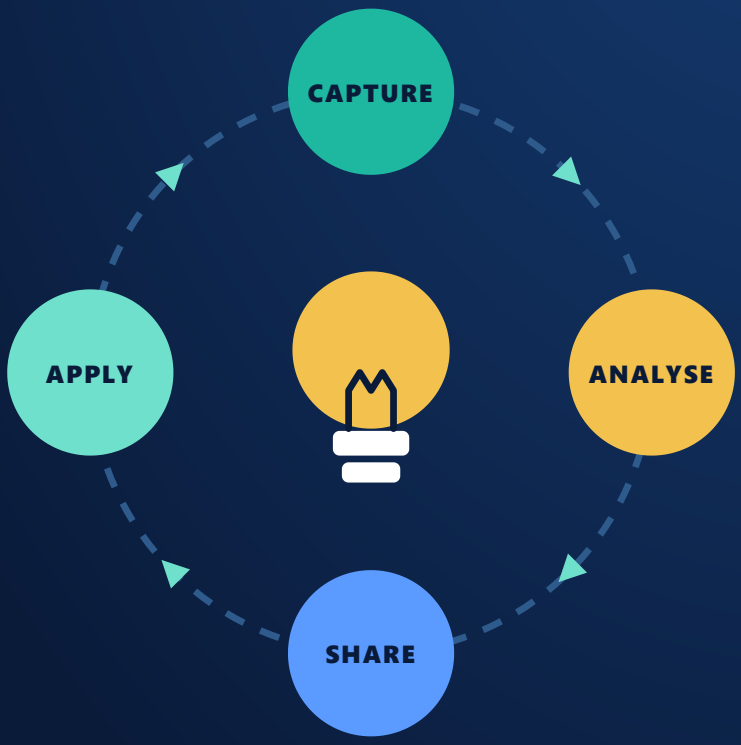
Lessons Learned Report

What went well, what did not,
and what the next project should do differently.



Sample Project

Client: Urban City

PREPARED & SUBMITTED BY

SP Consultant

in Joint Venture with USF Consultants
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ISSUE

November 2026

LESSONS LEARNED STATUS REPORT

Sample Project

Client: Urban City · Contract: C-2026-014

Project Manager **A. Project Manager**
Prepared By **A. Project Manager, Project Manager**
Revision **A**
Report Date **08 Nov 2026**

PROJECT PHASE	TOTAL LESSONS	REGISTER DATE	CONTRACT NO.
Execution	6	31 Oct 2026	C-2026-014

TOTAL	HIGH	MEDIUM	LOW	OPEN	IN PROGRESS	CLOSED
6	2	4	0	0	2	4

PROJECT INTRODUCTION

PROJECT NO.	001	PROJECT	Sample Project
CLIENT	Urban City	LOCATION	Sample City
CONTRACT NO.	C-2026-014	CONSULTANT	SP Consultant in joint venture with USF Consultants
START DATE	17 November 2025	COMPLETION DATE	22 January 2027
REPORT DATE	8 November 2026	STATUS DATE	31 October 2026

Sample Project is being carried out for Urban City at Sample City under contract C-2026-014. It started on 17 November 2025 and is due for completion on 22 January 2027. This Lessons Learned Report sets out the position at 8 November 2026 and has been prepared by SP Consultant in joint venture with USF Consultants.

REGISTER — ALL LESSONS (6 ENTRIES)

ID	DATE	PHASE	CATEGORY	LESSON LEARNED	ROOT CAUSE	IMPACT	SEVERITY	RECOMMENDATION	RESPONSIBLE	STATUS
LL-01	15 Apr 2026	Planning	Environmental	Environmental permit review took 12 days longer: Final design and award 12 days late.	Outfall assessment not included with the application.	Schedule	High	Submit the outfall assessment with the permit application.	L. Environment	Closed
LL-02	10 Apr 2026	Planning	Stakeholder	Two compensation disputes delayed land acquisition by 15 days: Float on the land acquisition path used up.	Compensation rates not agreed with the Land Acquisition Collector before plans were issued.	Schedule	Medium	Agree compensation rates with the Land Acquisition Collector before the plans.	E. Client	Closed
LL-03	20 Mar 2026	Planning	Project Management	Gas company changed the relocation route during 60% design: Drainage plans redrawn; 5 days lost.	Utility owner not in the 30% design review.	Schedule	Medium	Invite all utility owners to the 30% design review.	B. Engineer	Closed
LL-04	20 Sept 2026	Execution	Technical / Engineering	Unmarked water main found at Ch 1+450: 7-day EOT and PKR 12.4 million variation.	SUE quality level B only in that section.	All	High	Use quality level A (test pits) at all trench crossings.	C. Supervisor	In Progress
LL-05	25 Oct 2026	Execution	Quality	Asphalt binder laid below the minimum temperature: NCR-005, cores and possible replacement.	Long haul from the plant in cool evening hours.	Quality	Medium	Insulated trucks; stop laying after 4 pm in November.	J. Materials	In Progress
LL-06	22 Aug 2026	Execution	Safety / HSE	Barriers missing at the night diversion: NCR-007; near miss risk.	No night inspection of the traffic management.	Safety	Medium	Night inspection by the site agent, logged daily.	H. Safety	Closed

Sample report: illustrative data