

CORPORATE PROFILE / 2026

Opportunity Development & Impact

Maká Oganiru

Inside Maká Oganiru

PROFILE & PROJECT DEVELOPMENT

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Advancing opportunity through disciplined development.

From strategic ambition to practical execution.

Maká Oganiru is an Africa-focused project development and strategic advisory platform. We help businesses, project sponsors and institutions translate opportunity into commercially grounded propositions and credible implementation pathways.

Our approach connects market insight with technical assessment, commercial structuring and investment preparation. We examine the assumptions that underpin a project, identify the requirements for delivery and organise the expertise needed to advance it.

The objective is informed decision-making at every stage: a clear understanding of the opportunity, a transparent assessment of risk and a practical basis for the next commitment.



A clear purpose. A disciplined approach.

Our purpose

We help develop African opportunities into structured projects that can be evaluated, financed and implemented. Our work begins with a defined commercial or development need and an understanding of the people and organisations the project is intended to serve.

We translate this ambition into a coherent scope, a credible rationale and a practical development pathway.

Our approach

We connect strategic analysis, technical inputs, commercial planning and stakeholder coordination. Preparation is organised around the decisions required to advance the project, with clearly defined deliverables and responsibilities.

Each stage is designed to strengthen the evidence base, address material uncertainties and establish the conditions for further investment of time and resources.

Our commitment

We place clarity, accountability and sound judgement at the centre of project development. Assumptions are documented, constraints are made explicit and intended outcomes are linked to the operating model.

Our priority is a proposition that can withstand informed scrutiny and a delivery plan that reflects the project's commercial, institutional and operational realities.

OUR STANDARD / Clear objectives. Credible evidence. Accountable execution.

Africa focused. Global outlook.

Project development.

Strategic advisory.

Investment readiness.

Implementation support.

Maká Oganiru supports the progression from an initial opportunity to a well-defined project proposition.

We work at the intersection of strategy, commercial preparation and implementation, connecting the project's objectives with its technical, financial and operating requirements.

Each engagement is tailored to the client's priorities, the maturity of the project and the specialist capabilities required to move it forward.



Our operating framework

06

Priority sectors

Infrastructure, energy, technology, agriculture, logistics and industrialisation.

04

Core service pillars

Project development, strategic advisory, investment readiness and implementation support.

05

Development stages

Identify, assess, structure, prepare and support delivery.

01

Integrated objective

Advance commercially credible projects with a clear pathway to implementation.

Structured around the project.

Our framework brings sector knowledge and development capabilities into a coordinated engagement. Scope and deliverables are matched to the decisions required at each stage.

01 / PROJECT DEVELOPMENT

Developing bankable projects



The principles that guide our work

Evidence-led assessment

We assess the opportunity against market, technical and operating evidence. Confirmed information is distinguished from estimates and assumptions, with material gaps recorded for further investigation.

This discipline provides a traceable basis for conclusions and helps decision-makers understand the quality and limitations of the project case.

Commercial discipline

We examine how the project creates value, who pays for that value and what is required to sustain delivery. Demand, pricing, costs and operating requirements are considered together.

The resulting proposition must explain both its commercial rationale and the conditions under which performance could differ from expectations.

Delivery from inception

We address implementation requirements early, including site access, approvals, procurement, partner capabilities and operational responsibilities.

Development planning and delivery planning progress together, so that strategic ambition remains connected to the resources, institutions and capabilities required for execution.

An integrated development approach

A disciplined progression

We organise project preparation around defined stages and decision gates. Each stage establishes the evidence, deliverables and approvals required to advance, refine or pause the project.

A coordinated ecosystem

We connect sponsor priorities with the requirements of technical advisers, commercial partners, capital providers and delivery teams. Consistent information supports alignment throughout the development process.

> **Credibility is established through rigorous preparation and sustained alignment.**

MAKÁ OGANIRU PERSPECTIVE

01	02	03	04	05
Identify	**Assess**	**Structure**	**Prepare**	**Deliver**

Progression is governed by evidence, readiness and the resolution of material issues.



PROJECT DEVELOPMENT

Opportunity identification

We translate a defined market need or development priority into a project concept with a clear customer, value proposition and scope for further assessment.

Opportunity assessment

Establish the need

We define the commercial or service gap the project is intended to address. This includes the needs of target customers, existing alternatives and the factors that would support adoption.

A precise problem statement provides the foundation for assessing whether the proposed solution offers meaningful and sustainable value.

Evaluate the proposition

We review demand drivers, competing solutions, location requirements and dependencies. The sponsor's resources and ability to progress the opportunity are considered alongside the market case.

Material assumptions are recorded, with priority given to uncertainties that could affect viability, timing or the required development scope.

Define the development decision

We consolidate the initial findings into a project concept covering scope, operating logic, assumptions and principal risks.

The assessment establishes whether the opportunity should proceed to feasibility, be refined or be deferred. It also defines the evidence and specialist inputs required for the next stage.

CORE DELIVERABLES / Opportunity brief · Market review · Assumptions register · Development priorities

Infrastructure, energy and technology

Infrastructure

We examine projects that strengthen essential services and productive capacity, including industrial utilities, water systems, commercial facilities and transport connections.

Assessment focuses on demand, service requirements, asset configuration, operating responsibilities and the approvals and interfaces necessary for delivery.

Energy

We consider energy solutions in relation to a defined customer base, demand profile and operating requirement. Project concepts may include distributed generation, storage and services for productive users.

Preparation connects technical configuration with service reliability, commercial arrangements and the applicable development requirements.

Technology

We assess digital solutions that address identifiable business and service needs, including enterprise platforms, automation and digital infrastructure.

The development case considers adoption, integration, data requirements, security and operating capability. The emphasis is on practical value within the user's workflow and a credible route to sustained use.

Agriculture, logistics and industrialisation

Agriculture

We examine opportunities across aggregation, storage, processing, packaging and market access. Proposed assets are assessed against sourcing conditions and customer requirements.

Key considerations include seasonality, supply reliability, quality standards, utilities, handling requirements and routes to market.

Logistics

We assess warehousing, distribution, cold-chain services and transport coordination in relation to specific production and consumption networks.

Preparation addresses location, cargo characteristics, expected volumes, customer relationships, corridor reliability and the operating capabilities required to deliver a dependable service.

Industrialisation

We structure manufacturing and processing concepts around defined products, market demand and production requirements.

The assessment connects capacity, equipment, inputs and workforce needs with quality control, maintenance and distribution. A credible industrial proposition integrates the production model with the wider commercial value chain.

DEVELOPMENT PRIORITY / Each opportunity is assessed against its specific market and operating conditions.

Market intelligence grounded in local context

Local operating context

We assess the conditions that shape a project's prospects, including customer needs, infrastructure, workforce availability, institutions and local operating practices. Assumptions are tested in the intended market.

Connect the regional value chain

Sourcing, production, distribution and customer markets may extend across borders. We consider these relationships together to identify dependencies, potential efficiencies and requirements for coordination.

> Local insight strengthens the commercial case and the delivery strategy.

MAKÁ OGANIRU PERSPECTIVE

LOCATION ASSESSMENT

Demand · Site access · Utilities · Workforce · Logistics · Local partners · Operating requirements



PROJECT DEVELOPMENT

Feasibility assessment

We integrate market, technical, financial and implementation analysis to assess whether a project is viable in its intended setting and under its stated assumptions.

Establishing the investment case

Market and commercial assessment

We assess target customers, demand assumptions, pricing and competing alternatives. The commercial analysis considers how the product or service reaches its market and how customer relationships support the operating model.

Findings are consolidated into a clear explanation of the project's value proposition and principal commercial dependencies.

Technical and operating assessment

We coordinate the definition of capacity, site requirements, equipment, utilities, workforce and operating processes.

Specialist inputs are commissioned as required by the scope. Technical choices are evaluated in relation to their implications for development cost, implementation timing, reliability and ongoing operations.

Financial and delivery assessment

We bring development expenditure, operating assumptions and implementation timing into a consistent financial framework. Scenario analysis helps explain the variables that influence the outcome.

The assessment identifies material risks and establishes the actions required to resolve outstanding issues before the next development commitment.

CORE DELIVERABLES / Feasibility assessment · Financial model · Risk register · Implementation pathway



PROJECT DEVELOPMENT

Project structuring

We align commercial arrangements, ownership, governance, delivery responsibilities and funding requirements within a coherent project framework.

Commercial and institutional structure

Commercial arrangements

We clarify the project's customer proposition, supply requirements and operating responsibilities. The work identifies the agreements needed to support delivery, including supply, offtake, service and implementation arrangements.

Commercial assumptions are aligned with the technical solution and the financial model.

Governance and responsibilities

We define sponsor roles, decision rights and approval requirements. Proposed operator, adviser and delivery responsibilities are documented to establish clear interfaces and accountability.

Qualified legal and other specialist advisers are engaged where required to develop the relevant arrangements.

Capital requirements

We articulate the purpose, timing and proposed application of capital in relation to the project's development stage and milestones.

The project narrative, financial model and supporting documentation present a consistent basis for assessment. Funding structures and terms remain subject to due diligence, negotiation and agreement.

Investment readiness

A coherent investment proposition

We develop a consistent account of the market need, solution, commercial model, development plan and principal risks.

Executive summaries, presentations and business plans are tailored to project maturity and the intended audience, with material claims supported by the available evidence.

An organised evidence base

We structure project information for efficient review. Relevant studies, financial models, corporate records, technical inputs and commercial documents are organised within a controlled data room.

Document ownership, version control and outstanding information requests are tracked to maintain consistency and visibility.

A disciplined engagement process

We support the identification of potential partners whose mandates align with the project's sector, maturity and requirements. Engagement materials and follow-up processes are prepared accordingly.

Readiness supports informed assessment; funding decisions remain with the relevant capital providers.

OUR OBJECTIVE / A clear, assessable proposition supported by accessible and consistent information.



PROJECT DEVELOPMENT

Execution and accountability

We translate the development strategy into a delivery plan with defined workstreams, accountable owners, milestones and decision points.

Implementation and operational readiness

Delivery planning

We translate agreed scope into workstreams, dependencies, resource requirements and milestones. Procurement needs, technical interfaces and approval responsibilities are identified before execution.

The delivery plan establishes how decisions are made, how progress is assessed and how issues are escalated.

Implementation coordination

We maintain a structured reporting rhythm across sponsors, advisers, vendors and delivery partners. Action registers, decision records and milestone reviews support continuity and accountability.

Changes to scope, schedule and assumptions are documented so that their commercial and operational implications can be assessed.

Operational preparation

We address handover, staffing, maintenance, operator readiness and performance reporting as part of implementation planning.

The objective is a controlled transition from project delivery to effective operations, with responsibilities and service requirements understood by the parties accountable for ongoing performance.

CORE DELIVERABLES / Delivery roadmap · Responsibility matrix · Milestone tracker · Management reporting

02 / CONNECTED EXPERTISE

Partnerships for progress



Mobilising the right expertise

Match capability to requirement

We identify the expertise required at each development stage and assess the capabilities already available to the sponsor. Specialist assignments are scoped around defined questions, deliverables and interfaces.

This establishes a clear basis for participation and reduces duplication across the advisory and delivery team.

Establish shared accountability

We align contributors around agreed objectives, information requirements and decision rights. Responsibilities for assumptions, deliverables and change approvals are documented.

A coordinated working rhythm supports timely decisions and a consistent understanding of the project's status.

> Effective partnerships combine complementary expertise with clear accountability.

MAKÁ OGANIRU PERSPECTIVE

A coordinated partnership model

Sponsors and institutions

We establish the project objectives, mandate, decision authority and resources available for the engagement.

An agreed brief defines the scope and expectations. Sponsors and institutional stakeholders participate at the decision points where their authority, information or approval is required.

Technical and commercial partners

We integrate engineering, market, operating and delivery expertise into the preparation process. Specialist assignments are tied to defined requirements and measurable deliverables.

Recommendations are assessed in relation to the wider commercial case, implementation strategy and project objectives.

Capital and strategic partners

We organise engagement around project maturity and partner requirements. A consistent information package supports discussion, assessment and the management of follow-up requests.

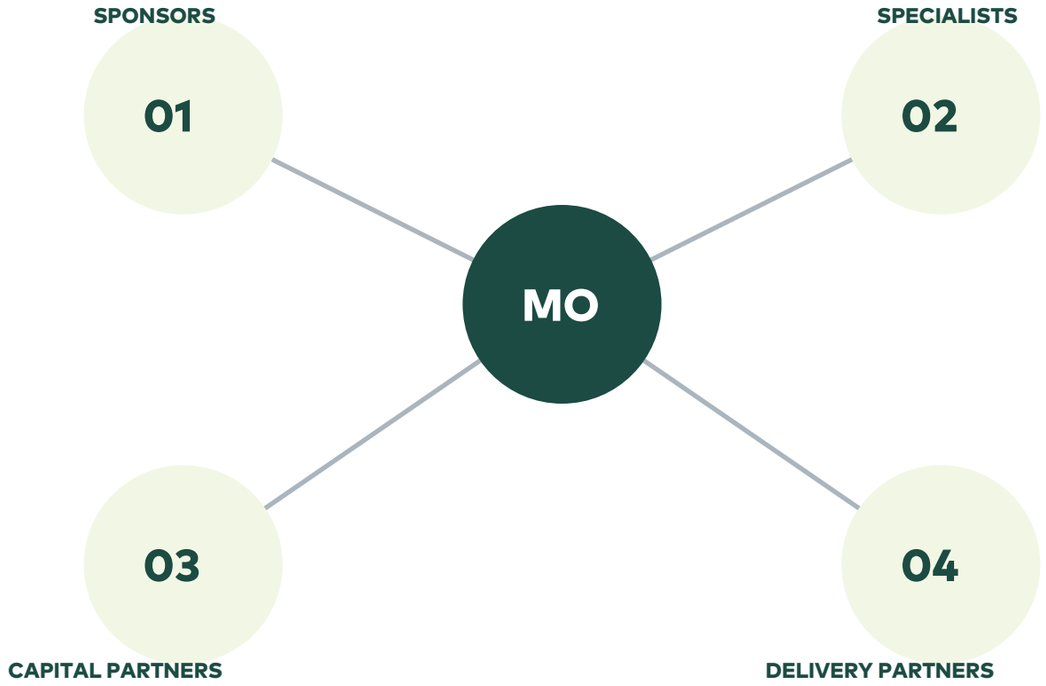
The process establishes a clear record of outstanding questions, responsibilities and next steps.

Our stakeholder ecosystem

Connected expertise. Shared objectives.

Project development brings together participants with distinct priorities, responsibilities and approval requirements.

Maká Oganiru helps coordinate these contributions around an agreed scope, a common evidence base and a defined sequence of decisions. This continuity connects strategic intent with project preparation and implementation.



Specialist capabilities

01

Strategy and market intelligence

Opportunity assessment, market analysis and commercial model development.

02

Technical and engineering

Technical scoping, specialist coordination and infrastructure requirements.

03

Finance and investment readiness

Financial modelling, project documentation and capital engagement preparation.

04

Project management

Work planning, stakeholder coordination and implementation monitoring.

05

Environmental and social inputs

Assessment scoping, stakeholder considerations and impact objectives.

06

Legal and commercial inputs

Coordination of qualified advisers on governance, contracts and project arrangements.

Specialist assignments are defined by the mandate and undertaken with appropriately qualified professionals.

Aligning stakeholder priorities

PROJECT SPONSORS

A clear development pathway.

Defined priorities, resource requirements and decision points provide a practical basis for advancing the project.

CAPITAL PARTNERS

A credible basis for assessment.

Transparent assumptions, supporting evidence and a clear account of risk enable informed evaluation.

DELIVERY PARTNERS

An executable scope of work.

Agreed responsibilities, technical interfaces and milestones establish the basis for coordinated implementation.

Readiness at a glance

01

Defined proposition

A clear market need, customer and commercial rationale.

02

Credible evidence

Documented assumptions and transparent information gaps.

03

Aligned participants

Agreed roles, requirements and decision responsibilities.

04

Actionable priorities

Defined milestones, accountable owners and resource needs.



03 / LONG-TERM VALUE

Impact beyond the project



Our impact framework

Commercial viability. Productive value.

A project's contribution extends to the services it provides, the supply chains it strengthens and the capabilities it develops.

We encourage impact objectives to be defined during preparation, linked to the operating model and supported by appropriate baselines and measurement.

Local value creation

Integrating supplier participation, employment and capability development into project planning.

Productive capacity

Strengthening the ability to produce, process, distribute or deliver essential services.

Responsible development

Addressing material environmental and social considerations through appropriate assessment and specialist input.

Local value creation

We help frame how a project can support supplier participation, workforce development and productive capability, translating intended benefits into practical actions and measurable objectives.



Illustrative concept: an agricultural value chain

The development concept

An integrated agricultural hub connecting aggregation, storage, processing and distribution.

The proposition links a production base with buyers requiring consistent quality, reliable volumes and appropriate packaging. This example illustrates a development approach; it is not an announced Maká Oganiru project.

The preparation pathway

Assessment begins with input availability, customer requirements and the proposed operating model. Site access, utilities, processing capacity and logistics are examined together.

Commercial preparation defines the relationships required with suppliers, operators and buyers, supported by relevant technical and financial assessment.

The intended contribution

Potential outcomes include more reliable market access, increased local processing and improved product handling and consistency.

These outcomes require validation. Suitable indicators may include throughput, local procurement, supplier participation and quality performance, measured against an established baseline.

ILLUSTRATIVE APPLICATION / Viability and intended outcomes remain subject to project-specific assessment.

Measurement and accountability

Establish a credible baseline

We encourage the definition of current conditions before targets are set. Stakeholder priorities and operating requirements inform the selection of relevant indicators.

Measures should reflect the project's actual contribution, such as service availability, operating reliability, employment or supplier participation.

Define measurement ownership

Each indicator should have a responsible owner, an identified data source and an agreed reporting interval. Methods and information limitations are documented.

Specialist environmental, social and technical expertise is incorporated where required by the project's characteristics and assessment needs.

Report with transparency

Reporting distinguishes intended benefits, implementation outputs and measured outcomes. Material changes and limitations are explained, and projections are clearly identified.

Monitoring supports operational improvement and corrective action as well as communication with sponsors, partners and other stakeholders.

Advance your next opportunity.

Engage Maká Oganiru to clarify a project opportunity, define its development requirements and establish a structured pathway from initial assessment to implementation.



A structured engagement process

01 / Share the project context

Provide the concept, proposed location and development objectives. Describe the commercial or service need and the customers or users the project is intended to serve.

Include the current stage, available studies, existing partners and material constraints to establish a useful starting point.

02 / Define the priorities

Clarify the immediate requirement: opportunity assessment, project development, investment preparation or implementation support.

Identify the decisions to be made, available resources and relevant timing. These inputs help define the scope and the expertise required.

03 / Agree the engagement

Following an initial review, we discuss the principal information gaps, development priorities and appropriate workstreams.

The engagement is formalised through an agreed scope, deliverables, responsibilities and working arrangements before substantive work begins.

BEGIN THE CONVERSATION / makaoganiru.com

Maká Oganiru

Turning African opportunities into bankable projects.

AFRICA FOCUSED | GLOBAL OUTLOOK

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