

Infrastructure and Transport

Infrastructure Planning and Delivery: Best Practice Case Studies

Terms of Reference

The Council of Australian Governments' Infrastructure Working Group (COAG IWG), following discussion with Infrastructure Partnerships Australia, seeks support to conduct analysis to highlight:

- Key best practice behaviours; and
- Strategies in the planning, approval, assessment, delivery or operation stage which require specific attention or new methods.

On behalf of IWG, the Commonwealth Department of Infrastructure and Transport determined to contract with PricewaterhouseCoopers (PWC) to provide that support.

PwC is requested to provide a report, based on six case studies selected by the IWG which, in the view of IWG, highlight key examples of best practice in infrastructure planning and delivery. PwC is not asked to conduct an audit of these case studies. Instead, PwC is requested to review existing documentation and, where necessary, speak with key individuals involved in each project's delivery to identify examples of best practice at a high level.

The IWG requests that the processes and behaviours for analysis in the review should include, but not be limited to:

- Infrastructure assessment and planning, including business case development;
- Overarching project governance;
- Project management and delivery;
- Project planning;
- Choice of delivery and funding methods, including the allocation of risk between parties; and
- Management of ongoing operations.

The six projects chosen for case study analysis by the COAG IWG are:

- The M7 Motorway in Sydney, New South Wales;
- The Southbank Education and Training Precinct in Brisbane, Queensland;
- Victoria's Port of Melbourne Channel Deepening Project;
- The Northern Expressway in Adelaide, South Australia;
- Tiger Brennan Drive in Darwin, Northern Territory; and
- The Southern Seawater Desalination Plant south of Perth, Western Australia.

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High Speed Rail Study

Terms of Reference

A strategic study will be undertaken on the implementation of a high speed rail network on the east coast of Australia.

The study will focus on identifying possible routes, corridor preservation and station options, including city-centre, city-periphery and airport stations. This will provide a basis for route development, indicative transit times and high-level construction costs.

As part of the core network element at the centre of the east coast corridor, the Newcastle–Sydney ‘spine’ will be a central aspect of this work. Options for links northwards to Brisbane and southwards to Canberra and Melbourne will also be considered.

Specifically the study will:

- Identify undeveloped land corridors and/or existing corridors that could be considered for a high speed railway, and preservation strategies;
- Identify the main design decisions and requirements to build and operate a viable high speed rail network on the east coast of Australia;
- Present route and station options, including indicative construction costs and interaction with other transport modes;
- Provide costs estimates of undertaking the next stages of work, such as detailed route alignment identification and corridor resumptions;
- Identify potential financing and business operating models for the construction and operation of a high speed railway;
- Provide advice and options on relevant construction, engineering, financial and environmental considerations.

The study will be managed by the Department of Infrastructure and Transport. It will draw on expertise from the public and private sectors, as well as international experience, growth forecasts and other contemporary data. Stakeholders will be consulted and contribute views through a formal reference group, which will include representatives from relevant Commonwealth, state and territory agencies and other key stakeholder groups.

The high speed rail implementation study will, by July 2011:

- Identify the requirements for implementation of a viable HSR network on the east coast; and
- Identify strategic route and station options, including high-level costing.

This initial phase will provide a basis for consultation and inform the specific direction of a second phase, including consideration of the specific corridors, routes and associated issues to be targeted for more detailed examination.

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Further work from July 2011 will include:

- Detailed corridor alignment identification;
- Identification of preliminary geotechnical issues;
- Development of comprehensive robust cost estimates for preferred options;
- Further investigation of investment and (public and private) financing options;
- Detailed patronage and revenue forecasts; and
- Consideration of preferred options in relation to other modes (for example, airport capacity implications resulting from diversion of air traffic to train).

This final work and report will take approximately 12 months to complete and inform the Australian Government and state and territory governments' consideration of next steps for high speed rail in Australia.

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Indonesia Transport Safety Assistance Package Final Review

Terms of Reference

Location of assignment:	Canberra, Australia and Jakarta, Indonesia
Duration of assignment:	Monday 17 May to Friday 18 June 2010
Responsible to:	Department of Infrastructure, Transport, Regional Development and Local Government (Infrastructure), Canberra
Main counterparts:	<u>Indonesia:</u> Ministry of Transportation, Kementerian Perhubungan (KemenHub), and portfolio agencies, Angkasa Pura I and II (AP I and II) <u>Australia:</u> Department of Infrastructure, Transport, Regional Development and Local Government (Infrastructure) Australian Transport Safety Bureau (ATSB) Airservices Australia Australian Maritime Safety Authority (AMSA) Civil Aviation Safety Authority (CASA)

1. Background

The Indonesia Transport Safety Assistance Package (ITSAP) was initiated after the Garuda accident in Yogyakarta on 7 March 2007. Under ITSAP, the Australian Government committed \$23.9 million over three years (1 July 2007 to 30 June 2010) to a program of assistance.

The program was designed to strengthen Indonesia's capacity to plan and manage transport safety across all transport sectors. ITSAP has 33 projects across the transport modes which include technical assistance, capacity building, and enhanced governance practices and procedures. They are developed and implemented by Indonesian agencies and their Australian counterparts, and involve about 500 Indonesian government and professional participants.

2. Review objectives

The objective of the final review is to evaluate the performance of ITSAP and provide recommendations for future programs. Particular emphasis will be on assessing:

1. the impact of ITSAP as a whole, including alignment with Government of Indonesia priorities, as outlined in the Package Implementation Report (Attachment B);
2. the efficiency and quality of ITSAP through an analysis of the relationship between inputs and outputs, financial and otherwise;
3. the effectiveness, sustainability and value of the different types of training conducted by the agencies under ITSAP, taking into account the numbers of people trained and the quality and duration of the training;
4. the sustainability of the projects which have been initiated under ITSAP;
5. the strengths and weaknesses of the governance arrangements of the ITSAP model, including the roles and functions of the various management committees, the effectiveness of meetings, and the quality of documentation and information sharing;
6. the effectiveness of the ITSAP monitoring and evaluation framework, including a consideration of whether the appropriate data has been collected in order to sufficiently inform Infrastructure about ITSAP progress;
7. five key ITSAP achievements (one per Australian agency, including Infrastructure) as "case studies" to illustrate and inform the broad findings, conclusions and recommendations of the review; and
8. the quality of relationships developed between Australian agencies and their Indonesian counterparts, and the potential for sustaining partnerships.

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3. Methodology

The review will incorporate, but not be limited to, the following tasks:

- preparatory activities in Australia including review of ITSAP reports, discussions and interviews with Infrastructure and Australian transport agency staff involved in the delivery of ITSAP (approximately five days). Interview questions will be developed in consultation with Infrastructure;
- assessment of ITSAP implementation in Indonesia, including discussions and interviews with senior KemenHub officials and Indonesian agency staff involved in the delivery of ITSAP (approximately three days and two days travel). Interview questions will be developed in consultation with Infrastructure;
- analysis of findings and a draft report, submitted to Infrastructure (approximately five days);
- evaluation of draft report by Infrastructure (approximately eight days); and
- submission of final report and formal presentation of findings to Infrastructure (approximately two days).

The following is indicative of the methodology to be utilised for the review:

- orientation and preliminary discussions with key ITSAP staff in Australia and Indonesia;
- desk study of secondary data including project designs, progress and completion reports, minutes of the ITSAP Steering Committee and Project Review Group (PRG) meetings, ITSAP business plan, email and other correspondence with Australian and Indonesian agencies, other available reports, and relevant documents;
- in-depth structured interviews with selected participants, in Australia and Indonesia, utilising review instruments such as open ended and closed questionnaires for the collection of both qualitative and quantitative data; and
- facilitated group discussions with Indonesian beneficiaries of capacity building and other assistance provided through ITSAP activities.

4. Expertise required

The consulting team should have the following expertise:

- substantial professional experience in the review of overseas development projects, including those using whole of government delivery;
- facilitation skills and ability to use participatory processes for evaluation purposes;
- experience in project monitoring and evaluation;
- ability to work with Australian and Indonesian management and technical/professional staff;
- experience in organisational capacity improvement; and
- experience with Australian and Indonesian government systems and procedures, and be familiar with the operating environment for aid project delivery in Indonesia.

The consultant will have overall responsibility for ensuring all parts of these Terms of Reference are addressed satisfactorily in the final review report. Upon completion of the draft report and following receipt of comments from Infrastructure, the consultant will be responsible for incorporating the comments and suggestions in the final substantive editing of the report.

Infrastructure will be responsible for providing the consultant with access to ITSAP documentation and facilitating meetings with relevant government/implementing agency staff in Australia and Indonesia. While in Jakarta, the consultant will work closely with the ITSAP project manager, Jakarta, who will provide the first point of contact with KemenHub, and who will make the necessary arrangements for meetings with senior staff.

5. Reporting requirements

The product of the review is a final report. The report should be in English and an acceptable font to be specified by Infrastructure, with the following structure:

- Executive summary
- Main text/findings
- Conclusions and recommendations for the future
- Annexes
 - Terms of Reference of the review
 - Methodology applied during the study (phases, methods of data collection)
 - A summary of the numbers of personnel trained with an appropriate ranking of the outcomes in terms of qualifications achieved and sustainability of the knowledge transferred

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- Performance summary (using the key results outlined in the Package Implementation Report in Attachment B)
- List of personnel/organisations consulted
- Other literature and documentation consulted
- Any specialised or technical annexes.

The executive summary should be no more than two pages in length and the main text of the report should not exceed 20 pages. The final report shall follow the structure of the Terms of Reference and detailed materials shall be attached as annexes. It shall be clear and concise, limiting itself to essential points. The consultant shall be responsible for providing electronic versions of the draft and final reports to Infrastructure.

6. Work plan and timetable

The consultant will commence work in the week beginning 17 May 2010. It is anticipated that the consultant will undertake work in Jakarta in the week commencing 24 May 2010. A draft final report will be forwarded to Infrastructure by 11 June 2010.

Following receipt of the draft final report, Infrastructure will invite comments and feedback from stakeholders. Instructions for amendments and/or changes to the draft final report will be provided to the consultant and a final version of the final report will be due by 16 June 2010.