

NATIONAL INDUSTRIAL TRANSFORMATION PROGRAM

PROJECT PLAN GUIDANCE

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Australian Government
Australian Renewable
Energy Agency

ARENA

PROJECT PLAN GUIDANCE

The document should be read in conjunction with the National Industrial Transformation (NIT) Program Guidelines and any Funding Announcements published on the Program [webpage](#).

This is intended to provide guidance to applicants in developing a 'Project Plan' document and supporting attachments at the Expression of Interest (EOI) and Full Application stages. Guidance is indicative only and should be read in conjunction with Part 2 of the NIT Program Guidelines, which outlines the requirements at EOI and Full Application.

In the event that a project progress as a single stage Full Application (which is at ARENA's discretion), the application should meet the Full Application criteria in Part 2 of the NIT Program Guidelines.

ARENA will typically engage with applicants prior to a formal project submission, except in a Targeted Funding Round where ARENA will specify the extent to which engagement is permitted. You are strongly encouraged to contact ARENA at industrialtransformation@arena.gov.au to discuss any potential project.

The NIT Program Guidelines include a 'Multi-Stage Funding Mechanism' (see Part 5 of the NIT Program Guidelines), which allows for an application that includes two project stages. If ARENA considers it appropriate for a project to utilise the Multi-Stage Funding Mechanism, both the first and second stage will need to be addressed in the application. Please note, the level of detail outlined in Table A below will be relevant to the first stage of a multi-stage project.

The Project Plan should be drafted in Arial, minimum font size 10 and have normal margins (2.54cm).

TABLE A – PROJECT PLAN GUIDANCE

- Substantial detail
- Moderate / indicative detail
- ⊘ Not required in this application stage

This is a potential outline of the key headings that may be included in a Project Plan. This should be used as a guide only and updated for any items that may be specific to your Project.

ITEM	KEY ELEMENTS TO INCLUDE	EOI	FULL APPLICATION
Executive Summary	<ul style="list-style-type: none"> › Project ARENA funding request summary › Expected project outcomes against merit criterion 	●	●
Project Overview	<ul style="list-style-type: none"> › Description (defining rationale, objectives, key characteristics and targets or outcomes) › Contribution to NIT Program objectives and any relevant Funding Announcements › Definition of stages (if relevant), including core scope, timing, estimated cost, and stage gates › Status and relevant work and/or investment to date 	●	●
Industrial Facility Overview	<ul style="list-style-type: none"> › Industrial location(s) relevant to the project › Role in the project and demonstrated level of commitment 	●	●
MERIT CRITERION A – CONTRIBUTION TO PROGRAM OBJECTIVES			
Decarbonisation commitment (relevant to the industrial facility)	<ul style="list-style-type: none"> › Decarbonisation targets, budget, and investment to date › Decarbonisation plan (e.g. priorities, initiatives, and timing) › Evidence of corporate commitment to decarbonisation › Project contribution to progressing the decarbonisation plan › Contribution to Australia's 2030 targets › Relevance in a net zero 2050 economy 	●	●
BAU emissions forecast ('counterfactual')	<ul style="list-style-type: none"> › Actual / forecast Scope 1 and Scope 2 emissions baseline › Cost associated with continued emissions (e.g. purchasing carbon credits, Safeguard penalties etc.) 	●	●

ITEM	KEY ELEMENTS TO INCLUDE	EOI	FULL APPLICATION
Emissions reduction opportunity (relevant to the industrial facility)	<ul style="list-style-type: none"> › Relevant ANZSIC sector › Emissions abatement lever(s) addressed › Potential of the Project when implemented to deliver: <ul style="list-style-type: none"> ▫ Reduction in greenhouse gas emissions¹: <ul style="list-style-type: none"> • in absolute terms (t CO₂-e p.a.) and • in relative terms (as a percentage of total site annual greenhouse gas emissions) ▫ Reduction in energy use (if relevant): <ul style="list-style-type: none"> • in absolute terms (p.a. or MWh by fuel type) • in relative terms (as a percentage of total site annual energy use) ▫ Increase in renewable energy use (if relevant): <ul style="list-style-type: none"> • in absolute terms (GJ p.a. or MWh by fuel type) • in relative terms (as a percentage of total site annual energy use) 		
Emissions opportunity (if scaled)	<ul style="list-style-type: none"> › Description of relevant replicable sites, industrial processes and / or sectors in Australia › Emissions abatement estimate if scaled › Adoption barriers addressed (technical, regulatory, financial) 		
Technology and commercial advancement	<ul style="list-style-type: none"> › Nature of technology or commercial innovation and value › Benchmarking relative to similar solutions (as relevant) › Justification for TRL and CRI level and progression › Technology commercialisation pathway 		
MERIT CRITERION B – APPLICANT CAPABILITY AND CAPACITY			
Participants and structure	<ul style="list-style-type: none"> › Partner overview (including roles and responsibilities, relevant expertise and track record) › Any third parties relevant to project delivery › Project governance structure › Evidence of partner commitment to the project › First Nations competency 		
Resources	<ul style="list-style-type: none"> › Project resources (e.g. personnel, physical resources, facilities, equipment, and infrastructure) 		
Status	<ul style="list-style-type: none"> › Status of key contractual agreements (details of any third-party contractors or plan to secure contracts required) › Status of commitment of key resources 		

¹ Guidance on emission estimates: Estimates must be in relation to a counterfactual scenario (e.g. what would happen if the identified Project were not deployed). If the level of output of the industrial process being studied would change as a result of the Project, also provide details of this and how it has informed the estimates. ARENA understands there will be uncertainty around these estimates. Where possible, include a range around a central estimate and identify any key assumptions or data sources. Estimates must reference the National Greenhouse Accounts Factors 2021 and for electricity, the projected emission factors published in Appendix D of Australia's emissions projections 2021.

ITEM	KEY ELEMENTS TO INCLUDE	EOI	FULL APPLICATION
MERIT CRITERION C – PROJECT DESIGN AND METHODOLOGY			
Workplan	<ul style="list-style-type: none"> › Detailed Project workplan, including: <ul style="list-style-type: none"> ◦ duration and start and end dates ◦ key workstreams (with detailed activities and deliverables) ◦ objectively verifiable milestones ◦ any relevant stages or stage gates and metrics used to assess the project at relevant gates › Interdependencies (across workstreams or any external projects, processes, or funding) › Approach to managing delays › Pathway to vendor selection › Funding Agreement template review (at Full Application) 	🟡	🟢
Risk management	<ul style="list-style-type: none"> › Key risks and approach to management and mitigation (detailed Risk Management Plan at Full Application) 	🟡	🟢
Approvals	<ul style="list-style-type: none"> › Required planning, regulatory, environmental, community construction approvals process(es) and licences or permits › Evidence of land access › First Nations engagement 	🟡	🟢
MERIT CRITERION D – FINANCIAL VIABILITY AND CO-FUNDING COMMITMENT			
Project budget (or financial model if appropriate)	<ul style="list-style-type: none"> › Summary Project budget table reporting: <ul style="list-style-type: none"> ◦ Detailed cost breakdown ◦ Sources of funds and percentage of ARENA Grant funding sought for the Project ◦ Specification of cash and in-kind contributions › Level of contingency and approach to managing cost overruns › Justification for ARENA funding with reference to pace, scope, timing, or scale of the Project › Spend to date (and future committed spending) › If the project is a study (i.e. a feasibility or Front End Engineering and Design study): <ul style="list-style-type: none"> ◦ The estimated demonstration project cost ◦ The expected grant required to proceed (if relevant) 	🟡	🟢
Key assumptions	<ul style="list-style-type: none"> › Reported level of cost accuracy (by class estimate) › Evidence for key capital cost items (indicating where quotes have been received or contracts are in place) › Benchmarking or rationale for any other key assumptions › Path to refining key assumptions (from EOI to Full Application) › Rationale for funding sources and financial capacity to deliver 	🟡	🟢
Key financial metrics	<ul style="list-style-type: none"> › Economic returns over project life (with/without ARENA funding) › Required hurdle rate (e.g. Simple Payback, Internal rate of Return or other) for a Financial Investment Decision (if relevant) › Rationale for any such conditions 	🟡	🟢
MERIT CRITERION E – KNOWLEDGE SHARING			
Knowledge sharing	<ul style="list-style-type: none"> › Proposed knowledge sharing activities and outputs (e.g. reports, events, datasets, etc. (supported by a detailed Knowledge Sharing Plan at Full Application) › Value of the knowledge generated. 	🟡	🟢

APPENDICES

The appendices are detailed in Part 2 of the NIT Program Guidelines and shown in Table B below.

TABLE B – ADDITIONAL DOCUMENTS

ITEM	EOI	FULL APPLICATION
RECOMMENDED ATTACHMENTS		
Decarbonisation plan, with defined priorities, initiatives and timing (relevant to the Industrial Facility)	●	●
A 'Project emissions' estimate (in excel format) which includes data on actual and forecast emissions over time (the counterfactual scenario) and the estimated emissions reduction potential of the Project on implementation (including a breakdown of emissions reduction levers), with clearly labelled input assumptions. Where relevant, this should include a scenario which sizes (at a high level) the potential emissions reduction opportunity if replicated at scale in the Industrial Facility, at other similar sites or across industry more broadly	●	●
Dynamic financial model (in excel format) which includes the expected costs over the life of the project (with clear breakdown of cost categories and refined input assumptions), sources of project funding (and revenue if relevant) over the life of the Project and associated economic returns of the Project with sensitivity to view with and without ARENA funding	●	●
Risk Management Plan that includes key technical, regulatory, commercial, personnel, schedule, and delivery risks of the Project and how these will be managed, including work health and safety (WHS) requirements where relevant (according to the ARENA template provided in the Funding Agreement)	●	●
Detailed Knowledge Sharing Plan (according to the ARENA template provided in the Funding Agreement)	●	●
A table stating any general conditions of the draft Funding Agreement that you do not accept, accept in part, or do not consider to be applicable	⊘	●
Evidence of support by participating organisation(s), including their commitment to provide the specified cash and In-Kind Contributions for the duration of the Project. Evidence may include term sheets, letters of support (from an appropriately authorised representative) or draft agreements. Other forms of government support should be included. Where possible the specific contribution should be referenced	●	●
OTHER ATTACHMENTS		
Supporting quotes for major equipment and other key cost items	⊘	●
CVs of Key Personnel (limit of 2 pages per person, up to 5 CVs per application)	⊘	●
Community consultation plan (where the project would have an impact on the local community (e.g. public construction works))	⊘	●

Further information is available at
arena.gov.au

Australian Renewable Energy Agency

To discuss potential for funding:
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