

THREEFOLD DEVELOPMENT PARTNERS

CAPITAL • DEVELOPMENT • CONSTRUCTION

ASSESSMENT

Cord of Three Project Alignment Assessment

A self-assessment built on The Cord of Three Framework™: capital, development and construction tested separately, then tested against each other, where most projects actually fail.

For: Owners, sponsors and partners deciding whether a project is aligned before committing
Decision it supports: Whether capital, development and construction are aligned, or pulling apart.

Aligned in purpose. Disciplined in execution. Built to endure.

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Work through it with the record in front of you rather than from memory. Where an item cannot be evidenced, write down that it cannot, and the date you checked. A gap you have written down is manageable; a gap you have assumed away is not.

CAPITAL

- ☐ The amount and timing required are built from the current cost basis.
- ☐ The parties and their obligations are documented.
- ☐ Contingency and shortfall paths exist before they are needed.
- ☐ Reporting expectations are agreed in format and frequency.

DEVELOPMENT

- ☐ Control, approvals and utilities are documented and current.
- ☐ The assumptions register exists and is maintained with dates.
- ☐ The programme matches what the site and the approvals permit.
- ☐ One person is accountable for the sequence of decisions.

CONSTRUCTION

- ☐ The pricing basis matches the design stage.
- ☐ The delivery method and contract form are chosen deliberately.
- ☐ Authority, change and payment controls are in place before mobilisation.
- ☐ Long-lead exposure is identified with current availability.

ALIGNMENT BETWEEN THE THREE

Most projects fail between disciplines rather than inside one.

- ☐ Capital and development: does the funding structure match the approval timeline?
- ☐ Development and construction: does the design stage support the price and schedule being relied on?
- ☐ Construction and capital: do draw mechanics match how the work is actually built and paid?
- ☐ All three: does one record of cost, schedule and assumptions serve every party?
- ☐ All three: when an assumption fails, is it clear who decides and who is informed?

READING THE RESULT

- ☐ One weak discipline is a work item. Two are a sequencing problem.
- ☐ Strong disciplines with weak alignment is the most expensive pattern, and the least visible.
- ☐ Any 0 in alignment should stop a commitment until it is resolved.
- ☐ Re-assess at each stage gate; alignment decays quietly as facts change.
- ☐ Record the date and the evidence. An assessment without evidence is an opinion.

IMPORTANT

General working material, not advice for a specific project. Nothing in this document is an offer of financing or securities, a commitment of funds, an appraisal, or a legal, tax or engineering opinion. Verify every item against your own counsel, licensed design professionals and the authority having jurisdiction.

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