

Phase name	#	Name	Description / criteria	Work Package	Responsible
Feasibility	1	Project Management Plan	Integral project plan for the Feasibility Phase, based on template Harvest Waste. Approved by SPV	WP0-ProjectManagement	Project Director
Feasibility	2	EPC schedule	EPC phase planning, according to detail level 2	WP0-ProjectManagement	PMO support
Feasibility	3	Gate Review Report	Report that provides the outcome of a gate review	WP0-ProjectManagement	Project Director
Feasibility	4	Monthly performance report	Representation of work performance information to create awareness and generate decisions of actions. Minimum elements -Schedule & forecast -Cost & forecast -Risks, risk values, mitigation -Change Requests and status The report is based on the needs of team and stakeholders	WP0-ProjectManagement	PMO support
Feasibility	5	Assumptions Log	Contains (status) information about key assumptions and constraints, affecting the project success and/or business case.	WP0-ProjectManagement	PMO support
Feasibility	6	Change Requests	Changes of original scope can arise during the project and may impact the scope, budget, or schedule of the project. Therefore, change requests will be created by team members and must be approved by the SPV board	WP0-ProjectManagement	Project Director
Feasibility	7	Change Log	Used to record all submitted change requests during the project	WP0-ProjectManagement	PMO support
Feasibility	8	Lessons Learned Log	Used to capture all submitted lessons learned during the project	WP0-ProjectManagement	PMO support
Feasibility	9	Milestone list	Identifies all project milestones and indicates whether the milestone is mandatory (contract based) or optional	WP0-ProjectManagement	PMO support
Feasibility	10	Project Schedule	Gantt Chart of linked activities with planned data, durations (including planned start and finish date), milestones and critical path.	WP0-ProjectManagement	PMO support
Feasibility	11	Risk Register	Captures details and status of identified individual project risks. Requirements: -Risk description, in a way that unambiguous understanding is possible, and risks can be distinguished from cause(s) and effect(s) -Risk owner -Risk scores: probability & impact (categorized) -Risk responses for mitigation; actions for implementation, describing budget and schedule activities	WP0-ProjectManagement	PMO support
Feasibility	12	Project Budget	Actual project budget including cost forecast, based on budget baseline and development of project costs	WP0-ProjectManagement	PMO support
Feasibility	13	HAZID analysis	High level HSE risk analysis, as input for Basic Design package	WP0-ProjectManagement	PMO support
Feasibility	14	Project Scope	Actual description of the work required to achieve the project objectives, including approved change request	WP0-ProjectManagement	PMO support
Feasibility	15	Scope Baseline (actualized)	Actualized, approved version of project scope and WBS. The scope can only be changed, through formal change control procedure and is used as a basis for comparison to project scope	WP0-ProjectManagement	Project Director
Feasibility	16	Budget Baseline (actualized)	Actualized, approved version of the project / phase budget, excluding management reserves. This budget can only be changed, through formal change control procedure and is used as a basis for comparison to actual results.	WP0-ProjectManagement	Project Director
Feasibility	17	Schedule Baseline (actualized)	Actualized, approved version of a project schedule. This schedule can only be changed, through formal change control procedure and is used as a basis for comparison to actual results.	WP0-ProjectManagement	Project Director
Feasibility	18	Requests for Proposal (Advisors, Engineering and Consultancy Services)	RFPs for services for project development. According to Harvest Waste template and SPV Terms and Conditions	WP1-Procurement	Procurement Manager
Feasibility	19	Proposals from advisors and consultants for next phase services	Firm proposals for Basic Engineering, Financial and Legal advisors, Digital Twin & other services for the next phase, ready to be signed	WP1-Procurement	Procurement Manager
Feasibility	20	List of preselected companies	Combined list of preselected strategic companies for project development: - Financial, Technical & Legal advisors - Suppliers for key equipment - EPC, O&M	WP1-Procurement	Procurement Manager
Feasibility	21	Preselected EPC companies	Preselected EPC companies, confirming ability and willingness to provide scope, performance, price, security package. Including DD	WP1-Procurement	Procurement Manager
Feasibility	22	Preselected O&M companies	Preselected O&M companies, confirming ability and willingness to provide scope, performance, price, security package. Including DD	WP1-Procurement	Procurement Manager
Feasibility	23	Due diligence reports	Due diligence reports on preselected companies	WP1-Procurement	Procurement Manager
Feasibility	24	Contracts for Feasibility Phase services	Contracts for services in this phase; feasibility studies, engineering, legal advisors, etc.	WP2-Contract&Legal	Project Director
Feasibility	25	SPV constitution document	Local legal entity, established in target country, aligned with target county legislation. Including bank account	WP2-Contract&Legal	Project Director
Feasibility	26	PPA (draft)	Draft terms for Power Purchase Agreement.	WP2-Contract&Legal	Project Director
Feasibility	27	Waste Concession (draft)	Draft terms for Waste Concession	WP2-Contract&Legal	Project Director
Feasibility	28	Site contract (draft)	Draft terms for contract for land lease, land ownership (or other bankable land contract).	WP2-Contract&Legal	Project Director

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Feasibility	29	Term sheets with preselected suppliers for High Efficiency	Term sheets in which agreements are made with selected suppliers for the High Efficiency equipment. Term sheet must cover guarantees, CAPEX (+/- 20%), delivery times, IP, etc)	WP2-Contract&Legal	Project Director
Feasibility	30	Preselected legal advisors for procurement	Preselected legal advisors with a credible and bankable track record	WP2-Contract&Legal	Project Director
Feasibility	31	IT architecture for the plant	Definition of requirements for IT architecture to support the design, EPC and O&M of the plant	WP3-Feasibility and Design	Technical Manager
Feasibility	32	Draft term sheet with key suppliers for HE WtE	Terms regarding scope, quality & performance guarantees for key equipment. To be provided by Harvest Waste	WP3-Feasibility and Design	Technical Manager
Feasibility	33	Preselected equipment suppliers for procurement	Preselected suppliers for key equipment with a credible and bankable track record: boiler/grate, FGT	WP3-Feasibility and Design	Technical Manager
Feasibility	34	Object Breakdown Structure (OBS) / Lot structure	Break down of plant into logical (e.g. procurable) and separate lots	WP3-Feasibility and Design	Technical Manager
Feasibility	35	Grid Study Report	Analysis what impact the project will have on the local grid, possibility to connect to the grid, etc.	WP3-Feasibility and Design	Technical Manager
Feasibility	36	Geotechnical & Topographic Report	Analysis and report on soil conditions, climate, access, interfaces	WP3-Feasibility and Design	Technical Manager
Feasibility	37	Waste Characterization Study Report	Analysis and report on the quality and composition of the waste. Calorific value of the waste, is an important input for the business case	WP3-Feasibility and Design	Technical Manager
Feasibility	38	Waste Management Study Report	Assessment of future developments and expected future waste composition. In addition, it is important for the design of the eco-park concept	WP3-Feasibility and Design	Technical Manager
Feasibility	39	Well water study report	Analysis and report on the quality and quantity of well water. Necessary if the plant needs to use water for the process and/or cooling (when using cooling tower)	WP3-Feasibility and Design	Technical Manager
Feasibility	40	Lead times for key equipment	Lead times for procurement of critical equipment	WP3-Feasibility and Design	Technical Manager
Feasibility	41	Plot Plan	Large scale drawing that shows the full extent of the site.	WP3-Feasibility and Design	Technical Manager
Feasibility	42	Process Description	Basic overall functional process description	WP3-Feasibility and Design	Technical Manager
Feasibility	43	Plant configuration for main components	Design the envisaged configuration with the main components and determine the main parameters	WP3-Feasibility and Design	Technical Manager
Feasibility	44	Logistic design	Elaboration of the logistics of waste delivery and dimension the tipping area, bunker and waste cranes	WP3-Feasibility and Design	Technical Manager
Feasibility	45	Block Flow Diagram	Diagram that shows the major process equipment and interconnecting process flow lines	WP3-Feasibility and Design	Technical Manager
Feasibility	46	Process Flow Diagram	Diagram that shows the relationships between the major components in the system	WP3-Feasibility and Design	Technical Manager
Feasibility	47	Heat & Mass balance	Represents every process stream on the corresponding PFD in terms of the process conditions	WP3-Feasibility and Design	Technical Manager
Feasibility	48	Feasibility Study Report	Comprehensive report with results and conclusions of all studies, stating technical Feasibility	WP3-Feasibility and Design	Technical Manager
Feasibility	49	Emission model	Model of emissions during O&M phase	WP3-Feasibility and Design	Technical Manager
Feasibility	50	Permit impact assessment report	Analysis of all applicable permits to develop the project, including timelines and requirements to obtain them.	WP3-Feasibility and Design	Technical Manager
Feasibility	51	Preliminary results of Environmental and Social Impact Analysis (ESIA)	Preliminary results of the full EIA outcome. First results of the impact assessment	WP3-Feasibility and Design	Technical Manager
Feasibility	52	External stakeholder analysis	This analysis is used to classify and is a tool to manage external stakeholders' during the project.	WP4-Permits and Public Relations	Contract Manager
Feasibility	53	Insurance analysis	Analysis of insurances needed to get a bankable outcome	WP5-Project Financing	Contract Manager
Feasibility	54	Class 2 CAPEX estimates	Updated quotations to a class 2 estimate (-15 to +20%), based on: conceptual design and draft term sheets	WP5-Project Financing	Contract Manager
Feasibility	55	Basis of Cost Estimates / Databook	List of assumptions, stating how estimates for costs were derived. This basis can be used to calculate the impact of changes	WP5-Project Financing	Contract Manager
Feasibility	56	Financial Model (updated)	According to template Harvest Waste	WP5-Project Financing	Contract Manager
Feasibility	57	List of preselected financial advisors for procurement	Preselected financial advisors with a credible and bankable track record	WP5-Project Financing	Contract Manager
Feasibility	58	List of preselected lenders	Preselected lenders to invest at FC	WP5-Project Financing	Contract Manager
Feasibility	59	Financing Plan	Plan that assesses the options, likelihood and way forward of raising finance for the project	WP5-Project Financing	Contract Manager