Why do projects go wrong and what systemic risks exist in the current design process?

Concluding Remarks

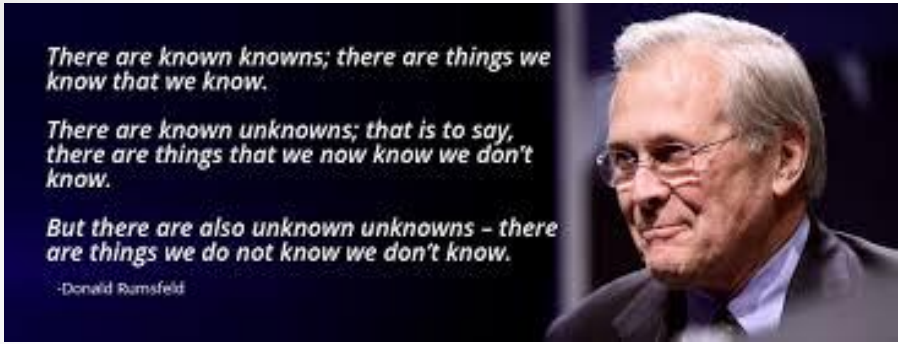
Presenter: David Pearce, General Director - SRK

Location: Webinar

So what have we learned?

- Generally Russian projects have a lot of geological data
  - However, projects sometimes lack detailed data to verify the global assumptions
  - Including C2 resources in designs can add risk if this affects initial decisions
- There are structured processes to guide designers as they work with initially limited data to identify what additional data needs to be collected to confirm decisions
  - If the steps are bypassed then options may not be evaluated early enough and/or key data may not be collected
- Whilst there are some weaknesses in current official processes, they can generally be managed
  - If you understand the best practice, then you can present the solution formally in a manner than complies
- The design team must have practical experience and understand economic impact of decisions
  - Solutions must be tailored for each deposit and not formulaic
- Design process should also identify and quantify risks before the final stage so design can mitigate the risks
- External reviews can catch errors / sub-optimal decisions

A good study process & project team will minimise the unknown unknowns …



… and deliver success

Project	Category	3 phase study process	Study scope complete	Scope Frozen at Go Ahead	Permitted at Go Ahead
RGP5	Good	✓	✓	✓	✓
Degrussa	Good	✓	✓	✓	✓
Tropicana	Good	✓	✓	✓	✓
Kevitsa	Not Too Bad	✓	✓	✓	✓
FMG Stage 1	Not Too Bad	✓	✓	×	×
E&G	Not So Good	✓	✓	✓	✓
Karara	Ugly	✓	×	×	×
Rocklands	Ugly	×	×	×	×
Kaunisvaara	Ugly	✓	×	×	×
Minas Rio	Ugly	✓	×	×	×
Sino Iron	Ugly	×	×	×	×

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