

KEY STAGES IN INFRASTRUCTURE PROJECT

	Stage 0	Stage I	Stage II	Stage III	Stage IV	Stage V	Stage VI
Name of Stage	Project Identification	Feasibility	Commercial Framework	Evaluation	Negotiation	Financing	Construction
Stage Completion Milestone	CCEA Approval	Feasibility Study Completed	Issue RFP	Issue Letter of Intent (LOI)	Sign Agreement	Financial Closure	Start of Commercial Operation
Processes and Actions	<ul style="list-style-type: none"> •Executing Agency or private sector identifies Project and prepares Project papers •Project approved by CCEA/Line Ministry for private sector development •Project published in Private Infrastructure Project List 	<ul style="list-style-type: none"> •Executing Agency secures funds and engages consultants •Project ideas elicited and needs defined •Identify regulatory and policy issues (first few projects only) •Identify and agree major technical, commercial and contractual parameters •Complete feasibility study 	<ul style="list-style-type: none"> •Prepare commercial framework and Information Memorandum •Executing Agency approval of Pre-qualification Documents & issue •Conduct investment promotions meeting •PTEC evaluates PQ submission •Allocate risk between Govt. & private sector •Prepare Contract & Tender Documents •Issue Invitation for Tender 	<ul style="list-style-type: none"> •Pre-qualified Tenderers prepare Tenders •Answer Tenderers' queries and hold Tenderers' conference •Executing Agency receives Tenders and PTEC prepares evaluation report •Government approval of successful Tenderer •Issue LOI to preferred Tenderer 	<ul style="list-style-type: none"> •Prepare for negotiations •Form Government negotiating team with good technical, financial, commercial, legal skills •Carry out negotiations between Investor and Government entities •Signing of Contract between Executing Agency and Investor 	<ul style="list-style-type: none"> •Investor makes loan applications to lenders •Lenders perform due diligence •Government and Investor renegotiations for lenders requirements •Loan documents prepared •Financial closure 	<ul style="list-style-type: none"> •Executing Agency to carry out Contract Administration functions •Oversee of construction by Lenders' Engineer •Conduct satisfactory completion tests •Commercial Operations Date
Approx. Time required							
Small Projects	2 to 6 months	3 to 6 months	1 to 6 months	4 to 8 months	1 to 3 months	1 to 6 months	1 to 3 years
Large Projects	6 months to 1 year	6 months to 18 months	3 to 8 months	6 to 8 months	1 to 6 months	6 to 12 months	2 to 4 years

Note: Completion of each milestone leads to the start of next Stage.