**Strategic Assessment Report**

[ Project Title ]

[ Project Code ]

[ Investment Stream *Please choose one from Heavy Rail Safety and Development, Light Rail, Bus Programme, Ticketing & Technology / Integration and Support, Accessibility, Park & Ride, Active Travel* ]

Prepared for [ Sponsoring Agency ]

Prepared by [ Preparer/Consultant ]

Date:

Quality Assurance

|  |  |  |  |
| --- | --- | --- | --- |
| Prepared by | Checked by | Verified by | Approved by |
| *[Insert Name]* | *[Insert Name]* | *[Insert Name]* | *[Insert Name]* |

Revision History

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Revision | Revision Date | Description | Name | Approved by |
| *V.0* | *[dd-mm-yyyy]* | *[Describe changes]* | *[Insert name]* | *[Insert name]* |
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***Disclaimer***

Strategic Assessment Report (SAR) will be replaced by Project Outline Document (POD) in due course. However, in the meantime, this template for a SAR can be used until further notice.

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***Please add content for Figures and Tables here.***

# Investment Rationale

CAF Reference 2.1 / PSC Reference 3.2.1

Please replace the below with the information about your own project.

* *Why does this project need to be done now?*
* *What are the problems in the study area?*
* *What would happen if this project was not developed?*
* *Why does the public sector need to involve in this project?*
  + *Explain why the project needs to be provided by the public sector.*
  + *Closely linked to market failure which is a situation in which the distribution of goods and services is not efficient in the free market (e.g. public goods, externalities, redistribution, merit good, market power)*
  + *A practical example is the need for subsidised bus services on socially desirable yet uneconomic routes.*
* *Are there similar projects delivered elsewhere in which lessons learned could inform this project? Why are these projects similar to the one you are proposing?*

# Objectives

CAF Reference 2.2 / PSC Reference 3.2.2

Please replace the below with the information about your own project

* *Are objectives rooted in the specific problems identified in the “Investment Rationale”?*
* *Who will be the intended beneficiaries and what needs are to be met?*
* *What is the planned scale (e.g. time, service level) on which those needs will be met and measured?*
* *What is the intended state of the future situation with the project in place?*
* *Are objectives SMART – specific, measurable, attributable, realistic and time-bound?*
  + *(Example) An identified problem may be a congested route in a city. The problem is congestion and the objectives could be to reduce congestion on the link to an acceptable level (i.e., Level of service D) within the next 5 years. (2.2 Setting Objectives, Common Appraisal Framework for Transport Projects and Programmes, p.18)*

# Strategic Alignment with Government Policy

CAF Reference 2.1 / PSC Reference 3.2.3

Please replace the below with the information about your own project

* *Does this project align with public policies? For examples,*
  + *National Investment Framework for Transport in Ireland (*[*NIFTI*](https://www.gov.ie/en/publication/cfae6-national-investment-framework-for-transport-in-ireland-nifti/)*)*
  + *Project Ireland 2040 -* [*National Planning Framework*](https://npf.ie/project-ireland-2040-national-planning-framework/)
  + [*Climate Action Plan*](https://www.gov.ie/en/publication/7bd8c-climate-action-plan-2023/#:~:text=The%20Climate%20Action%20Plan%202023,budgets%20and%20sectoral%20emissions%20ceilings.)
  + *European policies such as EU Green Deal, Road Infrastructure Safety Management (RISM) Directive*
  + *Regional policies such as GDA Transport Strategy, Cork Metropolitan Area Transport Strategy and Limerick Shannon Metropolitan Area Transport Strategy*
  + [*Regional Spatial and Economic Strategy for the Northern and Western Region*](https://www.nwra.ie/rses/)*,* [*Regional Spatial and Economic Strategy for the Eastern and Midland Region*](https://emra.ie/final-rses/) *and* [*Regional Spatial & Economic Strategy for the Southern Region*](https://www.southernassembly.ie/uploads/general-files/Regional_Spatial__Economic_Strategy_for_the_Southern_Region_LOW_RES.pdf)

# Preliminary Demand Analysis

CAF Reference 2.1 / PSC Reference 3.2.4

Please replace the below with the information about your own project

* *What is the baseline of the demand analysis?*
* *What is the current demand?*
* *What are the potential scenarios of future demand?*
* *What is the future demand within the appraisal timeframe (30 or 60 years) in a business as usual scenario (without the project)?*
* *What is the future demand resulting from an investment proposal with the project?*

# The Long-list of Potential Options

CAF Reference 2.4.2 / PSC Reference 3.2.5

Please replace the below with the information about your own project

* *What is a long list of alternatives that address the same problem which this business case is trying to solve?*
* *Does the long list include* ***all the feasible options*** *which can achieve the desired outcomes?*
  + *Options which may not involve capital investment should be also included.*
* *What is the base case (Do-Minimum or Do-Nothing) for the project?*
* *Does the long list consider a wide range of potential solutions by avoiding ‘picking winners’ or ‘pet projects’?*
* *What framework, such as a multi-criteria model, a logic path model or a balanced scorecard, is used to describe and assess the options?*

# The Potential Range of Financial and Economic Costs

PSC Reference 3.2.6

Please replace the below with the information about your own project

* *What are indicative costs for all options in the long-list?*
* *What are the uncertainties which would influence significantly on the costs?*

# Assessment of Affordability in the Context of Available Resources

* Including the [Medium-Term Capital Envelope](https://www.gov.ie/en/publication/774e2-national-development-plan-2021-2030/) in the case of Exchequer funded proposals

PSC Reference 3.2.6

Please replace the below with the information about your own project

* *Can the Sponsoring Agency secure the financial capability, in terms of both capital and operational costs, affordable to proceed with this project?*
* *Is the affordability assessed in the context of available resources (including the Medium-Term Capital Envelopes in the case of Exchequer funded proposals), the timing of payments, and the opportunity cost of investments?*

# Identification of Risks

CAF Reference 4.4 / PSC Reference 3.2.6

Please replace the below with the information about your own project

* *What are the risks for the project?*
* *What are mitigations for the identified risks?*
* *What are the lessons learned from previous similar projects?*
* *What are the implications on risk management for this project from the lessons learned from previous projects?*

# Framework for Determining Key Performance Indicators

PSC Reference Box 3.2

Please replace the below with the information about your own project

* *What framework will be used to determine key performance indicators (KPIs)? A logic path model, a balanced scorecard or a multi-criteria framework can be considered as an approach to identify Key Performance Indicators. (Box 3.2 Frameworks for considering the long-list and gathering metrics, Public Spend Code: A Guide to Evaluating, Planning and Managing Public Investment, p.23)*

***The Logic Path Model***

Graphical user interface, application

Description automatically generated

*This is a framework for considering the inputs, outputs, performance and impacts of proposed interventions. It can provide a common lens through which* *to understand options and assess the relative performance of options in achieving the desired objectives. The Logic Path Model maps out the shape and logical linkages of a programme or project and provides a systematic and visual way to present and share the understanding of the cause-effect relationships between inputs, activities, outputs and outcomes (results and impacts). It is used in planning, implementation, monitoring and evaluation of projects and programmes. Adoption of the Logic Path Model can enable options to be described*

*and analysed in terms of inputs, activities or processes, outputs, and outcomes that are arranged to achieve specific strategic objectives.*

*Through the Logic Path Model, the Sponsoring Agency will identify at a high level the key performance indicator for the inputs, outputs, performance and impacts required for and from the proposal. These will form the basis for the monitoring and evaluation plan that will be developed as part of the business case and rolled out during project implementation.*

*Transport Infrastrucure Ireland provides* [*guidance to develop logic path modelling*](https://www.tiipublications.ie/library/PE-PAG-02045-01.pdf) *and it can be referred.*

***The Balanced Scorecard***

Graphical user interface, application

Description automatically generated

*The balanced scorecard approach is a tool to assist in gathering metrics and understanding performance across a number of dimensions. Areas of focus may include economic, financial, social and environmental. The type of model facilitates the consideration of options and gathering of data across a number of dimensions of performance.*

***Multi-criteria framework***

*The approach considers options by reference to an explicit set of criteria derived from the objectives of the proposal and factoring affordability and value for money. The approach uses weighting and scoring of the relevant criteria reflecting their relative importance to the objectives and the performance of each option against each criterion. In some cases, detailed multi-criteria analysis (MCAs) is an important element of the options appraisal as part of the business case.*

* *What are the data and plans to obtain data for evaluating KPIs?*

# Appraisal Plan

CAF Reference 2.4, 3.4, 3.5, 4.2, 4.3, 4.5 / PSC Reference 3.2.7

Please replace the below with the information about your own project

* *How will the project be appraised in terms of methodology for the followings?*
  + *Deriving a short-list from the long-list of options,*
  + *Financial appraisal (****must form part of the appraisal****)*
  + *Economic appraisal (for all projects in excess of €100 million,* ***a cost-benefit analysis*** *should form part of the economic appraisal.)*
  + *Sensitivity and scenario analysis,*
  + *Approach to pricing risk and factoring in optimism bias*
* *What is the rationale for the choice of appraisal methodology?*
* *In terms of details of the appraisal plan,*
  + *What kind of data is required?*
  + *What are the assumptions for the analysis?*
  + *What technical parameters will be used?*

# Outline Governance Plan

PSC Reference 3.2.8

Please replace the below with the information about your own project

* *What is the plan for governance arrangements (e.g., reporting, approval) for developing the proposal further?*
* *What are the key structures at a high level?*
* *What are the project roles and responsibilities? How would these operate for different delivery options?*

# Appendix

Relevant documents from Phase 1 of the NTA Project Approval Guidelines can be attached here.