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1. GATE REVIEWS



GATE REVIEW_ PURPOSE AND VALUES



The objective of A Gate Review is to provide assurance at the end of GR1 and GR2 of the Phase to Projects with relevant portion of the PLP Methodology and are deemed viable to continue to the ensuing Phase

Purpose of Gate Reviews

Ensure quality of deliverables and completeness of the PLP phase

Confirms commercial, technical, construction and operational viability

Make recommendations to CAPIC

Confirm PLP compliance and technical soundness

Gate Review Values

Independence & Objective

Ensure that Transnet's Corporate strategy is protected

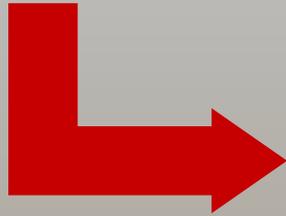
The following principles govern the gate review process



Gate Review Principles

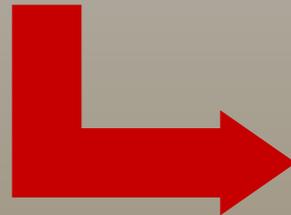
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- Gate Review Processes custodianship resides with Group and at the same level as the Portfolio function



2

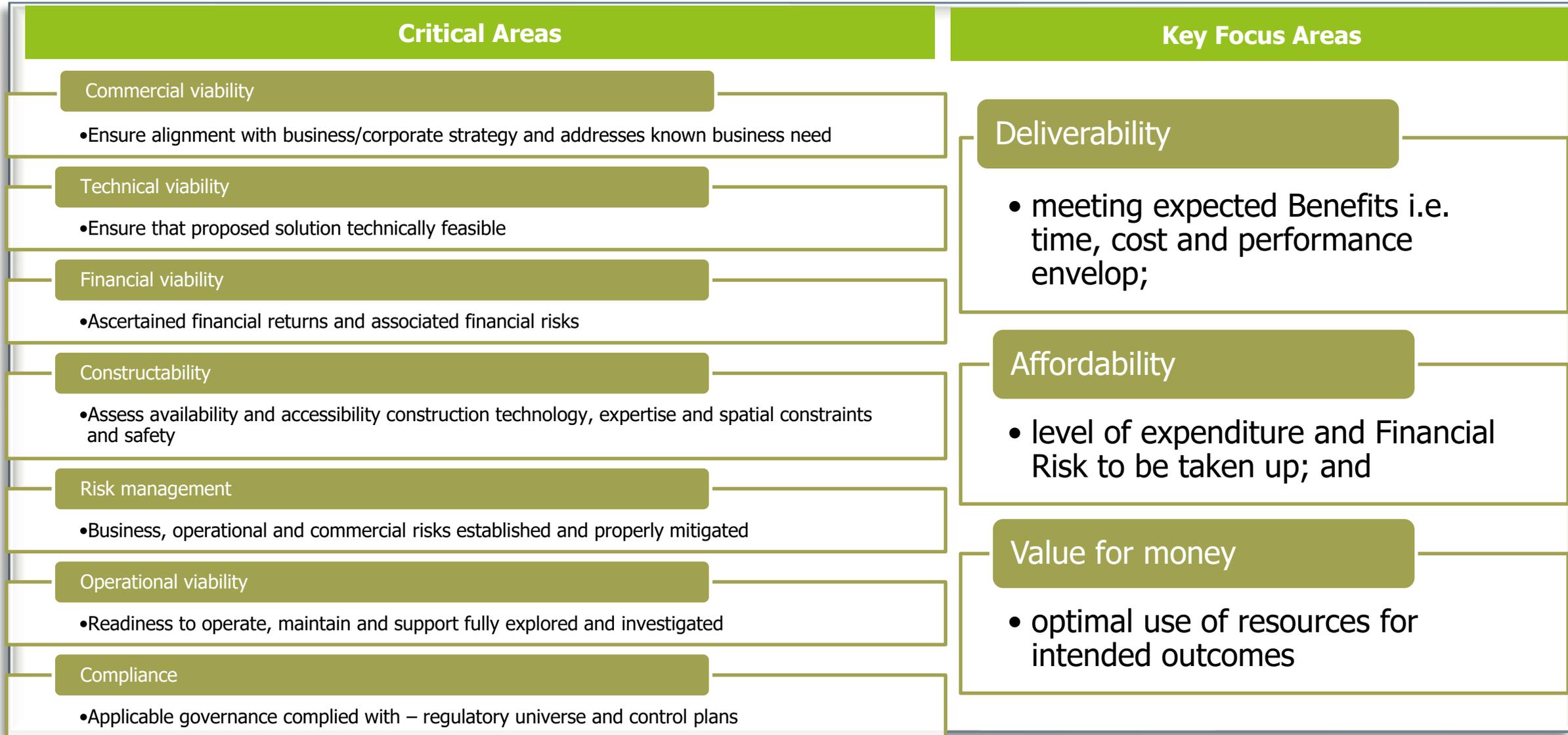
- Gate Review Panels to operate independently vis-à-vis project teams (as per segregation of duties) and shall consist of senior and mature professionals formally appointed thereto



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- Gate Reviews to include consideration of commercial, financial, legal, and operational aspects, particularly so during the early phases (i.e. Concept and Pre-feasibility) also known as optioneering

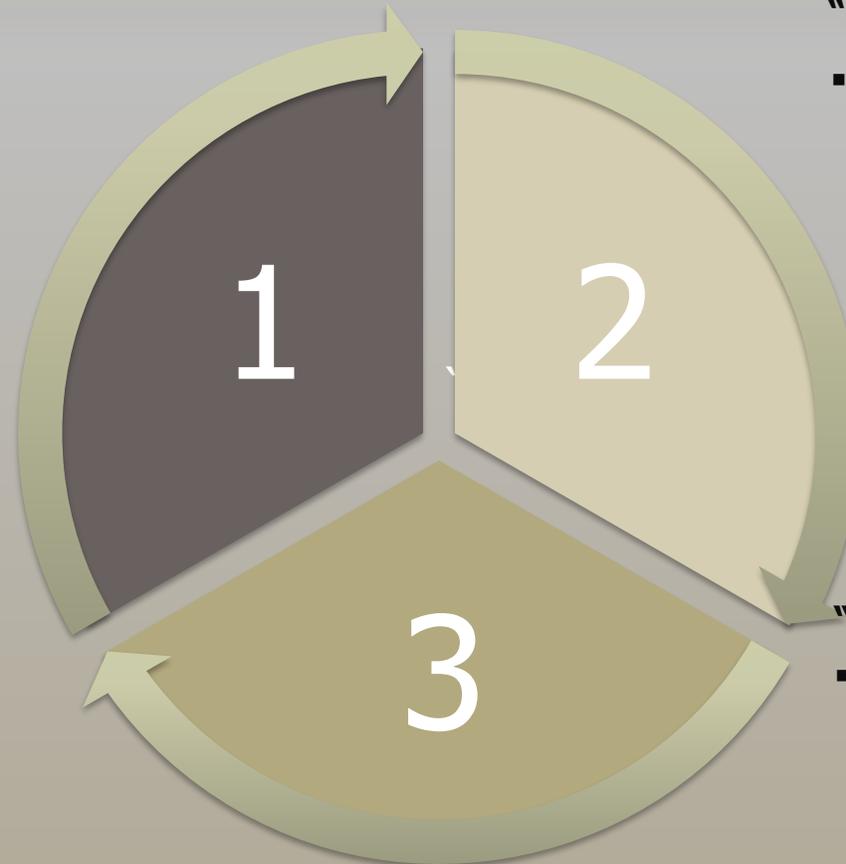
Gate Review Critical and Focus Areas



GATE REVIEW TYPES

“Setup” Gate reviews

- Mandatory for all project types – Conducted on request at the beginning of each PLP Phase to prepare and guide the project team in confirming applicable PLP Requirements and setting up a team in keeping with project scope



“Interim” Gate reviews

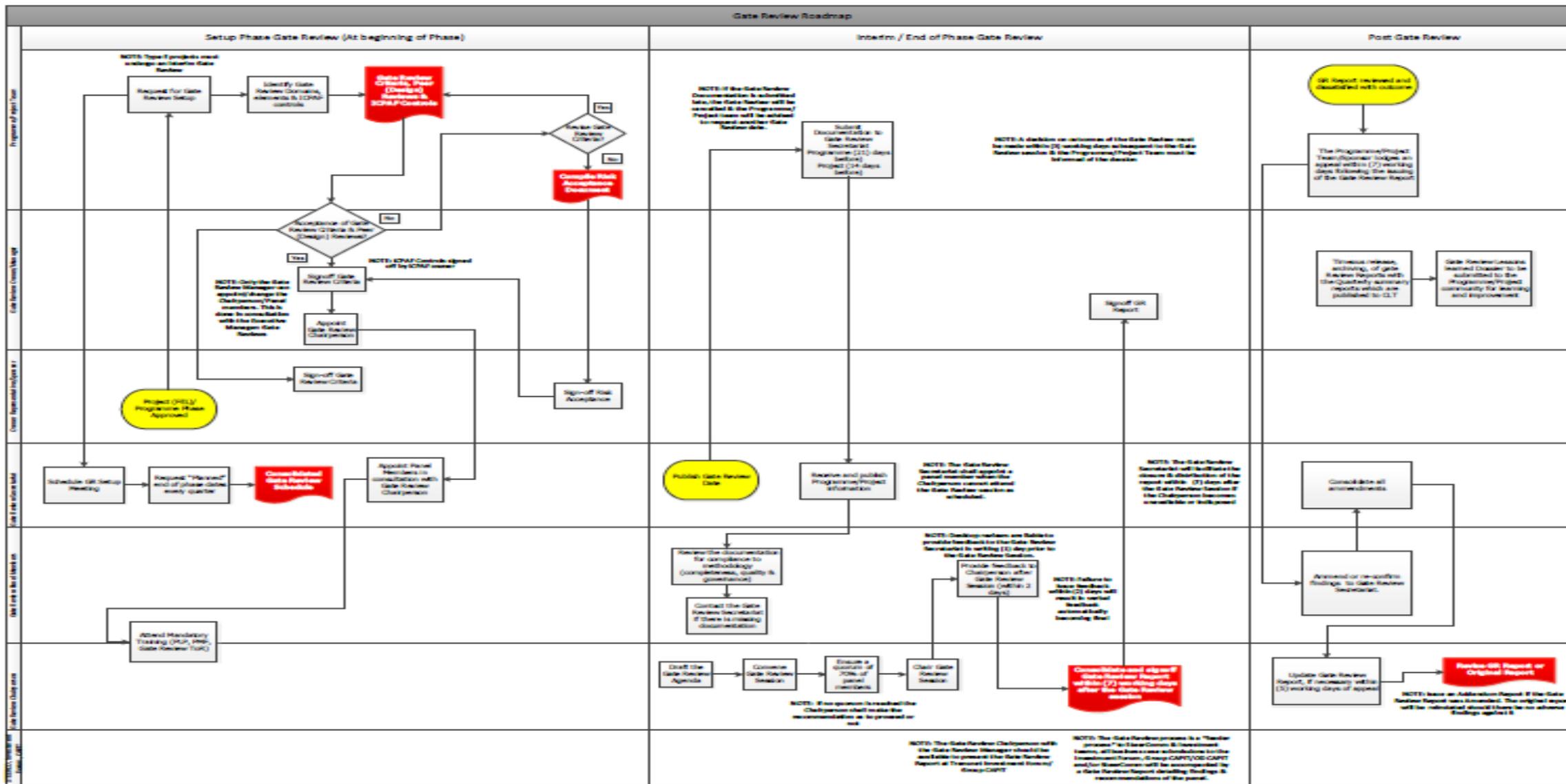
- Mandatory for E, Recommended for all others– Held prior to the “**End of Phase**” gate review to confirm that the project team is on track to achieve the deliverables agreed at the start of the phase.

“End of Phase” Gate reviews

- Mandatory for all project types – Conducted at the end of the Prefeasibility and Bankable Feasibility Phase to confirm that the project has satisfied the requirements of the current phase and is viable and ready to progress to the next phase.



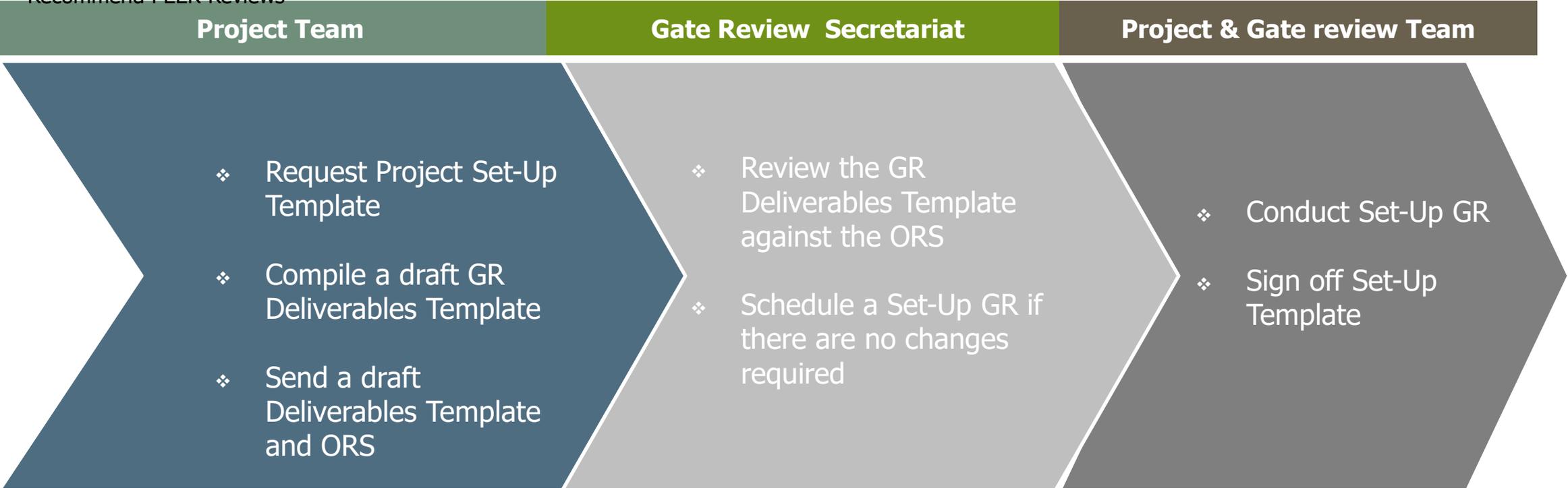
Gate Review Terms of Reference Roadmap



Set-up Gate Review Process

Gate Review Set-up is conducted at the inception of a phase, in conjunction with ICPAF Project Control Plans (PCP)

- ❖ PLP Domains & Elements
- ❖ Recommend PEER Reviews



Gate Review Criteria Sign-off by:

- Sponsor, Programme / Project Managers & Gate Review Owner / Manager

ICPAF Project Control Plan (PCP) Sign-off by:

- ICPAF Owner

NB: Relevant Domains & Elements not included in Criteria must follow a Risk based approach which is signed off by the SPONSOR

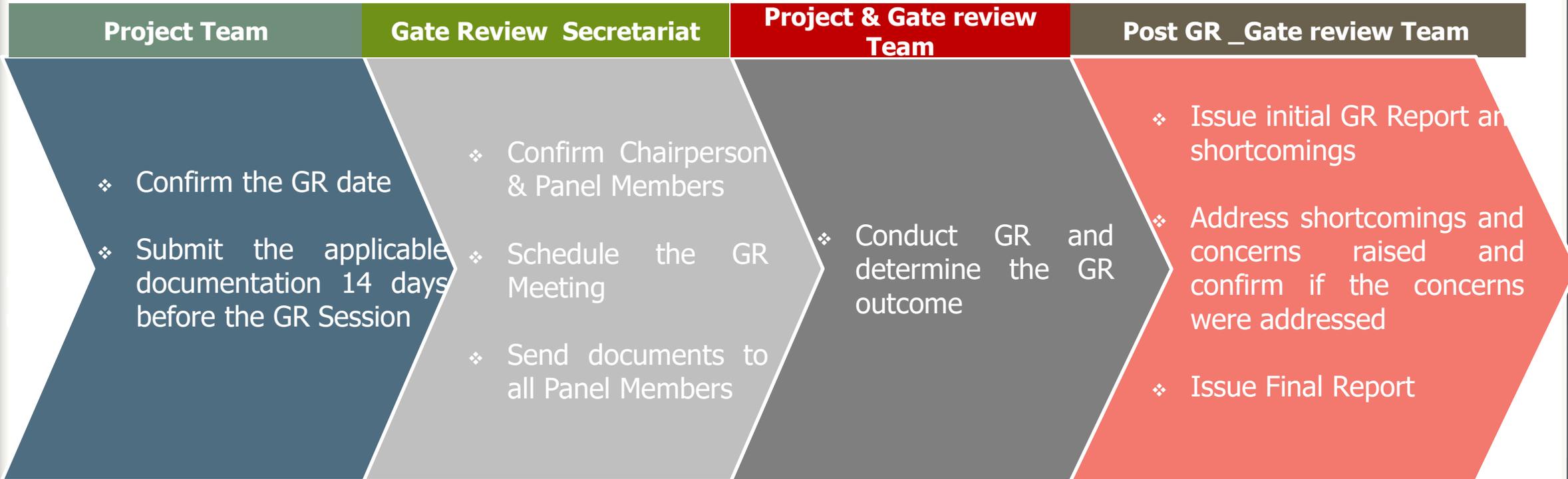
Out of the 31 PLP domains, there are 11 mandatory applicable Domains

- Environmental and Social Governance
- Health and Safety
- Quality Management
- Procurement Management
- Owners Requirement Specification (ORS)
- Engineering disciplines
- Risk Management
- Operational Readiness (OR)
- Schedule Management
- Cost Management
- Business Case



End of Phase Gate Review Process

Gate Reviews are conducted by the OD assurance function for Projects classified as Type A & B and by Group Capital Assurance for Projects classified as Types C, D & E.



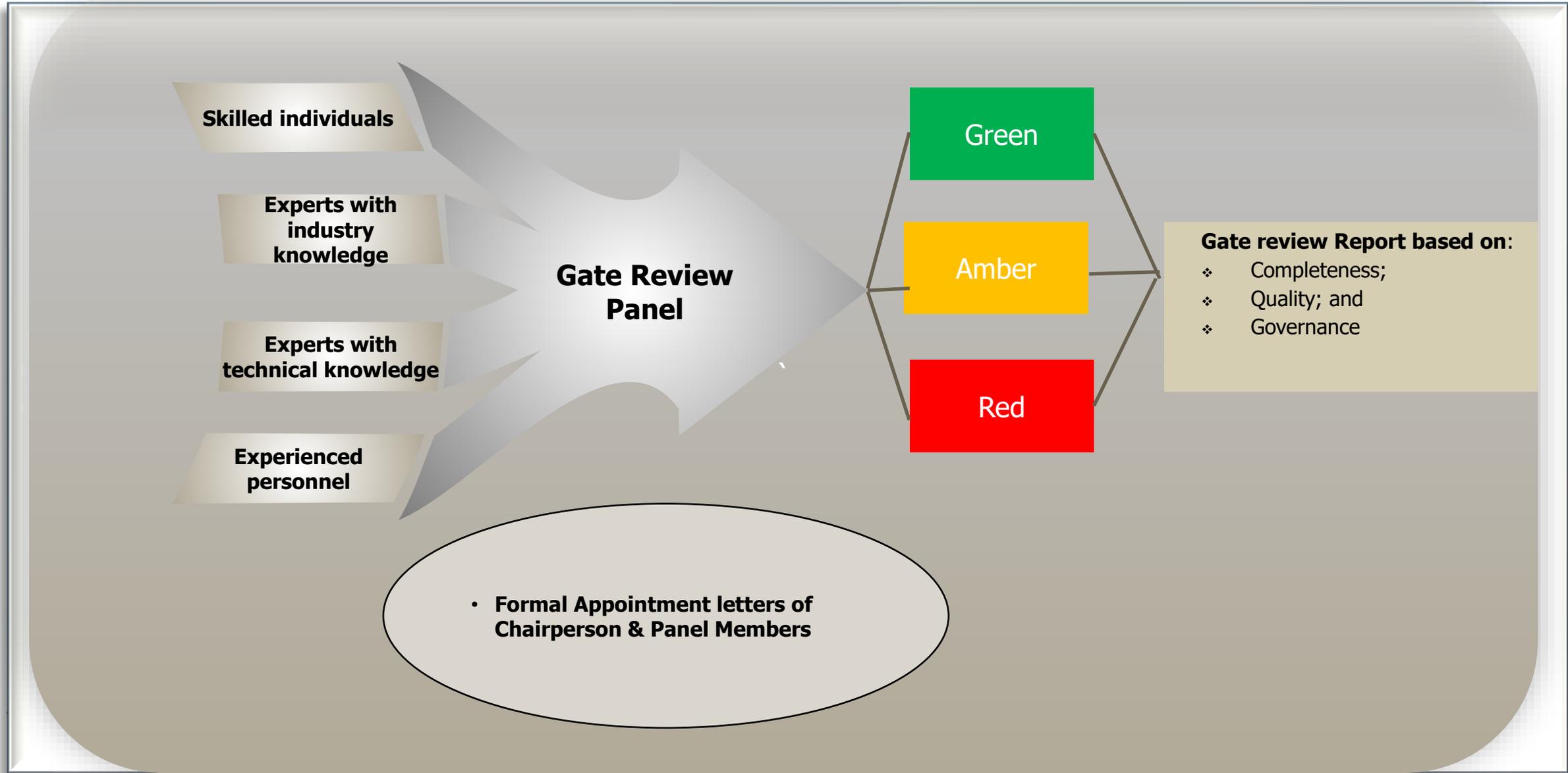
Signed-off Gate Review Report by:

- ❖ Chairperson
- ❖ Project Manager
- ❖ Gate Review Owner/Manager

Gate Review Report reviewed by Business Forums for decision-making



Gate Review Outcomes



Gate Review Outcome Description

- **GREEN** 

The Project has met most Gate Review criteria and is allowed to pass the gate and proceed to the next PLP Phase. The Project Team may need to address certain issues but will still be allowed to proceed if those issues do not materially change the scope, cost and schedule or introduce new risks for the Project.

- **AMBER** 

The Project has failed to meet critical aspects of the Phase (as per relevant Gate Review Criteria) and will be put on hold and not allowed to proceed to the next Phase until such time the shortcomings are adequately addressed to the satisfaction of the GR Panel Member.

- **RED** 

The Project has failed to meet most critical aspects of the Phase (as per relevant Gate Review Criteria) and the works of the Phase are deemed unsatisfactory. Therefore, the Project must address the concerns raised and resubmit for another Gate Review.

Gate Review Ground Rules

- Chairperson & GR panel appointed 4 weeks prior to GR
- GR Manager appoints & changes the Chairperson and panel in consultation with EM – GR
- GR scheduled post GR application/GR Set-up
- Project team to be present on scheduled GR date
- GR Panel to be present at GR
- GR panel member cannot request information not part of agreed deliverables
- GR panel to treat all projects fairly and consistently
- GR decision to be given within 3 days of the GR meeting
- GR Manager and Chairperson only have authority to change GR decision
- Late or non-Submission – Cancel GR meeting



1. Which document largely determines the project scope, schedule and cost for each phase?

- a) The FEL worksheet
- b) The Owners Requirements Specification**
- c) Operational readiness

2. What is the benefit of applying Front End Loading?

- a) There is no real benefit
- b) It ensures compliance
- c) Each incremental investment is made when the level of risk and certainty justifies it rather than committing large sums of money to uncertain investments.**

3. How does PLP minimize project risk and overrun?

- a) It doesn't
- b) By classifying a project
- c) It takes a project through the full "Concept to Close Out" process, with Gate Reviews, which ensure the viability of a project**



4. What are the benefits of a well prepared ORS?

- a) It will greatly reduce the possibility of the Project Team making incorrect assumptions that deliver an unsatisfactory result to the owner
- b) It will provide a mechanism for management reviews of critical project outputs
- c) None of the above

5. In which phase is the feasibility of a project determined?

- a) Concept
- b) Project Close-Out
- c) FEL-3

6. What is the main purpose of Bankable Feasibility?

- a) To pick a single go forward option
- b) To develop a conceptual report
- c) To conduct detailed engineering

7. What best describes the Prefeasibility Phase?

- a) The most viable option is identified in this phase.
- b) This phase is the final planning and execution of the project
- c) This phase usually confirms strategic alignment.



8. Who is responsible for the 100% completion and signoff of the ORS?

- a) Consultant
- b) Owner**
- c) TCC

9. Which of the following is not included in the project close-out report?

- a) Administrative closure
- b) Lessons learnt
- c) Evaluation criteria**

10. Which of the following activities must be performed in Concept, Prefeasibility and Feasibility respectively?

- a) Review ORS**
- b) Finalise business case
- c) Create draft work plan for Feasibility

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2. DOCUMENT SUBMISSION



Documentation Required and Timelines

- Submission Timelines –
 - 14 working days for Projects and 21 working days for Programmes
- Minimum Disciplines
 - 11 Mandatory Domains
- Phase Work Documentation
 - Documentation agreed upon during gate review set-up
 - Summary of background and Status
 - Project/Programme Documentation Folders
- Assurance Reports
 - ICPAF Control Self-Assessment Report
- Late or non-Submission – Cancel GR meeting
- Gate Review Portal link, access granted to the Project Manager and Document Controller:
<http://gcia.transnet.net/pm-coe/GR.Portal/default.aspx>

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THANK YOU

