

Approach to New Project Development Planning

1. Strategic Value and Benefits

- Define and agree on the **Value and Benefits** expected from the project.
- Continuously refine these throughout all phases of development.

2. Idea Definition

- Articulate the initial project Idea, including:
 - Vision, mission, and core objectives.
 - Key stakeholders—those affected or critical to success—and their expectations.
- Evaluate the Project alignment with objectives and stakeholder needs.
- Outline:
 - Approach to achieving outcomes.
 - Required key technologies, assets, and resources.
 - Critical factors for long-term success and sustainability.
 - Key risks and initial mitigation measures.
 - Preliminary milestones and financial forecast estimates (Capital and operations expenditures and revenues, including Return (ROI) estimates).
- Identify and confirm **Promoters** responsible for championing the project.

3. Concept Definition

- Conduct structured analysis:
 - Comprehensive Project issues identification, structuring and preliminary research.
 - Issues prioritization, interdependencies, and alignment to objectives.
 - Updated steps for addressing key issues.
- Develop:
 - Refined business model and success criteria.
 - Updated risk assessments and financial estimates.
 - Defined deliverables and measurable KPIs/targets.
- Identify:
 - Issues requiring external consensus or negotiation.
 - Gaps requiring deeper research for project success and understanding.
- Conduct early-stage stakeholder engagement and preliminary negotiations.

4. Prefeasibility Analysis

- Perform in-depth research into gaps, unresolved or high-impact issues.
- Update all project components based on findings to date.

5. Feasibility Assessment

- Further validate project assumptions and structure.
- Complete required technical and market research.
- Finalize:
 - Project delivery model and institutional framework and requirements.
 - Financial plan, risks, and sustainability assessment.
 - Updated definition of Value and Benefits.

6. Business Planning

- Make final decisions on all critical project elements.
- Integrate Project findings and understandings into a **comprehensive and structured Business Case and Financial Plan**, supported by relevant assumptions
- Define key performance measures and reporting frameworks.

7. Stakeholder Engagement & Negotiation

- Prepare targeted messaging for specific stakeholder groups:
 - Equity investors, banks, government agencies, equipment suppliers, key customers, etc.
- Conduct negotiations and formalize preliminary agreements.

8. Contracting

- Finalize, contracts and agreements, and sign off on all negotiated positions.

9. Resource Mobilisation

- Agree on financing mechanisms and drawdown schedules.
- Plan and Mobilize resources according to the implementation plan.

10. Implementation Planning

- Finalize a comprehensive implementation roadmap.
- Confirm:
 - Milestones and timelines.
 - Updated risk controls.
 - Business model validation and basis for Project and Business Success.
 - Refined Value and Benefits case.

11. Implementation

- Mobilise quality Programme and Project Management capability.
- Design institutional mechanisms to support project performance and operations.
- Execute implementation and establish oversight structures.
- Monitor, manage, and report performance.

12. Commissioning

- Define and plan for all commissioning activities.
- Execute commissioning to validate systems and operations sustainable readiness.

13. First Year of Operations

- Maintain access to technical and strategic advisory resources.
- Actively monitor and troubleshoot operational challenges.
- Fine-tune operations performance based on real-time learnings.