



Guideline on the Gerbang Nilai Review Process

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TABLE OF CONTENTS

PART 1:

THE GERBANG NILAI REVIEW PROCESS - AN OVERVIEW.....	4
1.1 Introduction of Gerbang Nilai	4
1.2 The Methodology	5
1.3 The Benefit of Gerbang Nilai	9

PART 2:

ROLES AND RESPONSIBILITIES.....	10
2.1 Participants in Gerbang Nilai Review	10
2.2 Importance of Participation	10
2.3 Selection of Gerbang Nilai Reviewers	10
2.4 Appointment of Gerbang Nilai Reviewers	11
2.5 Roles and Responsibilities	11
2.6 The Gerbang Nilai Review Report	14

APPENDICES

Appendix A: Gerbang Nilai Review Process

Appendix B: Areas to Probe Gerbang Nilai 1

Appendix C: Areas to Probe Gerbang Nilai 2

Appendix D: Areas to Probe Gerbang Nilai 3

Appendix E: Areas to Probe Gerbang Nilai 4

Appendix F: Template Laporan Gerbang Nilai 1

Appendix G: Template Laporan Gerbang Nilai 2

Appendix H: Template Laporan Gerbang Nilai 3

Appendix I : Template Laporan Gerbang Nilai 4

Part 1: The Gerbang Nilai Review Process—An Overview

1.1 Introduction of Gerbang Nilai

The Gerbang Nilai Review is an adaption of the United Kingdom's Office of Government Commerce, (OGC) Gateway Review Process (Gateway) to improve the delivery of major projects.

The application of Gateway in the UK has demonstrably benefited project delivery through:

- i. identifying the skills and experience required to deliver successful projects;
- ii. increasing stakeholder understanding of their role in successful project management and the factors which contribute to the achievement of project objectives;
- iii. identifying early in projects where corrective action may be required; and
- iv. improving project management and delivery skills.

The adoption of Gateway is a tool to improve the on-time and on-budget delivery of major projects undertaken by JKR. Importantly, it supports project teams by providing them with an independent information resource that can add value to their project (for example, by the early identification of issues that may need to be addressed).

Gerbang Nilai is being introduced in 10th Malaysian Plan, focusing initially on a representative cross-section of projects that satisfy the level of categorisation and are identified as complex.

In ensuring the success of the whole project undertaken by JKR, the policy has indicated that Gerbang Nilai Review to be imposed to all projects, and will proceed through subsequent Gerbang in the Gerbang Nilai process during their lifecycles.

The purpose of this Guideline is to provide an introduction and practical information on the process and requirements of Gerbang Nilai and how it can help to improve the successful delivery of projects.

This Guideline will assist the parties involved to successfully prepare for, and participate in, Gerbang Nilai reviews. Information in this Guideline should be applied using common sense — as relevant to the circumstances of each project under review.

The Portfolio Office in the Jabatan Kerja Raya (JKR) provides further information and assistance on Gerbang Nilai, its application and outcomes through:

- i. facilitating the provision of training programs;
- ii. developing reference and supporting materials; and
- iii. periodically publishing lessons learnt from Gerbang Nilai reviews.

1.2 The Methodology

Gerbang Nilai is a project assurance methodology that involves short, intensive reviews at up to four critical stages of the project lifecycle. The reviews, undertaken by a team of experienced peer reviewers who are not associated with the project, are designed to:

- assess the project against its specified objectives at a particular stage in the project's lifecycle;
- provide early identification of areas that may require corrective action; and
- provide validation that a project is ready to progress successfully to the next stage.

There are four different reviews that occur at critical stages (or Gates or decision points) of a project's lifecycle. These are:

Critical Stage or Gerbang	Type of Review
Gerbang 1	Project Implementation Acceptance (Penerimaan Pelaksanaan Projek)
Gerbang 2	Readiness for Design (Kesediaan untuk Rekabentuk)
Gerbang 3	Readiness for Tender (Kesediaan untuk Tender)
Gerbang 4	Readiness for Service (Kesediaan untuk Perkhidmatan)

The first projects review will be a Gerbang 1 (Project Implementation Acceptance Review). The review focuses on projects implementation readiness and whether the proposal has been adequately researched and can be delivered.

Gerbang 2 (Readiness for Design) focuses on planning adequacy, clear understanding of client and other stakeholders' requirements has made risk analysis and value management analysis, and ready to proceed with the detail design.

Gerbang 3 (Readiness for Tender) focuses on providing assurance that it establishes a clear definition of the project and a plan for its implementation, has made an assessment of the projects potential for success and if the project is ready to invite proposals or tenders.

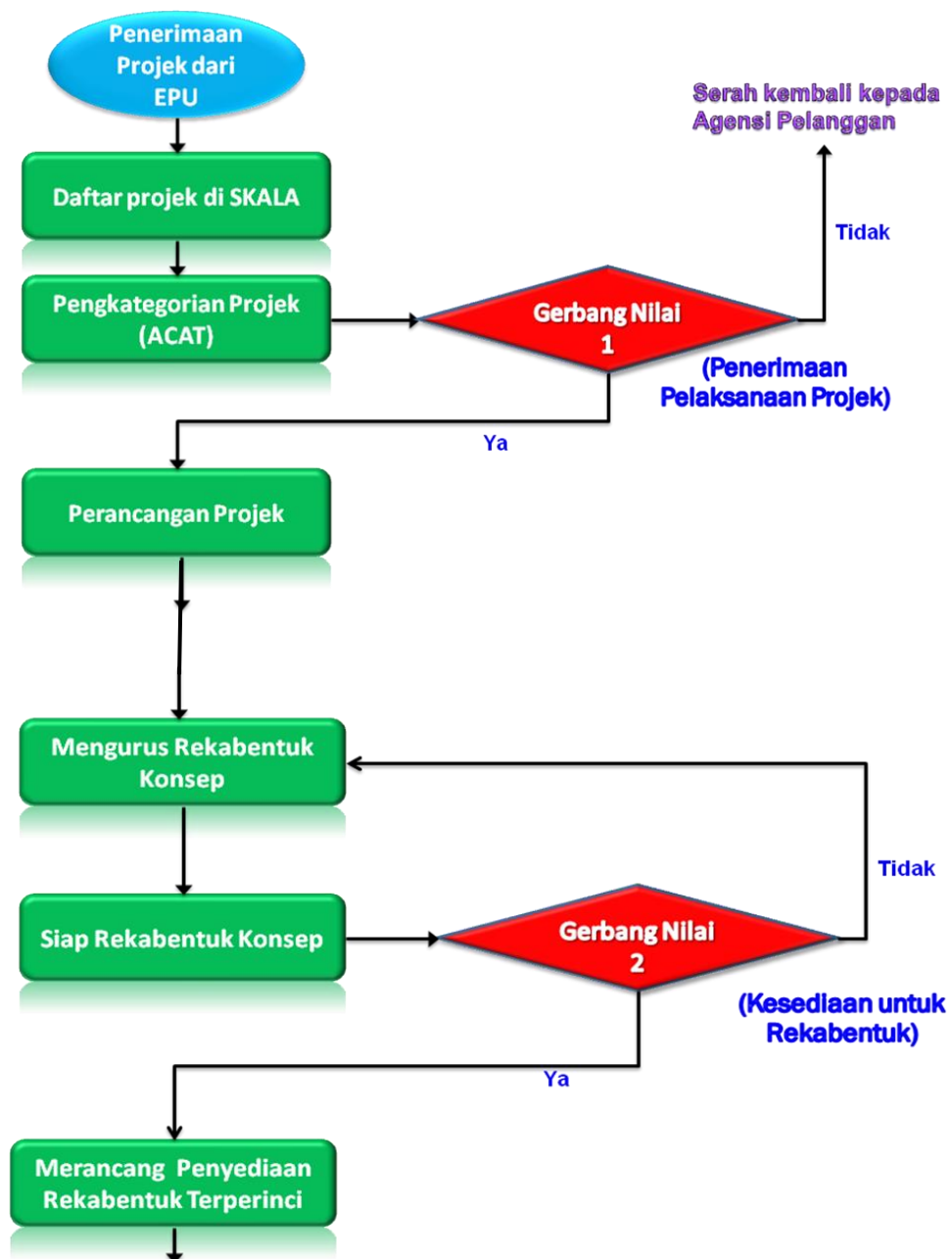
Gerbang 4 (Readiness for Service) focuses on providing assurance to the client agency on whether the project is robust before delivery, assessing organisational readiness before and after delivery, and considers the basis for evaluating ongoing performance

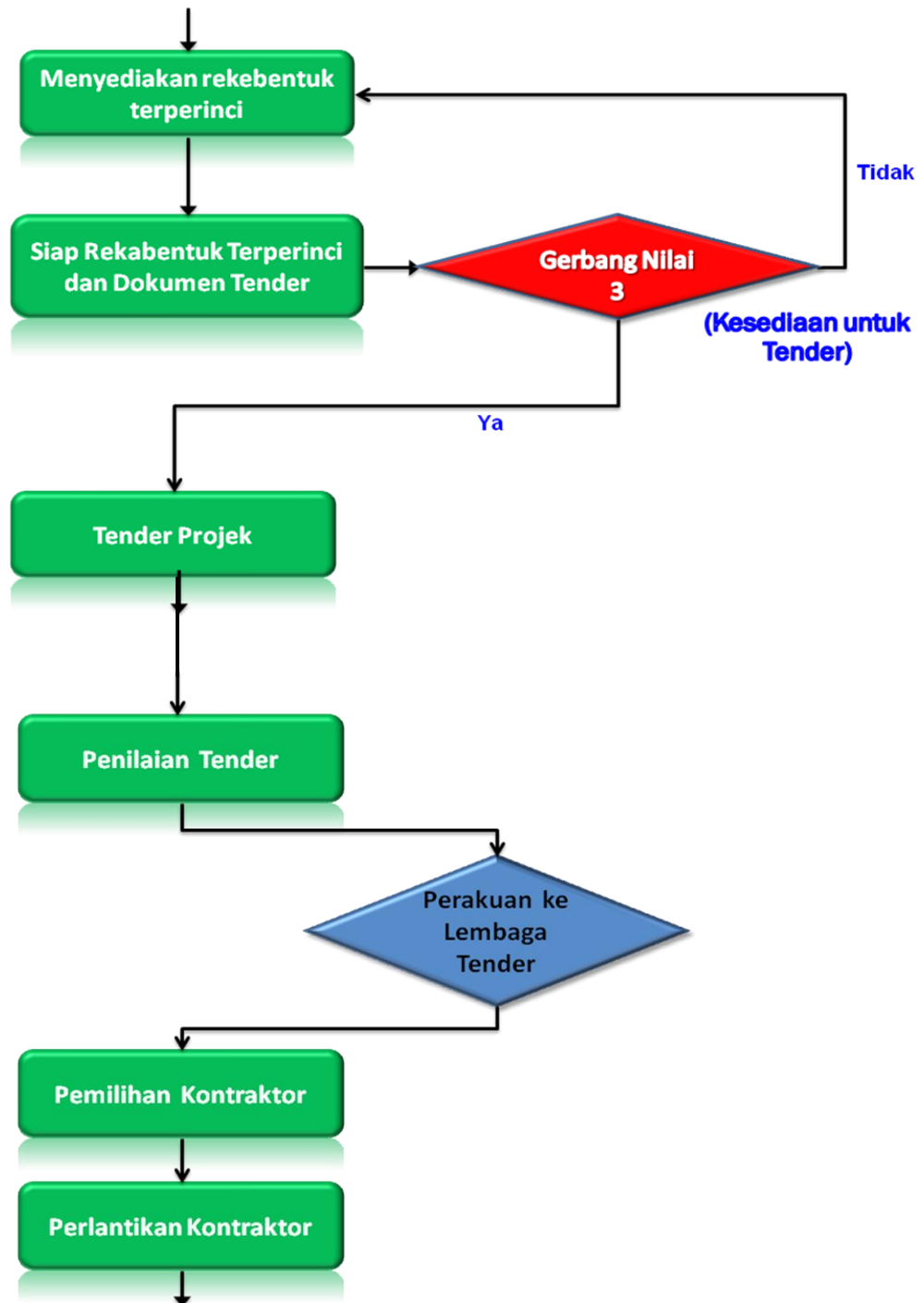
All Projects are subject to Gerbang 1 through 4.

Figure 1 outlines the relationship between a typical project's lifecycle and the reviews at each Gerbang Nilai.

Following the completion of a Gerbang Nilai review, subsequent Gerbang Nilai reviews for projects will commence when the Program Manager informs the Portfolio/Program/Project Office of its intention to proceed to the next phase in the project lifecycle.

Figure 1: Gerbang Nilai and the Project Lifecycle







Gerbang Nilai is not an audit, a detailed technical review or an inquiry. The reviews identify and focus on issues that are most important to the project, so that a Project Team's effort is directed to those aspects that will help make the project successful.

The Gerbang Nilai review findings and recommendations are provided directly to the Program Manager at the conclusion of the review. It is the responsibility of the Project Manager, to determine what action should be taken to address recommendations.

1.3 The Benefits of Gerbang Nilai

As previously noted, Gerbang Nilai strengthens the oversight and governance of projects and assists JKR to deliver projects in accordance with the stated objectives, on-time and on-budget. It achieves this by providing an assessment of a project at critical stages of the project's lifecycle.

The benefits of Gerbang Nilai to JKR can include:

- i. access to the knowledge of highly experienced peers;
- ii. improved accuracy in planning;
- iii. improved allocation of skills and resources deployed on the project
- iv. improved procurement and contract management processes;
- v. improved risk management;
- vi. reduced time and cost overruns;
- vii. corrected repeated deficiencies;
- viii. knowledge transfer and application of best practice;
- ix. achieve more realistic time and cost target for projects;
- x. increased success of outcomes;
- xi. increased supplier confidence;
- xii. greater assurance that the project can progress to the next stage of development or implementation;
- xiii. dissemination of better practice techniques across the department, leading to enhanced project management awareness and skills;
- xiv. enhanced stakeholder awareness, responsibility and accountability through open, targeted and honest communication.
- xv. increased stakeholder understanding of key success criteria, project status and the issue involved

The Portfolio Office in collaboration with the Program/Project Office will periodically publish a report that is a composite of lessons learnt from a variety of Gerbang Nilai reviews. These reports will incorporate confidentiality principles, with lessons learnt not attributable to any particular project.

Part 2: Roles and Responsibilities

2.1 Participants in Gerbang Nilai Review

The following participants shall work co-operatively to complete a review successfully:

- Project/Program/Portfolio Office;
- Program Manager
- Project Manager
- Gerbang Nilai Review Team; and
- Other project stakeholders;

2.2 Importance of Participation

Participants in a Gerbang Nilai review should engage fully in the process, demonstrating a willingness to share information openly and honestly. This will assist in building a collaborative working relationship among the participants, and result in the production of a fully informed and useful Gerbang Nilai Review Report. The confidentiality of the process should also help encourage that working relationship.

The Review Team Leader needs to plan early for interviews, ensuring that the appropriate participants are involved, and that Review Team Members and interviewees are aware of the purpose and structure of the interviews. The sample interview questions and supporting documentation provided in this manual are not exhaustive, and the Gerbang Nilai Review Team should use their expertise and experience to tailor questions to the particular requirements of a Gerbang Nilai review. In all circumstances interviewees should be encouraged to fully explain aspects of their project.

2.3 Selection of Gerbang Nilai Reviewers

When selecting Gerbang Nilai reviewers, the Program/Project Office will consult with the Program Manager to ensure an optimal mix of Gerbang Nilai reviewers is selected for the Gerbang Nilai Review Team. Consideration will be given to factors such as:

- potential conflicts of interest or other sensitivities;
- reviewer knowledge, skills and experience relevant to the particular project and the Gerbang Nilai review to be undertaken;
- obtaining the best mix of reviewer expertise;
- reviewer availability; and
- the level of security clearance required for the project, where relevant.

2.4 Appointment of Gerbang Nilai Reviewers

The background and skills of the Gerbang Nilai reviewers are fundamental to their involvement on particular Gerbang Nilai reviews.

The appointed Review Team Member must:

- demonstrate extensive relevant knowledge, skills and experience in one or more business or technical areas specified as relevant to the review;
- attended Gerbang Nilai Review Team Member training
- register with the Portfolio Office; and
- agree to the terms and conditions for reviews as set by the Portfolio Office.

2.5 Roles and Responsibilities

i) Review Team

Gerbang Nilai reviewers are experts in their field, who have extensive relevant experience and have been accredited by the Portfolio Office.

The key responsibilities of the Review Team

1. Ensure that communication occurs between the Program/Project Office and Project Manager
2. Prepare a plan for the conduct of the Gerbang Nilai review,
 - i. communicate the intention of the Gerbang Nilai review to all participants interviewed;
 - ii. ensure that the Review Team Members and interviewees are aware of the purpose and structure of the interviews prior to interview commencement;
 - iii. lead interviews and encourage discussion; and
 - iv. close interviews and assess the need for further actions such as a follow up interview or access to documentation identified during the interview.
 - v. identifying relevant documentation for review and participants for interview;
 - vi. working cooperatively with all participants in the review, including the Review Team, the Program Manager and the Program/Project Office;
3. Ensure that the Gerbang Nilai Review Report is prepared in a timely manner, and is provided to the Program/Project Manager.
4. Ensure that the recommendations from the Gerbang Nilai Review Reports are provided to the Portfolio Office at the conclusion of each Gerbang Nilai review.

ii) Program Manager

The Program Manager is responsible for the successful delivery of the project and has the authority to make decisions affecting the progress of the project.

The Program Manager:

- i. briefs the Gerbang Nilai Review Team at the Planning Meeting on key aspects of the project;
- ii. assists the Gerbang Nilai Review Team to obtain access to key stakeholders and documentation, including any previous Gerbang Nilai Review Reports;
- iii. receives briefings from the Gerbang Nilai Review Team;
- iv. ensures appropriate action is taken to address the Gerbang Nilai review findings;
- v. notifies the Program/Project Office of the project's intention to progress to the next phase, enabling appropriate scheduling of subsequent Gerbang Nilai reviews

iii) Project Manager

The Project Manager has primary responsibility for the day-to-day management of the entire project.

The Project Manager, should ensure that:

- i. provide a summary of the project to the Gerbang Nilai Review Team.
- ii. project documents and information, which have been identified by the Review Team as necessary to the Gerbang Nilai review, are made available to the Gerbang Nilai Review team.
- iii. interviews are arranged and interviewees have been informed of the time, location and purpose of the interview; and
- iv. suitable meeting rooms and facilities are available to the Gerbang Nilai Review Team for interviews and meetings.

iv) Other Project Stakeholders

Other project stakeholders include any individual or entity who is either potentially affected by the project or who has a potential effect on the project. For example, client, other Government agencies, or private sector bodies involved in, or affected by, the project.

Other project stakeholders may be asked:

- i. by the Program Manager and/or Project Manager to meet with the Gerbang Nilai Review Team; and
- ii. by the Gerbang Nilai Review Team to provide relevant information in its entirety and in a timely manner.

v) The Portfolio/Program/Project Office

The Jabatan Kerja Raya Malaysia's (JKR) Portfolio Office provides guidance, support and additional information on the Gerbang Nilai methodology to the Gerbang Nilai Review Teams. The Portfolio/Program/Project Office does not undertake the Gerbang Nilai Reviews.

The Portfolio/Program/Project Office will oversee the management of Gerbang Nilai reviews by:

- i. providing a point of contact to schedule and co-ordinate Gerbang Nilai reviews;
- ii. maintaining a register of suitable Gerbang Nilai reviewers;
- iii. maintaining and continually improving Gerbang Nilai guidance and resources.
- iv. compiling and disseminating lessons learnt on the management of projects across JKR. This will assist JKR to implement practices and controls that increase the likelihood of successful project outcomes.

In respect to facilitating Gerbang Nilai reviews, the Portfolio/Program/Project Office :

- i. liaises with the Program Manager regarding the skills requirement of the Gerbang Nilai Review Team;
- ii. assembles the Gerbang Nilai Review Team and assists with its logistical and administrative arrangements;
- iii. briefs the Project Team on the requirements of a Gerbang Nilai review;
- iv. responds to queries from and provides advice to the Program Manager and the Gerbang Nilai Review Team on the review process;
- v. ensures that the procedural requirements for a Gerbang Nilai review are met;
- vi. gather evaluations on the Gerbang Nilai Review Team's performance in the conduct of Gerbang Nilai reviews; and

The Portfolio/Program/Project Office receive copies of Gerbang Nilai Review Reports as they are completed to enable it to undertake quality assurance on the reporting process and highlight, in a timely manner, potential reporting improvements to the incoming Gerbang Nilai Review Team.

Gerbang Nilai Review Reports will also be used by the Portfolio/Program/Project Office as a key source of information for the preparation of the lessons learnt reports.

2.6 The Gerbang Nilai Review Report

The Gerbang Nilai Review Report should include:

- i. logistics of the Gerbang Nilai review (Program Manager details, dates of the review activities, and the Gerbang Nilai Review Team membership);
- ii. the purpose and scope of the current Gerbang Nilai review;
- iii. background to the project, including its origin, the outcomes it seeks to achieve,
- iv. findings and recommendations; and
- v. an overall conclusion on the project's status and its readiness to progress to the next phase.

The Gerbang Nilai Review Report will provide an overall status for the project at the Gerbang being assessed, as well as an indication how critical its recommendations are. A 'traffic light' system is used to indicate the project's overall status as follows:

Red

It is critical to the overall success of the project that the issues raised in this review are addressed before the project proceeds.

Amber

The issues raised in this review should be addressed before the next Gerbang Nilai review.

Green

The project is on target to succeed, but may benefit from implementing the recommendations in respect to the issues raised in this review.

It is important to note that a red light does not mean that the project must stop. It indicates that further work is needed before progressing the project. The Program Manager is responsible for determining what action it will take in response to a Gerbang Nilai Review Report.

The Gerbang Nilai Review Report will also indicate if recommendations in earlier reviews have been addressed. The appendices to the Gerbang Nilai Review Report provide information on interviewees and the project documentation reviewed. The final Gerbang Nilai Review Report should be signed by all members of the Gerbang Nilai Review Team.

At the conclusion of the review, the Gerbang Nilai Review Report is provided to the Program Manager and to the Portfolio/Program/Project Office.