

# ACQUISITION CATEGORISATION (ACAT)

Taklimat ACAT



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# What is ACAT?

- ✚ a methodology for categorising projects.
  - ✚ align the complexity of projects with certified experience and competencies of project managers.
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# Why ACAT?

- ensure that projects are categorised in a consistent and logical manner.
- contribute to a common understanding of the broad characteristics of projects.
- enable appropriate project management experience and competencies to be applied to projects.

# The ACAT Guideline consists of:

- Acquisition Category Definitions,
  - Project Decision Support Matrix, and
  - Categorisation Process.
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# ACAT Definitions

## ● ACAT I

- major projects that are normally most strategically significant
- extensive project and schedule management complexity
- very high levels of technical difficulty, operating, support and commercial arrangements

## ● ACAT II

- major projects that are strategically significant
- significant project and schedule management complexity
- high levels of technical difficulty, operating, support arrangements and commercial arrangements

## ● ACAT III

- major or minor projects that have a moderate strategic significance
- traditional project and schedule management techniques
- moderate levels of technical difficulty, operating, support arrangements and commercial arrangements

# ACAT Definitions

## ● ACAT IV

- major or minor projects that have a lower level of strategic significance
- traditional project and schedule management requirements
- lower levels of technical difficulty, operating, support arrangements and commercial arrangements.

## ● ACAT V

- minor projects acquisition that have a lower level of strategic significance
  - traditional project and schedule management requirements
  - very low levels of technical difficulty, operating, support arrangements and commercial arrangements
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## PROJECT DECISION SUPPORT MATRIX

ATTRIBTE COMPLEXITY LEVEL	ACQUISITION COST	PROJECT MANAGEMENT COMPLEXITY	SCHEDULE	TECHNICAL DIFFICULTY	OPERATION AND SUPPORT	INDUSTRY
5 [ Very Low]	< RM10m					
4 [Low]	RM10m- RM50m					
3 [Moderate]	RM50m- RM200m					
2 [High]	RM200m- RM400m					
1 [Very High]	>RM400m					

# SIX MAJOR ATTRIBUTES

## 1. **Acquisition Cost** include cost of:

- *system (i.e buildings, roads, infrastructure and equipment),*
  - *lands,*
  - *constructions,*
  - *consultants,*
  - *management*
  - *and facilities*
-

# SIX MAJOR ATTRIBUTES

## 2. *Project Management Complexity*

- *Complexity beyond that associated with traditional project management knowledge areas.*
  - *Characterised by project execution environment which is:*
    - *Novel*
    - *Uncertain*
    - *Very high level political interaction*
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# SIX MAJOR ATTRIBUTES

## 3. Schedule

- *Complexity brought about by schedule pressures on the project.*
  - *Application of varying level of sophistication in schedule management*
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# SIX MAJOR ATTRIBUTES

## 4. *Technical Difficulty*

- complexities which are associated with technical undertakings of:
    - *design and development*
    - *location and logistic*
    - *construction/assembly*
    - *coordination/integration*
    - *test, commission and acceptance*
-

# SIX MAJOR ATTRIBUTES

## 5. *Operation and Maintenance*

- *Complexity associated with the readiness of the organisation to operated and maintained.*

# SIX MAJOR ATTRIBUTES

## 6. *Industry*

- *The capability of industry to deliver and support the required system/ equipment,*
  - *The complexity of the commercial arrangements being managed including*
    - *the number of commercial arrangements*
    - *level of interdependency of commercial arrangement*
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# CATEGORISATION PROCESS

- To determine ACAT Level is **not a science** but **sound judgement** by persons having understanding of the characteristics of the project.
- The earlier in the project's lifecycle - the more susceptible are the assessments to change as the project progresses.
- It is important to make these judgements as accurately as possible because of the follow on implications.

# CATEGORISATION PROCESS

## ACAT SCORE CALCULATOR

Attribute	Very High	High	Medium	Low	Very Low	Raw Score	Weight	
Acquisition Cost	x					10	5	
Project Management Complexity		x				9	10	
Schedule		x				9	4	
Technical Difficulty		x				9	7	
Operations and Maintenance			x			7	5	
Industry			x			7	6	Normalised Score
Score						51	316	85
								ACAT II

## RAW SCORE

	Very High	High	Medium	Low	Very Low
ACQUISITION COST	10	9	7	3	1
PROJECT MGMT COMPLEXITY	10	9	7	3	1
SCHEDULE	10	9	7	3	1
TECHNICAL DIFFICULTY	10	9	7	3	1
OPERATIONS & SUPPORT	10	9	7	3	1
COMMERTIAL	10	9	7	3	1

## ACAT LEVEL SCORE

ACAT I	95	100
ACAT II	75	94
ACAT III	50	74
ACAT IV	30	49
ACAT V	10	29

**terima kasih**



# Gerbang Nilai Review

GERBANG

**Taklimat**  
**Gerbang Nilai**



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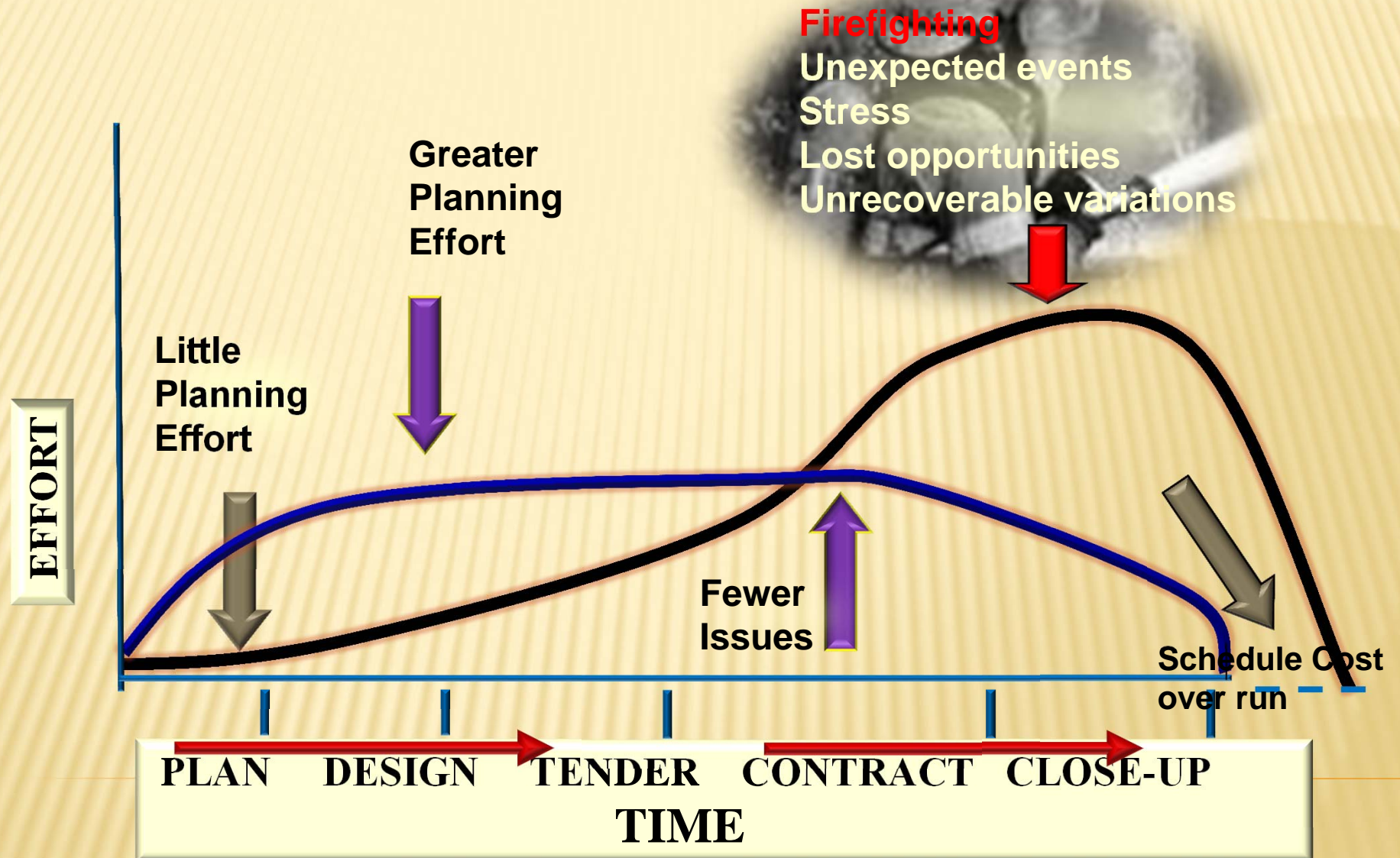
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# Why Gerbang Nilai Review





# What is Gerbang Nilai Review

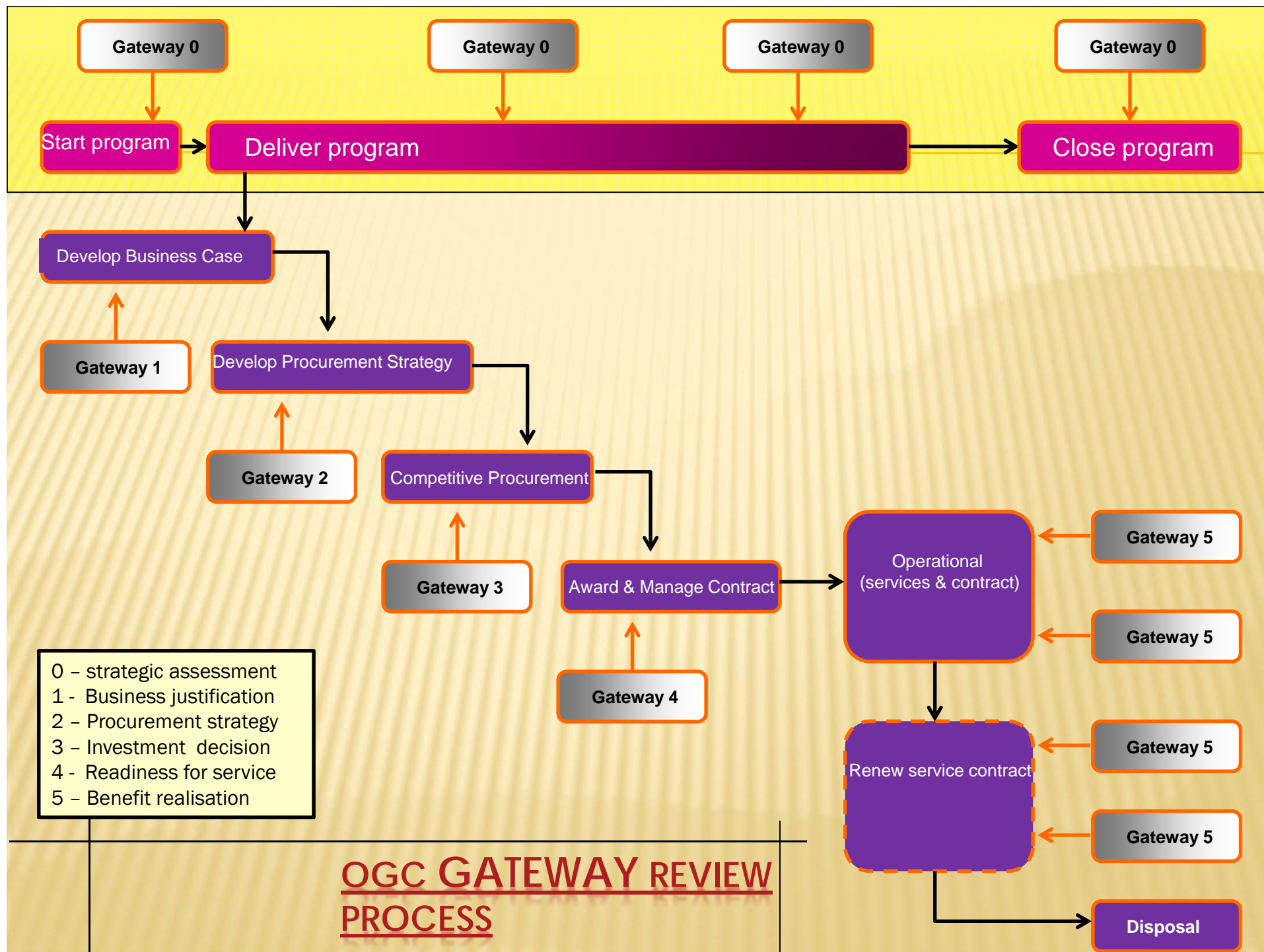
# Gerbang Nilai Review

- An adaption of the United Kingdom's Office of Government Commerce (OGC) Gateway™ Review Process to **improve the delivery of major projects.**
- OGC Gateway™ Review derived from the 1999 **Gershon Report** on Civil Procurement, which established OGC.



# Concept of GATEWAY™ Review

- To help Government deliver best value from its spending.
  - Examines programs and projects at key decision points in their lifecycle to provide assurance that they can progress successfully to the next stage.
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# Gerbang Nilai Review in JKR

- Gerbang Nilai is being introduced in 10th Malaysian Plan.
- In ensuring the success of the whole project undertaken by JKR, Gerbang Nilai Review shall be imposed to all projects above RM 5 Million  
(surat KPKR: (75)JKR-KPKR: 100:010/07 bertarikh 3 Ogos 2011)



# Benefits of the Gerbang Nilai Review

- Improved accuracy in planning
- Appropriate skills and experience deployed on the project.
- Increased stakeholder understanding of key success criteria, project status and the issue involved
- Repeated deficiencies corrected
- Knowledge transfer and application of best practice
- Achieve more realistic time and cost target for projects
- Increased success of outcomes

# Methodology of Gerbang Nilai

- Project **assurance methodology** – short, intensive review at 4 key point of the project lifecycle.



- Independent, expert, **peer review process**
- **Focuses on issues** that will make the project successful

# Methodology of Gerbang Nilai



- Assess the project against **specific objectives**
- Provide **early identification** of areas require corrective action
- Provide **validation** – ready to progress to next stage.



# Methodology of Gerbang Nilai

- Review are based on **open and honest communication**
- Review reports are **action-orientated**
- Gerbang Nilai is
  - **NOT** a compliance tool
  - **NOT** an audit
  - **DOES NOT** stop a project

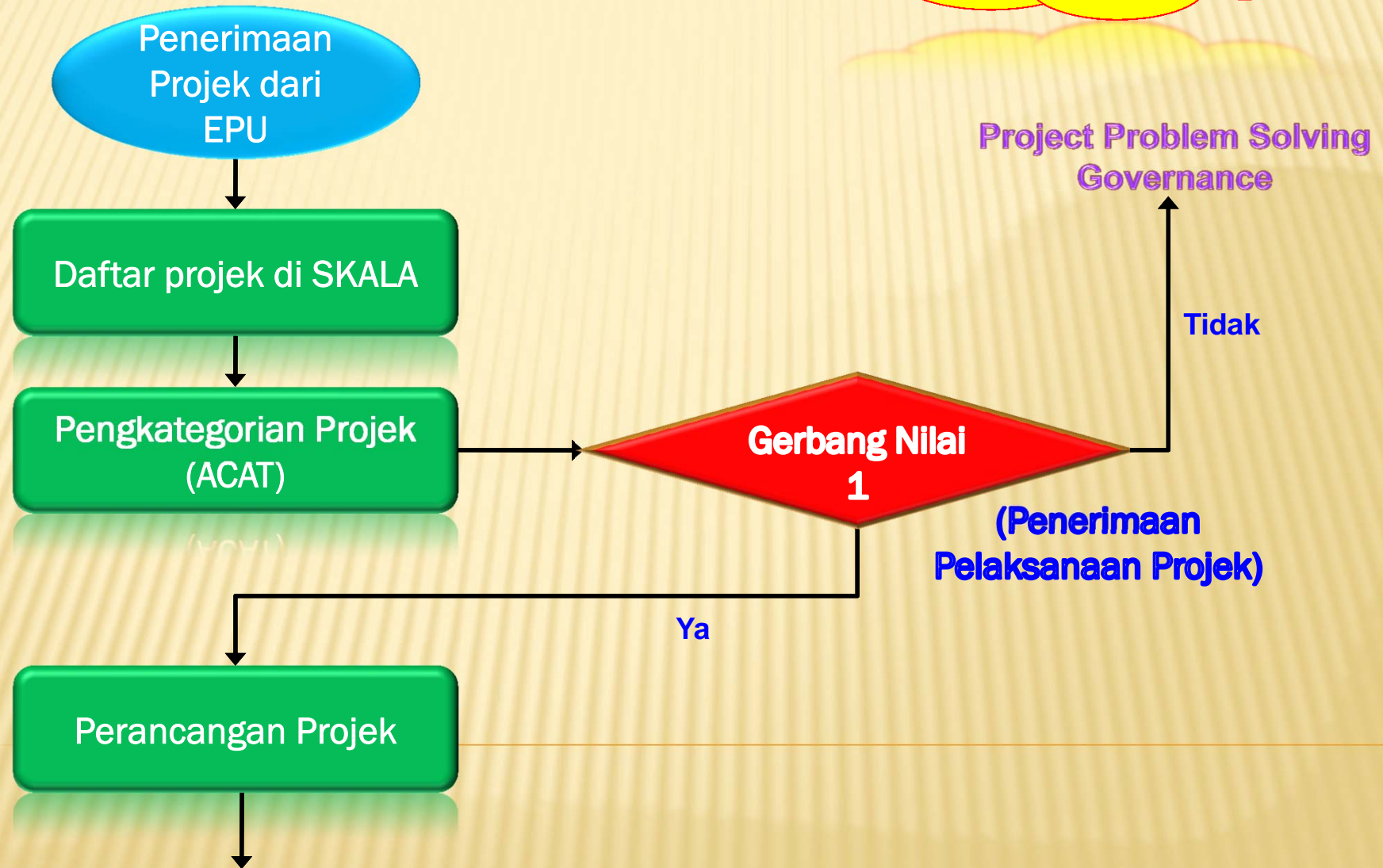




# How to implement Gerbang Nilai Review

# aliran kerja proyek RMk-10

peringkat\_perancangan



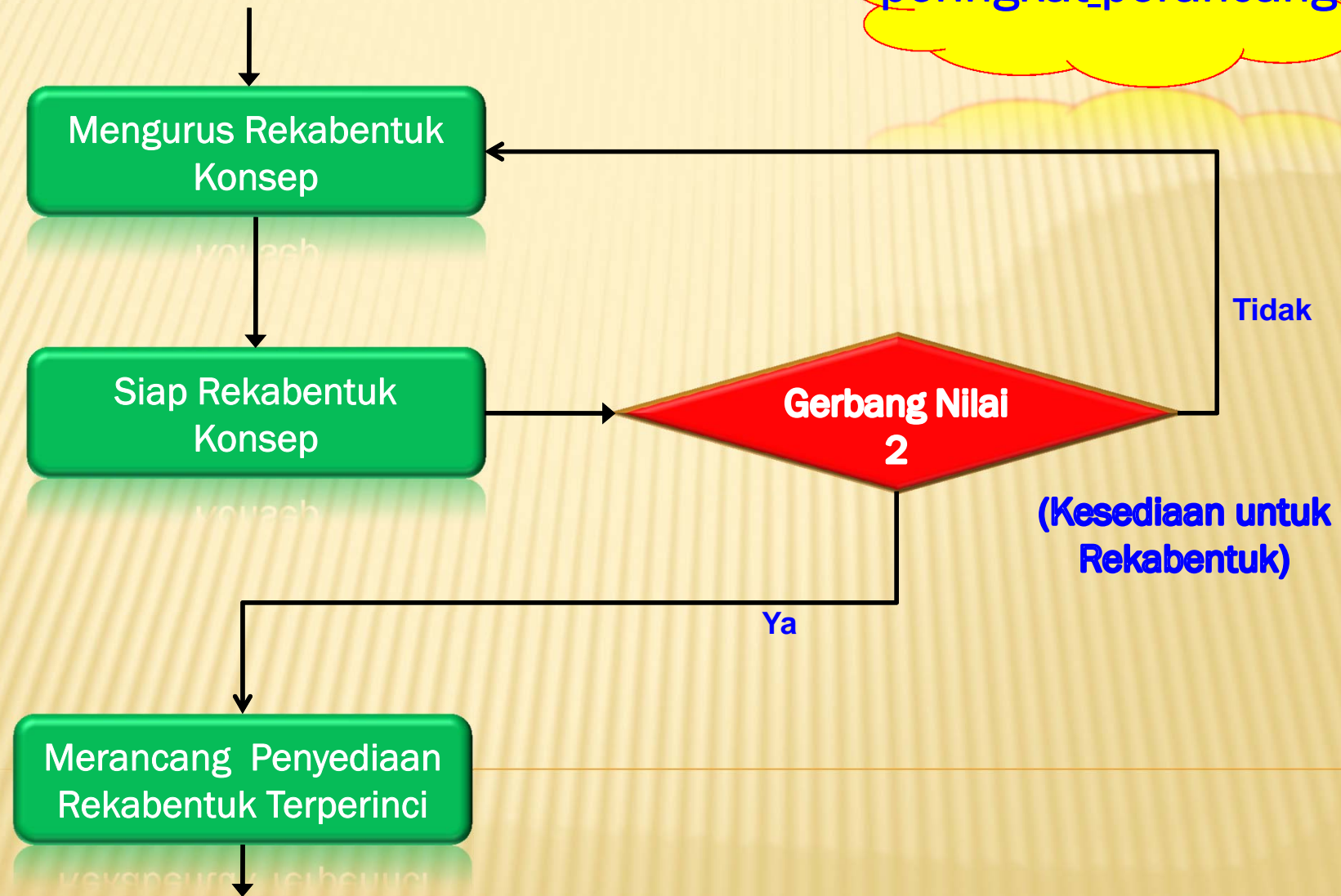
# Gerbang Nilai 1 (Implementation Acceptance)

The review focuses on;

- projects **implementation readiness**  
(availability of project brief, budget and land)

# aliran kerja proyek RMk-10

peringkat\_perancangan



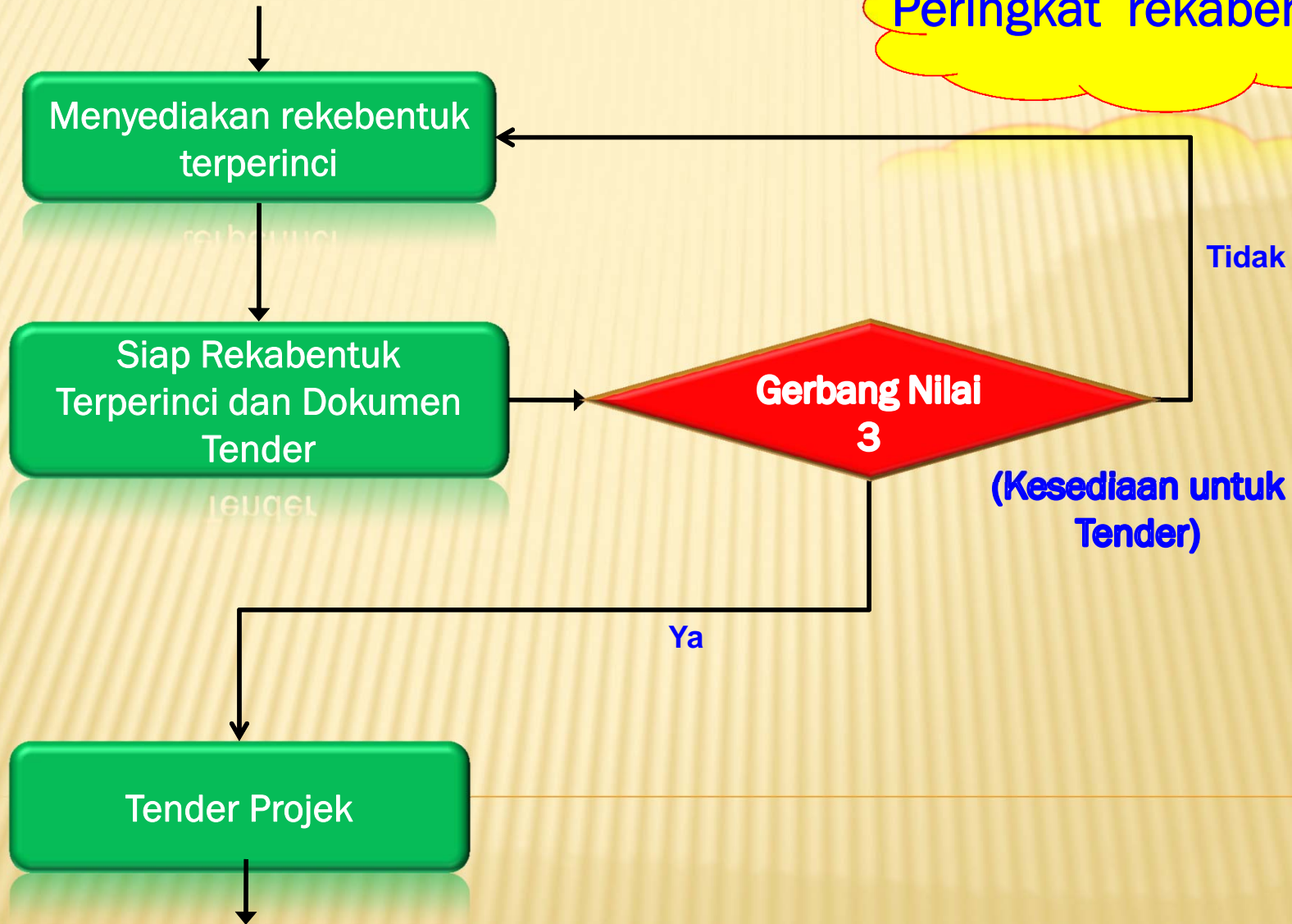
## Gerbang Nilai 2 (Readiness for Design)

The review focuses on;

- planning adequacy,
- clear understanding of client and other stakeholders' requirements,
- risk analysis
- value management analysis (for project cost more than RM50 million),
- ready to proceed with the detail design.

# aliran kerja projek RMk-10

Peringkat rekabentuk



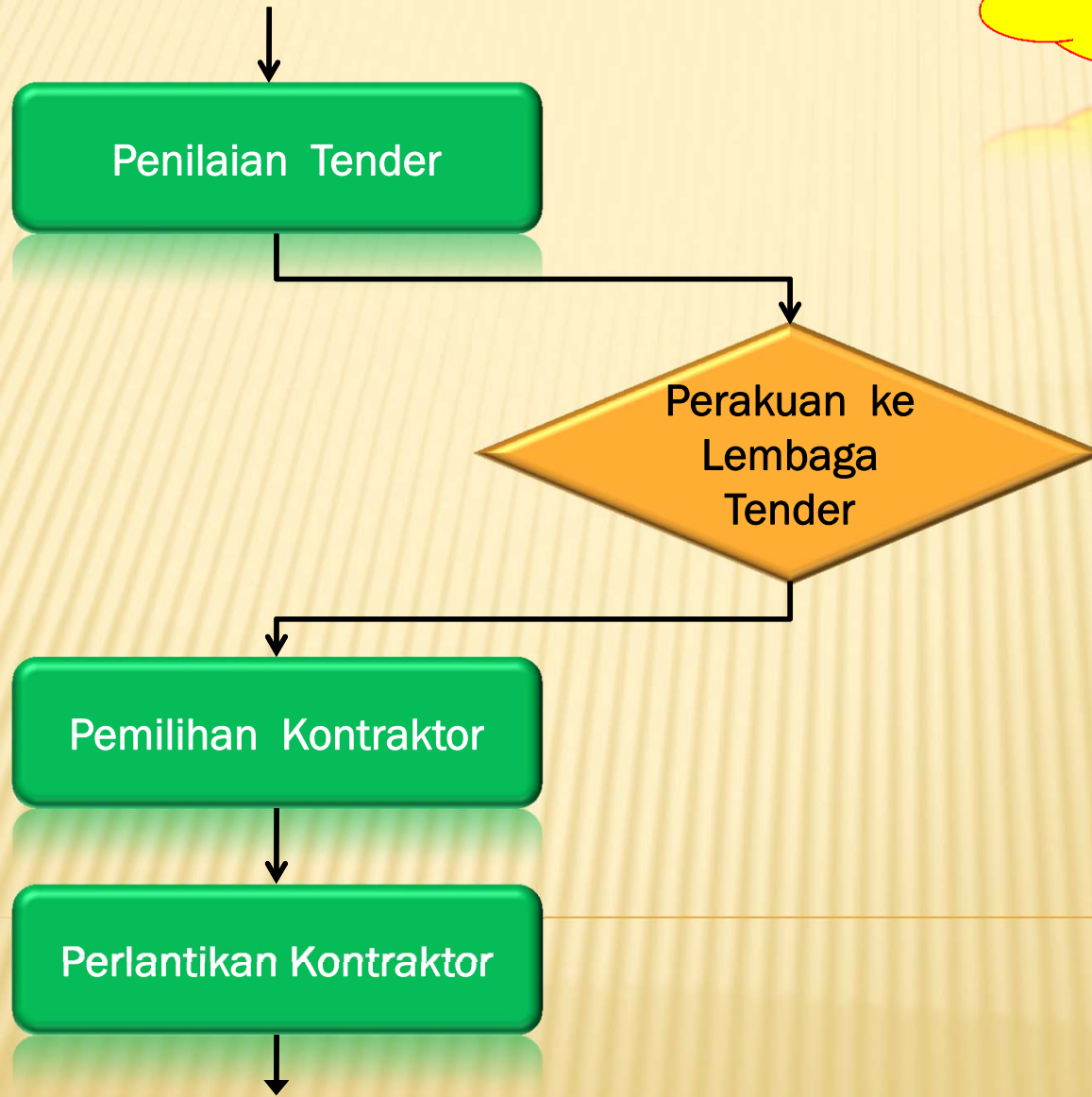
## Gerbang Nilai 3 (Readiness for Tender)

Focuses on:

- assurance a **clear definition** of the project and a **plan for its implementation /execution**,
- assessment of the project's **potential for success**.
- ensures **appropriate procurement** which facilitates a value for money outcome
- ensure project is **ready to tender**.

# aliran kerja projek RMk-10

peringkat\_perolehan



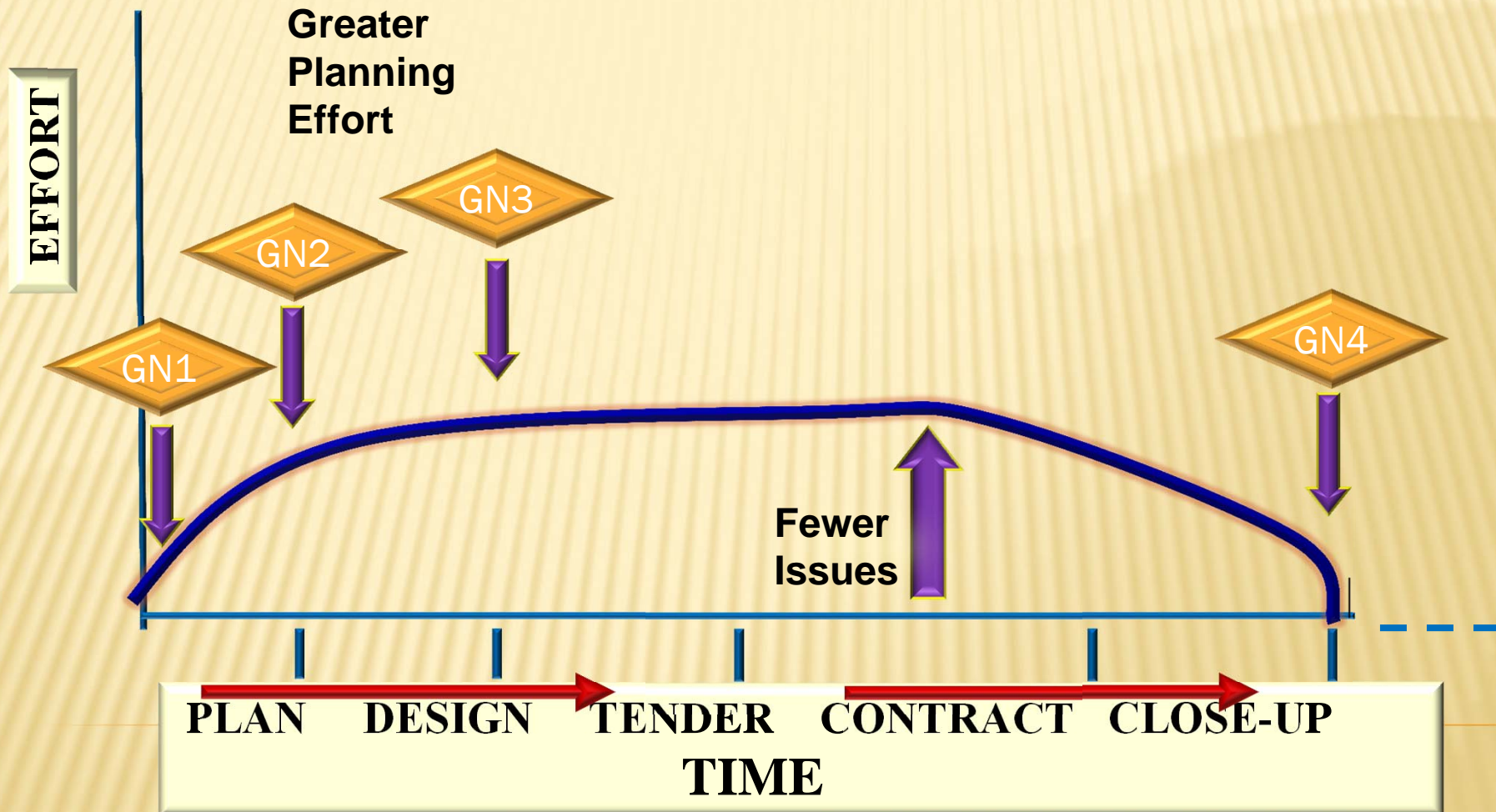
# aliran kerja projek RMk-10



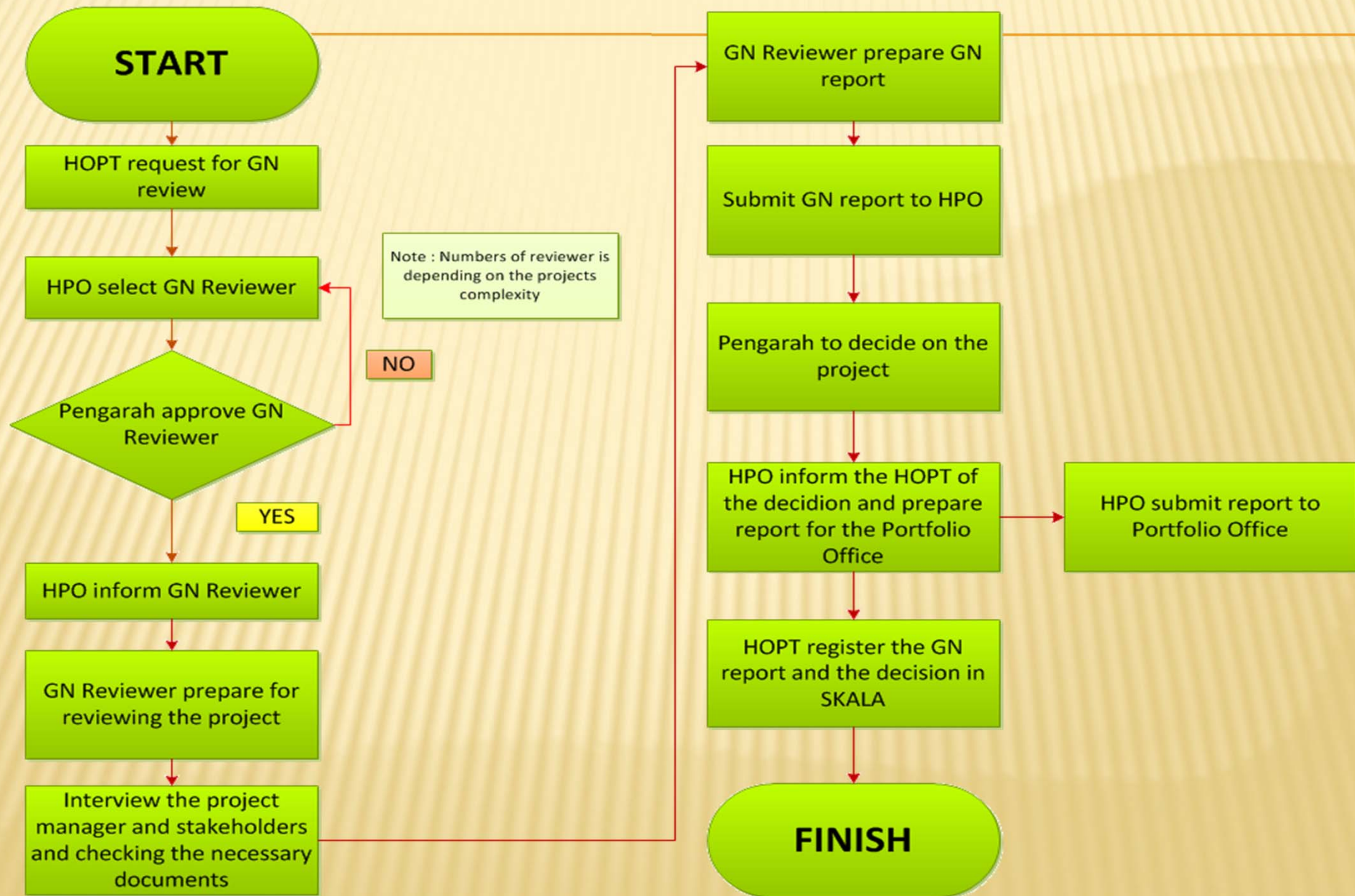
## Gerbang Nilai 4 (Readiness for Service)

Focuses on providing;

- assurance on whether the **product is robust** before delivery.
- assessing **organisational readiness** before and after delivery.
- considers the **basis for evaluating** ongoing performance.



## GERBANG NILAI REVIEW PROCESS



# Participants in Gerbang Nilai Review

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

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

# Importance of Participants

Participants in a Gerbang Nilai review should:

- **engage** fully in the process,
- **willing** to share information **openly and honestly**.

This will assist:

- building a **collaborative working relationship** among the participants, and
- production of a fully **informed and useful** Gerbang Nilai Review Report.

# Selection of Gerbang Nilai Reviewers

Consideration will be given to factors such as:

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



# The Gerbang Nilai Review Report

FOTOSearch

# The Gerbang Nilai Review Report

- provide an **overall status** for the project at the Gerbang.



- A ‘**traffic light**’ system is used to **indicate** the project’s overall status.

# The Gerbang Nilai Review Report

**RED**



- critical to the overall success of the project.
- issues raised are to be addressed before the project proceeds.

# The Gerbang Nilai Review Report

AMBER



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

# The Gerbang Nilai Review Report

## Green



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

# The Gerbang Nilai Review Report

- Also indicate if recommendations in earlier reviews have been addressed.
- Shall be signed by all members of the Gerbang Nilai Review Team.
- Finally, the Pengarah will make the decision based on the report.



# The Gerbang Nilai Review Report

## NOTE:

- **red light** does not mean that the project must stop. It indicates that **further work is needed before progressing**.
- **GN 1** does not apply traffic light system



terima kasih