KEY DIFFERENCES BETWEEN PROJECT IQA AND GATEWAY

	Project IQA	Gateway
Type of project reviewed	Mandatory for high-risk ICT-enabled change projects and programmes	Mandatory for high-risk projects and programmes of all types (defence, construction, service delivery, ICT-enabled business change)
Primary purpose of review	To review processes, standards, guidance and practices used in the governance and management of the project, and of progress towards stated goals (eg time, cost, scope, quality).	To provide high value, peer-level advice to the project's owner (SRO) on the greater 'system' – outcomes and risks, approach and culture, stakeholders, "NZ Inc", with the goal of improving the likelihood of success.
Reviewers	Usually a senior lead with strong Project/Programme experience supported by more junior staff.	All reviewers have SRO-peer-level experience in relevant areas, selected for the stage and domain of the project (defence, legal, due diligence, IT operations etc) from an international pool of qualified reviewers.
Audience	Intended for SRO and agency CE and shared with corporate centre.	For the SRO, although they are encouraged to share findings and recommendations within their management team. If the project is in serious difficulty an enhanced notification process is triggered. The Gateway Review is also shared with Ministers and Cabinet as part of business case approvals and will be provided to Treasury and the relevant system leader, to support them in their role.
Method Used	Usually based on a checklist of questions with expectations of evidence required to support findings. Structured (process- and standards-based), conducted against an agreed Terms of Reference. Usually backward-looking – seeking evidence that work to date has been completed according to expected standards and processes.	Experience and judgement-based with review of key documents as evidence of findings. Loosely-structured evidence-based conversations (15-20 over 3 days) within a framework of key themes as documented in Gateway Workbooks. Always forward-looking – seeking evidence of readiness to proceed to the next stage of the project.
Key outputs	Key output is a written report, often including a spider-diagram or written discussion and a list of recommendations. Report generally includes Management Comment, which may modify the findings. **The report may be used as input to approval or performance processes.**	Key output is a series of mentoring and coaching discussions with the SRO, supported by a headline capture of key findings and recommendations. Report does not include management comment; the SRO may correct errors of fact. **The headline capture report is not designed (or able) to be used as input to performance processes.**
Review duration	Variable. Can take some weeks to finalise the report.	Fixed. Half-day planning workshop 2 weeks before review week; review completed including final delivery of report in a week.
Review frequency	At key project milestones and/or at regular intervals (eg quarterly). Should be timed so that the final report is available to Gateway.	Reviews are held before pre-defined decision points in the project life cycle, timed to complete 2-6 weeks before decisions are made. Timed so that decision-makers have assurance a Gateway has been completed before they make a decision.
Commercials	Contract is between agency and IQA provider. Some providers seek further work to address findings.	Contracts are between Treasury Gateway Unit and individual reviewers. Private sector reviewers are prohibited from engaging further with the agency/project (public sector reviewers are encouraged to keep in touch).