

<b>PHASE I</b> <b>Project initiatives management</b>	<b>PHASE II</b> <b>Project preparation and planning</b>	<b>PHASE III</b> <b>Definition of deliverables and pre-engineering</b>	<b>PHASE IV</b> <b>Project realization</b>	<b>PHASE V</b> <b>Project closure</b>
<b>Phase I – Step 1</b> Submitting project initiatives	<b>Phase II – Step 4</b> Project Charter	<b>Phase III – Step 12</b> User Requirements Specification (URS)	<b>Phase IV – Step 18</b> Detailed responsibilities in project realization phase	<b>Phase V – Step 27</b> Project deliverables handover to key users
<b>Phase I – Step 2</b> CAPE documentation analysis	<b>Phase II – Step 5</b> Project Team, Stakeholders and Communication	<b>Phase III – Step 13</b> Start of purchasing process	<b>Phase IV – Step 19</b> KPIs and Earned Value Management (EVM)	<b>Phase V – Step 28</b> As-built documentation handover
<b>Phase I – Step 3</b> Decisions and guidelines for approved projects	<b>Phase II – Step 6</b> Project scope detailed specification	<b>Phase III – Step 14</b> Supplier's analysis and pre-engineering	<b>Phase IV – Step 20</b> Adaptation of the organisation	<b>Phase V – Step 29</b> Project summary
<b>Phase I key deliverables:</b> 1. Project initiatives Register 2. Business Case or Project Initiative Charter 2. Projects list	<b>Phase II – Step 7</b> Responsibility and project organisation chart	<b>Phase III – Step 15</b> Preliminary layout	<b>Phase IV – Step 21</b> Detailed engineering	<b>Phase V – Step 30</b> Lessons learned and improving IPM methodology
	<b>Phase II – Step 8</b> Project budget	<b>Phase III – Step 16</b> Negotiations, supplier's selection & contracts	<b>Phase IV – Step 22</b> Supervision of the contractor's execution	<b>Phase V key deliverables:</b> 1. Handover protocols 2. As-built documentation 3. Project summary report 4. Updated IPM methodology
	<b>Phase II – Step 9</b> Time schedule	<b>Phase III – Step 17</b> Summary of the key project deliverables purchasing process	<b>Phase IV – Step 23</b> Final layout and process documentation (P&ID, FDS)	
	<b>Phase II – Step 10</b> Project risk management plan	<b>Phase III key deliverables:</b> 1. URS for the key project deliverables 2. Preliminary layout 3. Contracts with key suppliers 4. List of purchases	<b>Phase IV – Step 24</b> Safety plan and supervision of the local execution	
	<b>Phase II – Step 11</b> Project change management plan		<b>Phase IV – Step 25</b> Technical & operational commissioning	
	<b>Phase II key deliverables:</b> 1. Project Charter 2. Detailed project scope 3. Project organisation chart 4. Project budget 5. Time schedule		<b>Phase IV – Step 26</b> Testing and implementation	
			<b>Phase IV key deliverables:</b> 1. Technical asset 3D models 2. Technical & safety concept 3. Final layout 4. Final process documentation (P&ID, FDS) 5. FAT i SAT protocols	