



Training #8

Infrastructure projects - Preparation of technical documentation with main emphasis on preparing feasibility studies



Objective of presentation

To present the main phases and steps aimed at preparing technical and tender documentation for infrastructure projects

What is a project?

Each project is developed to SOLVE a certain problem.

A project should have clearly defined:

- broader framework, programme/policy overall objectives;
- project purpose which directly address identified needs;
- direct and indirect stakeholder(s);
- list of tasks and results to be achieved;
- management responsibilities;
- implementation timetable + milestones;
- outline of resources and budget.



Most common project failures

- Too optimistic expectations/goals;
- Too many project requirements for the given time;
- Unexperienced project implementation team (WATSAN)
- Inadequate project inputs;
- Lack of support of the stakeholders (data provision);
- Too complicated (time-consuming) legislation;
- Rigid contract rules to accommodate changes during project implementation.

Project Cycle Management 1/2

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PROJECTS

- ▶ Programming aid for development assistance projects

▶ Designing operations: identification and formulation

- ▶ Aid delivery methods: the different approaches to aid

▶ Project modality

- ▶ Budget support
- ▶ Capacity Development
- ▶ Designing operations' quality system
- ▶ Monitoring and reporting of EC funded projects

Project modality

Advancing Afghan Trade

This project's goal is to strengthen the country's trade capacities and build a business-friendly environment, with a long-term goal of helping to transform Afghanistan and its regional partners into a vibrant regional economic hub.

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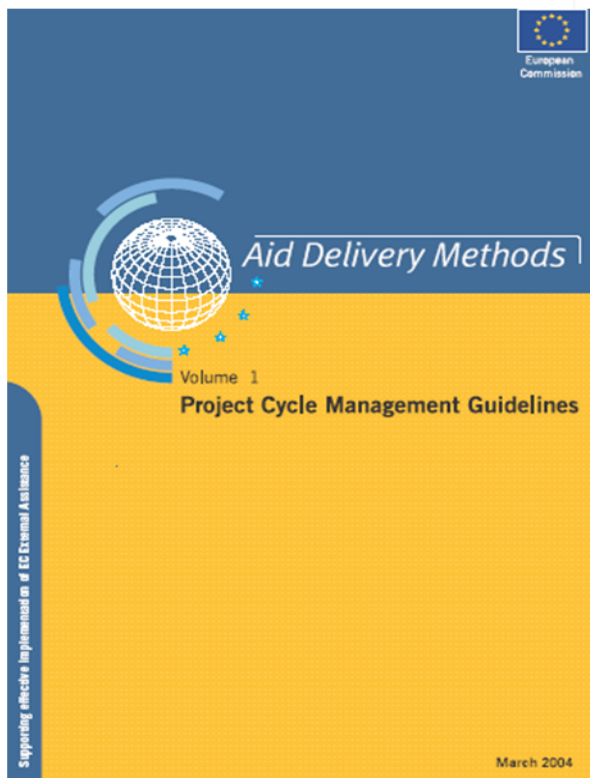


A project is a series of activities aimed at bringing about clearly specified objectives within a defined time period and with a defined budget which is specific to the project.

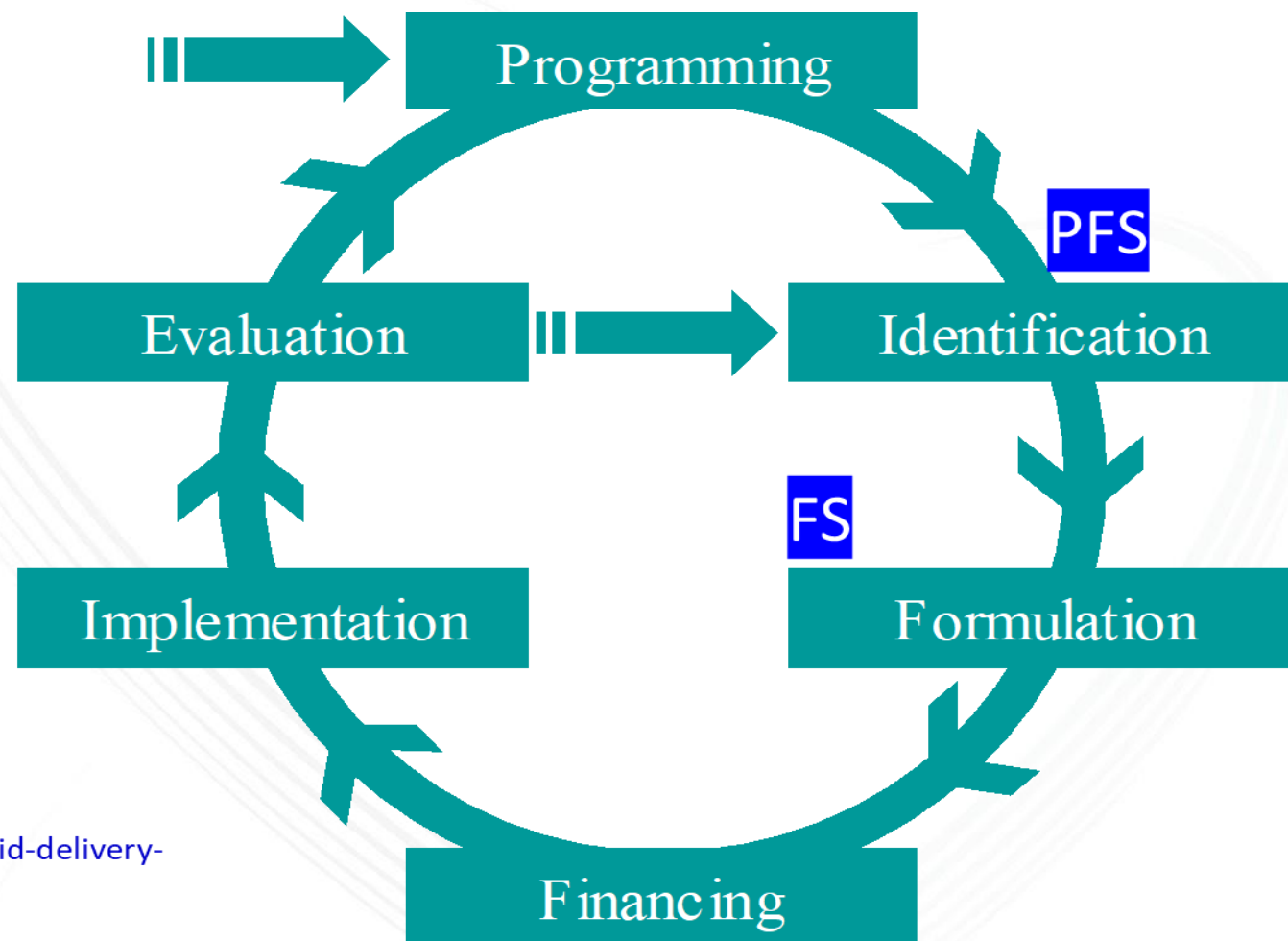
A project should have:

- ▶ Clearly identified stakeholders, including the primary target group and the final beneficiaries.
- ▶ Clearly defined coordination, management and financing arrangements.
- ▶ A monitoring system to oversee and follow implementation and to support project management.

Project Cycle Management 2/2



https://ec.europa.eu/europeaid/sites/devco/files/methodology-aid-delivery-methods-project-cycle-management-200403_en_2.pdf



Analytical Framework – The Log-frame Approach

A methodology for planning, managing and evaluating programmes and projects, using tools which promote systematic analysis, stakeholder participation and structured documentation

	Project Description	Verifiable indicators	Sources of verification	Assumptions
Overall objective				
Project purpose				
Results				
Activities		means	costs	
				Pre-conditions

Note: This is a fully iterative process

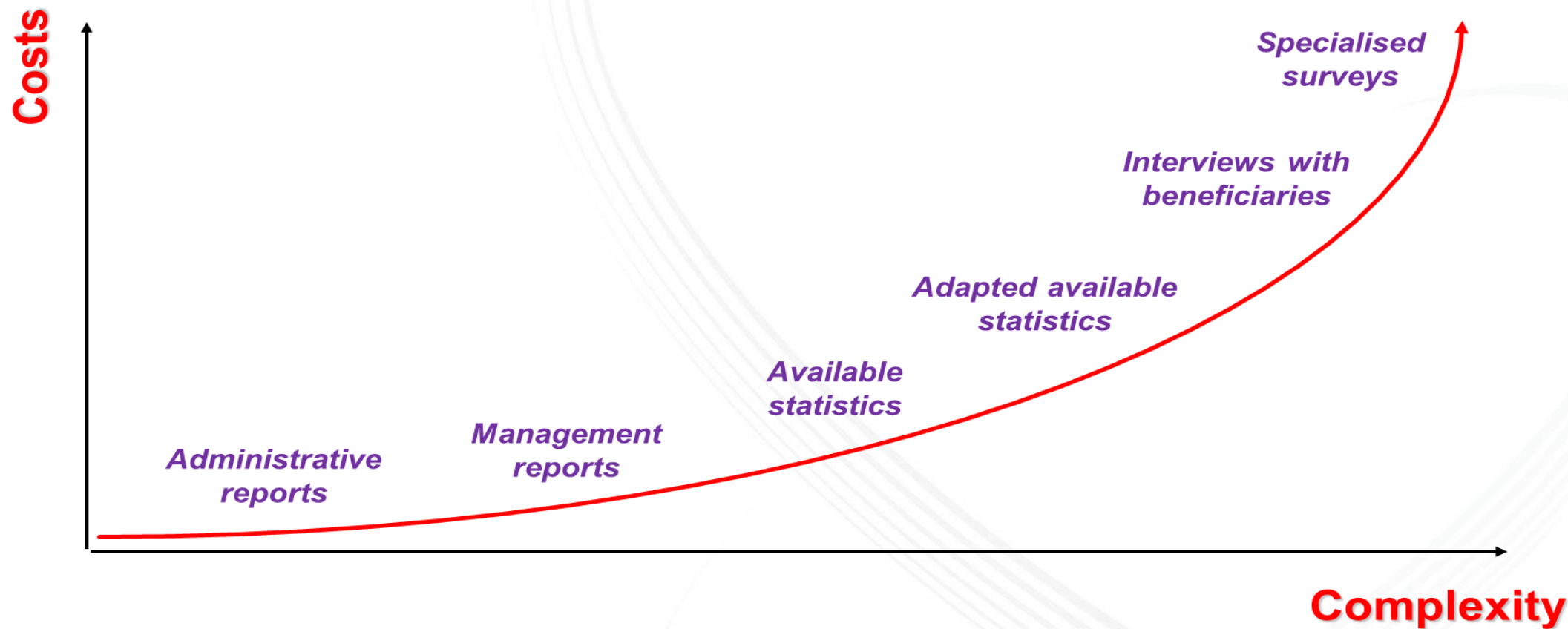
Project implemented by Eurochambres & TOBB

Objectively Verifiable Indicators (OVIs)

OVIs should be SMART!

- **S**pecific: including clear targets;
- **M**easurable: in terms of quality and/or quantity;
- **A**vailable: at an acceptable cost;
- **R**elevant: to what they are supposed to measure (horizontal logic);
- **T**imely: produced in due time to be useful for project management.

Sources of Verification



Project preparation 1/2

Main inputs – strategic papers

- Spatial and/or sectoral strategic plans;
- Legal documents;
- Project related EU Directives;
- EU Country Strategy Paper;
- IFIs Strategy papers;
- Master plans (e.g, DSIPs, RBM plans, FRM plans);

Project preparation 2/2

Key elements:

- Project Fiche;
- Gap Assessment Report;
- Single Project Pipeline;
- Tender for technical assistance (ToR is the key document);
- Selection of consultants.

Preparation of Technical Documentation

- **Technical documentation as per national legislation;**
- **Feasibility Study:**
 - Summary;
 - Baseline information (natural sub-system, socio-economic sub-system and administrative-institutional sub-system);
 - Analysis of current situation and projections;
 - ***Market analysis;***
 - Design criteria and parameters;
 - Option analysis and sensitive analysis;
 - Financial and economic analysis;
 - Institutional analysis (organisational, managerial, human resources, hardware, software, ...);
 - EIA;
 - Project presentation (main features, cost breakdown, ...);
 - Procurement strategy and implementation plan.

Preparation of Tender Documentation 1/2

EU PRAG

- Service contracts;
- Supply contracts;
- Works contracts;
- Grants.

http://ec.europa.eu/europeaid/prag/?header_description=DEVCO+Prag+to+financial+and+contractual+procedures+applicable+to+external+actions+financed+from+the+general+budget+of+the+EU+and+from+the+11th+EDF&header_keywords=ePrag%2C+europa



The screenshot shows the PRAG Practical Guide website. At the top, there is a header with the European Commission logo and the text "INTERNATIONAL COOPERATION AND DEVELOPMENT eContent". Below this is a navigation bar with links: "European Commission > International Cooperation and Development > Funding > Online Services > Prag > PRAG". A version bar indicates "Version 2018.0" and lists options: "Document", "Annexes", "Download available languages", "Previous versions", "Keywords", "External links", and "Search". On the left, a table of contents lists: 1. Introduction, 2. Basic rules, 3. Service contracts, 4. Supply contracts, 5. Works contracts, 6. Grants, and 7. List of Annexes. The main content area features the "PRAG Practical Guide" logo, the date "2 August 2018", and a detailed notice stating that PRAG 2018 is applicable to procedures where the contract notice / guidelines for applicants have been published as from 2 August 2018. It also includes a warning about the FR, ES, and PT versions and lists the modified chapters and annexes.

2 August 2018

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FIDIC

- <http://fidic.org/node/149>



Tendering procedure

- Call for expression of interest;
- Shortlisting;
- Provision of ToR;
- Clarification questions (and site visits);
- Preparation of technical and financial offers;
- Evaluation (members of evaluation committee)

Project implementation

- Preparation of ToRs for PIU and construction supervision;
- Contracting Authority (e.g., State vs local authorities);
- PIU (Project Implementation Unit);
- Engineer;
- Construction supervision;
- DNP;
- Take over.

Feasibility Studies - tips and tricks 1/2

Issue	Feasibility Study	Master Plan
Objective	Cost-benefit analysis of certain investments	Strategic long-term development
Methodology	Using the existing data	Conducting new investigations/field-work to get adequate inputs
Time for preparation	Several months	Several years
Results	The most pragmatic short-term measures	The most rational short-term, mid-term and long-term measures

Feasibility Studies - tips and tricks 2/2

Examples from the real practice:

- [Tuzla example.pptx](#);
- [Hariengvliet https://www.youtube.com/watch?v=AM9MZo7g_XE](https://www.youtube.com/watch?v=AM9MZo7g_XE);
- Moldova (Sector Budget Support);
- [FS vs Business Plan https://www.youtube.com/watch?v=TKNU2fRt1Gg](https://www.youtube.com/watch?v=TKNU2fRt1Gg);

EU PROJECT PREPARATION FACILITY PROJECT

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Questions and assistance

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Thank you for your attention!