opinion of the PPP Unit</i></p> <p><i>Note any coordination activities with the PPP Unit and/or BOT Unit</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> A good case for further exploring implementation through a PPP/BOT is supported by the opinion of the BOT/PPP Unit.</li> <li>• <b>Not clear:</b> Further clarification of the rationale for exploring implementation through as PPP/BOT is needed.</li> <li>• <b>Fail:</b> The justification for further exploring PPP/BOT is not supported by the opinion of the BOT/PPP Unit.</li> </ul>																															
<b>5. Financial Case: Is the project affordable and financially sustainable?</b>																																	
<b>5.1 Sources of financing for and affordability of investment</b>																																	
5.1.1 Set out the sources of financing for the capital costs of the project, updated as necessary from PRF B.	<table border="1"> <thead> <tr> <th>Type of Finance</th> <th>Amount (Rs '000s)</th> <th>Amount (%)</th> </tr> </thead> <tbody> <tr> <td>National Budget</td> <td></td> <td></td> </tr> <tr> <td>External project grant/aid</td> <td></td> <td></td> </tr> <tr> <td>External project loan</td> <td></td> <td></td> </tr> <tr> <td>Domestic project loan</td> <td></td> <td></td> </tr> <tr> <td>Public body's own resources</td> <td></td> <td></td> </tr> <tr> <td>Community contribution</td> <td></td> <td></td> </tr> <tr> <td>PPP</td> <td></td> <td></td> </tr> <tr> <td>Other (Explain)</td> <td></td> <td></td> </tr> <tr> <td><b>Total</b></td> <td></td> <td></td> </tr> </tbody> </table>	Type of Finance	Amount (Rs '000s)	Amount (%)	National Budget			External project grant/aid			External project loan			Domestic project loan			Public body's own resources			Community contribution			PPP			Other (Explain)			<b>Total</b>				<ul style="list-style-type: none"> <li>• <b>Pass:</b> Sources of 'non-budget' funding are sufficiently firm and any proposed calls on the National Budget, including long-term availability payments for PPP, are affordable in the current fiscal context.</li> <li>• <b>Not clear:</b> further clarification of sources of funding and/or budgetary capacity is needed.</li> <li>• <b>Fail:</b> The sources of 'non-budget funding' are not sufficiently firm and/or calls on the National Budget are most likely to be unaffordable in the medium-term fiscal context and expenditure priorities.</li> </ul>
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<b>Total</b>																																	
5.1.2 Describe the nature of the commitments already made and status of negotiations for 'non-budget' funding.																																	

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<b>5.2 Affordability of operations and maintenance</b>																																
5.2.1 Indicate how operating and maintenance costs will be funded.	<table border="1"> <thead> <tr> <th>Type of Finance</th> <th>Amount (Rs '000s)</th> </tr> </thead> <tbody> <tr> <td>National Budget – existing funding</td> <td></td> </tr> <tr> <td>National Budget – new funding</td> <td></td> </tr> <tr> <td>Charges for services</td> <td></td> </tr> <tr> <td>Other fees &amp; charges</td> <td></td> </tr> <tr> <td style="text-align: center;"><b>Total</b></td> <td></td> </tr> </tbody> </table>	Type of Finance	Amount (Rs '000s)	National Budget – existing funding		National Budget – new funding		Charges for services		Other fees & charges		<b>Total</b>		<ul style="list-style-type: none"> <li>• <b>Pass:</b> Sustainable funding for operating and maintenance costs has been identified.</li> <li>• <b>Not clear:</b> Further clarification is need in concerning the approach to funding operating and maintenance costs.</li> <li>• <b>Fail:</b> Funding for operating and maintenance costs is not sustainable, either because of budgetary constraints or unrealistic increases in fees or charges.</li> </ul>																		
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<b>5.3 Financial performance of the project and sustainability of the operating entity (where applicable)</b>																																
5.3.1 If the project will generate revenues, list them by year here. Explain the basis for these forecasts, including underlying assumptions concerning drivers of growth and the interaction between price and demand.	<table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Revenue type 1</th> <th>Revenue type 2</th> <th>Total (Rs '000s)</th> <th>Total (%)</th> </tr> </thead> <tbody> <tr> <td>Fiscal Year 1</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Fiscal Year 2</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>...</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Fiscal Year n</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td><b>Total</b></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Fiscal Year	Revenue type 1	Revenue type 2	Total (Rs '000s)	Total (%)	Fiscal Year 1					Fiscal Year 2					...					Fiscal Year n					<b>Total</b>					<ul style="list-style-type: none"> <li>• <b>Pass:</b> Realistic revenue forecasts have been produced that are consistent with the demand forecasts and use an acceptable methodology and reasonable assumptions.</li> <li>• <b>Not clear:</b> Further clarification is need in concerning the approach to forecasting revenues.</li> <li>• <b>Fail:</b> Revenue estimates are not realistic because either the methodology or assumptions are flawed.</li> </ul>
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[Extend the table as necessary]																																
5.3.2 Give the results of financial cost-benefit analysis, where this has been performed in the feasibility study, highlighting any gap between the financial and economic performance of the project, and explaining why budget subsidies are required to cover capital costs.	<p><i>Important: This information request does not apply to projects with no revenue streams. Drawing from the financial analysis of the feasibility study, make sure to set out the main indicators for the cost-benefit analysis which are the financial net present value (FNVP) and financial internal rate of return (FIRR). Indicate the financial discount rate used.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> A financial cost-benefit analysis has been performed to an adequate standard and, in combination with the economic cost-benefit analysis, supports the case for a budget subsidy for capital expenditure.</li> <li>• <b>Not clear:</b> Further clarification of the financial cost-benefit analysis is needed.</li> <li>• <b>Fail:</b> The financial cost-benefit analysis is not to the required standard or fails to demonstrate the case for budget subsidies.</li> </ul>																														

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5.3.3 Demonstrate how revenue generation will be adequate to cover the operating and maintenance costs of the project over its life. If this is not the case, indicate the increases in tariffs that will be required to reach cost recovery.	<i>Important: This information request does not apply to projects with no revenue streams. The financial sustainability assessment of the operating entity is drawn from the financial analysis of the feasibility study. Financial performance is usually captured through the income-expenditure (profit and loss) account, balance sheet and cash flow statement.</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The operating entity is shown to be financially healthy and will remain so with the project, allowing for the proposed budget capital subsidy.</li> <li>• <b>Not clear:</b> Further clarification on the financial health of the operating entity is required.</li> <li>• <b>Fail:</b> The financial status of the operating entity is not adequately demonstrated or is weak and likely to be further weakened by the project.</li> </ul>	
<b>6. Management Case: Are there realistic plans to ensure that the project will be delivered to on time, to budget and to specification?</b>			
<b>6.1 Implementation schedule</b>			
6.1.1 Provide the summary schedule for achievement of the main project milestones.	<b>Milestone</b>	<b>Prospective Completion Date</b>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The schedule is realistic</li> <li>• <b>Not clear:</b> Further clarification of some milestones and dates is needed.</li> <li>• <b>Fail:</b> The realism of the schedule is in serious doubt.</li> </ul>
	Stage I Clearance & approval in principle		
	Site investigations (including full geotechnical surveys, where required)		
	Detailed design & tender preparations		
	Land acquisition, clearance and resettlement, and rights of way		
	Relocation of utilities and environmental mitigation		
	Stage II Clearance		
	Tender launch		
	Award of Contract		
	Construction start		
	Construction end		
	Installation of machinery/equipment		
	Fitting out		
Taking over			
Commencement of Operations			

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<b>6.2 Implementation preconditions</b>		
6.2.1 Describe any further site surveys, geotechnical investigations and other information required for detailed design and how these will be achieved.	<p><i>The information on site surveys, geotechnical investigations and other information required for detailed design of the project is drawn from the technical analysis of the feasibility study.</i></p> <p><i>Provide summary information on the steps envisaged for meeting the identified preconditions.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Information requirements for detailed design are well documented and achievable.</li> <li>• <b>Not clear:</b> Further clarification of information requirements is needed.</li> <li>• <b>Fail:</b> Information requirements are incomplete and/or not achievable as planned.</li> </ul>
6.2.2 Describe the land acquisition, land clearance, resettlement and right of way requirements before the project can commence, how these will be achieved and who is responsible. Indicate any potential problems in meeting these requirements and how these will be dealt with.	<p><i>The information on the main preconditions for the implementation of the project with their potential problems and solutions is drawn from the technical analysis of the feasibility study.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The main preconditions for implementation have been identified and realistic solutions for achieving them and overcoming difficulties proposed.</li> <li>• <b>Not clear:</b> Further clarification of preconditions and their achievement is needed.</li> <li>• <b>Fail:</b> Some important preconditions have not been identified and/or solutions for achieving them or dealing with potential problems are missing or inadequate.</li> </ul>
6.2.3 Describe the utility services - roads, electricity, internet, water, and wastewater disposal - that will need to be brought to the site or relocated.	<p><i>The information on the requirements with respect to utility services of the project with their potential problems and solutions is drawn from the technical analysis of the feasibility study.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The requirements with respect to utility services have been identified and realistic solutions proposed.</li> <li>• <b>Not clear:</b> Further clarification of preconditions and their achievement is needed.</li> <li>• <b>Fail:</b> Some important issues in relation to utility services have been missed and/or solutions are missing or inadequate.</li> </ul>

Information Requirement	Response from Public Body	FOR MoF USE ONLY Assessment Criteria MoF Assessment to be Performed by PIMU: Rating & Justification
<b>6.3 Oversight and management arrangements</b>		
6.3.1 Describe proposed arrangements for overseeing and managing project implementation, indicating where capacity strengthening measures will be required and how and when these will be implemented.	<i>The information on the oversight and management arrangements for the project's implementation is drawn from the implementation plan and handover arrangements of the feasibility study. If capacity weaknesses have been identified, plans for dealing with these should be summarised here. It should be possible to manage implementation of the project alongside other ongoing or committed projects. In this respect, the names and values of other significant projects that will be under implementation at the same time as the proposed project should be provided.</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Acceptable oversight and project management arrangements are in place or plans to put them in place are realistic and timely.</li> <li>• <b>Not clear:</b> Further clarification of arrangements is needed.</li> <li>• <b>Fail:</b> Plans to overcome weak oversight and project management arrangements are incomplete or unrealistic.</li> </ul>
6.3.2 If outsourcing is to be used, describe how this will work and the internal oversight arrangements.		
6.3.3 Summarise the proposed arrangements for managing the operation and maintenance of the facilities created by the project, indicating where capacity strengthening measures are likely to be required and how and when these will be implemented.	<i>The information on the arrangements for managing the operation and maintenance of the project facilities is drawn from the implementation plan and handover arrangements of the feasibility study.</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Acceptable arrangements for operating project facilities are in place or plans to put them in place are realistic and timely.</li> <li>• <b>Not clear:</b> Further clarification of the arrangements is needed.</li> <li>• <b>Fail:</b> Plans to overcome weak arrangements for managing the operation and maintenance of the project facilities are incomplete or unrealistic.</li> </ul>
6.3.4 Submit a completed risk management matrix showing the project risks, how they are mitigated and who is responsible for their monitoring and management.	<i>The information on the project's most important risks and plans for mitigating, and/or monitoring managing them is drawn from the risk assessment of the feasibility study. The risk assessment must follow the 'Guidelines for Risk Analysis' (Annex VI of the CPPM). A risk register is a useful tool for monitoring and managing risks.</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The most important risks have been identified and plans for mitigating, monitoring, and managing them are realistic.</li> <li>• <b>Not clear:</b> Further clarification of important risks is needed.</li> <li>• <b>Fail:</b> Some important risks have not been considered and/or plans for mitigating, monitoring, and managing them are unrealistic.</li> </ul>

Information Requirement	Response from Public Body	FOR MoF USE ONLY Assessment Criteria MoF Assessment to be Performed by PIMU: Rating & Justification
<b>6.4 Monitoring and evaluation arrangements</b>		
6.4.1 Summarise the monitoring arrangements for project implementation.	<p><i>Ensure that it is clear who is responsible for monitoring implementation, what indicators they will be monitoring and how frequently.</i></p> <p><i>The information on the preparations for monitoring the project's implementation is drawn from the arrangements for project monitoring and evaluation section of the feasibility study.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Arrangements for monitoring project implementation are adequate to ensure accurate and timely physical and financial data.</li> <li>• <b>Not clear:</b> Further clarification of arrangements is required.</li> <li>• <b>Fail:</b> Arrangements for implementation monitoring are inadequate.</li> </ul>
6.4.2 Summarise the post-implementation monitoring and evaluation arrangements.	<p><i>Ensure that it is clear who is responsible for monitoring project performance when operational, what indicators they will be monitoring and how frequently.</i></p> <p><i>The information on the preparations for monitoring and evaluation of the project's performance is drawn from the arrangements for project monitoring and evaluation section of the feasibility study.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Arrangements for monitoring and evaluation of project performance are adequate to assess the degree to which the project has succeeded.</li> <li>• <b>Not clear:</b> Further clarification of arrangements is required.</li> <li>• <b>Fail:</b> Arrangements for post-implementation monitoring and evaluation are inadequate.</li> </ul>
<b>7. Sustainability Issues</b>		
7.1 Briefly describe any significant environmental impacts, any planned mitigation measures and any residual effects that are expected to remain after mitigation.	<p><i>Indicate if a full environmental impact assessment has been undertaken as part of the feasibility study and briefly describe any significant environmental impacts that have been identified.</i></p> <p><i>The environmental impact assessment must have followed the 'Guidelines for Expected Environment Impacts' (Annex VII of the CPPM).</i></p> <p><i>Indicate any mitigation measures that have been planned and their cost.</i></p> <p><i>Identify any residual environmental impacts that will remain after mitigation measures have been implemented and explain why these are acceptable.</i></p> <p><i>Indicate if a full environmental and social impact assessment is a legal requirement and, if so, the status.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> An environmental impact assessment has been carried out, the most important environmental impacts identified, and realistic mitigation measures proposed.</li> <li>• <b>Not clear:</b> Further clarification of environmental impacts is needed.</li> <li>• <b>Fail:</b> An environmental impact assessment has not been carried out, some important environmental impacts have not been identified or there are some unacceptable impacts that will remain after mitigation.</li> </ul>

Information Requirement	Response from Public Body	FOR MoF USE ONLY Assessment Criteria MoF Assessment to be Performed by PIMU: Rating & Justification
7.2 Briefly summarise any significant social impacts, any planned responses and the expected residual impacts after implementation of these responses.	<p><i>Indicate if a social impact assessment has been undertaken and briefly describe any significant social impacts that have been identified.</i></p> <p><i>Describe any consultations that have been carried out with affected stakeholders.</i></p> <p><i>Summarise any plans to manage the most detrimental social impacts.</i></p> <p><i>Keep in mind that social impacts are not socio-economic benefits and disbenefits – these are dealt with under ‘benefits’: social impacts concern differential distribution of project effects by gender, income, ethnic group, geographical location, etc.</i></p> <p><i>Check that any legal requirements and accompanying regulations for assessment are indicated and followed.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The most important social impacts have been identified and realistic measures for managing them planned.</li> <li>• <b>Not clear:</b> Further clarification of social impacts is needed.</li> <li>• <b>Fail:</b> Some important social impacts have not been identified or there are some unacceptable impacts where the possibility of mitigation seems very unlikely.</li> </ul>
7.3 Briefly describe the climate change exposure, impact, adaptive capacity and overall risk rating of the project proposal.	<p><i>The information of this section is drawn from the Climate Change Risk Assessment of the feasibility study. The Climate Change Risk Assessment must follow the specific guidance for ‘Climate Change and Adaptation’.</i></p> <p><i>Adaptation and mitigation measures may include modifications to the design or specification of physical assets and infrastructure, or the adoption of alternative or improved technologies.</i></p> <p><i>Additional measures may include improved monitoring or emergency response programmes, capacity building, staff training and skills transfer activities, the development of strategic or corporate climate risk assessment and management frameworks (based on a thorough assessment of institutional capacities and development needs), or financial solutions such as insurance against supply chain failure.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Susceptibility to climate change exposure and impact has been accurately assessed and rated, and effective adaptations and mitigation measures planned through a Climate Change Risk Assessment.</li> <li>• <b>Not clear:</b> Further clarification of climate change assessment and rating is needed.</li> <li>• <b>Fail:</b> A Climate Change Risk Assessment has not been carried out, some important climate change exposures and impacts have not been identified and/or adaptations and mitigation measures planned are insufficient.</li> </ul>
7.4 Indicate whether the proposal is rated “High Risk”, “Moderate Risk” or “Low/No risk”. In the first two cases, indicate whether the plan for climate change adaptations and mitigations has the potential to change the project in a substantial way and add huge costs		
7.5 If the proposal is considered high/moderate risk, indicate any adaptations measures that have been made to the design for climate proofing.		

7.6 Briefly describe the economic viability assessment findings of the climate change adaptation measures.		
<b>8. Project Request Form Certified by:</b>		
	<b>Officer in charge of Implementing Agency</b>	<b>Supervising Officer of Parent Ministry</b>
<b>Full Name</b>		
<b>Designation</b>		
<b>Signature</b>		
<b>Date</b>		
<b>9. Updated Opinion from Sector Ministry Support Team (For MoF use)</b>		
<p>9.1 General comments in relation to key questions:</p> <ul style="list-style-type: none"> <li>• SMST opinion on policy relevance (2.1), intervention logic (2.2) and urgency of the project:</li> <li>• SMST opinion on affordability of the project (5.1) and of operations and maintenance expenditures (5.2):</li> <li>• SMST opinion on management capacities and absorptive capacities of the public body implementing the project (6.3):</li> <li>• SMST comments on other aspects of the project:</li> </ul>		
<p>9.2 <b>Signature of SMST officer</b></p> <p><b>Full Name:</b></p> <p><b>Designation:</b></p> <p><b>Signature:</b></p> <p><b>Date:</b></p>		
<b>10. Overall Assessment by MoF</b>		
<p>10.1 General comments in relation to key questions:</p> <ul style="list-style-type: none"> <li>• Does the strategic rationale for the project, as first set out in PRF B, remain convincing?</li> <li>• Does the project offer value for public money?</li> <li>• Are the proposed procurement and contractual arrangements commercially viable?</li> <li>• Is the project affordable and financially sustainable? (To be completed by SMST)</li> <li>• Are there realistic plans to ensure that the project will be delivered to on time, to budget and to specification?</li> <li>• Will the project be environmentally and socially sustainable?</li> </ul>		
<p>10.2 Overall technical assessment by PIMU</p> <p>( ) Pass – No ‘fails’</p> <p>( ) Return for Clarification – No ‘fails’, but one or more ‘not clear’</p> <p>( ) Fail – A ‘fail’ in any criteria</p>		
<p>10.3 <b>Signature of PIMU officer</b></p> <p><b>Full Name:</b></p> <p><b>Designation:</b></p> <p><b>Signature:</b></p> <p><b>Date:</b></p>		

## Annex IIIId. PRF D – Project Implementation Proposals

### Projects in Category B: Project Values at least Rs 25 Million at Implementation Stage

Information Requirement	Response from Public body	FOR MoF USE ONLY Assessment Criteria MoF Assessment to be performed by PIMU: Rating & justification
<b>1. General Information</b>		
1.1 Project title	<i>Write the title of the project.</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Any differences in the project compared to approval in principle reflect acceptable changes based on the detailed design.</li> <li>• <b>Not clear:</b> Further clarification required.</li> <li>• <b>Fail:</b> The project differs fundamentally from the project approved in principle in the following important respects:</li> </ul>
1.2 Programme	<i>Write the Programme title and code.</i>	
1.3 Project description <ul style="list-style-type: none"> <li>• Main components required to deliver the anticipated benefits, including soft components, like training.</li> <li>• Main technical features of the project (design standards, etc.)</li> <li>• Identify and explain any important changes and additions since approval in principle.</li> </ul>	<i>When writing the project's description consider that components are what the project is designed to accomplish. These are the deliverables and can form the key outputs of the project team's terms of reference. Outputs and outcomes are the results for which the project team can be held directly accountable and for which it is given resources. Include all components required to deliver the intended benefits of the project. Make sure that any differences with the approved Capital Project proposal components (PRF C) reflect acceptable changes based on findings of pre-implementation preparation and consistent with the project logic (see section 2.2 of PRF C).</i>	
1.4 Responsible public body	<i>Write the name of the public body that is responsible for preparing and implementing the project.</i>	
1.5 Senior official in public body responsible for the project (title and name)	<i>Write the title and name of the senior official in the public body responsible for the Implementation Proposal.</i>	
1.6 Parent Ministry (if different from responsible public body)	<i>Write the name of the Parent Ministry responsible for the Implementation Proposal if different from the responsible public body recorded in section 1.4.</i>	
1.7 Senior official in Parent Ministry responsible for the project (title and name)	<i>Write the title and name of the senior official in the Parent Ministry responsible for the Implementation Proposal.</i>	
1.8 Sector	<i>Write the name of the sector to which the public body and Parent Ministry belong following the sector categorisation provided by MoF.</i>	
1.9 Sustainable Development Goals (SDGs)	<i>Write the SDGs which the project is addressing, if any.</i>	
1.10 Project location and Constituency	<i>Write the name of the Outer Island, district and constituency where the project will take place. It can be one or more options depending on the focus of the project. Name them all. Identify and explain any changes from the location in the approved Capital Project Proposal (PRF C).</i>	

Information Requirement	Response from Public body	FOR MoF USE ONLY Assessment Criteria MoF Assessment to be performed by PIMU: Rating & justification
1.11 Site Information: Extent of Land Required and Status (identified/vested/acquired/ State-Owned) Building area (where applicable)	<i>Indicate the extent of land required and status. Indicate the building area (where applicable).</i>	
1.12 Total project cost based on detailed design	<i>Write the total cost of the project based on detailed design and preparation of bill of quantities. Take care to include costs for all components required to deliver the intended benefits of the project, even if these will be the subject of more than one contract or will be costs incurred by other public bodies.</i>	
1.13 Expected start date, end date and duration	<i>Write the expected start date, end date (month and year) and duration of the project. The start date shall correspond to the initiation of the project's first milestone (Stage II Clearance &amp; approval in principle) in the project's schedule. The end date shall correspond to the completion date of the project's last milestone (Handover to the operating unit) in the schedule. The duration shall be determined as the difference in months between the end and the start dates of the project as previously defined. (Refer to the information provided in section 6.1 'Implementation schedule').</i>	
1.14 Identify and explain any changes from the dates since approval in principle	<i>Identify and explain any changes from the dates in the approved Project proposal (PRF C).</i>	
<b>2. Strategic Case: Is the strategic rationale essentially unchanged?</b>		
2.1 Indicate if there have been any changes in the strategic rationale, intervention logic or urgency since approval in principle.	<i>Explain any changes of external and/or internal developments which may impact on the continuing relevance of the proposal. Also explain any changes of the project objectives and the extent to which they will be delivered. Modifications on the above would be expected to be minor at this stage of project development.</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The policy relevance and urgency of the project remains unchanged from approval in principle, or any changes are minor and explicable.</li> <li>• <b>Not clear:</b> Further clarification is needed.</li> <li>• <b>Fail:</b> The project has lost its policy relevance and/or urgency.</li> </ul>

Information Requirement	Response from Public body	FOR MoF USE ONLY Assessment Criteria MoF Assessment to be performed by PIMU: Rating & justification
<b>3. Economic Case: Does the project still offer value for public money?</b>		
<b>3.1 Demand for and supply of the services of the project</b>		
3.1.1 Indicate if there have been any changes in forecast demand since approval in principle.	<i>Account for any changes in the demand forecast approved in the appraisal stage (PRF B or PRF C), that may have come up during pre-implementation preparation due to changes in the main drivers of growth demand and/or constraints such as government regulations (e.g., administered prices, price ceilings, quotas including arrangements for making future adjustments to price) or other variables that affect the volume of demand (e.g., technological developments impacting on the product life cycle and/or subsidies). Briefly describe the sources of information, the forecasting method, and the changes in the main drivers of growth in demand.</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> There are no or negligible reductions in forecast demand since approval in principle.</li> <li>• <b>Not clear:</b> Further clarification is needed.</li> <li>• <b>Fail:</b> Forecast demand has fallen significantly - by more than 20% - compared to approval in principle.</li> </ul>
3.1.2 If forecast demand has changed indicate what changes, if any, have been made during to the physical capacity of the facilities during detailed design.	<i>Drawing from the detailed design of the implementation proposal, explain whether the physical capacity of the expected facilities will need to adjust to the changes in the demand forecast, if any Specify the unit(s) of measurement (e.g., cubic metres of water per day, vehicles per day, clients per day, etc.).</i>	
<b>3.2 Project Implementation Costs</b>		
3.2.1 State and submit the total estimated capital cost of the project in financial terms, based on a detailed design and bill of quantities derived therefrom	<b>Item</b>	<b>Total (Rs '000s)</b>
	Site access & relocation of services	
	Consultancy services (site surveys, detailed design, preparation of tender documentation, impact studies, supervision, etc.)	
	Project management fees	
	Construction cost	
	Machinery/equipment/software	
	Fixtures & fittings, including interior decoration and furniture	
	Training in facilities' operations	
	Environmental mitigation	
	Contingencies	
	<b>Total cost (excl. VAT)</b>	
	VAT	
	<b>Total cost (incl. VAT)</b>	
* Breakdown of Consultancy costs to be submitted as per Format at Annex X		<ul style="list-style-type: none"> <li>• <b>Pass:</b> Project Value is based on a detailed design and do not differ significantly from approval in principle.</li> <li>• <b>Not clear:</b> Further clarification of the estimates and/or the estimation methodology is needed.</li> <li>• <b>Fail:</b> Project Value is not based on a detailed design and/or are significantly greater - +15% - compared to approval in principle.</li> </ul>

Information Requirement	Response from Public body	FOR MoF USE ONLY Assessment Criteria MoF Assessment to be performed by PIMU: Rating & justification																					
3.2.2 Cost of Site acquisition & resettlement (If any/available)																							
3.2.3 Explain any significant changes since approval in principle.	<i>Account for any prominent changes in the estimated total cost approved in the appraisal stage (PRF C), that may have arisen during pre-implementation preparation (detailed design) due to changes in the main drivers of investment costs (e.g., input market rates, quantities, inflation, risks, implementation preconditions).</i>																						
3.2.4 Show the planned disbursement profile of total Capital Project value (Incl. of all taxes) by fiscal year from project commencement to project end.	<table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Total (Rs '000s)</th> <th>Total (%)</th> </tr> </thead> <tbody> <tr> <td>Fiscal Year 1</td> <td></td> <td></td> </tr> <tr> <td>Fiscal Year 2</td> <td></td> <td></td> </tr> <tr> <td>...</td> <td></td> <td></td> </tr> <tr> <td>Fiscal Year n</td> <td></td> <td></td> </tr> <tr> <td><b>Total</b></td> <td></td> <td></td> </tr> </tbody> </table>	Fiscal Year	Total (Rs '000s)	Total (%)	Fiscal Year 1			Fiscal Year 2			...			Fiscal Year n			<b>Total</b>			<ul style="list-style-type: none"> <li>• <b>Pass:</b> The disbursement plan is complete and realistic.</li> <li>• <b>Not clear:</b> Further clarification of the disbursement plan is needed.</li> <li>• <b>Fail:</b> The disbursement plan is incomplete and/or unrealistic.</li> </ul>			
	Fiscal Year	Total (Rs '000s)	Total (%)																				
	Fiscal Year 1																						
	Fiscal Year 2																						
	...																						
	Fiscal Year n																						
<b>Total</b>																							
[Extend the table as necessary.]																							
3.2.5 Explain any significant changes in the disbursement profile since approval in principle.	<i>Indicate any noticeable variations in the estimated disbursement profile of total capital project costs approved in the appraisal stage (PRF C) that may have surfaced during the pre-implementation preparation stage (detailed design). Explain whether those variations stem from changes in the main drivers of Capital costs and/or the implementation schedule of the implementation proposal (e.g., input market rates, quantities, inflation, risks, milestones, implementation preconditions).</i>																						
3.2.6 Give estimates of the total annual operating and maintenance (routine and periodic) costs of the project for the first five financial years of operations. Indicate if these costs are likely to increase over the planned life of the facility.	<table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Operations (Rs '000s)</th> <th>Maintenance (Rs '000s)</th> </tr> </thead> <tbody> <tr> <td>Fiscal Year 1</td> <td></td> <td></td> </tr> <tr> <td>Fiscal Year 2</td> <td></td> <td></td> </tr> <tr> <td>Fiscal Year 3</td> <td></td> <td></td> </tr> <tr> <td>Fiscal Year 4</td> <td></td> <td></td> </tr> <tr> <td>Fiscal Year 5</td> <td></td> <td></td> </tr> <tr> <td><b>Total</b></td> <td></td> <td></td> </tr> </tbody> </table>	Fiscal Year	Operations (Rs '000s)	Maintenance (Rs '000s)	Fiscal Year 1			Fiscal Year 2			Fiscal Year 3			Fiscal Year 4			Fiscal Year 5			<b>Total</b>			<ul style="list-style-type: none"> <li>• <b>Pass:</b> Operating and maintenance Project value does not differ significantly from approval in principle.</li> <li>• <b>Not clear:</b> Further clarification of the estimates and/or the estimation methodology is needed.</li> <li>• <b>Fail:</b> Operating and maintenance are significantly greater -</li> </ul>
	Fiscal Year	Operations (Rs '000s)	Maintenance (Rs '000s)																				
	Fiscal Year 1																						
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Fiscal Year 5																							
<b>Total</b>																							
[Extend the table as necessary.]																							

3.2.7 Explain any significant changes since approval in principle.	<i>Account for any prominent changes in the estimates of the total annual operating and maintenance costs approved in the appraisal stage (PRF C), that may have arisen during pre-implementation preparation (detailed design) due to changes in the main drivers of operating and maintenance costs (e.g., input market rates, quantities, inflation, risks).</i>	+15% - compared to approval in principle.		
<b>3.3 Value for Public Money</b>				
3.3.1 Indicate if value for public money is likely to have changed significantly as a result of changes in demand, implementation costs or total project benefits since approval in principle.	<i>Provide the key indicators from the updated economic analysis of the preferred alternative option of the Capital project proposal approved in the appraisal stage, based on any changes in the demand forecast, up-to-date cost, and benefits information that may have emerged during pre-implementation preparation.</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Estimated public value for money remains unchanged or is likely to have only changed negligibly since approval in principle.</li> <li>• <b>Not clear:</b> Further clarification of changes in the public value for money of the project is needed.</li> <li>• <b>Fail:</b> Estimated public value for money is likely to have been significantly affected by lower demand and/or higher costs since approval in principle.</li> </ul>		
<b>4. Commercial Case: Is the procurement plan realistic?</b>				
4.1 Present the finalised procurement plan, with key milestones and dates.	<p><i>Provide a finalised procurement plan based on the more accurate information obtained during pre-implementation preparation (detailed design)</i></p> <p><i>The finalised plan should comprise the procurement of construction and supervision consultants, and works contract procurement, implementation, and completion.</i></p> <p><i>Take care to include in the plan a critical path analysis on the availability, timing, and sequencing of critical items such as specialised imported goods necessary for the project; custom designed / built equipment or machinery / and even acquiring special skills for the implementation.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The finalised procurement plan is realistic.</li> <li>• <b>Not clear:</b> Further clarification of the procurement plan is needed.</li> <li>• <b>Fail:</b> The finalised procurement plan is not realistic.</li> </ul>		
<b>5. Financial Case: Does the project remain affordable and financially sustainable?</b>				
<b>5.1 Sources of funding for and affordability of investment</b>				
5.1.1 Confirm that all sources of financing have been agreed and that the project remains affordable.	<b>Type of Finance</b>	<b>Amount (Rs '000s)</b>	<b>Amount (%)</b>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> The funding plan remains realistic and affordable.</li> <li>• <b>Not clear:</b> further clarification of sources of funding and/or budgetary capacity is needed.</li> <li>• <b>Fail:</b> Affordability is in question and/or some</li> </ul>
	National Budget			
	External project grant aid			
	External project loan			
	Domestic project loan			

	Public body's own resources			funding has not yet been agreed.
	Community contribution			
	Other (explain)			
	<b>Total</b>			
5.1.2 Explain any changes in funding arrangements since approval in principle.	<i>Account for any changes in the funding arrangements (including contingent liabilities) of the approved capital project proposal (PRF C) that may have come up during pre-implementation preparation.</i>			
<b>5.2 Affordability of operations and maintenance</b>				
5.2.1 Confirm that operating and maintenance costs remain affordable.	<b>Type of Finance</b>	<b>Amount (Rs '000s)</b>		<ul style="list-style-type: none"> <li>• <b>Pass:</b> Sustainable funding for operating and maintenance costs has been confirmed.</li> <li>• <b>Not clear:</b> Further clarification is need in concerning the approach to funding operating and maintenance costs.</li> <li>• <b>Fail:</b> Funding for operating and maintenance costs is no longer sustainable, because the necessary measures have not been implemented or are unlikely to be implemented in time.</li> </ul>
	National Budget – existing funding			
	National Budget – new funding			
	Charges for services			
	Other fees & charges			
	<b>Total</b>			
5.2.2 Explain any changes in funding arrangements since approval in principle.	<i>Clarify any changes in the funding arrangements of the approved capital project proposal (PRF C) that may have occurred during pre-implementation preparation. Also, confirm any measures to ensure sustainable funding have been taken or are on track to be taken before construction is completed.</i>			
<b>5.3 Financial performance of the project and sustainability of the operating entity (where applicable)</b>				
5.3.1 Indicate if there have been any changes that will significantly affect the financial performance of the project.	<p><u>Important: This information request does not apply to projects with no revenue streams.</u></p> <p><i>Drawing from more accurate information obtained during pre-implementation preparation, explain any changes on the expected financial performance of the approved capital project proposal (PRF C) in relation with the following aspects:</i></p> <ul style="list-style-type: none"> <li>• Revenue forecasts (by fiscal year) and their underlying drivers of growth and the interaction between price and demand.</li> <li>• Recovery of operating and maintenance costs and/or increase in tariffs.</li> <li>• Financial health of the operating entity measured through the income-expenditure (profit and loss) account,</li> </ul>			<ul style="list-style-type: none"> <li>• <b>Pass:</b> Financial performance remains unchanged or is likely to have only changed negligibly since approval in principle.</li> <li>• <b>Not clear:</b> Further clarification of financial performance is needed.</li> <li>• <b>Fail:</b> Financial performance has changed threatening the sustainability of the project and the operating entity.</li> </ul>

the balance sheet, and the cash flow statement.

**6. Management Case:**

- Are arrangements in place to ensure that the project will be delivered on time, within cost and to specification?
- Are all the preconditions for implementation to commence satisfied?

**6.1 Implementation schedule**

	Milestone	Prospective Completion Date	
6.1.1 Provide the schedule for achievement of the main project milestones.	Stage II Clearance & approval in principle		<ul style="list-style-type: none"> <li>• <b>Pass:</b> The schedule remains realistic.</li> <li>• <b>Not clear:</b> Further clarification of some milestones and dates is needed.</li> <li>• <b>Fail:</b> The schedule has changed significantly since approval in principle and its realism is in serious doubt.</li> </ul>
	Site investigations (including full geotechnical surveys, where required)		
	Detailed design & tender preparations		
	Land acquisition, clearance and resettlement, and rights of way/ Wayleaves		
	Relocation of utilities and environmental mitigation		
	Stage III Clearance		
	Tender launch		
	Contracting		
	Construction start		
	Construction end		
	Installation of machinery/ equipment		
	Fitting out		
	Taking Over		
	6.1.2 Explain any significant difference with the schedule compared to approval in principle.	<i>Account for any changes in the planned milestones and prospective completion dates of the approved capital project proposal (PRF C) that may have come up during pre-implementation preparation.</i>	

Information Requirement	Response from Public body	FOR MoF USE ONLY Assessment Criteria MoF Assessment to be performed by PIMU: Rating & justification
<b>6.2 Implementation preconditions</b>		
6.2.1 Confirm that site surveys, geotechnical investigations and other information required for detailed design have been completed.	<i>Provide summary information on the completion (and steps followed to that end) of site surveys, geotechnical investigations and any other specific information needed for the detailed design finalisation of the proposal.</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Information requirements for detailed design have been accomplished.</li> <li>• <b>Not clear:</b> Further clarification of the status of information requirements is needed.</li> <li>• <b>Fail:</b> Information requirements foreseen at approval in principle have not been completed and/or the explanations for any changes are inadequate.</li> </ul>
6.2.2 Explain any changes since approval in principle.	<i>Justify any changes in the above as approved in the capital project proposal (PRF C) that may have emerged during the pre-implementation stage</i>	
6.2.3 Confirm that the land acquisition, land clearance, resettlement and right of way requirements foreseen at approval in principle have been completed.	<i>Provide summary information on the fulfilment (and steps followed to that end) of land acquisition, land clearance, resettlement and right of way requirements during pre-implementation preparation. Reference the relevant legal and administrative documentation, giving dates.</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Preconditions for making the site available to the contractor have been achieved.</li> <li>• <b>Not clear:</b> Further clarification of the achievement of preconditions is needed.</li> <li>• <b>Fail:</b> Some of the preconditions for the contractor to access the site have not been accomplished.</li> </ul>
6.2.4 Explain any differences compared to approval in principle.	<i>Account for any changes in these requirements compared to those approved in the capital project proposal (PRF C).</i>	
6.2.5 Confirm that requirements for provision of or relocation of utility services to the site – roads, electricity, water & wastewater disposal – as foreseen at approval in principle.	<i>Provide summary information on the accomplishment (and steps followed accordingly) for provision of or relocation of utility services to the site – roads, electricity, water &amp; wastewater disposal during the pre-implementation stage.</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Utility services to the site have been established and, where necessary, relocated or this will occur before implementation starts.</li> <li>• <b>Not clear:</b> Further clarification of the provision and relocation of utility services is needed.</li> <li>• <b>Fail:</b> Some essential utility services have not been provided or relocated, and the plans for doing so in time for implementation are unrealistic.</li> </ul>
6.2.6 Explain any differences compared to approval in principle.	<p><i>Where any of these have not been already completed, give the dates for their completion before implementation commences.</i></p> <p><i>Explain any deviations of these requirements from those approved in the capital project proposal (PRF C).</i></p>	

Information Requirement	Response from Public body	FOR MoF USE ONLY Assessment Criteria MoF Assessment to be performed by PIMU: Rating & justification
<b>6.3 Oversight and management arrangements</b>		
6.3.1 Confirm that the arrangements for overseeing and managing project implementation are in place and any agreed capacity strengthening measures have been performed.	<i>Outline the information on the readiness (and steps followed accordingly) of the overseeing and management structure and plan in place for the proposal. Also, present any strengthening plan to cope with capacity weaknesses that may have been identified at the appraisal stage and has been performed consequently during the pre-implementation stage.</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Oversight and project management arrangements are in place and capacity building foreseen at approval in principle has been completed.</li> <li>• <b>Not clear:</b> Further clarification of arrangements is needed.</li> <li>• <b>Fail:</b> Weak oversight and project management arrangements have not been overcome as foreseen at approval in principle.</li> </ul>
6.3.2 Explain any differences compared to approval in principle.	<i>Take care to include in the management structure clearly assigned accountabilities and responsibilities for: senior management officials responsible for the project at the public body and Parent Ministry; the project board; the project manager/s and the project team.</i>  <i>Account for any changes in these arrangements compared to those approved in the capital project proposal (PRF C).</i>	
6.3.3 Confirm that the arrangements for managing the operation and maintenance of the facilities created by the project have been put in place and any capacity strengthening measures have been performed or are on track for completion before project finalisation.	<i>Summarise the information on the readiness (and steps followed accordingly) of the operation and maintenance management structure and plan in place for the proposal. Also, provide any strengthening plan to cope with capacity weaknesses that may have been identified at the appraisal stage and has been performed consequently during the pre-implementation stage.</i>  <i>Explain any deviations of these arrangements from those approved in the capital project proposal (PRF C).</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Arrangements for operating project facilities are in place or will be in time for project finalisation.</li> <li>• <b>Not clear:</b> Further clarification of the arrangements is needed.</li> <li>• <b>Fail:</b> Weak arrangements for managing the operation of the facilities have not been overcome as foreseen at approval in principle.</li> </ul>
6.3.4 Confirm that the risk management plan is in place.	<i>Provide summary information on the readiness of the risk management plan for the implementation of the proposal.</i>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> A realistic risk management plan has been adopted.</li> <li>• <b>Not clear:</b> Further clarification of risk management is needed.</li> <li>• <b>Fail:</b> No risk management plan has been adopted or the risk management plan is unrealistic.</li> </ul>
6.3.5 Reference the relevant documents.	<i>A risk register is a useful tool for monitoring and managing risks.</i> <i>Account for any changes in the plan in place compared to those approved in the capital project proposal (PRF C).</i>	

Information Requirement	Response from Public body	FOR MoF USE ONLY Assessment Criteria MoF Assessment to be performed by PIMU: Rating & justification
<b>6.4 Monitoring and evaluation arrangements</b>		
6.4.1 Confirm that the monitoring and evaluation arrangements agreed at approval in principle have been put in place or will be in place before implementation begins (give timetable).	<p><i>Outline the information on the readiness (and steps followed accordingly) of the monitoring and evaluation plan in place for the proposal.</i></p> <p><i>Set out any arrangements of the plan that are not yet in place and give a timetable for their fulfilment before implementation commences.</i></p> <p><i>Compare these arrangements with those approved in the capital project proposal (PRF C) and explain any differences.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> Adequate arrangements for monitoring project implementation and evaluating project performance are now in place.</li> <li>• <b>Not clear:</b> Further clarification of arrangements is required.</li> <li>• <b>Fail:</b> Arrangements for monitoring and evaluation are not in place or are unlikely to be in place before implementation commences.</li> </ul>
<b>7. Sustainability Issues: Is the environmental and social sustainability of the project essentially unchanged?</b>		
7.1 If a full environmental and social impact assessment is a requirement, confirm that this has been carried out.	<p><i>Provide summary information on the completion of the full environmental and social assessment for the implementation of the proposal.</i></p> <p><i>Explain any deviations in the assessment's findings during pre-implementation preparation from those approved in the appraisal stage (PRF C).</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> A full environmental and social impact assessment has been carried out, where required, and impacts remain acceptable.</li> <li>• <b>Not clear:</b> Further clarification of environmental and social impact is needed.</li> <li>• <b>Fail:</b> A requirement for a full environmental and social impact assessment has not been completed and/or environmental and social impacts are significantly worse than foreseen at approval in principle.</li> </ul>
7.2 Indicate if environmental or social impacts are expected to be significantly different from those identified at approval in principle.		
7.3 Confirm that the climate change risk assessment and adaptation and mitigation plan agreed at approval in principle are in place.	<p><i>Summarise the information on the completion of the climate change risk assessment and the adaptation and mitigation plan for the pre-implementation proposal.</i></p> <p><i>If any modifications in the climate change risk assessment and the adaptation and mitigation plan approved at the appraisal stage took place during pre-implementation preparation, explain them.</i></p>	<ul style="list-style-type: none"> <li>• <b>Pass:</b> A climate change risk assessment has been carried out and a realistic adaptation and mitigation plan has been adopted.</li> <li>• <b>Not clear:</b> Further clarification of climate change impact on the proposal is needed.</li> <li>• <b>Fail:</b> A requirement for a climate change risk assessment and adaptation and mitigation plan has not</li> </ul>
7.4 Explain any differences compared to approval in principle.		

		been completed and/or climate changes impacts are significantly worse than foreseen at approval in principle.
<b>8. Project Request Form Certified by:</b>		
	<b>Officer in charge of Implementing Agency</b>	<b>Supervising Officer of Parent Ministry</b>
<b>Full Name</b>		
<b>Designation</b>		
<b>Signature</b>		
<b>Date</b>		
<b>9. Updated Opinion from Sector Ministry Support Team (For MoF use)</b>		
<p>9.1 General comments in relation to key questions:</p> <ul style="list-style-type: none"> <li>• SMST opinion on policy relevance (2.1), intervention logic (2.2) and urgency of the project:</li> <li>• SMST opinion on affordability of the project (5.1) and of operations and maintenance expenditures (5.2):</li> <li>• SMST opinion on management capacities and absorptive capacities of the public body implementing the project (6.3):</li> <li>• SMST comments on other aspects of the project:</li> </ul>		
<p>9.2 <b>Signature of SMST officer</b></p> <p><b>Full Name:</b></p> <p><b>Designation:</b></p> <p><b>Signature:</b></p> <p><b>Date:</b></p>		
<b>10. Overall Assessment by MoF</b>		
<p>10.1 General comments in relation to key questions:</p> <ul style="list-style-type: none"> <li>• Is the strategic rationale for the project essentially unchanged?</li> <li>• Does the project still offer value for public money?</li> <li>• Is the procurement plan realistic?</li> <li>• Does the project remain affordable and financially sustainable? (To be completed by SMST)</li> <li>• Are arrangements in place to ensure that the project will be delivered on time, to budget and to specification?</li> <li>• Are all the preconditions for implementation to commence satisfied?</li> <li>• Is the environmental and social sustainability of the project essentially unchanged?</li> </ul>		
<p>10.2 Overall technical assessment by PIMU</p> <p>( ) Pass – No ‘fails’</p> <p>( ) Return for Clarification – No ‘fails’, but one or more ‘not clear’</p> <p>( ) Fail – A ‘fail’ in any criteria</p>		
<p>10.3 <b>Signature of PIMU officer</b></p> <p><b>Full Name:</b></p> <p><b>Designation:</b></p> <p><b>Signature:</b></p> <p><b>Date:</b></p>		

## **ANNEX IV**

## **Annex IV. Guidelines for Preparing Terms of Reference for Feasibility Study**

The guidelines below provide a general outline of the terms of reference for developing a pre-feasibility or feasibility study. This format is not exhaustive and may be customised as appropriate.

- **General background**

Background information supporting the study shall provide an overall view of the convenience and opportunity to execute it. It shall include, if applicable, the following:

- An overview of the issues currently being encountered, describing the actual situation including their impact on the service delivery and the need for addressing the issues.
- Previous studies on the project; indicate names of the studies, the consultant(s) who executed them and the year(s) of execution. It is suggested to summarise such studies if necessary and submit the most recent.

- **Scope of Works**

- Identification and definition of the problem, including causes and effects, and expected future evolution.
- General and specific objectives of the study.
- The technical, legal, economic, environmental and financial feasibility of the project.
- Study contents: This type of study shall consider at least the following aspects:
  - Complete diagnosis of the current situation and sector needs analysis.
  - Specification of the variables to be analysed.
  - Analysis of supply, current demand, future projection, and deficit (gap between demand and offer).
  - Analysis of optimal size, location and timing of the investment.
  - Analysis of alternative solutions, including optimisation of the current situation.
  - Identification, measurement and valuation of costs and benefits of each project alternative.
  - Technical-economic evaluation of each project alternative.
  - Selection of the best alternative (in a pre-feasibility study). In the case of a feasibility study it shall deepen the analysis of the alternative selected.
  - Explore the various financing options and propose the preferred mode of financing.
  - Summary and conclusions.
  - Activity schedule (Gantt chart)

- Analysis of possible sources of financing
  - Expected results of the project, including indicators suggested for monitoring.
  - Environmental implications of the project.
- **Duration**
  - Expected start and completion date
- **Cost**
  - Estimated investment costs of the project that require the completion of a pre-feasibility or feasibility study.
- **Work Plan**
  - A project logic path specifying the overall and step-by-step objectives of the project together with measurable indicators to assess the achievement of these objectives and the associated assumptions/risks.

# **ANNEX V**

## Annex V. Gantt Chart

Project phase	Start	End																						
Studies	__ / __ / ____	__ / __ / ____																						
Design	__ / __ / ____	__ / __ / ____																						
Investment	__ / __ / ____	__ / __ / ____																						
Operation	__ / __ / ____	__ / __ / ____																						
<b>Gantt Chart for the Investment phase</b>																								
Activity	Months																							
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12

**Instructions to prepare the GANTT CHART**

The first section of the Gantt Chart format shall be used to register the estimated start and end dates of the pre-investment studies and project preparation activities that need to be completed before project implementation starts.

In the lower section of the form, main activities to be developed during project implementation shall be listed.

# **ANNEX VI**

## Annex VI. Guidelines for Risk Analysis

Risks that a project may face and which are beyond the scope of control of the project team are usually multiple. The types of risks that a project may carry vary from projects to projects. The project design team must analyse what could go wrong in order to create a list of risks. Risks can be categorised as shown in the following table, but the specific risks within categories must be identified in the risk analysis.

<b>Type of risks</b>		<b>Description</b>
1	Completion risk	Risk that the project will not be completed on time or/and the project will not be able to pass the technical and demonstration tests.
2	Financial risk	Budgetary constraints that can impair the firm's ability to finance the project. E.g. adverse changes in interest rate and currency exchange rate, loss of market share, unavailability of funds, economic crisis and unfavourable price movements.
3	Implementation Capacity Risk	Whether Public body has the necessary resources to implement the project within budget allocation and timeframe
4	Political risk	Political instability and changes in local/regional/national political situation and regulations that can lead to the cancellation of the project or changes in the terms of the contract. E.g. changes in regulations/law/government policy, increase in taxes, change in government and international conflicts that may affect the cost/availability of supplies/availability of financing for a project.
5	Human risk	Changing social relationships and forced cultural changes that cause losses. E.g. strikes, acts of vandalism, severe reduction of personnel and changes in organisational structure.
6	Operational risk	The risk of losses as a result of errors or omissions, process and system failures, inadequate controls, human error, insufficient implementation capacity, and/or failures in underlying support systems. E.g. disruptions to supplies and operations, loss of access to essential assets.

7	Legal risk	Potential losses due to uncertainty concerning potential legal proceedings and failure to comply with statutory/regulatory obligations.
8	Technological risk	Disruptions and losses caused by new working methods, untested equipment and newly developed and unfamiliar technologies.
9	Natural risk	Losses due to the impact of weather conditions on the completion of the projects. E.g. torrential rain, windstorms, earthquakes, drought.
10	Geographical Risk	Increase in costs or damages due to land slide and/or other geographical features. State whether any geotechnical have been carried out and if no, state the reasons why.

Note: While assessing the risks associated to a project, not only the risk for Mauritius shall be considered but due care shall also be taken to assess the risks for donor country/countries for the project(s).

Once the risks have been identified, a risk matrix shall be prepared according to the methodology below. The risk matrix records the risk, its probability and consequences. It also identified mitigation measures and their costs. It is important to identify the person who completed the risk matrix as well as who approved the risk matrix. These two people are the custodians of the risk assessment.

It is also important to indicate the revision number of the document, to enable all to deal with the latest version of the matrix.

First identify the risk, then the probability that the risk might occur, the consequence that such risk might have on the project, and lastly, identify the possible mitigation steps that could be taken.

Secondly, determine the risk versus probability, if it falls within the red zone, then immediate action is required. If it falls within the yellow zone then reduction of the risk is required, etc.

The risk with the highest probability and consequence shall be addressed as a matter of urgency.

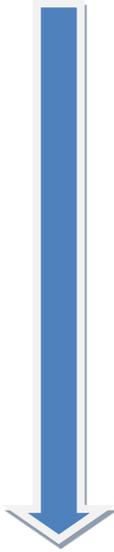
The risk matrix shall be updated regularly as the project progresses, not a once off exercise.

**RISK MATRIX**

Compiled:	Signed off:	Date:	Revision no:	
RISK  (Detailed description of the risk)	PROBABILITY  (Reasons for the probability, well documented)	CONSEQUENCE  (Document the consequences properly with motivation)	POSSIBLE MITIGATION  (All possible mitigation steps must be documented in detail)	POSSIBLE COST OF MITIGATION  (Link possible costs to every possible mitigation)

RISK ASSESSMENT MODEL									
Compiled By:		Date:		Revision		Approved By:		Date:	
PROBABILITY (P)			CONSEQUENCE (C)				MITIGATION (M)		
1	Rare	Will occur in exceptional circumstances	1	Insignificant	- Little if any adverse health effects, damage to property. <i>-No environmental Impact / Contained spillage</i>	1	No measures to eliminate or mitigate the hazard		
2	Unlikely	Not likely to occur within the foreseeable future, or within the project lifecycle.	2	Minor	-Non life threatening health effect that may require site medical treatment or minor property repairs. <i>-Uncontrolled spillage / release</i>	3	Some measures in place		
3	Possible	May occur within the foreseeable future, or within the project lifecycle.	3	Moderate	-Serious adverse health effects that will require off site medical treatment or major property repair. <i>-Legal violation</i>	5	All possible control measures in place		
4	Likely	Likely to occur within the foreseeable future, or within the project lifecycle.	4	Major	-Serious long term health effects that may be fatal to people or permanent property damage. <i>-Prosecution</i>				
5	Almost certain	Almost certain to occur within the foreseeable future, or within the project lifecycle.							

RISK MATRIX		PROBABILITY				
		Rare	Unlikely	Possible	Likely	Almost Certain
CONSEQUENCE		1	2	3	4	5
Major	4	10 Medium	14 Medium	17 High	19 High	20 High
Moderate	3	6 Low	9 Medium	13 Medium	16 High	18 High
Minor	2	3 Low	5 Low	8 Medium	12 Medium	15 High
Insignificant	1	1 Low	2 Low	4 Low	7 Medium	11 Medium
<b>High Risk:</b>	Immediate action					
<b>Medium Risk:</b>	Further reduction of risk necessary					
<b>Risk:</b>	Does not pose a threat but requires maintaining					

Hierarchy of Controls			
	E	<b>Elimination</b>	Remove the hazard completely from the workplace or activity.
	S	<b>Substitution</b>	Replace the hazard with a less dangerous one.
	C	<b>Engineering Controls</b>	Making a machine or process safer.
	A	<b>Administration</b>	Rules, signage or training in place to make the workplace safer.
Least Effective	P	<b>PPE</b>	PPE. Protective clothing and equipment.
Hierarchy of Controls			
<b>Calculation 1: Initial Risk</b>		<b>PROBABILITY-CONSEQUENCE Matrix</b>	
<b>Calculation 2: Mitigation</b>		<b>RISK - M = S (Significance)</b>	

## **ANNEX VII**

## **Annex VII. Guidelines for Expected Environmental Impacts**

*Note: Skip this section if an EIA is submitted for this project*

Development is often associated with environmental impacts which may be very significant. It may be positive or negative, direct or indirect. The developer shall take all necessary measures in his project design to mitigate the negative environmental impacts. The assessment shall identify, quantify and evaluate the expected effects on the environment, both direct and indirect.

A project can produce impacts on air quality, water quality, soil quality, flora, fauna, biodiversity, noise level, landscaping, etc., both during the implementation and operational phase of the project.

During the analysis of the environmental impacts of the project, the tasks to be carried out are to:

- I. Identify the possible impacts of each phase of the project (site preparation and construction, and operation). The formulation team can do a brainstorming session to identify all the possible environmental impacts of each phase. A proper screening and scoping exercise shall be undertaken to assess the environmental implications of the project on the subject site as well as on its surrounding environment. Another source for the identification of possible impacts is the study of the impacts created by similar projects in the country or abroad.
- II. Estimate the magnitude, duration and severity of the impact. Firstly, identify whether the expected impact is positive or negative, direct or indirect, and the likelihood of occurrence in general terms (certain, probable, unlikely, unknown). Estimate the magnitude of expected change in each variable, when it is expected to occur (immediately, short term, medium term, long term), and duration of impact (short term, medium term, long term or permanent). It may also be important to identify the relationships between impacts.
- III. Establish the importance of impact, which is not the same as its magnitude and duration, although it may be a combination of both. A major short-term and fully reversible environmental impact (for example, a very noisy construction for two months) will be of little importance. A permanent and irreversible impact, even if its magnitude is small, may be important (for example, habitat disturbance of an endemic species, especially if the habitat is small).
- IV. Identify actions to mitigate the relevant environmental impacts (or promote it if the impact is positive). If mitigation is not possible, identify compensatory actions for the negative impact. These actions may include:
  - Handling (preventive) actions that will reduce the impact.

- Identify alternatives to reduce the impacts of the project, such as:
  - Changing the location of the project alternative.
  - Reducing the size of the project alternative (lower capacity).
  - Using a different technology or construction method.
- Adoption of preventive measures during construction to reduce road congestion, dust, noise, or other impacts.
- Actions to mitigate impacts, such as:
  - Reduction of magnitude or duration of impacts, if possible.
  - Restoration of the environment after project construction.
  - Compensatory actions for negative impacts elsewhere.

Results of the analysis done by the project preparation team can be registered in the format provided below for the project implementation phase and operational phase.

<b>DURING THE IMPLEMENTATION*/OPERATIONAL PHASE* (* Delete as appropriate)</b>
<b>On air quality:</b>
<b>On water (river, sea or underground):</b>
<b>On soils:</b>
<b>On flora:</b>
<b>On fauna:</b>
<b>Other impacts (e.g. on habitats)</b>

## **ANNEX VIII**

## Annex VIII. Project Completion Report

1. General Information	
1.1 Project title	
1.2 Project description - main components required to deliver the anticipated benefits, including soft components, like training	
1.3 Responsible public body	
1.4 Senior official in public body responsible for the project (title and name)	
1.5 Parent Ministry (if different from responsible public body)	
1.6 Senior official in Parent Ministry responsible for the project (title and name)	
1.7 Sector	
1.8 Project location and constituency	
1.9 Planned start date, completion date and duration	
1.10 Actual start date, completion date and duration	
1.11 Total project cost approved for implementation	
1.12 Actual total project cost	
2. Implementation Performance	
<ul style="list-style-type: none"> <li>• Cost management</li> </ul>	<p><i>Present a summary comparison of planned and realised costs. Show total costs and costs by main components according to the bill of quantities. Give a short explanation of the major deviations, with an emphasis on the reasons for overruns. Verify whether or not overruns ought to have been foreseen.</i></p>

<ul style="list-style-type: none"> <li>• Time management</li> </ul>	<p><i>Present a summary comparison of the planned and realised implementation timetable, focusing on milestones and completion. Give a short explanation of the major deviations, with an emphasis on the reasons for delays. Verify whether or not delays ought to have been foreseen.</i></p>
<ul style="list-style-type: none"> <li>• Project management</li> </ul>	<p><i>Briefly describe how well the project management arrangements worked. Identify any weak areas or notable successes. If there were any major adjustments to activities, costs or timetable assess how efficiently these were handled.</i></p>
<p>2.1 Safety or environmental concerns</p>	<p><i>Briefly describe any serious safety or environmental issues that arose during implementation. Assess their impact and assess whether they should have been foreseen and mitigated during planning.</i></p>
<p>2.2 Unintended consequences of the project been properly explained?</p>	<p><i>Briefly describe any serious consequences of the project that were not intended. The focus should be on detrimental consequences, such as impacts on neighbouring residents and businesses, or problems with resettlement and land compensation. Assess whether these consequences ought to have been foreseen and planned for.</i></p>
<p>2.3 Planning for and managing risks</p>	<p><i>Summarise the risks identified in the planning phase. Indicate if any of these risks occurred and assess the adequacy of the planning for managing those risks that did occur. Identify if any risks occurred that were not foreseen and assess whether they ought to have been foreseen and planned for.</i></p>

<b>3. Project Accomplishments</b>	
3.1 Delivery of planned outputs	<i>Describe in quantitative terms the project outputs delivered on completion and verify that these are the same as those approved for implementation. If not, account for any differences.</i>
3.2 Quality/specification of outputs	<i>Describe the essential quality characteristics – maximum operating capacities, design life, O&amp;M regimes, etc. - of the delivered outputs and verify that these are consistent with the project as designed.</i>
3.3 Delivery of planned services to the target group of beneficiaries	<i>Present summary evidence to show that the project has begun delivering services. If data on utilisation is available present the main features and compare to forecast demand.</i>
<b>4. Follow-up Actions</b>	
4.1 Open issues and requirements for follow-up actions	<i>Summarise any open issues that still remain to be resolved so that the project operates as planned and is sustainable. Open issues may include unresolved contractual disputes or complementary activities or actions outside the project boundary. Briefly describe any follow-up actions and indicate who is responsible and how these will be paid for.</i>

<b>5. Lessons Learned</b>	
<p>5.1 Lessons drawn from any significant problems or successes during implementation and recommendations with wider applicability</p>	<p><i>Summarise the main lessons that can be drawn from the preceding analysis of project implementation and accomplishments, where such lessons exist, drawing particular attention to the following key areas, if relevant:</i></p> <ul style="list-style-type: none"> <li>• <i>Cost control</i></li> <li>• <i>Timeliness of delivery</i></li> <li>• <i>Quality standards and specifications for outputs</i></li> <li>• <i>Project management, including monitoring and evaluation</i></li> <li>• <i>Risk management</i></li> </ul> <p><i>Make recommendation where lessons have a wider applicability</i></p>
<b>6. Contract Closure and Handover</b>	
<p>6.1 Necessary formalities for contract closure</p>	<p><i>Show how the formal requirements for contract closure have been met, including references of relevant documents, dates and names/positions of signatories.</i></p>
<p>6.2 Necessary formalities for handover to the operating entity</p>	<p><i>Show how the formal requirements for project handover have been met, including references of relevant documents, dates and names/positions of signatories.</i></p>
<p>6.3 Necessary arrangements for sustainable operation of the completed project</p>	<p><i>Summarise the arrangements for sustainable operation of the project, including sources of funding for operations and maintenance</i></p>

7. Project Completion Report Certified by:		
	Officer in charge of the Implementing Agency	Supervising Officer of the Parent Ministry
Full Name		
Designation		
Signature		
Date		
8. Independent Opinion on Quality of Completion Report and Recommendations: Assessment by MoF (For MoF Use only)		
8.1 Key recommendations arising from the completion report	<i>Identify the most important recommendation from the completion review and add any further recommendations, if any, that the independent assessor considers to be important.</i>	
8.2 Overall assessment of project implementation success	<p><i>Assess the project against each of the criteria using a good/ fair/poor scale</i></p> <ul style="list-style-type: none"> <li><i>On budget: Good is within +5% of approved budget; fair is within +15% of approved budget; poor is for higher budget increases</i></li> <li><i>On-time: Good is within +5% of timetable; fair within +10% of approved timetable; poor is for longer delays</i></li> <li><i>On-specification: Good is for negligible variations in output quality and volumes; fair is for minor variations in output quality and volumes; poor is for significant variations in output quality and volumes</i></li> <li><i>Service delivery (if measurable at project opening): Good is for service delivery volumes within 5% of forecasts; fair is for services delivery volumes within 20% of forecasts; poor is for service delivery volumes more than 20% below forecasts.</i></li> </ul>	
<b>8.3 Signature of PMCA officer</b>  <b>Full Name:</b>  <b>Designation:</b>  <b>Signature:</b>  <b>Date:</b>		

# **ANNEX IX**

## Annex IX. Post Operation Report

<u>Project Data</u>	
<b>Project Name:</b>	
<b>Location:</b>	
<b>Implementing Agency:</b>	
<b>Project Value (PV): (Rs Million)</b>	
<b>Construction Period:</b>	
<b>Evaluation Date:</b>	
<u>Project Rationale</u>	
Description of the problem or need the project addressed.	
Objectives of the project.	
Strategic relevance (e.g., alignment with national/regional plans).	
<u>Evaluation Methodology</u>	
<b>Evaluation Objectives</b> Assess project relevance, effectiveness, efficiency, sustainability, and impact.	
<b>Methodological Approach</b> Data collection methods (site visits, surveys, interviews, secondary data).	
Tools and indicators used.	
Baseline v/s Actual comparisons (if available).	
<u>Findings</u>	
<b>Effectiveness</b>	
<ul style="list-style-type: none"> <li>• To what extent were the original objectives achieved?</li> <li>• Output indicators/KPI as per budget estimates (e.g., km of roads built, capacity increased).</li> <li>• Outcome indicators/KPI as per budget estimates (e.g., traffic flow improvement, access to clean water).</li> </ul>	
<b>Efficiency</b>	
<ul style="list-style-type: none"> <li>• <i>Actual vs budgeted amounts (cost overruns?).</i></li> <li>• <i>Project duration vs schedule duration of project (delays?).</i></li> <li>• <i>Procurement and project management performance. (Issues encountered?)</i></li> </ul>	

**Impact**

- *Economic impact (e.g., productivity, job creation).*
- *Social impact (e.g., health, education access).*
- *Environmental impact (e.g., emissions, biodiversity).*
- *Distributional effects (e.g., gender, vulnerable groups).*

**Sustainability**

- *Institutional sustainability (ownership, local capacity).*
- *Financial sustainability (O&M funding).*
- *Environmental sustainability (e.g., mitigation measures in place).*

**Cross-Cutting Issues**

- **Gender Equality:** *to what extent were gender equality aspects implemented?*
- **Climate Resilience:** *Was the project sufficiently designed for climate risks?*
- **Innovation & Technology:** *Any notable innovations adopted?*

**Lessons Learned**

- *Key insights into what worked and what didn't.*
- *Transferability of lessons to other projects or sectors.*

**Conclusions and Recommendations****Overall Assessment**

Brief summary using a scoring system or traffic light indicators (e.g., relevance: high, effectiveness: medium, etc.)

	1	Very successful	Result that clearly exceeds expectations
	2	Successful	Fully in line with expectations and without any significant shortcoming
	3	Moderately successful	Project falls short of expectations, but the positive results dominate
	4	Moderately unsuccessful	significantly below expectations, with negative results dominating despite discernible positive results
	5	Unsuccessful	Despite some positive partial results, the negative results clearly dominate
	6	Highly unsuccessful	The project has no impact or the situation has actually deteriorated

Rating scale 1: very successful, result that clearly exceeds expectations

Rating scale 2: successful: fully in line with expectations and without any shortcoming

<p>Rating scale 3: moderately successful: project falls short of expectations, but the positive results dominate</p> <p>Rating scale 4: moderately unsuccessful, significantly below expectations, with negative results dominating despite discernible positive results</p> <p>Rating scale 5: unsuccessful: despite some positive partial results, the negative results clearly dominate</p> <p>Rating scale 6: highly unsuccessful: the project has no impact or the situation has actually deteriorated</p>		
<p><b>Main Findings:</b></p> <p>Achievement of objectives</p> <p>Cost-effectiveness</p> <p>Socio-economic impact</p> <p>Environmental outcomes</p> <p>Lessons learned and recommendations</p>		
<p><b>Recommendations</b></p> <ul style="list-style-type: none"> <li>• For future similar projects.</li> <li>• For ongoing operation and maintenance.</li> <li>• For institutional or policy improvements.</li> </ul>		
<p><b>Annexes</b></p> <ul style="list-style-type: none"> <li>• Detailed results matrix (planned vs actual outputs/outcomes).</li> <li>• Maps and technical drawings.</li> <li>• Survey instruments used.</li> <li>• Financial and timeline tables.</li> </ul>		
<p><b>Post Operation Report Certified by:</b></p>		
	<p><b>Officer in charge of the Implementing Agency</b></p>	<p><b>Supervising Officer of the Parent Ministry</b></p>
<p><b>Full Name</b></p>		
<p><b>Designation</b></p>		
<p><b>Signature</b></p>		
<p><b>Date</b></p>		

# **ANNEX X**

## Annex X. Template for Breakdown of Consultancy Fees

This template is to be filled when seeking financial clearance for Consultancy Fees (Lump-Sum and Time-Based).

### REMUNERATION COST BREAKDOWN

SN	Key Staff/Position	Type	Currency	Staff Month Rate	Input (Staff/Month)	Amount	% of Total	Basis of Rate	Comments
1	<b>Activity 1 (Note 1):</b> .....								
1.1		Foreign/Local <i>(Delete as appropriate)</i>							
1.2									
...									
n	<b>Activity n:</b> .....								
n.1		Foreign/Local <i>(Delete as appropriate)</i>							
n.2									
...									
	<b>Total (REM)</b>						<b>100%</b>		

*Extend Table as necessary*

### **SUMMARY OF CONSULTANCY FEES**

<b>Description</b>	<b>Amount in .... (State Currency)</b>
Total Remuneration Fees (REM)	
Total Reimbursement Expenses (REI) ( <i>Refer Note 2</i> )	
Subtotal (REM + REI)	
Taxes (Inc VAT and other taxes)	
<b>TOTAL</b>	

**Note 1:** Activity-wise breakdown to be provided where consultancy assignment is complex or sufficiently defined.

**Note 2:** A breakdown of reimbursable expenses may be requested by MoF. Reimbursable expenses relate to out-of-pocket expenses and other reimbursable expenses. These costs may include, but are not limited to, per diem allowances, flight costs, cost of surveys, equipment, office rent, supplies, international and local travel, computer rental, mobilisation and demobilisation, insurance, and printing as may be required under the assignment.

*Any other relevant information/supporting documents to be annexed.*

# **ANNEX XI**

## **Annex XI. Project Planning and Monitoring Unit (PPMU)**

PPMUs are set up in the following Ministries/Departments:

- Ministry of Energy & Public Utilities;
- Ministry of Health & Wellness; and
- Ministry of Education and Human Resource.