



An Roinn Caiteachais Phoiblí
Sheachadadh PFN agus Athchóirithe
Department of Public Expenditure
NDP Delivery and Reform

Infrastructure Guidelines: Implementation

December 2023

Tionscadal Éireann
Project Ireland
2040

1. Implementation

1.1 Purpose of Implementation Stage

The Implementation Stage of an investment proposal begins once final approval for the award of a contract has been secured. The critical tasks at this stage are to award the contract, manage and monitor the project to ensure that it is executed satisfactorily, within budget, to standard and on time. Implementation of the project is the responsibility of the Sponsoring Agency while the Accounting Officer and Approving Authority must be satisfied that the Sponsoring Agency delivers the investment proposal as approved.

These recommendations reflect best practice in project development. It is the responsibility of the Accounting Officer of the Department funding the project to ensure that these guidelines are adopted.

1.2 Further Guidance

Detailed guidance for this phase of the lifecycle is set out in the Capital Works Management Framework which describes the key steps to be taken in works contract management which are designed to ensure smooth delivery which is:

- On time
- On budget
- To the required quality standard

Guidance is also provided in relation to:

- Roles and responsibilities regarding contract management
- Managing the works in progress
- Managing risks in progress
- Calculating price variation Project completion and handover

1.3 Monitoring and reporting

All investment proposals are monitored on an on-going basis to ensure that they are being completed to the required cost, quality and time profiles. Progress is kept under review so that account can be taken of changes in relevant circumstances. Regular management reports are prepared by the Sponsoring Agency covering all significant developments relating to the investment proposal and its costs.

Ongoing monitoring and reporting is essential during the Implementation Stage. Reporting through the project or programme governance structure cover costs, delivery programme, benefits and all other relevant metrics. In addition to reporting on outturn metrics, reporting is forward-looking – it includes an up-to-date report on the project against scheduled costs and delivery timeframes.

Where delivery of several constituent projects, is taking place via a programme, the necessary resources are in place to ensure an appropriate plan to manage and monitor the multiple constituent investment projects. Under a programme, the Sponsoring Agency report and monitor the progress of

each individual constituent project and the programme as a whole.

1.4 Intervention Points

Implementation is closely monitored by the Accounting Officer and Approving Authority which should be prepared to step in and take action should circumstances necessitate within the context of any contractual arrangements in place. This may take a range of forms including:

- Changes to governance arrangements
- Changes to scope
- Changes to delivery timeframes
- Cancellation of the project
- Changes to wider external environment

This stage is closely monitored and all developments communicated to the Accounting Officer and Approving Authority and to the Government as necessary.