Project Management Plan

One plan for scope, time, cost, quality and risk, from kick-off to handover.



PROJECT MANAGEMENT AREAS

Integration	Scope	Schedule	Cost	Quality
Resources	Communications	Risk	Procurement	Stakeholders

KEY MILESTONES



Sample Project

Client: Urban City

PREPARED & SUBMITTED BY

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APPROVED FOR USE

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This Project Management Plan has been prepared by SP Consultant for Sample Project. It is approved for use on the project by the person named below and is reviewed at least every six months, and whenever the scope, programme or organisation changes significantly. Each revision is recorded in the Revision History.

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Executive Summary

Project Overview

The Project Management Plan (PMP) has been prepared for Urban City for the Sample Project at Sample City, under Contract No. C-2026-014. The project is being undertaken by SP Consultant in joint venture with USF Consultants under the leadership of A. Project Manager, with a consultancy contract value of PKR 270,000,000. The construction works are carried out under a separate works contract, No. CW-2026-031, valued at PKR 2,700,000,000; its budget, cash flow, earned value and variations are reported separately from the consultancy fee.

The project was awarded on 10 November 2025, commenced on 17 November 2025 and is scheduled for completion on 22 January 2027. This document represents Revision 4, dated 4 November 2026, with the status Approved for Use. The project data in this plan and in its annexures are reported at the status date of 31 October 2026.

The PMP establishes the management framework, procedures and responsibilities for planning, implementing, monitoring and controlling the project. It addresses the applicable project management disciplines and incorporates integrated management tools to facilitate effective project execution, performance monitoring, reporting and decision-making.

Project Performance Snapshot

MEASURE	POSITION	BASIS / REMARK
Status date	31 October 2026	The date the figures below refer to
Completion	Contract 22 January 2027; forecast 10 February 2027	19 days late
Programme progress	80%	Gantt Chart, weighted by activity duration (simple average of the activities: 74.8%)
Physical progress	73%	Weighted by the value of the work (the works contract CW-2026-031)
Earned value	SPI 0.86 and CPI 0.98	EAC PKR 2,882,707,161 against BAC PKR 2,700,000,000, the works contract CW-2026-031
Cash flow to date	PKR 2,018,520,000 actual; PKR 2,281,500,000 planned	12% below plan, the works contract CW-2026-031
Variations	7 variations: 3 approved PKR 44,400,000, 3 pending PKR 44,600,000, 1 rejected PKR 9,000,000	Revised contract value PKR 2,744,400,000 (original PKR 2,700,000,000)
Risks	8 open of 12	1 extreme and 3 high risks open

PMP Preparation Status

The PMP comprises 10 sections selected for this document. Of these, 9 are complete, 1 in progress and 0 not started. The status of a section describes how far its text has been written; the project data reported below are at the status date.

The supporting tool reports and documents are attached as 19 annexures; the integrated tools described under each section are those whose reports are attached.

1. Project Information

This section establishes the project background, contractual particulars, assumptions and constraints, project objectives, success criteria and Key Performance Indicators (KPIs).

The project information, contractual dates and responsibilities have been recorded. 4 assumptions and constraints have been identified, of which 2 require confirmation with the Client.

Project performance is assessed against 6 defined KPIs: schedule, cost, deliverables on time, quality, safety and client satisfaction. Their position at the status date is shown below; a KPI without a recorded actual is shown as not assessed.

KPI	TARGET	ACTUAL	STATUS
Schedule	>= 0.95	0.86	Not met
Cost	>= 0.95	0.98	Meets target; but the forecast cost (EAC PKR 2,882,707,161) exceeds the budget
Deliverables on time	>= 90%	50% (4 of 8 due)	Not met
Quality	>= 90%	80% (4 of 5)	Not met
Safety	0	1 (16 Oct 2026)	Not met
Client satisfaction	>= 4 of 5	Not recorded	Assessed at handover

2. Scope of Work

This section defines the project scope, services, exclusions, contractual and internal deliverables, discipline-wise responsibilities, Work Breakdown Structure (WBS), project baselines and change control procedures. It also addresses issues, actions, variations and contractual claims.

The project comprises 10 contractual deliverables and 3 internal deliverables. No contractual deliverable is overdue. The variation register of the works contract CW-2026-031 records 7 variations: 3 approved (PKR 44,400,000, 7 days of time), 3 pending (PKR 44,600,000) and 1 rejected (PKR 9,000,000). The original contract value of PKR 2,700,000,000 becomes PKR 2,744,400,000 with the approved variations, excluding pending and rejected variations.

Integrated Project Management Tools

2.1 Design and Construction Gantt Chart (Annexure A)

Used here as well; described under section 3 (Annexure A).

2.2 Action and Minutes of Meeting Tracker (Annexure B)

This tool records decisions, instructions and actions arising from project meetings. It identifies responsible personnel, target completion dates and action status, enabling systematic follow-up and closure of outstanding matters.

2.3 Action / Responsibility Matrix (Annexure C)

Used here as well; described under section 5 (Annexure C).

2.4 Change Order / Variation Order Register (Annexure D)

The register records proposed, submitted, approved and rejected variations, including their descriptions, financial implications and effects on the project programme. It provides a controlled record of contractual changes and helps maintain the approved scope, cost and time baselines.

2.5 Claims & EOT Register (Annexure E)

This register records contractual claims and Extension of Time (EOT) submissions, including their particulars, supporting documentation, assessment status and decisions. It assists in monitoring contractual entitlements and maintaining an appropriate record of potential time and cost implications.

3. Time Management

This section establishes the project milestones, implementation programme, schedules of contractual and internal deliverables, and procedures for monitoring and controlling time performance.

The current programme comprises 54 activities covering the period from 17 November 2025 to 10 February 2027. Programme progress, weighted by activity duration, is 80% at 31 October 2026 (the simple average of the activities' % complete, shown in the Gantt Chart report, is 74.8%): 37 completed, 5 in progress and 12 not started. Against the current programme, no activity is past its finish date. Against the approved baseline the works are late: the delays analysed in the Schedule Delay Analysis (Annexure F) move the forecast completion to 10 February 2027, 19 days after the contractual completion date of 22 January 2027.

Integrated Project Management Tools

3.1 Design and Construction Gantt Chart (Annexure A)

The Gantt Chart provides the detailed time-based programme for project implementation. It illustrates activity sequencing, dependencies, durations, milestones and actual progress against the approved baseline. It supports regular programme updates and identification of activities requiring corrective action.

3.2 Schedule Delay Analysis Tool (Annexure F)

The Schedule Delay Analysis Tool assists in identifying and assessing delays by comparing planned and actual activity dates and examining their effects on the project completion date and critical activities. It provides a basis for evaluating delay causes, assessing programme impacts and developing recovery measures.

4. Financial Management

This section establishes the consultancy fee budget, billing arrangements, cash flow forecasts, expenditure monitoring and cost control procedures, including Earned Value Management (EVM).

The consultancy fee budget is PKR 270,000,000, distributed across 9 budget items. The billing schedule identifies the planned payment milestones and associated amounts; the next is Construction supervision (monthly, Jul 2026 - Jan 2027) on 31 January 2027 (PKR 100,000,000). On the works contract CW-2026-031, the cash flow records actual expenditure of PKR 2,018,520,000 against planned expenditure of PKR 2,281,500,000 to date. Earned value on the works contract CW-2026-031 gives SPI 0.86, CPI 0.98 and a forecast cost at completion of PKR 2,882,707,161 against a budget of PKR 2,700,000,000. Spending below the planned cash flow is therefore not a saving: the work done is costing more than its budgeted value.

Integrated Project Management Tools

4.1 Cash Flow and S Curve Calculator (Annexure G)

The Cash Flow and S-Curve Calculator facilitates preparation of planned and actual cash flow forecasts and their graphical representation over the project duration. It assists in monitoring expenditure, forecasting financial requirements, identifying cash flow variations and assessing the financial progress of the project.

4.2 Earned Value Management (Annexure H)

The Earned Value Management Tool integrates planned value, earned value and actual cost to assess project cost and schedule performance. It calculates key performance indicators, including Cost Performance Index (CPI) and Schedule Performance Index (SPI), and provides forecasts of final project cost and completion performance.

5. Project Human Resource Management

This section defines the project organisation, staffing requirements, personnel responsibilities, mobilisation arrangements, task assignments and resource allocation.

The proposed project team comprises 14 personnel, including Project Manager, Project Director, Design Manager / Lead Highway Engineer and Drainage Engineer. The mobilisation schedule (4 items) and task assignments (5) establish the deployment of resources in accordance with project requirements.

Integrated Project Management Tools

5.1 Action / Responsibility Matrix (Annexure C)

The matrix defines the allocation of responsibilities among the Client, Consultant, contractors and project team members for activities, deliverables and management actions. It establishes accountability and avoids duplication or gaps in assigned tasks.

5.2 Resource Loading Histogram (Annexure I)

The Resource Loading Histogram illustrates the planned deployment of personnel over the project duration. It helps identify peak resource requirements, periods of underutilisation and potential resource constraints, supporting effective manpower planning and allocation.

6. Project Process Control (Quality Management)

This section establishes the project quality management framework, covering input data reviews, design output reviews, independent verification, quality assurance procedures, non-conformance reporting and submittal approvals.

The quality management programme identifies 4 input data reviews, 4 output reviews and 4 verification activities. Outstanding reviews and overdue verifications are monitored to ensure that project deliverables comply with the specified requirements before submission.

Integrated Project Management Tools

6.1 NCR Quality Control Tracker (Annexure J)

The NCR Quality Control Tracker records non-conformances, deficiencies, corrective and preventive actions, responsible parties and closure status. It provides a systematic mechanism for monitoring quality issues and verifying the implementation of corrective measures.

6.2 Submittal Approval Tracker (Annexure K)

The Submittal Approval Tracker monitors technical submissions, drawings, reports, specifications and other project documents through the review and approval process. It records submission dates, review periods, comments, resubmissions and final approval status to facilitate timely processing of project deliverables.

7. Communications and Stakeholder Management

This section establishes the communication strategy, stakeholder directory, reporting arrangements, meeting schedules, correspondence procedures, technical query management, document control and general project administration requirements.

The communication framework identifies 10 key stakeholders and 6 reporting and meeting arrangements. The correspondence register records 12 communications, 2 awaiting a reply, while the technical query register identifies

5 outstanding queries requiring responses, 3 past the answer date.

Integrated Project Management Tools

7.1 Project Correspondence Register (Annexure L)

The Project Correspondence Register maintains a systematic record of incoming and outgoing correspondence, including letters, emails, instructions and formal communications. It records reference numbers, dates, subjects, responsible parties and response status, providing traceability and supporting contractual communication management.

7.2 RFI / Technical Query Tracker (Annexure M)

The RFI / Technical Query Tracker records Requests for Information and technical queries raised during project implementation. It monitors submission dates, responsible parties, required response dates, responses and closure status, helping prevent delays arising from unresolved technical matters.

8. Procurement

This section establishes the procurement strategy, procurement schedule, purchasing requirements and arrangements for engaging and managing subconsultants. They are kept as registers of this plan (Procurement Plan and Sub Consultant Agreements) rather than in separate tools.

The procurement schedule identifies 5 procurement items and 2 subconsultant agreements, with a total recorded value of PKR 13,400,000. Procurement activities are monitored to ensure timely availability of the required services, materials and resources.

9. Risk, Safety, Environment and Sustainability Management

This section establishes the framework for identifying, assessing, mitigating and monitoring project risks, together with health, safety and environmental management, permits, regulatory requirements and sustainability considerations.

A total of 12 risks have been registered, of which 8 remain open. Overall the register holds 1 extreme, 6 high, 5 medium and 0 low risks; of the open risks, 1 is extreme and 3 high. Risk owners and mitigation measures are identified so that the significant risks receive management attention first.

Integrated Project Management Tools

9.1 Risk Register and Risk Matrix Template (Annexure N)

The Risk Register records identified project risks, their causes, potential consequences, likelihood, impact, risk ratings, responsible owners and proposed mitigation measures. The Risk Matrix provides a visual assessment of risk severity and prioritisation, facilitating informed decisions and regular monitoring of risk exposure.

9.2 Safety / HSE Dashboard (Annexure O)

The Safety / HSE Dashboard provides an overview of project health, safety and environmental performance through relevant indicators, including incidents, near misses, inspections, observations, corrective actions and safety performance statistics. It supports proactive monitoring and timely management intervention.

9.3 Permit & NOC Tracker (Annexure P)

The Permit and NOC Tracker monitors statutory approvals, permits, No Objection Certificates and other regulatory clearances required for project activities. It records application dates, responsible authorities, approval requirements, validity periods and current status, helping avoid delays arising from outstanding approvals.

10. Project Specific Requirements and Manuals

This section identifies project-specific technical requirements, applicable codes, standards, specifications and manuals, together with procedures for monitoring project performance, recording lessons learned and managing

project closeout and handover.

A total of 5 project-specific requirements have been identified and recorded for monitoring and compliance verification.

Integrated Project Management Tools

10.1 Contractor Performance Evaluation Dashboard (Annexure Q)

The Contractor Performance Evaluation Dashboard provides a structured assessment of contractor performance against defined criteria, including programme, quality, safety, resources, contractual compliance and overall delivery. It facilitates performance monitoring, identification of deficiencies and implementation of improvement measures.

10.2 Lessons Learned Register (Annexure R)

The Lessons Learned Register records project experiences, challenges, successes and improvement opportunities throughout the project lifecycle. It provides a structured knowledge base to support better decision-making and improve the planning and execution of future projects.

10.3 Project Closeout & Handover Tracker (Annexure S)

The Project Closeout and Handover Tracker monitors the completion of outstanding activities, contractual obligations, final documentation, approvals, deliverables, handover records and other closeout requirements. It supports systematic completion and formal transfer of project responsibilities and records.

Project Status and Key Management Recommendations

Based on the information recorded in the included PMP sections at the status date of 31 October 2026, the following matters require management attention, in order of priority:

> **Critical:** Programme: the current programme forecast completion date of 10 February 2027 exceeds the contractual completion date of 22 January 2027 by 19 days. The Project Manager should investigate the variance, assess its contractual implications and establish recovery measures or obtain an approved extension of time, where justified.

> **Critical:** Cost: actual expenditure on the works contract CW-2026-031 is 12% below the planned cash flow to date (PKR 2,018,520,000 against PKR 2,281,500,000), but this is not a saving: earned value shows SPI 0.86, CPI 0.98 and a forecast overrun of PKR 182,707,161 (EAC PKR 2,882,707,161 against PKR 2,700,000,000). Investigate productivity, progress, the timing of expenditure and the cost forecast.

> Risks: 1 extreme risk and 3 high risks remain open (highest: Unmarked underground utilities found during excavation and drainage...): confirm the owners and that the mitigation is under way.

> KPIs: schedule, deliverables on time, quality and safety are below target at the status date: set out the corrective actions in the next progress report.

- Correspondence: 1 letter past the reply date: reply or record why no reply is needed, to protect the contractual position.
- RFIs: 3 technical queries past the answer date: chase the answers so they do not delay the work.
- Actions: 3 actions from meetings overdue: follow up at the next progress meeting.
- Variations: 3 variations worth PKR 44,600,000 not yet decided: obtain decisions so the contract value and programme stay current.

Conclusion

The Project Management Plan provides an integrated framework for managing and controlling the project throughout its lifecycle. Its management procedures, registers, dashboards, schedules and specialist tools facilitate systematic monitoring of project scope, time, cost, resources, quality, communications, procurement and risks.

At the status date, the programme is forecast to finish 19 days after the contractual completion date, schedule performance is below target (SPI 0.86), a cost overrun of PKR 182,707,161 is forecast on the works contract CW-

2026-031 and 4 extreme or high risks remain open. Timely action on the recommendations above, regular updating of the PMP and periodic management reviews are essential to recover the position and achieve delivery in accordance with the contractual requirements and approved project objectives.

1. Project Information

This section identifies the project, its client, its contract and its objectives, and records the assumptions, constraints and success criteria on which the plan is built. It is the reference point for the whole team: the contract number, key dates, fee and the people responsible are stated once here and reused on the cover page, in the document control and in every tool report generated for the project. Recording the assumptions and constraints at the start allows their effect to be traced when the scope, programme or cost later changes, and the success criteria and key performance indicators give a clear, agreed measure against which progress, performance and the final outcome of the project are judged.

Project Name	Sample Project
Client / Owner	Urban City
Client address / contact	Urban City, 1 Example Road, Sample City
Client Reference No.	UC/2026/014
Internal Reference / Project No.	001
Contract No.	C-2026-014
Contract type	Lump sum design + time-based supervision
Currency (code or symbol)	PKR
Project fee value	PKR 270,000,000
Location	Sample City
Project Manager	A. Project Manager
Project Director	D. Director
Date of award	10 Nov 2025
Start date	17 Nov 2025
Completion date	22 Jan 2027
Document status	Approved for Use

Project description

Design and construction supervision of a 5 km urban road in Sample City: surveys and investigations, EPA approval and NOCs, roadway, drainage and signal design, land acquisition and utility coordination, procurement of the construction contractor, and full-time supervision of construction through to final acceptance and closeout.

Project objectives

Deliver the approved design and supervise construction so that the 5 km road is completed safely, to specification, within the construction budget and by the contract completion date.

1.1 Assumptions and Constraints

Table 1: Assumptions and Constraints

NO.	TYPE	DESCRIPTION	IMPACT IF WRONG / EFFECT	OWNER	STATUS
AC-01	Assumption	Utility agencies provide complete records of their services	Unknown services found during the works; delays and variations	Client	Open
AC-02	Assumption	Land is acquired before the construction contract is awarded	Works start late in some sections	Client	Accepted
AC-03	Constraint	Asphalt is laid only above 10 °C and in dry weather	Surface course must finish before mid-December	Resident Engineer	Open
AC-04	Constraint	One lane each way stays open to traffic at all times	Works in short sections; slower progress	Client	Accepted

1.2 Success Criteria and KPIs

Table 2: Success Criteria and KPIs

NO.	KPI	MEASURE	TARGET	SOURCE	FREQUENCY	RESPONSIBLE	ACTUAL AT STATUS DATE
K-01	Schedule	Schedule performance index (SPI), construction	>= 0.95	Earned Value Management	Monthly	Project Manager	0.86
K-02	Cost	Cost performance index (CPI), construction	>= 0.95	Earned Value Management	Monthly	Project Manager	0.98
K-03	Deliverables on time	Share of deliverables issued by their due date	>= 90%	2.3 Contract Deliverables	Monthly	Design Manager	50% (4 of 8 due)
K-04	Quality	NCRs closed within 14 days	>= 90%	NCR Quality Control Tracker	Monthly	Materials Engineer	80% (4 of 5)
K-05	Safety	Lost-time injuries	0	Safety / HSE Dashboard	Monthly	HSE Officer	1 (16 Oct 2026)
K-06	Client satisfaction	Client survey score	>= 4 of 5	Closeout survey	At handover	Project Director	

Status date of the project data	31 Oct 2026
Works contract No.	CW-2026-031
Works contract value	PKR 2,700,000,000
Works commencement date	10 Jul 2026
Works completion date	26 Nov 2026
Physical progress, % (weighted by value)	73.0
Schedule performance index, SPI	0.86
Cost performance index, CPI	0.98

Forecast cost at completion, EAC	PKR 2,882,707,161

2. Scope of Work

This section defines what the project will and will not deliver, how the work is broken down into manageable packages, and how changes to the scope are controlled. The work breakdown structure is kept in the Design and Construction Gantt Chart, so every activity in the programme traces back to an agreed scope item. Issues and actions raised in meetings are followed through the Action and Minutes of Meeting Tracker and the Responsibility Matrix, which show who owns each action and which are still open or overdue. Variations are recorded in the Variation Order Register with their effect on the contract value, from instruction to approval, and claims and extension-of-time requests are tracked in the Claims & EOT Register from notice to determination. Together they give an auditable record of every change to the scope, cost and time of the contract.

2.1 Scope of Works

Surveys and investigations: topographic survey, geotechnical investigation and pavement design report, traffic study, utility survey.
Initial Environmental Examination, public consultation, EPA approval and the NOCs of the irrigation department, WASA and the development authority.
Roadway, pavement, drainage, traffic signal and street lighting design at 30%, 60% and 90%, tender drawings, BOQ, specifications and engineer's estimate.
Land acquisition plans and coordination of utility relocations with WASA, the gas company and the electricity company.
Tendering under the PPRA Rules: tender documents, evaluation and recommendation of award.
Full-time construction supervision, quality control, IPCs, variations, claims and closeout of the 5 km road (contract CW-2026-031).

2.2 Exclusions

Payment of land compensation and utility relocation works (by the client and the utility agencies).
Design of structures other than drainage outfalls and signal foundations.
Operation and maintenance after the 12-month defects liability period.

2.3 Contract Deliverables

Table 3: Contract Deliverables

NO.	CONTRACT DELIVERABLE	RESPONSIBLE	DUE DATE	STATUS
D-01	Inception report and work plan	Project Manager	15 Dec 2025	Done
D-02	Survey, geotechnical and traffic study reports	Design Manager	12 Dec 2025	Done
D-03	Initial Environmental Examination (IEE) report	Environmental Specialist	06 Jan 2026	Done
D-04	30% preliminary design	Design Manager	06 Jan 2026	Done
D-05	60% design	Design Manager	12 Mar 2026	Done
D-06	90% design	Design Manager	26 Apr 2026	Done
D-07	Tender drawings, BOQ, specifications and engineer's estimate	Design Manager	21 May 2026	Done
D-08	Tender evaluation report	Project Manager	27 Jun 2026	Done
D-09	Monthly progress reports (construction)	Resident Engineer	05 Nov 2026	In progress
D-10	As-built drawings and completion report	Resident Engineer	22 Jan 2027	Not started

2.4 Deliverables by Discipline

Table 4: Deliverables by Discipline

DISCIPLINE	DESIGN SCOPE	DESIGN BASIS	DRAWINGS	BOQ	SPECIFICATIONS	DESIGN REPORT
Roads and pavement	Alignment, junctions, pavement, kerbs, footpaths	✓	✓	✓	✓	✓
Drainage	Storm drains, inlets, manholes, outfalls	✓	✓	✓	✓	✓
Traffic	Signals at 6 junctions, signs, markings, traffic management	✓	✓	✓	✓	✓
Electrical	Street lighting and power supply	✓	✓	✓	✓	

2.5 Work Breakdown Structure

The work is broken down into deliverables, work packages and activities in the project programme, kept in the Design and Construction Gantt Chart. Every activity belongs to one WBS element, has one responsible person and carries its planned dates, its duration and its links to the activities before and after it. Progress entered against the activities rolls up through the WBS, so the percentage complete of each package and of the whole project can be read at any time. The WBS is the common structure for the programme, the budget and the progress reports; a new scope item is checked against the contract and taken through the change control procedure (2.9) before it is added.

Maintained in: Design and Construction Gantt Chart, see **Annexure A**.

2.6 Issues / Action Register

Issues and actions arising from meetings are recorded in the Action and Minutes of Meeting Tracker with a clear description, an owner and a due date, and every open action is reviewed at the progress meeting (weekly). An action is closed only when it is complete and the evidence is recorded; overdue actions are highlighted and escalated so

they do not hold up the work. The Responsibility Matrix sets out, for each task and deliverable, who is responsible, accountable, consulted and informed, so every action has a clear owner and nothing falls between the parties. Together they keep a dated record of decisions and commitments that can be relied on if responsibility or progress is later questioned.

Maintained in: Action and Minutes of Meeting Tracker, see **Annexure B**; Action / Responsibility Matrix, see **Annexure C**.

2.7 Scope Change / Variation Register

Every change, variation and claim is logged as soon as it arises and assessed under the Change Control Procedure (2.9) before any work on it starts. The Variation Order Register records each instruction with its reference, the reason for the change, its value and its effect on time, and follows it from instruction to approval, so the revised contract value is always known. Claims and requests for extension of time are recorded in the Claims & EOT Register from the first notice, with the delay events, the amounts and the days claimed and granted, and the status of each claim. Together the registers show the status and the combined effect of all changes, and protect the entitlements of the project under the contract.

Maintained in: Change Order / Variation Order Register, see **Annexure D**; Claims & EOT Register, see **Annexure E**.

2.8 Project Baselines

Table 5: Project Baselines

NO.	BASELINE	REFERENCE DOCUMENT	REV.	APPROVED BY	DATE APPROVED
BL-01	Scope	Section 2 Scope of Work and the WBS (2.5)	0	Client Project Manager	28 Nov 2025
BL-02	Schedule	Design and Construction Gantt Chart, Annexure A	0	Client Project Manager	28 Nov 2025
BL-03	Cost	Budget and Billing Schedule (4.1-4.3)	0	Project Director	28 Nov 2025

2.9 Change Control Procedure

Every change to scope, time or cost follows these steps:
1. Anyone may raise a change. It is logged in the Scope Change / Variation Register (2.7) with a number and date.
2. The project manager assesses its effect on scope, schedule, cost, quality and risk within 5 working days.
3. The change is approved or rejected by the person named in the approval limits below. No work on a change starts before approval.
4. Approved changes update the baselines (2.8), the programme and the budget; the revision is recorded.
5. The team and the client are told of the decision, and the register is closed out.

2.9.1 Change Approval Limits

Table 6: Change Approval Limits

NO.	CHANGE SIZE (COST / TIME EFFECT)	APPROVED BY	NOTES
CA-01	Under PKR 2.5 million and under 7 days	Project Manager	Reported in the next monthly report
CA-02	Up to PKR 15 million or up to 30 days	Project Director	Within 5 working days
CA-03	Above PKR 15 million, over 30 days, or any change of scope	Client	Formal variation order

3. Time Management

This section sets out the key dates of the project and how the programme is planned, monitored and updated. The programme is prepared in the Design and Construction Gantt Chart, which links the activities by their dependencies, calculates the critical path and the float of each activity, rolls progress up through the work breakdown structure and shows, at the status date, which activities are complete, on track, at risk or behind. When progress falls behind, the Schedule Delay Analysis Tool compares the baseline programme with the as-built dates to show where time was lost and what caused it. Together they give early warning of slippage and the evidence needed for corrective action, recovery programmes and extension-of-time submissions.

3.1 Schedule of Milestone Dates

Table 7: Schedule of Milestone Dates

NO.	CONTRACT DELIVERABLE	RESPONSIBLE	DUE DATE	STATUS
D-02	Survey, geotechnical and traffic study reports	Design Manager	12 Dec 2025	Done
D-01	Inception report and work plan	Project Manager	15 Dec 2025	Done
D-03	Initial Environmental Examination (IEE) report	Environmental Specialist	06 Jan 2026	Done
D-04	30% preliminary design	Design Manager	06 Jan 2026	Done
D-05	60% design	Design Manager	12 Mar 2026	Done
D-06	90% design	Design Manager	26 Apr 2026	Done
D-07	Tender drawings, BOQ, specifications and engineer's estimate	Design Manager	21 May 2026	Done
D-08	Tender evaluation report	Project Manager	27 Jun 2026	Done
D-09	Monthly progress reports (construction)	Resident Engineer	05 Nov 2026	In progress
D-10	As-built drawings and completion report	Resident Engineer	22 Jan 2027	Not started

3.2 Project Schedule / Program

The programme is kept in the Design and Construction Gantt Chart, updated with actual progress (monthly) and compared with the schedule baseline (2.8). Each update records the percentage complete and the actual dates of the activities at the status date; the chart then shows the critical path, the float remaining and the activities that are behind, so attention goes to the work that controls completion. When an activity slips, the delay is analysed in the Schedule Delay Analysis Tool, which compares the baseline with the as-built dates, shows where time was lost and records the cause of each delay. The results are reported in the progress report with the recovery actions agreed, and support any request for an extension of time (2.7).

Maintained in: Design and Construction Gantt Chart, see **Annexure A**; Schedule Delay Analysis Tool, see **Annexure F**.

3.3 Schedule of Internal Project Deliverables

Table 8: Schedule of Internal Project Deliverables

NO.	INTERNAL DELIVERABLE	OWNER	DUE DATE	STATUS
I-01	Independent check of the drainage design	Technical Reviewer	30 Apr 2026	Done
I-02	Quantity take-off check of the BOQ	Q. Surveyor	28 May 2026	Done
I-03	Internal audit of site records and test results	D. Director	15 Nov 2026	In progress

4. Financial Management

This section sets out the budget, the billing schedule and how cost, cash flow and earned value are tracked. The Cash Flow and S-Curve Calculator compares planned and actual expenditure period by period and cumulatively, showing at a glance whether spending is ahead of or behind the plan and how much cash the coming months will need. The Earned Value Management tool brings cost and progress together: from the planned value, earned value and actual cost it calculates the schedule and cost variances and the performance indices SPI and CPI, and forecasts the estimate at completion and the variance at completion. These measures turn raw figures into clear signals of whether the project will finish within its budget, and support decisions on invoicing, funding and cost recovery.

4.1-4.3 Budget, Billing Schedule and Budget Summary

Table 9: Budget, Billing Schedule and Budget Summary

NO.	BUDGET ITEM	BUDGET (PKR)	PLANNED BILLING DATE	BILLING AMOUNT (PKR)	NOTES
B-01	Surveys and investigations (Phase 1)	24,000,000	31 Dec 2025	24,000,000	Milestone
B-02	Environmental documentation and permits (Phase 2)	18,000,000	30 Apr 2026	18,000,000	Milestone
B-03	30% preliminary design	29,000,000	31 Jan 2026	29,000,000	Milestone
B-04	60% design	29,000,000	30 Apr 2026	29,000,000	Milestone
B-05	90% design and tender documents	38,000,000	30 Jun 2026	38,000,000	Milestone
B-06	Land acquisition and utility coordination	12,000,000	31 May 2026	12,000,000	Milestone
B-07	Tendering and award support	10,000,000	31 Jul 2026	10,000,000	Milestone
B-08	Construction supervision (monthly, Jul 2026 - Jan 2027)	100,000,000	31 Jan 2027	100,000,000	Monthly, 7 invoices; the January 2027 invoice covers supervision up to completion on 22 Jan 2027
B-09	Closeout, as-built records and final account	10,000,000	28 Feb 2027	10,000,000	After completion: as-built records, final account and closeout report, invoiced within 5 weeks of completion

Total budget: PKR 270,000,000 | Total billing amount: PKR 270,000,000

4.4 Cash Flow and Earned Value

Planned and actual cost are tracked (monthly) in the Cash Flow and S-Curve Calculator, which shows the expenditure of each period and the cumulative S-curve against the plan, so overspending or slow progress is seen early and the cash needed in the coming months can be forecast. Earned value is calculated in the Earned Value Management tool from the planned value, the value of the work actually done and the actual cost: it gives the schedule and cost variances, the performance indices SPI and CPI, and the forecast cost at completion. These

measures are reported against the KPI targets in 1.2; an index below its target leads to a review of the cause and the corrective action needed.

Maintained in: Cash Flow and S Curve Calculator, see **Annexure G**; Earned Value Management, see **Annexure H**.

5. Project Human Resource Management

This section names the project team and their responsibilities, and sets out how staff and other resources are mobilised, assigned and released. The Resource Loading Histogram shows the manpower planned and deployed by discipline over the life of the project, marks peaks above the available limit and makes under- or over-staffing visible before it affects the work. Together with the personnel list, the mobilisation plan and the task assignments in this section, it shows who is needed, when and for how long. This helps to plan recruitment in good time, avoid conflicts with other projects for the same people, and justify the staffing levels and the related costs to the client.

5.1 Personnel Schedule and Responsibilities

Table 10: Personnel Schedule and Responsibilities

NO.	ROLE	NAME	RESPONSIBILITIES	ALLOCATION	FROM	TO
P-01	Project Manager	A. Project Manager	Overall delivery, client interface, owner of this plan	40%	17 Nov 2025	10 Feb 2027
P-02	Project Director	D. Director	Approves the plan, major changes and claims	10%	17 Nov 2025	10 Feb 2027
P-03	Design Manager / Lead Highway Engineer	B. Engineer	Geometric and pavement design, technical sign-off	80%	17 Nov 2025	10 Jul 2026
P-04	Drainage Engineer	D. Hydrologist	Hydrology, storm drainage design, outfall assessment	60%	23 Nov 2025	03 Jun 2026
P-05	Geotechnical Engineer	G. Geotech	Ground investigation and pavement design report	50%	23 Nov 2025	08 May 2026
P-06	Traffic and Safety Engineer	T. Traffic	Traffic study, signal design, traffic management plans	50%	23 Nov 2025	03 Jun 2026
P-07	Environmental Specialist	L. Environment	Environmental documentation, permits and monitoring	40%	08 Dec 2025	10 Feb 2027
P-08	Resident Engineer	C. Supervisor	Site supervision, instructions, interim payment certificates	100%	21 Jul 2026	10 Feb 2027
P-09	Inspector (Roads and Drainage)	I. Inspector	Daily inspection of earthwork, drainage and pavement	100%	21 Jul 2026	31 Dec 2026
P-10	Materials Engineer	J. Materials	Testing of soils, concrete and asphalt; acceptance	100%	21 Jul 2026	31 Dec 2026
P-11	Quantity Surveyor	Q. Surveyor	Measurement, IPCs, variations and claims	80%	21 Jul 2026	10 Feb 2027
P-12	HSE Officer	H. Safety	Site safety audits, incident records, HSE report	100%	21 Jul 2026	31 Dec 2026
P-13	Planning Engineer	F. Planner	Programme, progress measurement, delay analysis	60%	17 Nov 2025	10 Feb 2027
P-14	Document Controller	K. Controller	Correspondence, document control, records	50%	17 Nov 2025	10 Feb 2027

5.2 Mobilisation Plan

Table 11: Mobilisation Plan

NO.	MOBILISATION ACTIVITY	RESPONSIBLE	PLANNED DATE	STATUS
M-01	Kick-off meeting with the client	Project Manager	20 Nov 2025	Done
M-02	Project folders and document control set up	Document Controller	22 Nov 2025	Done
M-03	Supervision site office and vehicles	Resident Engineer	22 Jul 2026	Done
M-04	Site laboratory set up and calibrated	Materials Engineer	28 Jul 2026	Done

5.3 Task Assignment Forms

Table 12: Task Assignment Forms

TASK NO.	TASK	ASSIGNED TO	BUDGET HOURS	DUE DATE	STATUS
T-01	Pavement design	B. Engineer	320	08 May 2026	Done
T-02	Storm drainage design	D. Hydrologist	280	08 May 2026	Done
T-03	Traffic signal design	T. Traffic	160	08 May 2026	Done
T-04	Measurement for IPC No. 4	Q. Surveyor	60	07 Nov 2026	In progress
T-05	Delay analysis of EOT claim CL-02	F. Planner	24	06 Nov 2026	In progress

5.4 Responsibility and Resource Loading

Responsibilities are set out in the Responsibility Matrix, which shows for every task and deliverable who is responsible, accountable, consulted and informed. The manpower planned for each discipline is entered in the Resource Loading Histogram and checked against the programme whenever the programme is updated. The histogram shows the staff planned and deployed in each period, marks the peaks above the available limit and reveals periods of over- or under-loading, so staff can be mobilised, shared or released in good time. This keeps the team at the size the work needs, avoids delays caused by missing skills, and supports the staffing figures in the budget and billing schedule (4.1).

Maintained in: Action / Responsibility Matrix, see **Annexure C**; Resource Loading Histogram, see **Annexure I**.

6. Project Process Control (Quality Management)

This section describes how the quality of inputs, work in progress and deliverables is checked, verified and assured. Input data and outputs are reviewed against the verification schedule set out here, so every deliverable is checked by the right person before it is issued. On site, the NCR & Quality Control Tracker records each non-conformance from the moment it is raised to its correction and close-out, showing which are still open and where problems recur. The Submittal Approval Tracker follows drawings, materials and documents from submission through review to approval, showing what is awaiting a decision and what has been rejected or must be resubmitted. Together they provide the evidence that the work meets the specification and that quality issues are resolved before handover.

6.1 Input Data Review Register

Table 13: Input Data Review Register

NO.	INPUT DATA / DOCUMENT	SOURCE	REVIEWER	DATE REVIEWED	RESULT
IN-01	Topographic survey, Ch 0+000 to 5+000	Survey Co.	B. Engineer	10 Dec 2025	Reviewed - OK
IN-02	Geotechnical investigation report	Geo Labs (Pvt) Ltd	G. Geotech	15 Dec 2025	Reviewed - OK
IN-03	Traffic counts and turning movements	USF Consultants	T. Traffic	10 Dec 2025	Reviewed - OK
IN-04	Records of existing utilities	WASA, gas and electricity companies	B. Engineer	12 Dec 2025	Issue raised

6.2 Output Review / Verification Register

Table 14: Output Review / Verification Register

NO.	OUTPUT / DELIVERABLE REVIEWED	REVIEWER	DATE	RESULT
OR-01	30% preliminary design	Technical Reviewer	06 Jan 2026	Verified
OR-02	60% design	Technical Reviewer	17 Mar 2026	Verified
OR-03	90% design	Technical Reviewer	08 May 2026	Verified
OR-04	Tender documents and estimate	Technical Reviewer	02 Jun 2026	Verified

6.3 Verification Schedule

Table 15: Verification Schedule

NO.	ITEM TO VERIFY	METHOD	VERIFIER	PLANNED DATE	STATUS
V-01	Pavement design calculations	Independent review	Technical Reviewer	30 Apr 2026	Done
V-02	Drainage hydraulic calculations	Independent review	Technical Reviewer	30 Apr 2026	Done
V-03	Surface course trial section	Inspection	J. Materials	18 Nov 2026	Not started
V-04	As-built survey of the completed road	Audit	C. Supervisor	20 Jan 2027	Not started

6.4 Non-conformance and Submittals

Non-conformances found in the work, the materials or the documents are recorded in the NCR & Quality Control Tracker with their location, a description and the person responsible. Each one is given a corrective action and a target date, and is closed only when the correction has been verified and the evidence recorded; open and overdue NCRs are reviewed at the progress meetings. The record of NCRs shows where quality problems recur and where inspections should be increased. Submittals of drawings, materials and method statements are tracked in the Submittal Approval Tracker from submission through review to approval, so the work proceeds only with approved documents and resubmissions are not overlooked.

Maintained in: NCR Quality Control Tracker, see **Annexure J**; Submittal Approval Tracker, see **Annexure K**.

6.5 Project Execution

6.5.1 Engineering / Design

Design follows the NHA General Specifications and the client's design criteria. Each drawing and calculation is checked by a second engineer before issue.
Design reviews with the client at 30%, 60% and 90%; comments are closed out before the next stage.

6.5.2 Information Systems Development and Deployment

Not applicable: the project has no software or systems work. Survey, design and site data are kept in the project folder structure in 7.5.

6.5.3 Construction

The Resident Engineer, an inspector, a materials engineer, a quantity surveyor and an HSE officer supervise the works full time. Every layer is inspected and tested before the next is placed; drainage is inspected before backfilling.
Test results, site instructions and the daily report are logged every day.

6.5.4 Commissioning, Systemization and Startup

Each section of road is inspected jointly with the client and the contractor at substantial completion. Snags are listed in the punch list and closed out before the taking-over certificate.

6.5.5 Operation and Maintenance (O&M)

The contractor provides operation and maintenance manuals for the traffic signals and street lights before taking-over.
Defects reported during the 12-month defects liability period are inspected and recorded.

7. Communications and Stakeholder Management

This section sets out who communicates with whom, how reports and meetings are run, and how documents and records are controlled. The Project Correspondence Register keeps a complete log of every letter in and out with its reference, its date and the reply it needs, so no instruction or contractual notice is overlooked and time limits under the contract can be met. The RFI / Technical Query Tracker records each technical question raised during design or construction, who must answer it and by when, and shows which queries are still awaiting a reply and may hold up the work. Complete, well-kept communication records protect the position of each party, reduce the scope for disputes and support any later claim, audit or review.

7.1 Communication Directory

Table 16: Communication Directory

NO.	GROUP	ROLE	NAME	ORGANISATION	EMAIL	PHONE
C-01	Client	Client Representative	E. Client	Urban City	client@example.com	+00 000 0000
C-02	Client	Client Project Manager	N. Owner	Urban City	owner.pm@example.com	+00 000 0002
C-03	Internal	Project Manager	A. Project Manager	SP Consultant	pm@spconsultant.example	+00 000 0011
C-04	Internal	Resident Engineer	C. Supervisor	SP Consultant	re@spconsultant.example	+00 000 0012
C-05	Contractor	Contractor Project Manager	R. Builder	Main Contractor LLC	pm@maincontractor.example	+00 000 0101
C-06	Contractor	Site Agent	S. Agent	Main Contractor LLC	site@maincontractor.example	+00 000 0102
C-07	Authority	Environmental Officer	V. Officer	Environmental Protection Agency	epa@example.com	+00 000 0201
C-08	Authority	Relocation Coordinator	W. Utility	Water and Sanitation Agency	wasa@example.com	+00 000 0301
C-09	Authority	Relocation Coordinator	Y. Gas	Sample Gas Company	gas@example.com	+00 000 0302
C-10	Authority	Traffic Police Liaison	Z. Traffic	City Traffic Police	traffic@example.com	+00 000 0401

7.2 Project Communications Protocol

All formal correspondence goes through the document controller and is logged the same day in the Correspondence Register. Letters from the client or the contractor are answered within 7 days, contractual notices within the time in the contract. Weekly progress meeting on Mondays at the site office; minutes issued within 2 days.

7.3 Reporting and Meetings Plan

Table 17: Reporting and Meetings Plan

NO.	REPORT / MEETING	PURPOSE	PREPARED / CHAIRED BY	TO / ATTENDEES	FREQUENCY	DUE / DAY	SOURCE TOOL
RM-01	Monthly progress report	Progress, earned value, risks and issues	Project Manager	Client Project Manager, Project Director	Monthly	By the 5th	Gantt Chart, EVM
RM-02	Progress meeting	Review progress, actions and decisions	Resident Engineer	Client, contractor	Weekly	Monday	Action / MOM Tracker
RM-03	Internal team meeting	Coordinate the work and resources	Project Manager	Project team	Weekly	Thursday	Action / MOM Tracker
RM-04	Risk review	Update the risk register and actions	Project Manager	Team leads	Monthly	Last Friday	Risk Register
RM-05	HSE report	Incidents, inspections and statistics	HSE Officer	Project Manager, client	Monthly	By the 5th	Safety / HSE Dashboard
RM-06	Interim payment certificate	Measure and certify the work done	Quantity Surveyor	Client	Monthly	Within 7 days	Cash Flow and S Curve

7.4 Correspondence and Technical Queries

All formal letters, notices and instructions are logged in the Project Correspondence Register on the day they are sent or received, with their reference, subject, date and the date by which a reply is due, under the protocol in 7.2. Letters awaiting a reply are reviewed regularly, so contractual notices are answered within the time allowed and no instruction is missed. Technical queries are logged in the RFI / Technical Query Tracker with the question, who must answer it and the date the answer is needed; they are tracked until answered and closed, and the queries still awaiting a reply are reported so that late answers do not delay the work. Both registers form part of the contractual record of the project.

Maintained in: Project Correspondence Register, see **Annexure L**; RFI / Technical Query Tracker, see **Annexure M**.

7.5 File Structure and Document Control

Folders: 01 Management, 02 Design, 03 Environment and NOCs, 04 Tender, 05 Construction, 06 Correspondence, 07 Meetings, 08 Quality, 09 HSE, 10 Closeout. File name: 001-Discipline-Number-Title-Rev. Drafts are marked with a letter (A, B), issued files with a number (0, 1, 2).

7.6 General Administration

Timesheets are submitted weekly and approved by the Project Manager. Fee invoices go to the client monthly with the progress report. Site vehicles and the site office are booked through the Resident Engineer.

8. Procurement

This section lists what will be bought, hired or subcontracted for the project and the agreements in place with subconsultants and suppliers. The procurement plan records each item, how and when it will be procured and who is responsible for it, so long-lead items are ordered in time and do not delay the programme. Recording the subconsultant agreements, with their scope, value and status, alongside the main contract makes responsibilities and payment obligations clear, helps to manage the interfaces between the parties and provides a reliable record for audit, change control and the final account at close-out.

8.1 Procurement Plan

Table 18: Procurement Plan

NO.	ITEM / SERVICE TO PROCURE	TYPE	METHOD	NEEDED BY	STATUS
PR-01	Topographic survey	Sub-consultant	Quotations (3 firms)	21 Nov 2025	Done
PR-02	Geotechnical investigation and materials testing	Sub-consultant	Quotations (3 firms)	21 Nov 2025	Done
PR-03	Pavement and drainage design software licences	Software	Direct purchase	01 Dec 2025	Done
PR-04	Supervision vehicles (3) on lease	Service	Quotations (3 firms)	15 Jul 2026	Done
PR-05	Drone survey for the as-built records	Service	Quotations (3 firms)	10 Jan 2027	Not started

8.2 Sub Consultant Agreements

Table 19: Sub Consultant Agreements

NO.	SUB-CONSULTANT / SUPPLIER	SCOPE OF AGREEMENT	VALUE (PKR)	AGREEMENT DATE	STATUS
SC-01	Survey Co.	Topographic survey of the 5 km corridor	3,600,000	24 Nov 2025	Signed
SC-02	Geo Labs (Pvt) Ltd	Geotechnical investigation and construction materials testing	9,800,000	24 Nov 2025	Signed

9. Risk, Safety, Environment and Sustainability Management

This section describes how risks, health and safety, and environmental matters are identified, assessed, controlled and reported. The Risk Register and Risk Matrix scores each risk by likelihood and impact, ranks the top risks that need action and records the owner and the treatment of each, so effort is focused where the exposure is greatest. The Safety / HSE Dashboard summarises events from unsafe acts and near misses to medical cases and lost-time injuries, showing the safety record of the site and the warning signs to act on before a serious accident. The Permit & NOC Tracker follows every approval and no-objection certificate with its authority and expiry date, warning before permits lapse, so work is never carried out without valid authorisation.

9.1 Risk Register

Risks are identified at the start of the project and whenever circumstances change, and recorded in the Risk Register with their cause, effect, owner and treatment. Each risk is scored for likelihood and impact on the risk matrix, so the risks with the greatest exposure are ranked at the top and receive attention first. The register is reviewed at the risk review (monthly): scores are updated, treatments are checked for progress and closed risks are recorded. High or Extreme risks are reported to the Project Director with the action proposed, and a risk that turns into an issue is moved to the action register (2.6) or, where it affects cost or time, to the change control procedure (2.9).

Maintained in: Risk Register and Risk Matrix Template, see **Annexure N**.

9.2 Health, Safety and Environmental Management Plan (HSEMP)

The contractor's HSE plan was approved before mobilisation (SUB-003); the HSE Officer audits it monthly. All site staff attend a safety induction. Incidents and near misses are reported within 24 hours.

9.3 Safety Dashboard and Permits

Safety statistics, inspections and permits are tracked on the dashboards and reported in the HSE report (monthly). The Safety / HSE Dashboard records every event from unsafe acts and near misses to first aid, medical treatment and lost-time injuries, so the safety record of the site and the warning signs behind serious accidents can be seen and acted on. Each incident is investigated and its corrective action followed to completion. The Permit & NOC Tracker lists every permit and no-objection certificate with its issuing authority, the responsible party and its expiry date, and flags those that are expiring or have expired, so renewals are applied for in time and no work starts without valid authorisation.

Maintained in: Safety / HSE Dashboard, see **Annexure O**; Permit & NOC Tracker, see **Annexure P**.

9.4 Environmental Management and Sustainability

Works follow the EPA approval and the NOC conditions. Dust, noise and run-off are checked weekly at sensitive locations and reported to the EPA monthly.
Excavated material is reused in embankments where tests allow.

10. Project Specific Requirements and Manuals

This section lists the project-specific requirements and how performance, lessons learned and closeout are managed. The Contractor Performance Evaluation Dashboard rates the contractor consistently on quality, safety, programme, cost control, communication and resources, giving an objective record for progress meetings, payment decisions and future tendering. The Lessons Learned Register captures what went well and what did not, the causes, and the actions the next project should take, so experience is shared rather than lost. The Project Closeout & Handover Tracker follows every item to be completed, tested, documented and handed over to the client, showing what still remains before the project can be formally closed and the contract completed.

10.1 Register of Project Specific Requirements and Manuals

Table 20: Register of Project Specific Requirements and Manuals

NO.	REQUIREMENT / MANUAL	ISSUED BY	APPLIES TO	STATUS
R-01	NHA General Specifications and the client's design criteria	Client	Design and construction	Received
R-02	EPA environmental approval conditions	Environmental Protection Agency	Construction	Received
R-03	NOC conditions: irrigation department, WASA, development authority, traffic police	Authorities	Drainage, works on the road	Received
R-04	PPRA Rules (public procurement)	PPRA	Tendering	Received
R-05	Conditions of contract (FIDIC Red Book with particular conditions)	Client	Contract administration	Received

10.1.1 Performance Evaluation

The contractor's performance is scored quarterly (monthly during paving) on schedule, cost, quality, safety, resources and contractual compliance. Results are shared with the contractor and the client.

10.1.2 Project Completion and Demobilisation Plan

Site offices are cleared within 4 weeks of taking-over. Final records, as-built drawings and the project file are handed to the client at closeout.

10.1.3 International Issues

Not applicable: all work is in Pakistan. Imported signal equipment follows the client's procurement rules and customs clearance.

10.1.4 Additional Requirements / Registers

The NHA General Specifications, the EPA approval, the NOCs and the PPRA Rules are listed in the register in 10.1. New client requirements are added when received.

10.2 Performance, Lessons and Closeout

Contractor performance is evaluated at set intervals in the Contractor Performance Evaluation Dashboard, scoring quality, safety, programme, cost control, communication and resources on a consistent basis; the results are discussed with the contractor and used in later decisions on payment and tendering. Lessons are recorded in the Lessons Learned Register as they arise, with their cause and the action recommended, and are reviewed at closeout so they reach the next project. Closeout items such as outstanding work, tests, as-built documents, manuals and certificates are tracked in the Project Closeout & Handover Tracker until every item is complete and handed over to the client, and the project can be formally closed.

Maintained in: Contractor Performance Evaluation Dashboard, see **Annexure Q**; Lessons Learned Register, see **Annexure R**; Project Closeout & Handover Tracker, see **Annexure S**.

ANNEXURE A

Gantt Chart Report

Source: Design and Construction Gantt Chart
Referred to in 2.5 Work Breakdown Structure; 3.2 Project Schedule / Program

Project programme, October 2026 update.

Gantt Chart Report

Delivering a clear and reliable schedule that keeps every milestone on track.



Sample Project

Client: Urban City

PREPARED & SUBMITTED BY

SP Consultant

in Joint Venture with USF Consultants
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ISSUE

November 2026

DESIGN & CONSTRUCTION PROGRAMME

Sample Project

Generated: 04 November 2026

CLIENT	PROGRAMME START	PROGRAMME FINISH	STATUS DATE	TOTAL ACTIVITIES
Urban City	17/11/2025	10/02/2027	31/10/2026	54

1. EXECUTIVE SUMMARY

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 Gantt Chart Report sets out the position at 4 November 2026 and has been prepared by SP Consultant in joint venture with USF Consultants.

This report presents the schedule status for **Sample Project**, prepared for **Urban City**, as of status date **31/10/2026**.

The programme comprises **54** activities, running from **17/11/2025** to **10/02/2027** (**451** days elapsed), at an average completion of **74.8%** (the simple average of the activities' % complete, not weighted by duration or value).

Of these, **37** are complete, **5** on track, **0** at risk, **0** behind the current programme, and **12** not yet started. No activity is behind the current programme at the status date. Delay against the approved baseline is a separate measure, analysed with the Schedule Delay Analysis Tool.

35 activities sit on the critical path (zero float) — any delay to these activities will push back the overall finish date of **10/02/2027** by the same amount.

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	4 November 2026	STATUS DATE	31 October 2026

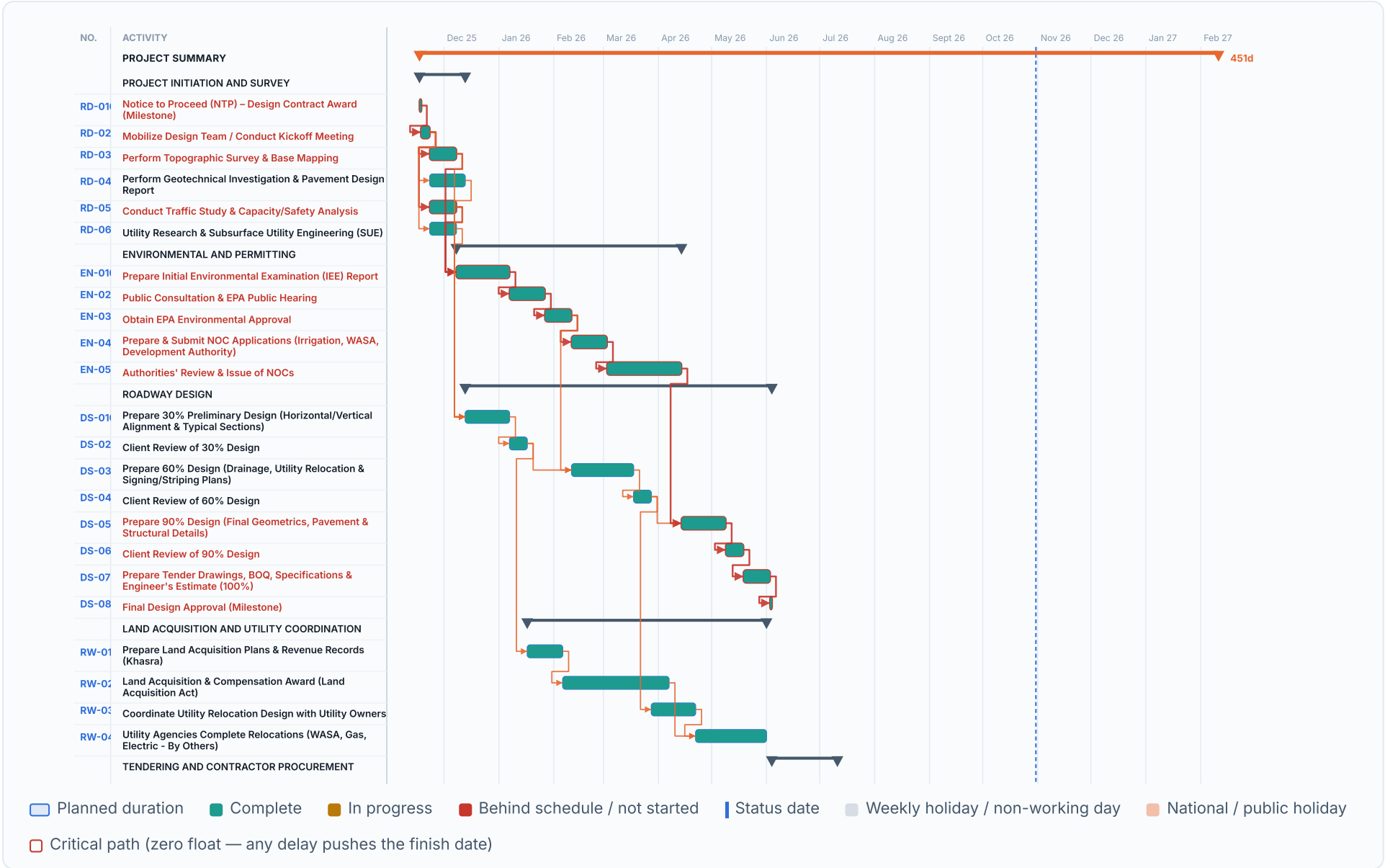
2. PROGRESS SUMMARY

TOTAL ACTIVITIES	AVG % COMPLETE	COMPLETED
54	74.8%	37

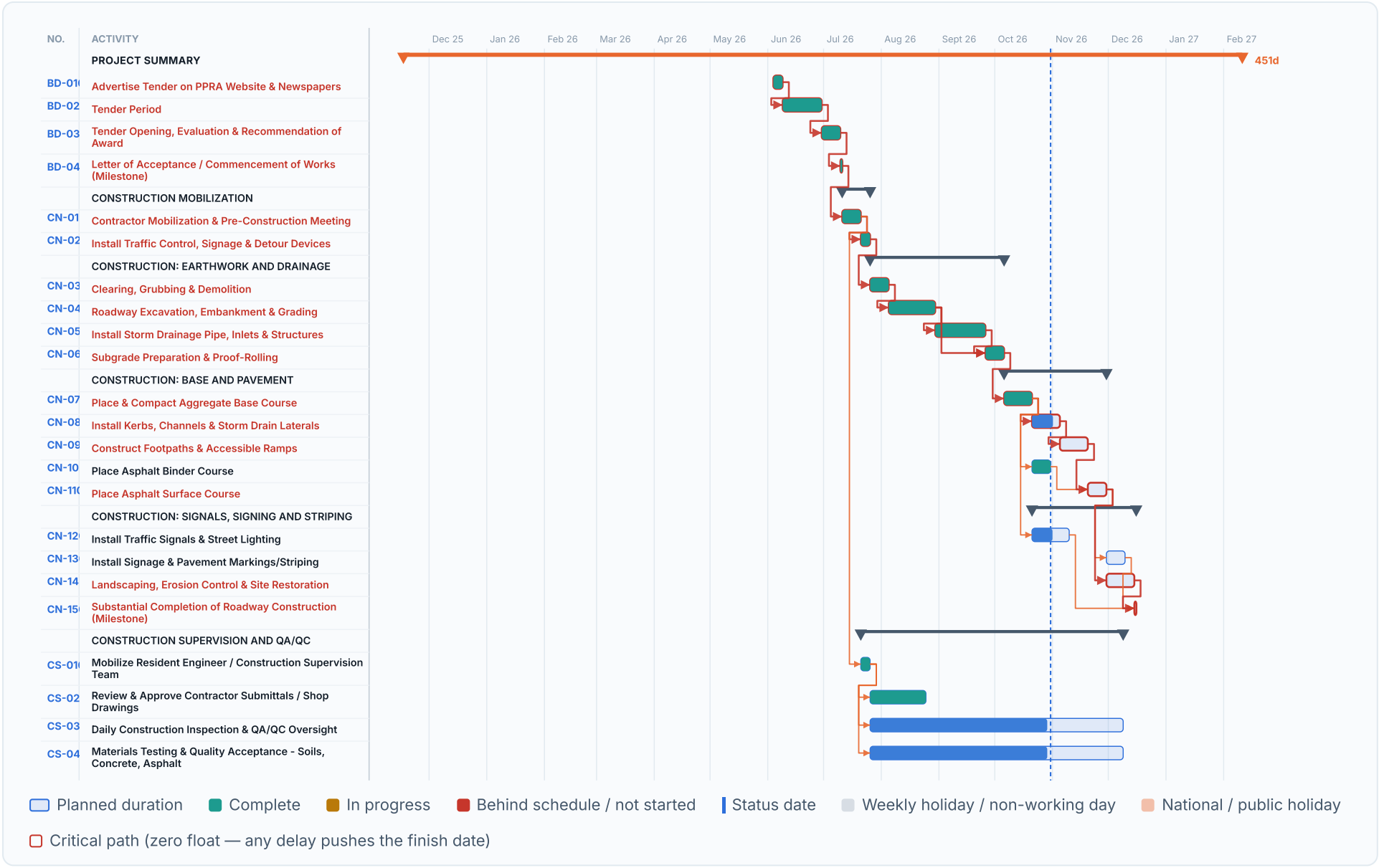
AT RISK	BEHIND SCHEDULE	NOT STARTED
0	0	12

CRITICAL PATH
35

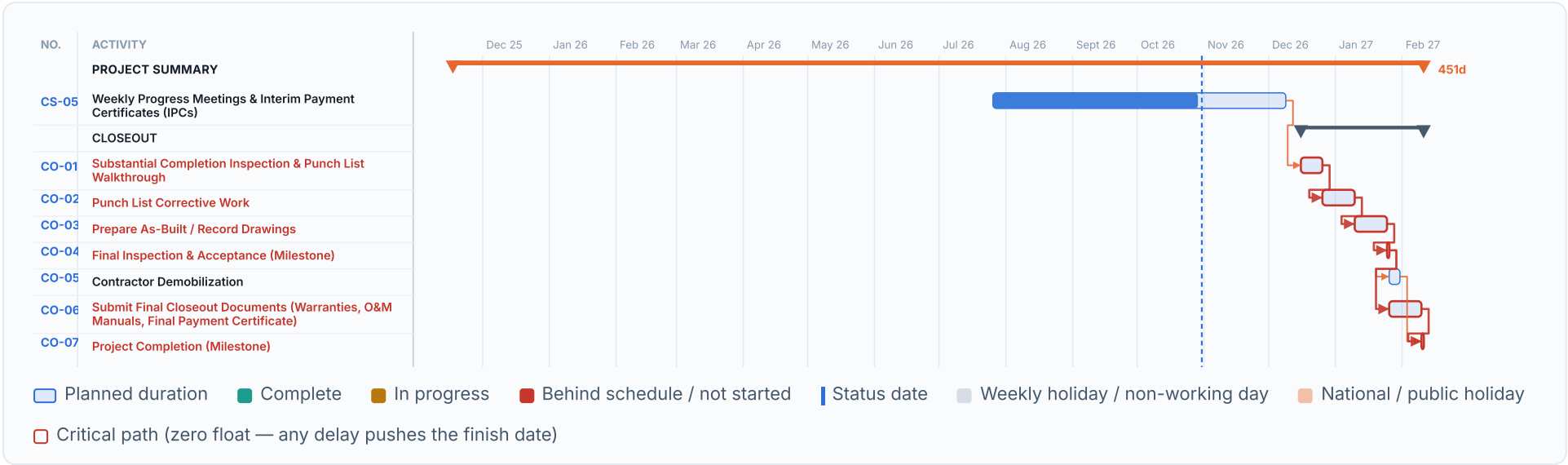
3. GANTT TIMELINE



Gantt Timeline (continued, page 2 of 3)



Gantt Timeline (continued, page 3 of 3)



Working Calendar

WORKING DAYS

Mon, Tue, Wed, Thu, Fri, Sat, Sun (7 days a week)

WEEKLY HOLIDAYS

None

DAILY WORKING HOURS

Not specified

NATIONAL / PUBLIC HOLIDAYS

None

Durations are counted in working days: the weekly holidays and national / public holidays above are non-working days and are skipped when dates are calculated. Daily working hours are shown for information only.

4. CRITICAL PATH ACTIVITIES

NO.	ACTIVITY	START	FINISH	DURATION
RD-010	**Notice to Proceed (NTP) – Design Contract Award (Milestone)**	17/11/2025	17/11/2025	1 d
RD-020	**Mobilize Design Team / Conduct Kickoff Meeting**	18/11/2025	22/11/2025	5 d
RD-030	**Perform Topographic Survey & Base Mapping**	23/11/2025	07/12/2025	15 d
RD-050	**Conduct Traffic Study & Capacity/Safety Analysis**	23/11/2025	07/12/2025	15 d
EN-010	**Prepare Initial Environmental Examination (IEE) Report**	08/12/2025	06/01/2026	30 d
EN-020	**Public Consultation & EPA Public Hearing**	07/01/2026	26/01/2026	20 d
EN-030	**Obtain EPA Environmental Approval**	27/01/2026	10/02/2026	15 d
EN-040	**Prepare & Submit NOC Applications (Irrigation, WASA, Development Authority)**	11/02/2026	02/03/2026	20 d
EN-050	**Authorities' Review & Issue of NOCs**	03/03/2026	13/04/2026	42 d
DS-050	**Prepare 90% Design (Final Geometrics, Pavement & Structural Details)**	14/04/2026	08/05/2026	25 d
DS-060	**Client Review of 90% Design**	09/05/2026	18/05/2026	10 d
DS-070	**Prepare Tender Drawings, BOQ, Specifications & Engineer's Estimate (100%)**	19/05/2026	02/06/2026	15 d
DS-080	**Final Design Approval (Milestone)**	03/06/2026	03/06/2026	1 d
BD-010	**Advertise Tender on PPRA Website & Newspapers**	04/06/2026	08/06/2026	5 d
BD-020	**Tender Period**	09/06/2026	29/06/2026	21 d
BD-030	**Tender Opening, Evaluation & Recommendation of Award**	30/06/2026	09/07/2026	10 d
BD-040	**Letter of Acceptance / Commencement of Works (Milestone)**	10/07/2026	10/07/2026	1 d
CN-010	**Contractor Mobilization & Pre-Construction Meeting**	11/07/2026	20/07/2026	10 d
CN-020	**Install Traffic Control, Signage & Detour Devices**	21/07/2026	25/07/2026	5 d
CN-030	**Clearing, Grubbing & Demolition**	26/07/2026	04/08/2026	10 d
CN-040	**Roadway Excavation, Embankment & Grading**	05/08/2026	29/08/2026	25 d
CN-050	**Install Storm Drainage Pipe, Inlets & Structures**	30/08/2026	25/09/2026	27 d
CN-060	**Subgrade Preparation & Proof-Rolling**	26/09/2026	05/10/2026	10 d
CN-070	**Place & Compact Aggregate Base Course**	06/10/2026	20/10/2026	15 d
CN-080	**Install Kerbs, Channels & Storm Drain Laterals**	21/10/2026	04/11/2026	15 d
CN-090	**Construct Footpaths & Accessible Ramps**	05/11/2026	19/11/2026	15 d
CN-110	**Place Asphalt Surface Course**	20/11/2026	29/11/2026	10 d

NO.	ACTIVITY	START	FINISH	DURATION
CN-140	**Landscaping, Erosion Control & Site Restoration**	30/11/2026	14/12/2026	15 d
CN-150	**Substantial Completion of Roadway Construction (Milestone)**	15/12/2026	15/12/2026	1 d
CO-010	**Substantial Completion Inspection & Punch List Walkthrough**	16/12/2026	25/12/2026	10 d
CO-020	**Punch List Corrective Work**	26/12/2026	09/01/2027	15 d
CO-030	**Prepare As-Built / Record Drawings**	10/01/2027	24/01/2027	15 d
CO-040	**Final Inspection & Acceptance (Milestone)**	25/01/2027	25/01/2027	1 d
CO-060	**Submit Final Closeout Documents (Warranties, O&M Manuals, Final Payment Certificate)**	26/01/2027	09/02/2027	15 d
CO-070	**Project Completion (Milestone)**	10/02/2027	10/02/2027	1 d

5. CONSTRAINTS & SCHEDULE RISKS

Date constraints

No date constraints are applied: every linked activity is scheduled purely by its predecessor logic, so the programme dates respond fully to progress and delays.

Schedule issues and implications

WARNING **Very long activities**

3 activities are longer than 44 working days (about two months). Long activities are hard to monitor; consider breaking them into shorter measurable steps.

Activities: CS-030 Daily Construction Inspection & QA/QC Oversight, CS-040 Materials Testing & Quality Acceptance - Soils, Concrete, Asphalt, CS-050 Weekly Progress Meetings & Interim Payment Certificates (IPCs)

WARNING **Little schedule flexibility**

11 of the 17 remaining activities (65%) are critical. With so little float, almost any delay will move the completion date.

NOTE **Near-critical activities**

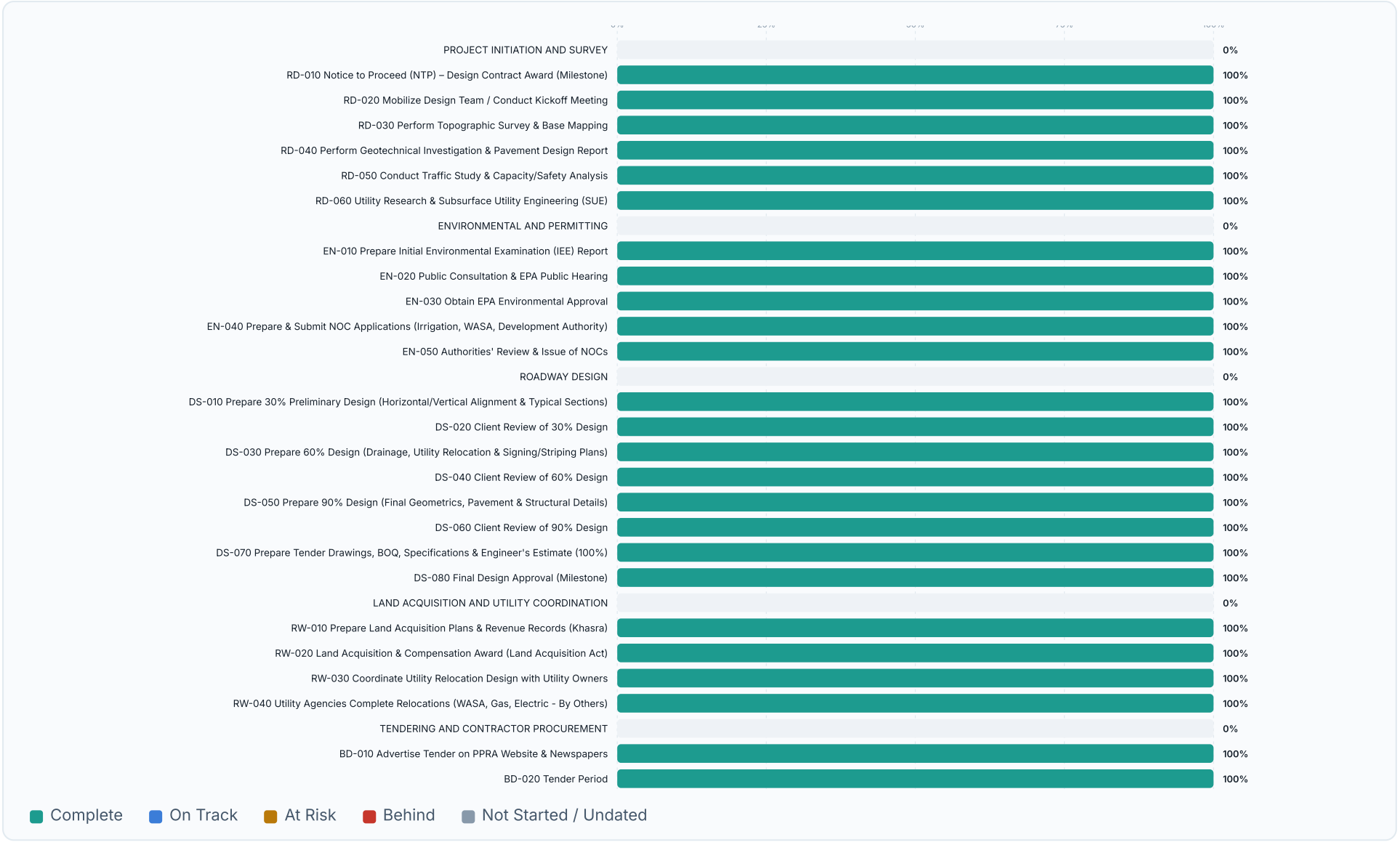
1 incomplete activity has only 1–5 working days of float. A small delay would make it critical.

Activities: CN-130 Install Signage & Pavement Markings/Striping

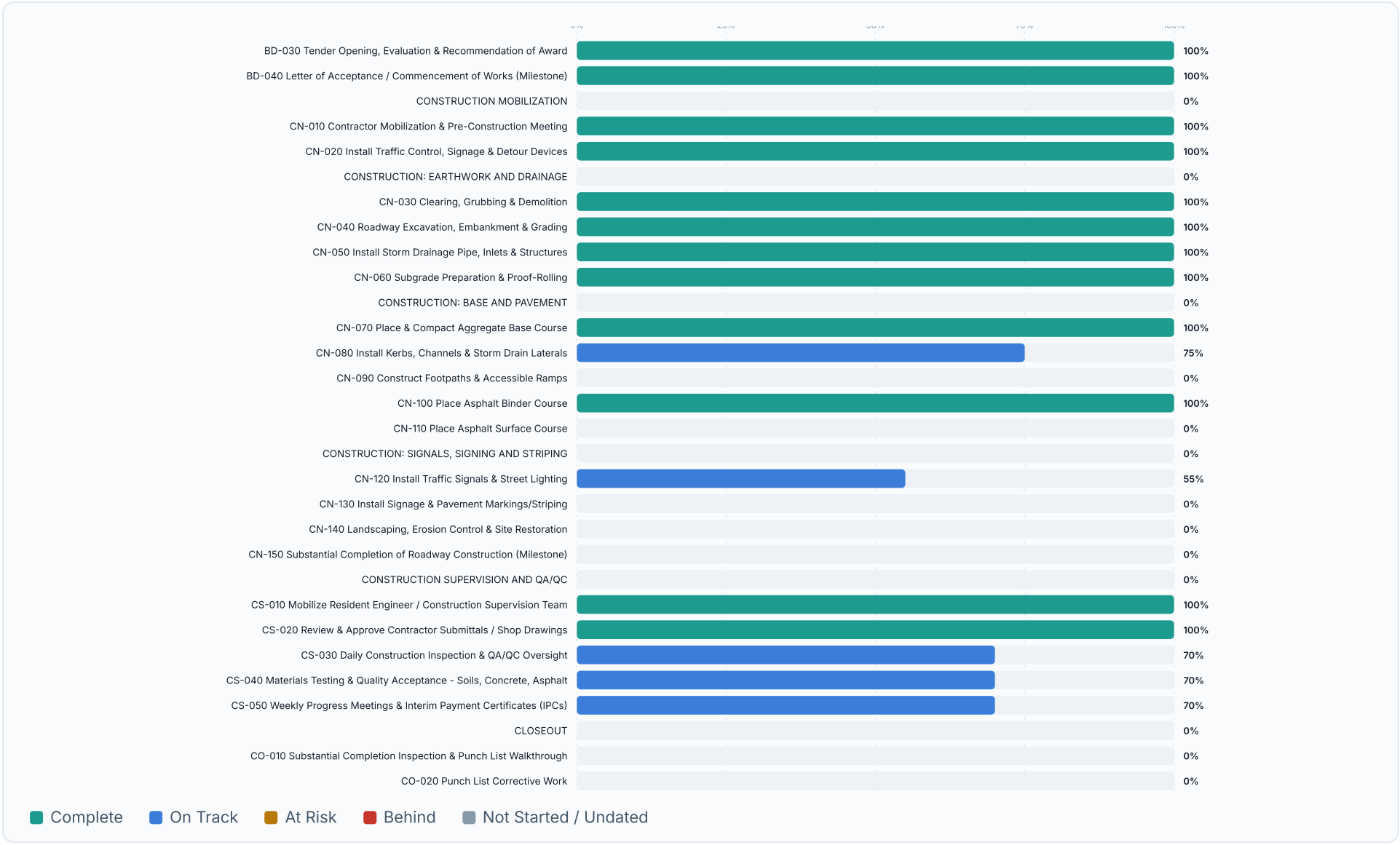
6. RESOURCE SUMMARY

No resources have been added to any activity yet — use the 📦 button on an activity row to add Material, Manpower or Equipment.

7. SCHEDULE PROGRESS CHART



Schedule Progress Chart (continued, page 2 of 3)



Schedule Progress Chart (continued, page 3 of 3)



8. BREAKDOWN

BY STATUS	
Complete	37
Not Started	12
On Track	5

BY WBS SECTION	
Roadway Design	8
Closeout	7
Project Initiation and Survey	6
Environmental and Permitting	5
Construction: Base and Pavement	5
Construction Supervision and QA/QC	5
Land Acquisition and Utility Coordination	4
Tendering and Contractor Procurement	4
Construction: Earthwork and Drainage	4
Construction: Signals, Signing and Striping	4
Construction Mobilization	2

9. FULL ACTIVITY SCHEDULE

NO.	ACTIVITY	START	FINISH	DURATION (WORKING DAYS)	CALENDAR DAYS	FLOAT	% COMPLETE	STATUS
	PROJECT INITIATION AND SURVEY	—	—	—	—	—	0%	Undated
RD-010	**Notice to Proceed (NTP) – Design Contract Award (Milestone)**	17/11/2025	17/11/2025	1 d	1	Critical	100%	Complete
RD-020	**Mobilize Design Team / Conduct Kickoff Meeting**	18/11/2025	22/11/2025	5 d	5	Critical	100%	Complete
RD-030	**Perform Topographic Survey & Base Mapping**	23/11/2025	07/12/2025	15 d	15	Critical	100%	Complete
RD-040	**Perform Geotechnical Investigation & Pavement Design Report**	23/11/2025	12/12/2025	20 d	20	42d	100%	Complete
RD-050	**Conduct Traffic Study & Capacity/Safety Analysis**	23/11/2025	07/12/2025	15 d	15	Critical	100%	Complete
RD-060	**Utility Research & Subsurface Utility Engineering (SUE)**	23/11/2025	07/12/2025	15 d	15	47d	100%	Complete
	ENVIRONMENTAL AND PERMITTING	—	—	—	—	—	0%	Undated
EN-010	**Prepare Initial Environmental Examination (IEE) Report**	08/12/2025	06/01/2026	30 d	30	Critical	100%	Complete
EN-020	**Public Consultation & EPA Public Hearing**	07/01/2026	26/01/2026	20 d	20	Critical	100%	Complete
EN-030	**Obtain EPA Environmental Approval**	27/01/2026	10/02/2026	15 d	15	Critical	100%	Complete
EN-040	**Prepare & Submit NOC Applications (Irrigation, WASA, Development Authority)**	11/02/2026	02/03/2026	20 d	20	Critical	100%	Complete
EN-050	**Authorities' Review & Issue of NOCs**	03/03/2026	13/04/2026	42 d	42	Critical	100%	Complete
	ROADWAY DESIGN	—	—	—	—	—	0%	Undated
DS-010	**Prepare 30% Preliminary Design (Horizontal/Vertical Alignment & Typical Sections)**	13/12/2025	06/01/2026	25 d	25	42d	100%	Complete
DS-020	**Client Review of 30% Design**	07/01/2026	16/01/2026	10 d	10	42d	100%	Complete
DS-030	**Prepare 60% Design (Drainage, Utility Relocation & Signing/Striping Plans)**	11/02/2026	17/03/2026	35 d	35	17d	100%	Complete
DS-040	**Client Review of 60% Design**	18/03/2026	27/03/2026	10 d	10	17d	100%	Complete
DS-050	**Prepare 90% Design (Final Geometrics, Pavement & Structural Details)**	14/04/2026	08/05/2026	25 d	25	Critical	100%	Complete
DS-060	**Client Review of 90% Design**	09/05/2026	18/05/2026	10 d	10	Critical	100%	Complete
DS-070	**Prepare Tender Drawings, BOQ, Specifications & Engineer's Estimate (100%)**	19/05/2026	02/06/2026	15 d	15	Critical	100%	Complete
DS-080	**Final Design Approval (Milestone)**	03/06/2026	03/06/2026	1 d	1	Critical	100%	Complete
	LAND ACQUISITION AND UTILITY COORDINATION	—	—	—	—	—	0%	Undated
RW-010	**Prepare Land Acquisition Plans & Revenue Records (Khasra)**	17/01/2026	05/02/2026	20 d	20	54d	100%	Complete
RW-020	**Land Acquisition & Compensation Award (Land Acquisition Act)**	06/02/2026	06/04/2026	60 d	60	54d	100%	Complete
RW-030	**Coordinate Utility Relocation Design with Utility Owners**	28/03/2026	21/04/2026	25 d	25	39d	100%	Complete

NO.	ACTIVITY	START	FINISH	DURATION (WORKING DAYS)	CALENDAR DAYS	FLOAT	% COMPLETE	STATUS
RW-040	**Utility Agencies Complete Relocations (WASA, Gas, Electric - By Others)**	22/04/2026	31/05/2026	40 d	40	39d	100%	Complete
	TENDERING AND CONTRACTOR PROCUREMENT	—	—	—	—	—	0%	Undated
BD-010	**Advertise Tender on PPRA Website & Newspapers**	04/06/2026	08/06/2026	5 d	5	Critical	100%	Complete
BD-020	**Tender Period**	09/06/2026	29/06/2026	21 d	21	Critical	100%	Complete
BD-030	**Tender Opening, Evaluation & Recommendation of Award**	30/06/2026	09/07/2026	10 d	10	Critical	100%	Complete
BD-040	**Letter of Acceptance / Commencement of Works (Milestone)**	10/07/2026	10/07/2026	1 d	1	Critical	100%	Complete
	CONSTRUCTION MOBILIZATION	—	—	—	—	—	0%	Undated
CN-010	**Contractor Mobilization & Pre-Construction Meeting**	11/07/2026	20/07/2026	10 d	10	Critical	100%	Complete
CN-020	**Install Traffic Control, Signage & Detour Devices**	21/07/2026	25/07/2026	5 d	5	Critical	100%	Complete
	CONSTRUCTION: EARTHWORK AND DRAINAGE	—	—	—	—	—	0%	Undated
CN-030	**Clearing, Grubbing & Demolition**	26/07/2026	04/08/2026	10 d	10	Critical	100%	Complete
CN-040	**Roadway Excavation, Embankment & Grading**	05/08/2026	29/08/2026	25 d	25	Critical	100%	Complete
CN-050	**Install Storm Drainage Pipe, Inlets & Structures**	30/08/2026	25/09/2026	27 d	27	Critical	100%	Complete
CN-060	**Subgrade Preparation & Proof-Rolling**	26/09/2026	05/10/2026	10 d	10	Critical	100%	Complete
	CONSTRUCTION: BASE AND PAVEMENT	—	—	—	—	—	0%	Undated
CN-070	**Place & Compact Aggregate Base Course**	06/10/2026	20/10/2026	15 d	15	Critical	100%	Complete
CN-080	**Install Kerbs, Channels & Storm Drain Laterals**	21/10/2026	04/11/2026	15 d	15	Critical	75%	On Track
CN-090	**Construct Footpaths & Accessible Ramps**	05/11/2026	19/11/2026	15 d	15	Critical	0%	Not Started
CN-100	**Place Asphalt Binder Course**	21/10/2026	30/10/2026	10 d	10	20d	100%	Complete
CN-110	**Place Asphalt Surface Course**	20/11/2026	29/11/2026	10 d	10	Critical	0%	Not Started
	CONSTRUCTION: SIGNALS, SIGNING AND STRIPING	—	—	—	—	—	0%	Undated
CN-120	**Install Traffic Signals & Street Lighting**	21/10/2026	09/11/2026	20 d	20	35d	55%	On Track
CN-130	**Install Signage & Pavement Markings/Striping**	30/11/2026	09/12/2026	10 d	10	5d	0%	Not Started
CN-140	**Landscaping, Erosion Control & Site Restoration**	30/11/2026	14/12/2026	15 d	15	Critical	0%	Not Started
CN-150	**Substantial Completion of Roadway Construction (Milestone)**	15/12/2026	15/12/2026	1 d	1	Critical	0%	Not Started
	CONSTRUCTION SUPERVISION AND QA/QC	—	—	—	—	—	0%	Undated
CS-010	**Mobilize Resident Engineer / Construction Supervision Team**	21/07/2026	25/07/2026	5 d	5	7d	100%	Complete
CS-020	**Review & Approve Contractor Submittals / Shop Drawings**	26/07/2026	24/08/2026	30 d	30	113d	100%	Complete

NO.	ACTIVITY	START	FINISH	DURATION (WORKING DAYS)	CALENDAR DAYS	FLOAT	% COMPLETE	STATUS
CS-030	**Daily Construction Inspection & QA/QC Oversight**	26/07/2026	08/12/2026	136 d	136	7d	70%	On Track
CS-040	**Materials Testing & Quality Acceptance - Soils, Concrete, Asphalt**	26/07/2026	08/12/2026	136 d	136	7d	70%	On Track
CS-050	**Weekly Progress Meetings & Interim Payment Certificates (IPCs)**	26/07/2026	08/12/2026	136 d	136	7d	70%	On Track
	CLOSEOUT	—	—	—	—	—	0%	Undated
CO-010	**Substantial Completion Inspection & Punch List Walkthrough**	16/12/2026	25/12/2026	10 d	10	Critical	0%	Not Started
CO-020	**Punch List Corrective Work**	26/12/2026	09/01/2027	15 d	15	Critical	0%	Not Started
CO-030	**Prepare As-Built / Record Drawings**	10/01/2027	24/01/2027	15 d	15	Critical	0%	Not Started
CO-040	**Final Inspection & Acceptance (Milestone)**	25/01/2027	25/01/2027	1 d	1	Critical	0%	Not Started
CO-050	**Contractor Demobilization**	26/01/2027	30/01/2027	5 d	5	10d	0%	Not Started
CO-060	**Submit Final Closeout Documents (Warranties, O&M Manuals, Final Payment Certificate)**	26/01/2027	09/02/2027	15 d	15	Critical	0%	Not Started
CO-070	**Project Completion (Milestone)**	10/02/2027	10/02/2027	1 d	1	Critical	0%	Not Started

ANNEXURE B

Meeting Minutes & Actions Report

Source: Action and Minutes of Meeting Tracker
Referred to in 2.6 Issues / Action Register

Meeting Minutes & Actions Report

Every decision recorded, every action owned and followed through to closure.



Sample Project

Client: Urban City

PREPARED & SUBMITTED BY

SP Consultant

in Joint Venture with USF Consultants
info@spconsultant.example
shahidpervaiz.net

ISSUE

November 2026

ACTION & MINUTES OF MEETING TRACKER

Sample Project

Urban City

Prepared by K. Controller
Generated: 04 November 2026

MEETING NO.	MEETING TITLE	MEETING DATE	NEXT MEETING	VENUE
PM-15	Progress Meeting No. 15	26/10/2026	02/11/2026	Site Office

SIGNED MINUTES	TOTAL ACTIONS
—	12

1. EXECUTIVE SUMMARY

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 Meeting Minutes & Actions Report sets out the position at 4 November 2026 and has been prepared by SP Consultant in joint venture with USF Consultants.

This report covers **12 action items** recorded for **Sample Project** as of meeting **PM-15** (Progress Meeting No. 15) held on 26/10/2026. Of these, **5** have been completed, representing an overall completion rate of **42%**.

7 items remain open — 3 not yet started, 4 in progress, and 0 on hold. **4** items are currently overdue and require immediate follow-up.

4 high-priority items remain open and unresolved. These, together with the overdue items, are listed in the Priority Items section below and should be addressed before the next meeting on 02/11/2026.

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	4 November 2026	STATUS DATE	26 October 2026

2. ACTION STATUS OVERVIEW

TOTAL ACTIONS	COMPLETED	IN PROGRESS	OPEN
12	5	4	3

ON HOLD	OVERDUE	HIGH PRIORITY OPEN	COMPLETION
0	4	4	42%

3. PRIORITY ITEMS — OVERDUE & HIGH PRIORITY

REF	ACTION	RESPONSIBLE	DUE DATE	PRIORITY	STATUS	TIMING
A-002	Provide core test results for inlet IN-047 (NCR-003)	R. Builder	15/10/2026	High	Open	20 days overdue
A-006	Answer RFI-004 on signal pole foundation depth	B. Engineer	19/10/2026	High	Open	16 days overdue
A-004	Evaluate EOT claim CL-02 (rain) and report	F. Planner	26/10/2026	Medium	Open	9 days overdue
A-009	Agree the asphalt cut-off temperature for December (R-04)	R. Builder	02/11/2026	High	In Progress	2 days overdue
A-010	Recovery programme to regain the 19-day slip	R. Builder	09/11/2026	High	In Progress	5 days left

4. BREAKDOWN

BY STATUS	
Completed	5
In Progress	4
Open	3

BY PRIORITY	
High	8
Medium	4

BY RESPONSIBLE PARTY	
R. Builder	6
Q. Surveyor	2
F. Planner	1
B. Engineer	1
S. Agent	1
E. Client	1

BY RAISED BY	
A. Project Manager	4
C. Supervisor	2
J. Materials	2
E. Client	2
R. Builder	1
H. Safety	1

5. FULL ACTION ITEM LOG

#	REF	ACTION	RAISED BY	RESPONSIBLE	DUE DATE	PRIORITY	STATUS	TIMING	REMARKS
1	**A-001**	Submit revised signal pole foundation shop drawings	C. Supervisor	R. Builder	12/10/2026	High	Completed	Completed	Progress meeting No. 12 (05/10/2026), closed 10/10/2026
2	**A-002**	Provide core test results for inlet IN-047 (NCR-003)	J. Materials	R. Builder	15/10/2026	High	Open	20 days overdue	Progress meeting No. 12 (05/10/2026)
3	**A-003**	Confirm shipment date of signal controllers	A. Project Manager	R. Builder	12/10/2026	High	Completed	Completed	Progress meeting No. 12 (05/10/2026), closed 09/10/2026
4	**A-004**	Evaluate EOT claim CL-02 (rain) and report	A. Project Manager	F. Planner	26/10/2026	Medium	Open	9 days overdue	Progress meeting No. 13 (12/10/2026)
5	**A-005**	Price VO-03 bus bays and VO-04 smart lighting	E. Client	Q. Surveyor	23/10/2026	Medium	Completed	Completed	Progress meeting No. 13 (12/10/2026), closed 22/10/2026
6	**A-006**	Answer RFI-004 on signal pole foundation depth	R. Builder	B. Engineer	19/10/2026	High	Open	16 days overdue	Progress meeting No. 13 (12/10/2026)
7	**A-007**	Night-time traffic lights at the Ch 2+000 diversion	H. Safety	S. Agent	21/10/2026	High	Completed	Completed	Progress meeting No. 14 (19/10/2026), closed 20/10/2026
8	**A-008**	Submit surface course job mix formula	J. Materials	R. Builder	25/10/2026	High	Completed	Completed	Progress meeting No. 14 (19/10/2026), closed 15/10/2026
9	**A-009**	Agree the asphalt cut-off temperature for December (R-04)	C. Supervisor	R. Builder	02/11/2026	High	In Progress	2 days overdue	Progress meeting No. 15 (26/10/2026)
10	**A-010**	Recovery programme to regain the 19-day slip	A. Project Manager	R. Builder	09/11/2026	High	In Progress	5 days left	Progress meeting No. 15 (26/10/2026)

#	REF	ACTION	RAISED BY	RESPONSIBLE	DUE DATE	PRIORITY	STATUS	TIMING	REMARKS
11	**A-011**	Client decision on VO-03 and VO-04	A. Project Manager	E. Client	06/11/2026	Medium	In Progress	2 days left	Progress meeting No. 15 (26/10/2026)
12	**A-012**	Updated cash flow forecast for the client funding plan	E. Client	Q. Surveyor	06/11/2026	Medium	In Progress	2 days left	Client monthly review (30/10/2026)

6. MEETING ATTENDEES

E. Client, A. Project Manager, C. Supervisor, R. Builder, S. Agent

ANNEXURE C

Responsibility Matrix Report

Source: Action / Responsibility Matrix
Referred to in 2.6 Issues / Action Register; 5.4 Responsibility and Resource Loading

Responsibility Matrix Report

Who is responsible, accountable, consulted and informed for every task.



R RESPONSIBLE A ACCOUNTABLE C CONSULTED I INFORMED

Sample Project

Client: Urban City

PREPARED & SUBMITTED BY

SP Consultant

in Joint Venture with USF Consultants

info@spconsultant.example

shahidpervaiz.net

ISSUE

November 2026

Action / Responsibility Report

Sample Project · Urban City · Report date 31/10/2026 · Prepared by K. Controller

TOTAL ACTIONS	OPEN	IN PROGRESS	OVERDUE	COMPLETED
10	2	3	4	1

COMPLETION RATE
10%

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	4 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 Responsibility Matrix Report sets out the position at 4 November 2026 and has been prepared by SP Consultant in joint venture with USF Consultants.

Action Breakdown

BY STATUS

Open	2
In Progress	3
Overdue	4
Completed	1

BY PRIORITY

High	5
Medium	3
Critical	2

Action Details

ACT-001 HIGH OVERDUE QA/QC 60% COMPLETE

ACTION / DESCRIPTION

Close NCR-003: core tests and structural check of inlet IN-047

RESPONSIBLE PERSON	ASSIGNED BY	DATE RAISED
R. Builder	J. Materials	22/09/2026

REMARKS

Cores taken 2 Oct; lab results awaited

DUE DATE	COMPLETION DATE
06/10/2026	—

ACT-002 HIGH OVERDUE DESIGN 50% COMPLETE

ACTION / DESCRIPTION

Answer RFI-004: signal pole foundation depth where rock is found

RESPONSIBLE PERSON	ASSIGNED BY	DATE RAISED
B. Engineer	C. Supervisor	05/10/2026

REMARKS

Revised foundation detail being checked

DUE DATE	COMPLETION DATE
12/10/2026	—

ACT-003 MEDIUM OVERDUE COMMERCIAL 70% COMPLETE

ACTION / DESCRIPTION

Evaluate EOT claim CL-02 (heavy rain, 4 days)

RESPONSIBLE PERSON	ASSIGNED BY	DATE RAISED
F. Planner	A. Project Manager	12/10/2026

REMARKS

Rainfall records obtained from the Met office

DUE DATE	COMPLETION DATE
26/10/2026	—

ACT-004 MEDIUM OPEN COMMERCIAL 0% COMPLETE

ACTION / DESCRIPTION

Client decision on VO-03 (bus bays) and VO-04 (smart LED controllers)

RESPONSIBLE PERSON	ASSIGNED BY	DATE RAISED
E. Client	A. Project Manager	26/10/2026

REMARKS

Priced by the QS on 22 Oct

DUE DATE	COMPLETION DATE
06/11/2026	—

ACT-005 CRITICAL COMPLETED HSE 100% COMPLETE

ACTION / DESCRIPTION

Night inspection of diversion barriers, logged daily (after HSE-008)

RESPONSIBLE PERSON	ASSIGNED BY	DATE RAISED
S. Agent	H. Safety	24/10/2026

REMARKS

Log started 25 Oct

DUE DATE	COMPLETION DATE
25/10/2026	25/10/2026

ACT-006 HIGH IN PROGRESS PROCUREMENT 20% COMPLETE

ACTION / DESCRIPTION

Electricity connection for street lights (PM-08)

RESPONSIBLE PERSON	ASSIGNED BY	DATE RAISED
R. Builder	C. Supervisor	20/10/2026

REMARKS

Demand notice awaited from the DISCO

DUE DATE	COMPLETION DATE
20/11/2026	—

ACT-007 HIGH OVERDUE QA/QC 80% COMPLETE

ACTION / DESCRIPTION

Review surface course job mix formula SUB-010

RESPONSIBLE PERSON	ASSIGNED BY	DATE RAISED
J. Materials	C. Supervisor	15/10/2026

REMARKS

Trial mix results due

DUE DATE	COMPLETION DATE
25/10/2026	—

ACT-008 CRITICAL IN PROGRESS CONSTRUCTION 30% COMPLETE

ACTION / DESCRIPTION

Recovery programme to regain the 19-day slip

RESPONSIBLE PERSON	ASSIGNED BY	DATE RAISED
R. Builder	A. Project Manager	26/10/2026

REMARKS

Second paving crew proposed

DUE DATE	COMPLETION DATE
09/11/2026	—

ACT-009 MEDIUM OPEN CONSTRUCTION 0% COMPLETE

ACTION / DESCRIPTION

Reset manhole covers MH-31 to MH-36 before the surface course (NCR-008)

RESPONSIBLE PERSON	ASSIGNED BY	DATE RAISED
S. Agent	I. Inspector	29/10/2026

REMARKS

— not yet recorded —

DUE DATE	COMPLETION DATE
15/11/2026	—

ACT-010 HIGH IN PROGRESS COMMERCIAL 40% COMPLETE

ACTION / DESCRIPTION

IPC No. 4 for October 2026 certified

RESPONSIBLE PERSON	ASSIGNED BY	DATE RAISED
Q. Surveyor	A. Project Manager	31/10/2026

REMARKS

Measurement agreed for drainage and base course

DUE DATE	COMPLETION DATE
07/11/2026	—

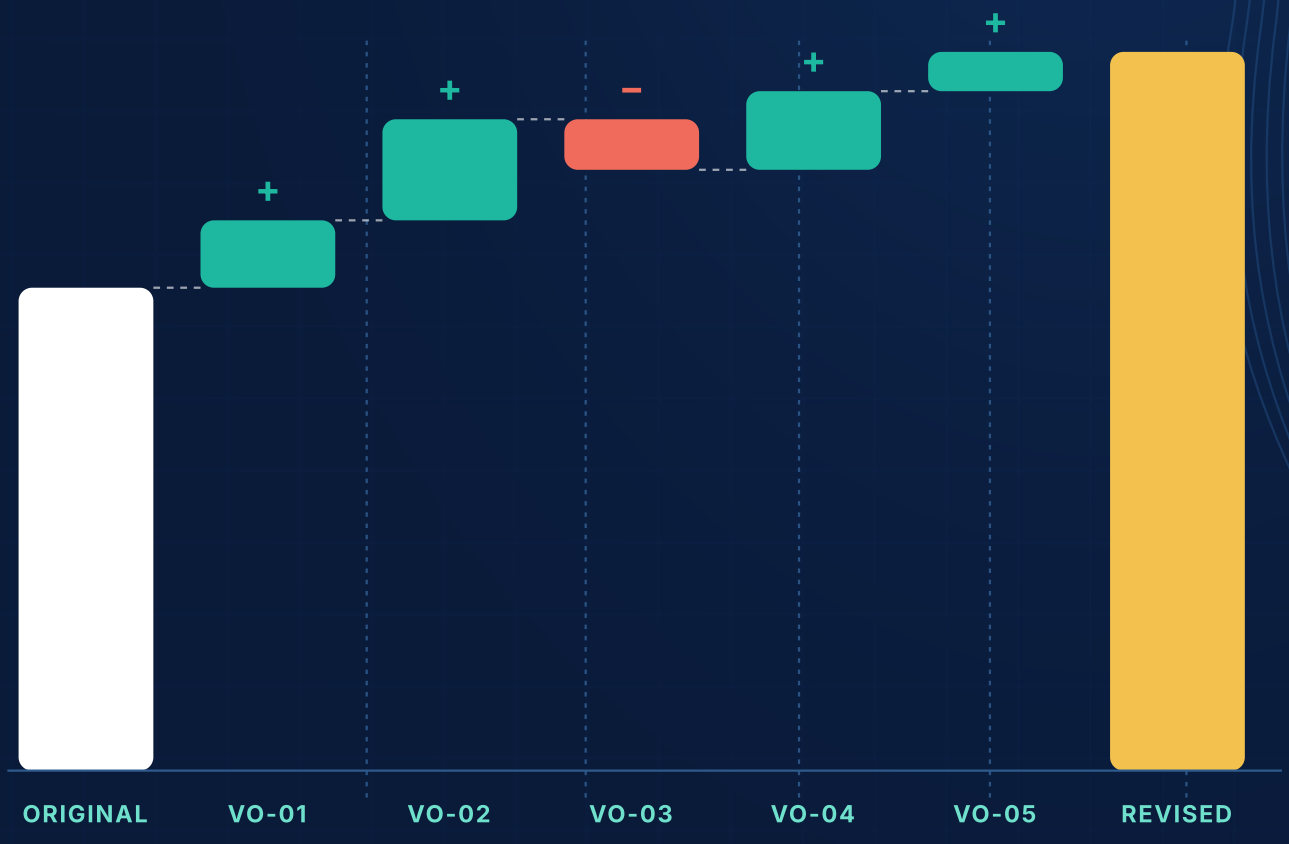
ANNEXURE D

Variation Orders Report

Source: Change Order / Variation Order Register
Referred to in 2.7 Scope Change / Variation Register

Variation Orders Report

Tracking every change to scope and contract value from instruction to approval.



Sample Project

Client: Urban City

PREPARED & SUBMITTED BY

SP Consultant

in Joint Venture with USF Consultants
info@spconsultant.example
shahidpervaiz.net

ISSUE

November 2026

CHANGE ORDER & VARIATION REPORT

Sample Project

Prepared by Q. Surveyor
Generated: 04 November 2026

CLIENT	REPORT NO.	REPORT DATE	ORIGINAL CONTRACT VALUE	CURRENCY
Urban City	VO-REG-04	04/11/2026	PKR 2,700,000,000	PKR

PREPARED BY
Q. Surveyor

1. EXECUTIVE SUMMARY

Sample Project is being carried out for Urban City at Sample City under contract CW-2026-031. It started on 10 July 2026 and is due for completion on 26 November 2026. This Variation Orders Report sets out the position at 4 November 2026 and has been prepared by SP Consultant in joint venture with USF Consultants.

This report presents the change order and variation status for **Sample Project**, prepared for **Urban City**, report **VO-REG-04** dated **04/11/2026**.

The register comprises **7** variations against an original contract value of **PKR 2,700,000,000**. Of these, **3** are approved worth **PKR 44,400,000**, taking the revised contract value to **PKR 2,744,400,000** (**+1.6%** against the original sum).

3 variations remain pending (proposed or submitted) worth **PKR 44,600,000**, and **1** has been rejected worth **PKR 9,000,000**. Approved variations carry a combined time impact of **7** days against the programme.

PROJECT NO.	001	PROJECT	Sample Project
CLIENT	Urban City	LOCATION	Sample City
CONTRACT NO.	CW-2026-031	CONSULTANT	SP Consultant in joint venture with USF Consultants
START DATE	10 July 2026	COMPLETION DATE	26 November 2026
REPORT DATE	4 November 2026	STATUS DATE	31 October 2026

2. CHANGE ORDER PERFORMANCE SUMMARY

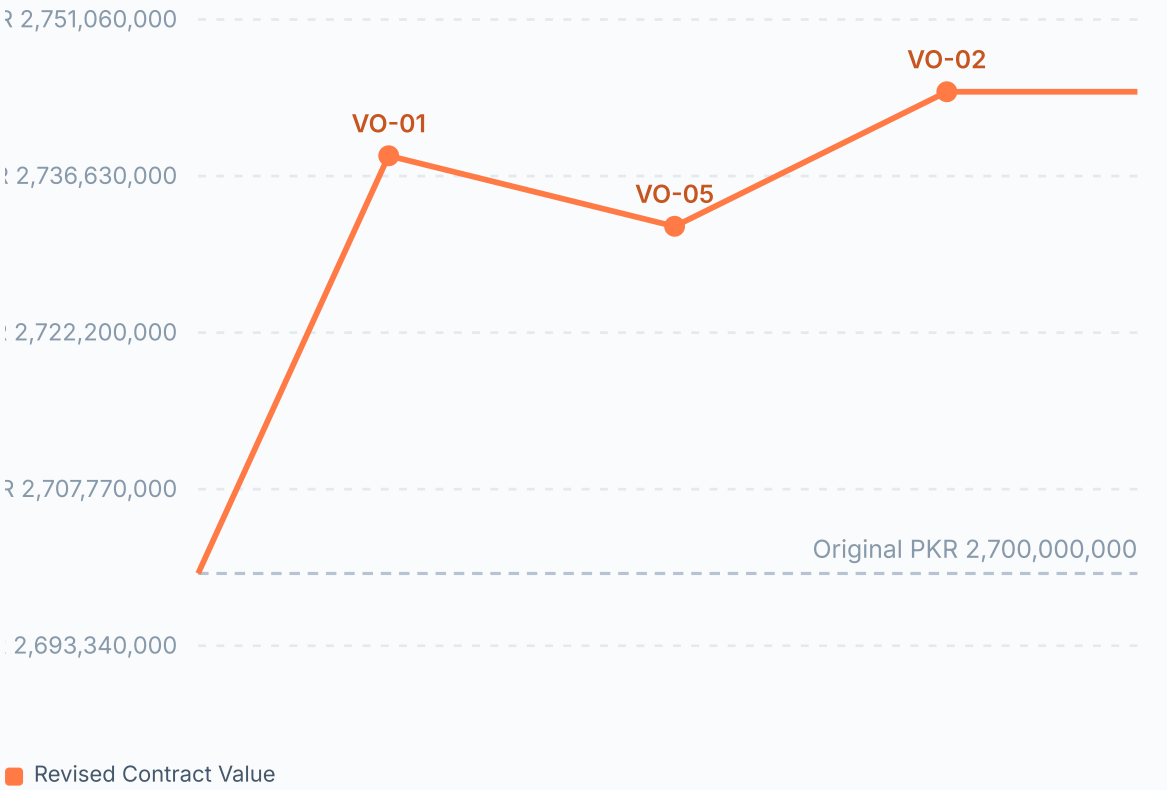
TOTAL VARIATIONS	APPROVED VALUE	PENDING VALUE
7	PKR 44,400,000	PKR 44,600,000

REJECTED VALUE	TIME IMPACT (APPROVED)	REVISED CONTRACT VALUE
PKR 9,000,000	7 d	PKR 2,744,400,000

3. VO VALUE BY STATUS



4. CUMULATIVE CONTRACT VALUE — TREND



5. BREAKDOWN

BY STATUS	
Approved	3
Submitted	2
Proposed	1
Rejected	1

TOTALS	
Original Contract Value	**PKR 2,700,000,000**
Total Variation Value (Approved + Pending + Rejected)	**PKR 98,000,000**
Approved / Total Variations	**3 / 7**

6. FULL VARIATION REGISTER

#	VO NO.	DESCRIPTION	STATUS	VO VALUE	DATE RAISED	APPROVAL DATE	TIME IMPACT (D)	CUMULATIVE CONTRACT VALUE
1	**VO-01**	Additional drainage outfall structure required by the environmental permit	Approved	PKR 38,500,000	28/07/2026	20/08/2026	0	PKR 2,738,500,000
2	**VO-02**	Relocation of unmarked water main at Ch 1+450	Approved	PKR 12,400,000	09/09/2026	30/09/2026	7	PKR 2,750,900,000
3	**VO-03**	Two additional bus bays at Ch 1+900 and Ch 3+400	Submitted	PKR 21,600,000	18/09/2026	—	5	PKR 2,750,900,000
4	**VO-04**	Upgrade of street lights to smart LED controllers	Submitted	PKR 18,200,000	05/10/2026	—	0	PKR 2,750,900,000
5	**VO-05**	Omission of landscape irrigation system	Approved	PKR -6,500,000	25/08/2026	10/09/2026	0	PKR 2,744,400,000
6	**VO-06**	Additional accessible kerb ramps near two schools	Proposed	PKR 4,800,000	22/10/2026	—	0	PKR 2,744,400,000
7	**VO-07**	Extra traffic diversion through the market area at Ch 3+000	Rejected	PKR 9,000,000	12/08/2026	30/08/2026	3	PKR 2,744,400,000

7. SIGN-OFF

Prepared by (Contracts)

Reviewed by (Client)

Approved by

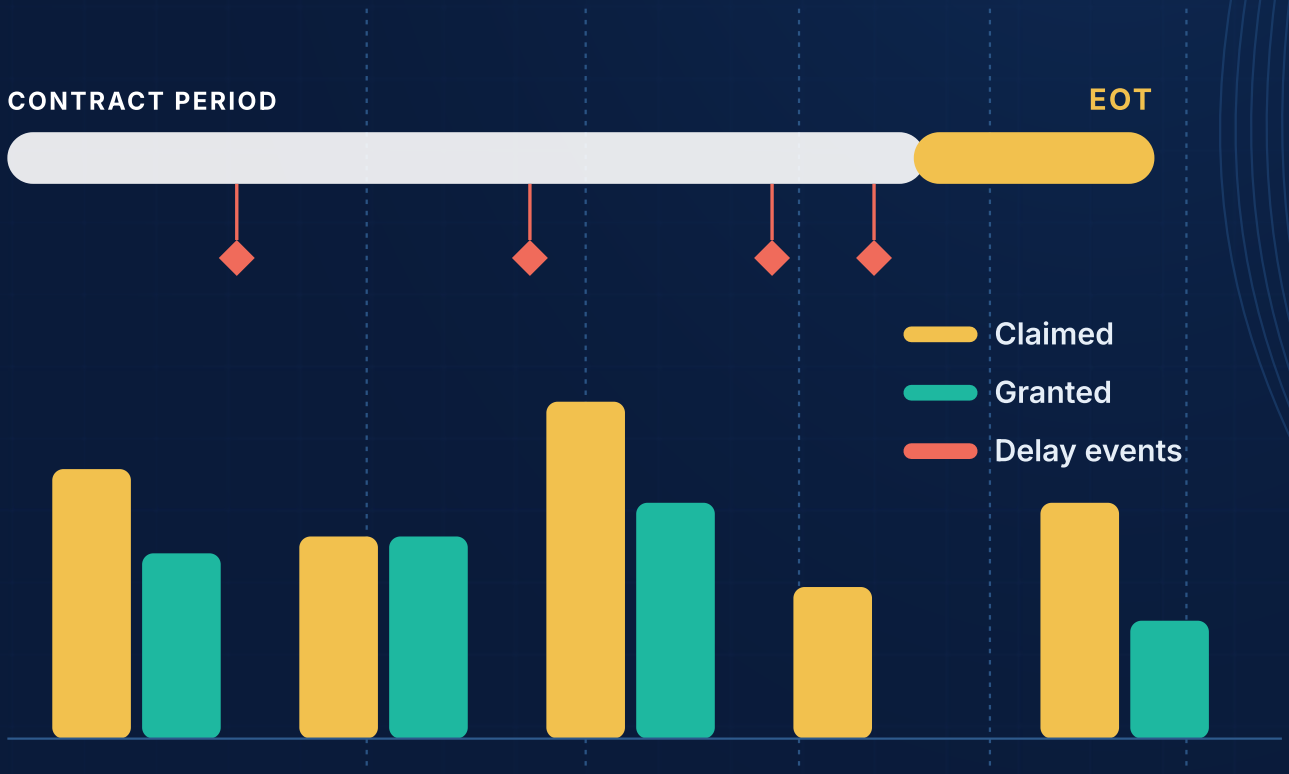
ANNEXURE E

Claims & EOT Register Report

Source: Claims & EOT Register
Referred to in 2.7 Scope Change / Variation Register

Claims & EOT Register Report

Delay events, claims and extensions of time, from notice to determination.



Sample Project

Client: Urban City

PREPARED & SUBMITTED BY

SP Consultant

in Joint Venture with USF Consultants
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November 2026

CLAIMS & EXTENSION OF TIME REGISTER

Sample Project

Main Contractor LLC

Generated: 04 November 2026

CONTRACT NO.	EMPLOYER	CONTRACT TYPE	CURRENCY	TOTAL ITEMS
CW-2026-031	Urban City	FIDIC Red Book	PKR	8

REPORT DATE
04 November 2026

1. EXECUTIVE SUMMARY

Sample Project is being carried out for Urban City at Sample City under contract CW-2026-031. It started on 10 July 2026 and is due for completion on 26 November 2026. This Claims & EOT Register Report sets out the position at 4 November 2026 and has been prepared by SP Consultant in joint venture with USF Consultants.

This report covers **8 items** recorded in the Claims & EOT Register for **Sample Project**. Of these, 3 have been fully approved and 0 partially approved, representing the finalised outcomes to date.

The register shows **4 items** currently active — 3 under evaluation, 1 submitted, and 0 disputed — requiring ongoing contract administration attention. 1 item has been rejected and 0 withdrawn.

Total claimed value stands at **PKR 81.70M** against a total evaluated amount of **PKR 50.90M** (evaluation rate: 62%). EOT requested totals **21 days** with **14 days** granted to date.

The 4 highest-value active items are listed in the Priority Items section below and should be prioritised for evaluation and decision.

PROJECT NO.	001	PROJECT	Sample Project
CLIENT	Urban City	LOCATION	Sample City
CONTRACT NO.	CW-2026-031	CONSULTANT	SP Consultant in joint venture with USF Consultants
START DATE	10 July 2026	COMPLETION DATE	26 November 2026
REPORT DATE	4 November 2026	STATUS DATE	31 October 2026

2. FINANCIAL & EOT PROFILE

TOTAL ITEMS	OPEN / ACTIVE	APPROVED	PARTIALLY APPROVED
8	4	3	0

UNDER EVALUATION	SUBMITTED	REJECTED	DISPUTED
3	1	1	0

TOTAL CLAIMED	TOTAL EVALUATED	EOT REQUESTED	EOT GRANTED
PKR 81.70M	PKR 50.90M	21 d	14 d

3. PRIORITY ITEMS — ACTIVE & UNRESOLVED

REF	TYPE	PARTY	DESCRIPTION	CLAIM AMT	EOT REQ	SUBMITTED	STATUS
CLM-001	Claim	Contractor	Prolongation costs for the water main delay	PKR 15.00M	—	12/10/2026	Under Evaluation
CLM-002	Claim	Contractor	Bitumen price escalation above the base price (price adjustment)	PKR 6.80M	—	20/10/2026	Under Evaluation
NTC-001	Notice	Contractor	Notice of delay: unmarked water main at Ch 1+450 stopped the storm drainage works	—	—	09/09/2026	Submitted
EOT-002	EOT	Contractor	Exceptionally heavy rain on 15-16 September 2026	—	4 d	28/09/2026	Under Evaluation

4. BREAKDOWN

BY TYPE	
Variation	3
EOT	2
Claim	2
Notice	1

BY STATUS	
Approved	3
Under Evaluation	3
Submitted	1
Rejected	1

BY PARTY	
Contractor	6
Employer	2

BY SUB-TYPE	
—	8

5. FULL REGISTER

REF	TYPE	SUB-TYPE	PARTY	DESCRIPTION	NOTICE DATE	SUBMITTED	CLAIMED AMT	EOT REQ	EVAL AMT	EOT GRANTED	DECISION DATE	STATUS	NOTES
NTC-001	Notice	—	Contractor	Notice of delay: unmarked water main at Ch 1+450 stopped the storm drainage works	09/09/2026	09/09/2026	—	—	—	—	—	Submitted	Letter MC-SPC-007; site instruction to stop work issued the same day.
EOT-001	EOT	—	Contractor	Delay from the unmarked water main at Ch 1+450 (storm drainage)	09/09/2026	20/09/2026	—	7 d	—	7 d	30/09/2026	Approved	Unforeseeable physical conditions; linked to VO-02.
EOT-002	EOT	—	Contractor	Exceptionally heavy rain on 15-16 September 2026	17/09/2026	28/09/2026	—	4 d	—	—	—	Under Evaluation	Rainfall records obtained from the Pakistan Meteorological Department.
CLM-001	Claim	—	Contractor	Prolongation costs for the water main delay	09/09/2026	12/10/2026	PKR 15.00M	—	—	—	—	Under Evaluation	Site staff and plant standing costs for the 7-day water main delay.
CLM-002	Claim	—	Contractor	Bitumen price escalation above the base price (price adjustment)	15/10/2026	20/10/2026	PKR 6.80M	—	—	—	—	Under Evaluation	Price adjustment for bitumen; QS checking the published index.
VAR-001	Variation	—	Employer	VO-01: Additional drainage outfall structure required by the environmental permit	28/07/2026	28/07/2026	PKR 38.50M	—	PKR 38.50M	—	20/08/2026	Approved	Permit condition.
VAR-002	Variation	—	Employer	VO-02: Relocation of unmarked water main at Ch 1+450	09/09/2026	09/09/2026	PKR 12.40M	7 d	PKR 12.40M	7 d	30/09/2026	Approved	Unforeseen condition.
VAR-003	Variation	—	Contractor	VO-07: Extra traffic diversion through the market area at Ch 3+000	12/08/2026	12/08/2026	PKR 9.00M	3 d	PKR 0	0 d	30/08/2026	Rejected	Contractor proposal.

ANNEXURE F

Schedule Delay Analysis Report

Source: Schedule Delay Analysis Tool
Referred to in 3.2 Project Schedule / Program

Schedule Delay Analysis Report

Baseline against as-built: where time was lost and what caused it.



Sample Project

Client: Urban City

PREPARED & SUBMITTED BY

SP Consultant

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Schedule Delay Analysis — SDA-04

Sample Project · Urban City · Main Contractor LLC · Sample City · 31/10/2026 · Contract No. C-2026-014 · Prepared by F. Planner

OVERALL PROJECT DELAY	NET CULPABLE DELAY	CRITICAL ACTIVITIES	DELAYED ACTIVITIES
19d	**0d** / 19d EOT	**10**	**12**

CRITICAL DELAYED	AVG. / MAX DELAY
9	**14.1d / 19d**

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	4 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 Schedule Delay Analysis Report sets out the position at 4 November 2026 and has been prepared by SP Consultant in joint venture with USF Consultants.

Project Schedule Overview

CONTRACT START	BASELINE COMPLETION	DATA DATE	REVISED FORECAST COMPLETION	ORIGINAL DURATION
17/11/2025	22/01/2027	31/10/2026	10/02/2027	431 days

SCHEDULE NOTES / BASIS

Baseline: programme approved at award (17 Nov 2025). Current: October 2026 update of the Gantt chart. EOT granted: 12 days (design, CL-04) and 7 days (construction, CL-01).

Activities — Planned vs. Actual

NO.	ACTIVITY / TASK	WBS/ZONE	CRITICAL	BASELINE START	BASELINE FINISH	ACTUAL/FORECAST FINISH	DELAY STATUS	% COMPLETE	STATUS	DELAY CAUSE	REMARKS
1	EN-050 Authorities' Review & Issue of NOCs	Environmental & Permitting	Yes	03/03/2026	01/04/2026	13/04/2026	12d critical delay	100%	Completed	Environmental agency asked for a revised drainage outfall assessment before issuing the permit	12 days late
2	DS-050 Prepare 90% Design (Final Geometrics, Pavement & Structural Details)	Roadway Design	Yes	02/04/2026	26/04/2026	08/05/2026	12d critical delay	100%	Completed	Started late after the NOCs (EN-050)	12 days late
3	DS-080 Final Design Approval (Milestone)	Roadway Design	Yes	22/05/2026	22/05/2026	03/06/2026	12d critical delay	100%	Completed	Follows DS-050	12 days late
4	RW-020 Land Acquisition & Compensation Award (Land Acquisition Act)	Land Acquisition & Utility Coordination	No	06/02/2026	22/03/2026	06/04/2026	15d delay	100%	Completed	Two land owners at Ch 2+300 and Ch 3+850 disputed the land compensation award	15 days late

NO.	ACTIVITY / TASK	WBS/ZONE	CRITICAL	BASELINE START	BASELINE FINISH	ACTUAL/FORECAST FINISH	DELAY STATUS	% COMPLETE	STATUS	DELAY CAUSE	REMARKS
5	DS-030 Prepare 60% Design (Drainage, Utility Relocation & Signing/Striping Plans)	Roadway Design	No	11/02/2026	12/03/2026	17/03/2026	5d delay	100%	Completed	Utility owner (gas) changed the relocation route; drainage plans revised	5 days late
6	BD-040 Letter of Acceptance / Commencement of Works (Milestone)	Tendering & Contractor Procurement	Yes	28/06/2026	28/06/2026	10/07/2026	12d critical delay	100%	Completed	Award 12 days late after the NOC delay	12 days late
7	CN-050 Install Storm Drainage Pipe, Inlets & Structures	Construction: Earthwork & Drainage	Yes	18/08/2026	06/09/2026	25/09/2026	19d critical delay	100%	Completed	Unmarked water main found at Ch 1+450 and two days of heavy rain	19 days late
8	CN-060 Subgrade Preparation & Proof-Rolling	Construction: Earthwork & Drainage	Yes	07/09/2026	16/09/2026	05/10/2026	19d critical delay	100%	Completed	Follows the drainage delay	19 days late
9	CN-070 Place & Compact Aggregate Base Course	Construction: Base & Pavement	Yes	17/09/2026	01/10/2026	20/10/2026	19d critical delay	100%	Completed	Follows the drainage delay	19 days late
10	CN-100 Place Asphalt Binder Course	Construction: Base & Pavement	Yes	02/10/2026	11/10/2026	30/10/2026	19d critical delay	100%	Completed	Follows the drainage delay	19 days late
11	CN-080 Install Kerbs, Channels & Storm Drain Laterals	Construction: Base & Pavement	Yes	02/10/2026	16/10/2026	—	15d critical delay (open)	75%	In Progress	—	Forecast finish 04/11/2026

NO.	ACTIVITY / TASK	WBS/ZONE	CRITICAL	BASELINE START	BASELINE FINISH	ACTUAL/FORECAST FINISH	DELAY STATUS	% COMPLETE	STATUS	DELAY CAUSE	REMARKS
12	CN-120 Install Traffic Signals & Street Lighting	Construction: Signals, Signing & Striping	No	02/10/2026	21/10/2026	—	10d delay (open)	55%	In Progress	—	Forecast finish 09/11/2026
13	CN-110 Place Asphalt Surface Course	Construction: Base & Pavement	Yes	01/11/2026	10/11/2026	—	10d ahead	0%	Not Started	—	Forecast finish 29/11/2026

Delay Log & Impact Register

NO.	DELAY / EVENT DESCRIPTION	RELATED ACTIVITY	CATEGORY	DAYS IMPACT	CRITICAL PATH	RESPONSIBILITY	STATUS	REMARKS
1	Environmental agency asked for a revised drainage outfall assessment; NOCs issued 12 days late	EN-050 Authorities' Review & Issue of NOCs	Permits & Approvals	12	Yes	Third Party	Closed	Extension of design time of 12 days granted (CL-04)
2	Two land owners at Ch 2+300 and Ch 3+850 disputed the compensation award	RW-020 Land Acquisition & Compensation Award (Land Acquisition Act)	Client-Caused	15	No	Client	Closed	Absorbed by the float of the land acquisition path
3	Gas company changed the relocation route; drainage plans revised	DS-030 Prepare 60% Design (Drainage, Utility Relocation & Signing/Striping Plans)	Design Change	5	No	Third Party	Closed	Absorbed: the NOC delay was driving
4	Unmarked water main found at Ch 1+450; drainage works stopped and re-routed	CN-050 Install Storm Drainage Pipe, Inlets & Structures	Other	7	Yes	Client	Closed	Unforeseeable physical conditions: EOT 7 days granted (CL-01), VO-02
5	Exceptionally heavy rain on 15-16 September 2026 flooded the drainage trenches	CN-050 Install Storm Drainage Pipe, Inlets & Structures	Weather	4	Yes	Nature	Open	EOT claim CL-02 under evaluation; concurrent with the water main delay

Prepared By
F. Planner

Reviewed By

Approved By

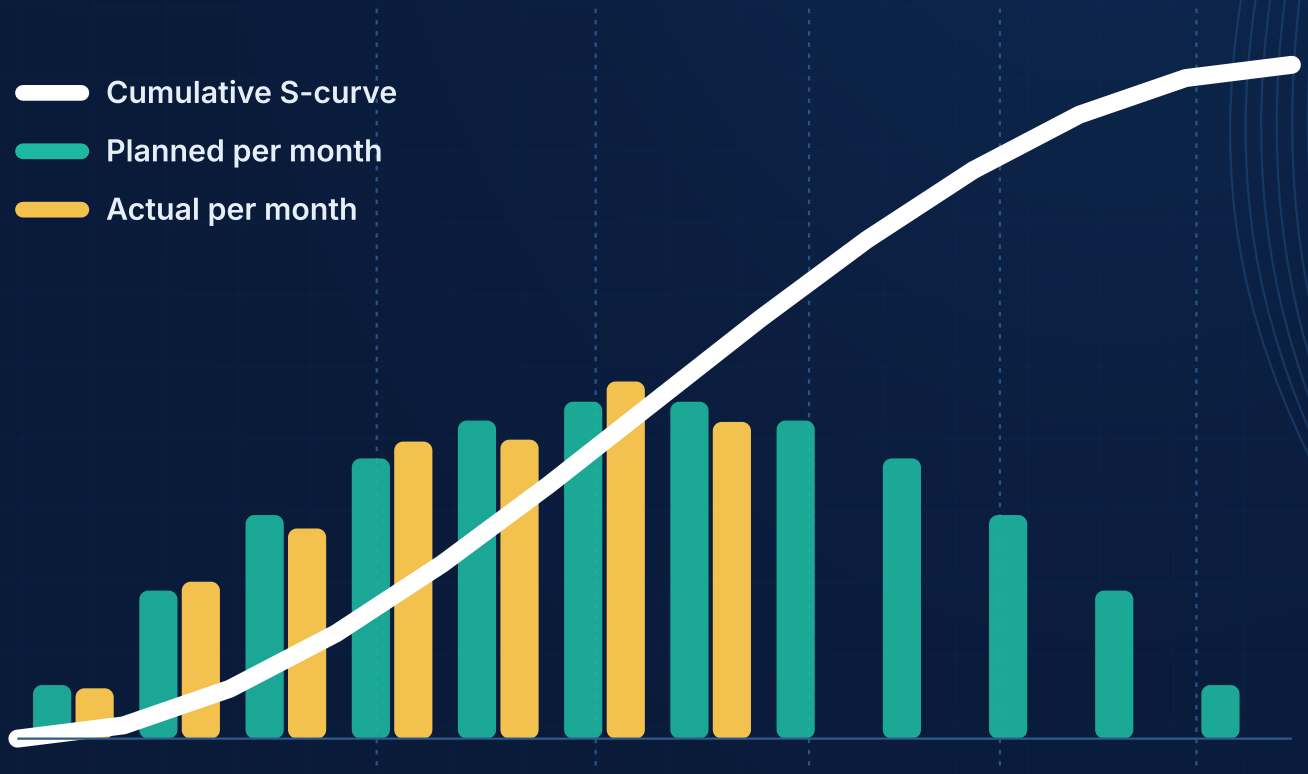
ANNEXURE G

Cash Flow & S-Curve Report

Source: Cash Flow and S Curve Calculator
Referred to in 4.4 Cash Flow and Earned Value

Cash Flow & S-Curve Report

Planned against actual spending, month by month and over the life of the project.



Sample Project

Client: Urban City

PREPARED & SUBMITTED BY

SP Consultant

in Joint Venture with USF Consultants
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November 2026

PROJECT CASH FLOW & COST REPORT

Sample Project

Prepared by Q. Surveyor
Generated: 04 November 2026

CLIENT	REPORT NO.	REPORT DATE	CONTRACT DURATION	CURRENCY
Urban City	CF-06	04/11/2026	12 months	PKR

PREPARED BY
Q. Surveyor

1. EXECUTIVE SUMMARY

Sample Project is being carried out for Urban City at Sample City under contract CW-2026-031. It started on 10 July 2026 and is due for completion on 26 November 2026. This Cash Flow & S-Curve Report sets out the position at 4 November 2026 and has been prepared by SP Consultant in joint venture with USF Consultants.

This report presents the cash flow and cost performance status for **Sample Project**, prepared for **Urban City**, report **CF-06** dated **04/11/2026**.

The log comprises **6** periods, running from **Jun-26** to **Nov-26**, against a total budget of **PKR 2,700,000,000**. Actual expenditure to date stands at **PKR 2,018,520,000** (**74.8%** of budget) against a planned figure of **PKR 2,281,500,000** — a cost variance of **-262,980,000**.

Of the 6 periods logged, **0** are over baseline, **5** under baseline, **0** on plan, and **1** pending actuals. Expenditure to date is at or below the approved baseline.

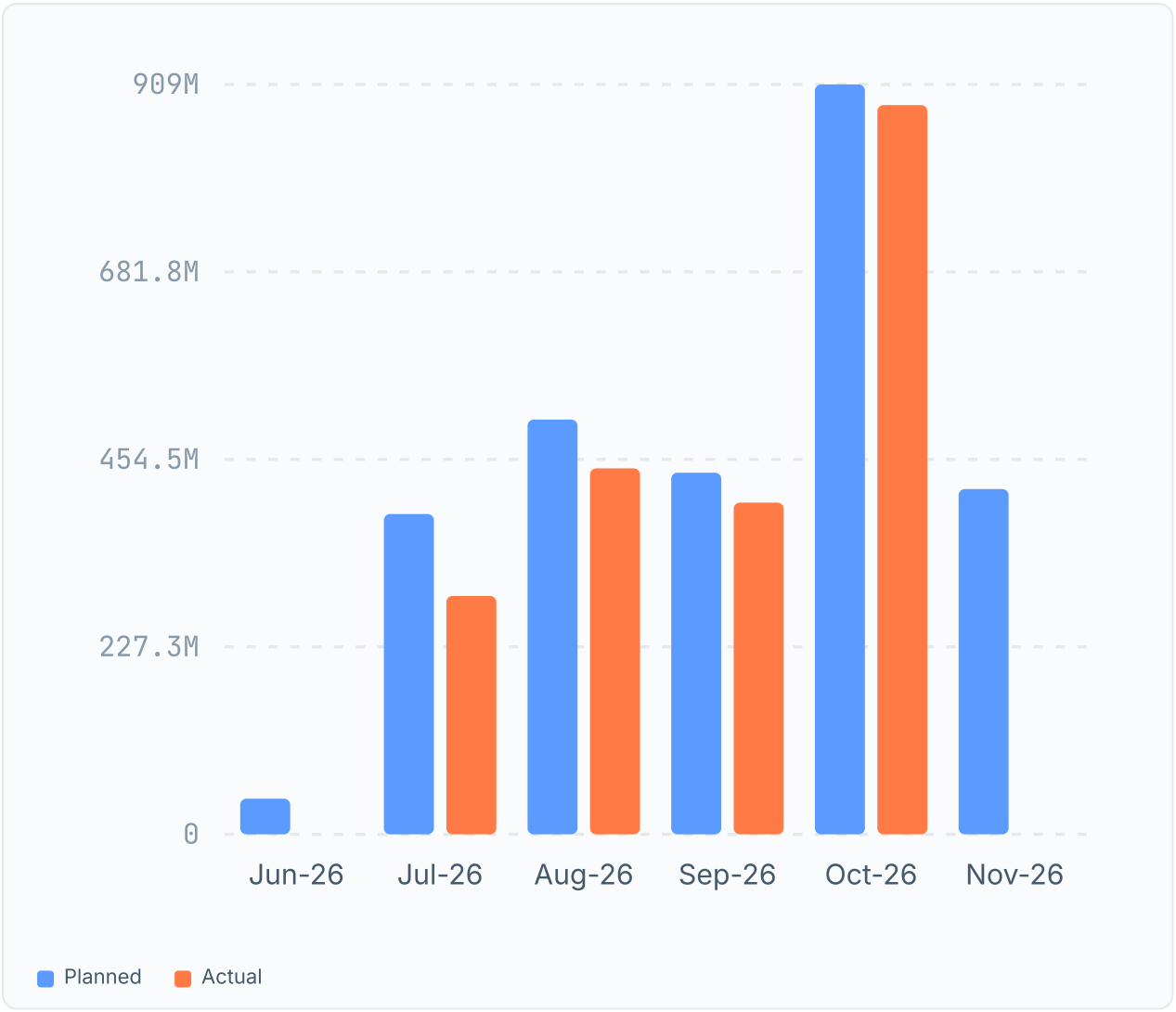
PROJECT NO.	001	PROJECT	Sample Project
CLIENT	Urban City	LOCATION	Sample City
CONTRACT NO.	CW-2026-031	CONSULTANT	SP Consultant in joint venture with USF Consultants
START DATE	10 July 2026	COMPLETION DATE	26 November 2026
REPORT DATE	4 November 2026	STATUS DATE	31 October 2026

2. COST PERFORMANCE SUMMARY

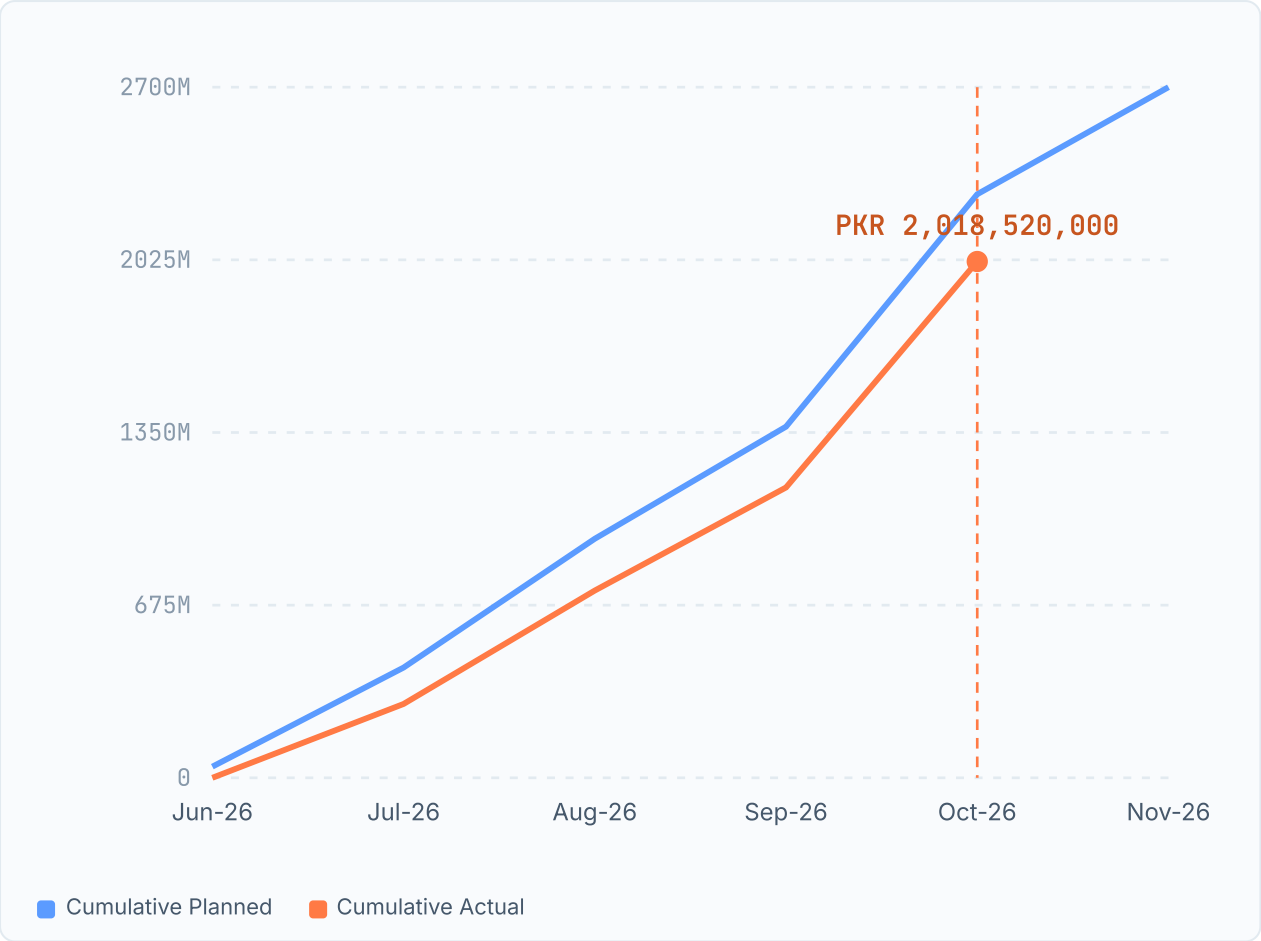
TOTAL BUDGET	PLANNED TO DATE	ACTUAL TO DATE
PKR 2,700,000,000	PKR 2,281,500,000	PKR 2,018,520,000

COST VARIANCE	% BUDGET SPENT	REMAINING BUDGET
-262,980,000	74.8%	PKR 681,480,000

3. MONTHLY CASH FLOW — PLANNED VS ACTUAL



4. CUMULATIVE S-CURVE



5. BREAKDOWN

BY STATUS	
Under baseline	5
Pending	1

TOTALS	
Total Planned	PKR 2,700,000,000
Total Actual	PKR 2,018,520,000
Periods with Actuals	5 / 6

6. FULL PERIOD REGISTER

#	PERIOD	PLANNED	ACTUAL	CUM. PLANNED	CUM. ACTUAL	VARIANCE	% COMPLETE	STATUS
1	**Jun-26**	PKR 43,200,000	PKR 0	PKR 43,200,000	PKR 0	-43,200,000	0.0%	Under baseline
2	**Jul-26**	PKR 388,260,000	PKR 288,900,000	PKR 431,460,000	PKR 288,900,000	-99,360,000	10.7%	Under baseline
3	**Aug-26**	PKR 502,740,000	PKR 443,580,000	PKR 934,200,000	PKR 732,480,000	-59,160,000	27.1%	Under baseline
4	**Sep-26**	PKR 438,300,000	PKR 402,060,000	PKR 1,372,500,000	PKR 1,134,540,000	-36,240,000	42.0%	Under baseline
5	**Oct-26**	PKR 909,000,000	PKR 883,980,000	PKR 2,281,500,000	PKR 2,018,520,000	-25,020,000	74.8%	Under baseline
6	**Nov-26**	PKR 418,500,000	—	PKR 2,700,000,000	—	—	—	Pending

7. SIGN-OFF

Prepared by (Cost Control)

Reviewed by (Client)

Approved by

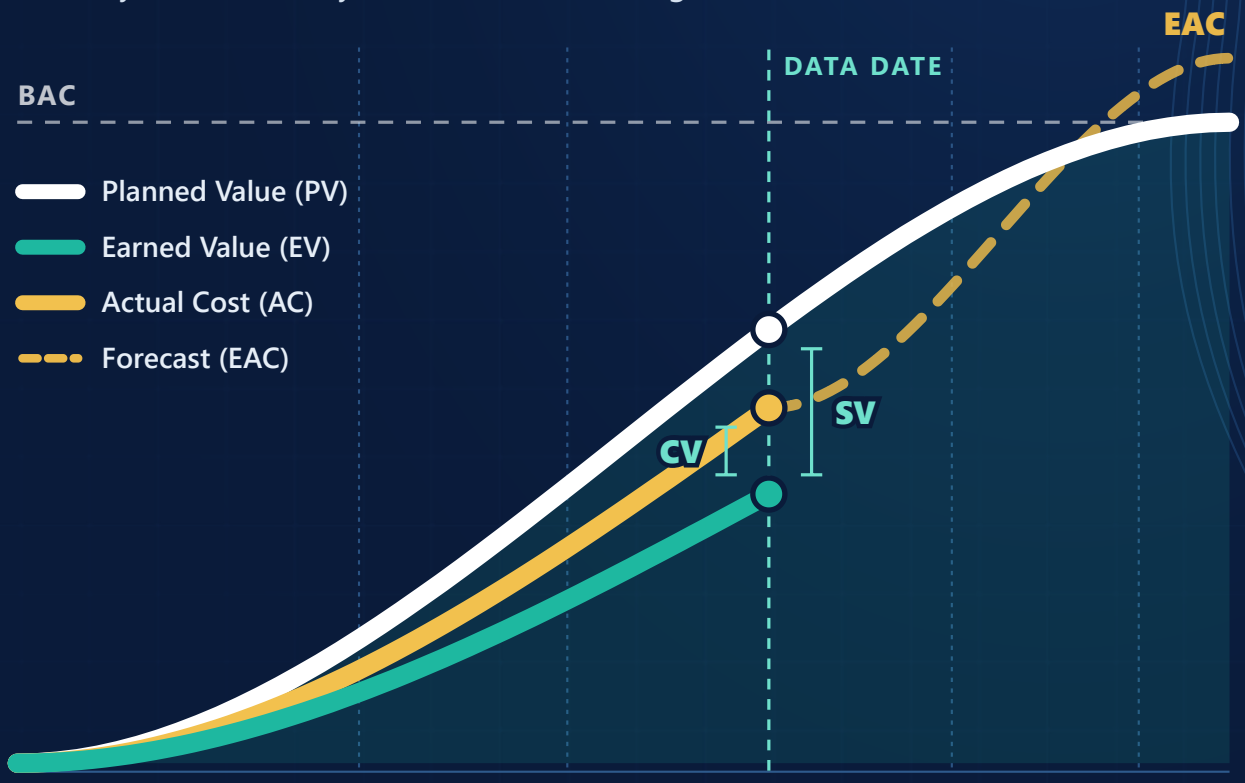
ANNEXURE H

Earned Value Management Report

Source: Earned Value Management
Referred to in 4.4 Cash Flow and Earned Value

Earned Value Management Report

Measuring cost and schedule performance
so every milestone stays on time and on budget.



Sample Project

Client: Urban City

PREPARED & SUBMITTED BY

SP Consultant

in Joint Venture with USF Consultants
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November 2026

EARNED VALUE MANAGEMENT — STATUS REPORT

Sample Project

Client: Urban City · BAC: PKR 2,700,000,000 · Status date: 31/10/2026 · As of: Oct-26 (period 5 of 5)

Executive Summary

At Risk

Sample Project is being carried out for Urban City at Sample City under contract CW-2026-031. It started on 10 July 2026 and is due for completion on 26 November 2026. This Earned Value Management Report sets out the position at 4 November 2026 and has been prepared by SP Consultant in joint venture with USF Consultants.

As of Oct-26, the project is **73.0% complete** and running **behind schedule** (SV PKR -310,500,000, SPI 0.86) and **over budget** (CV PKR -47,520,000, CPI 0.98). At current performance, the forecast cost at completion (EAC) is PKR 2,882,707,161 against an approved budget (BAC) of PKR 2,700,000,000, a variance at completion (VAC) of PKR -182,707,161.

PROJECT NO.	001	PROJECT	Sample Project
CLIENT	Urban City	LOCATION	Sample City
CONTRACT NO.	CW-2026-031	CONSULTANT	SP Consultant in joint venture with USF Consultants
START DATE	10 July 2026	COMPLETION DATE	26 November 2026
REPORT DATE	4 November 2026	STATUS DATE	31 October 2026

Current-Period Performance — Oct-26

METRIC	FORMULA	VALUE	READING
% Complete	EV / BAC	73.0%	Physical progress to date
PV (cum)	—	PKR 2,281,500,000	Budgeted value scheduled to date
EV (cum)	%Complete × BAC	PKR 1,971,000,000	Value actually earned
AC (cum)	—	PKR 2,018,520,000	Actual cost incurred to date
SV	EV − PV	PKR -310,500,000	Behind schedule
CV	EV − AC	PKR -47,520,000	Over budget
SPI	EV / PV	0.86	Behind schedule
CPI	EV / AC	0.98	Cost inefficient
EAC	AC + (BAC − EV) / (CPI × SPI)	PKR 2,882,707,161	Forecast over budget
ETC	EAC − AC	PKR 864,187,161	Remaining forecast cost

METRIC	FORMULA	VALUE	READING
VAC	BAC − EAC	PKR -182,707,161	Forecast overrun
TCPI	(BAC − EV) / (BAC − AC)	1.07	Remaining work needs improved efficiency

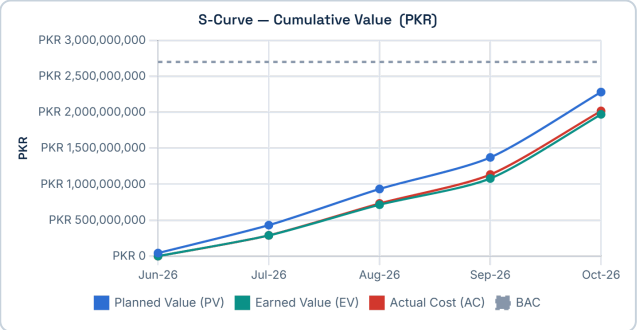
Recommended Measures

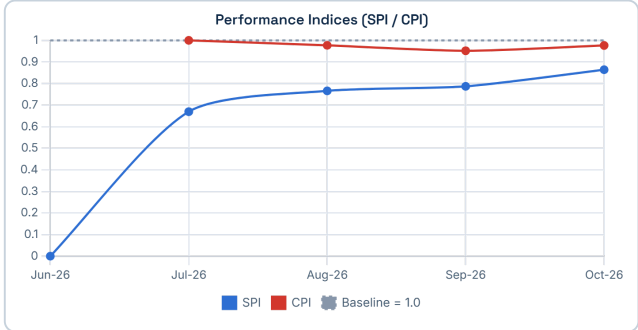
- Schedule is behind plan (SV < 0, SPI < 1). Increase resources, improve productivity, resequence activities, or accelerate critical-path work to recover schedule.
- Cost is over budget (CV < 0, CPI < 1). Investigate cost overruns, control expenditure, improve productivity, or review resources/procurement.
- Forecast at completion (EAC PKR 2,882,707,161) exceeds the approved budget (BAC PKR 2,700,000,000). Cost-control and corrective measures are required.
- To hit budget, the remaining work must be delivered at a cost efficiency of 1.07 — higher than the 0.98 achieved so far. Significant corrective action may be required.
- Physical progress (73.0%) is behind the plan (84.5% planned at this status date) — schedule recovery measures recommended.

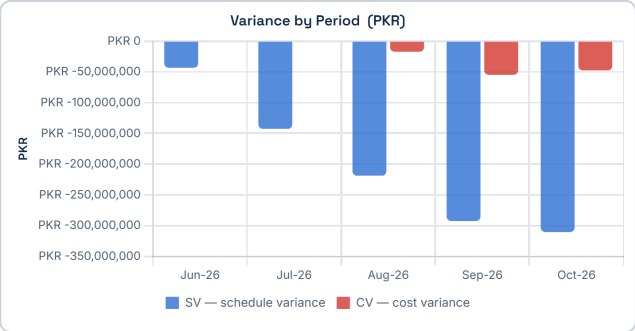
Trend Across Reported Periods

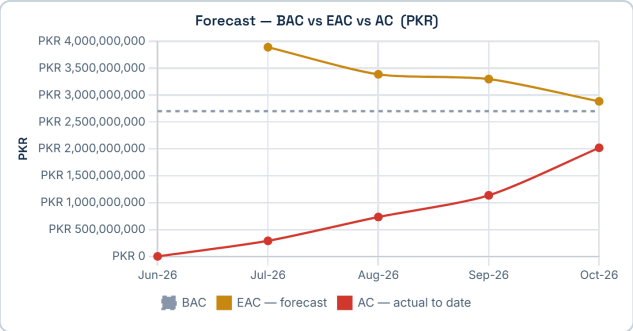
PERIOD	% COMPLETE	SPI	CPI	SV	CV	VAC
Jun-26	0.0%	0.00	—	PKR -43,200,000	PKR 0	—
Jul-26	10.7%	0.67	1.00	PKR -142,560,000	PKR 0	PKR -1,189,776,449
Aug-26	26.5%	0.77	0.98	PKR -218,700,000	PKR -16,980,000	PKR -685,053,710
Sep-26	40.0%	0.79	0.95	PKR -292,500,000	PKR -54,540,000	PKR -597,256,875
Oct-26	73.0%	0.86	0.98	PKR -310,500,000	PKR -47,520,000	PKR -182,707,161

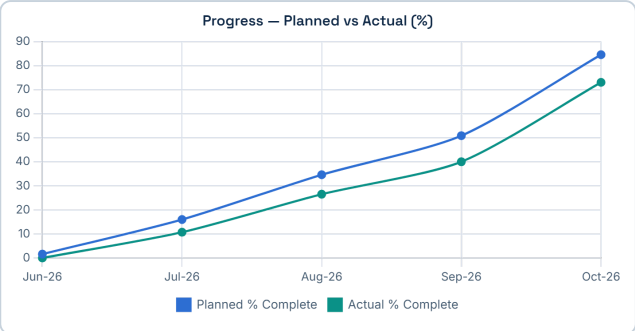
Charts

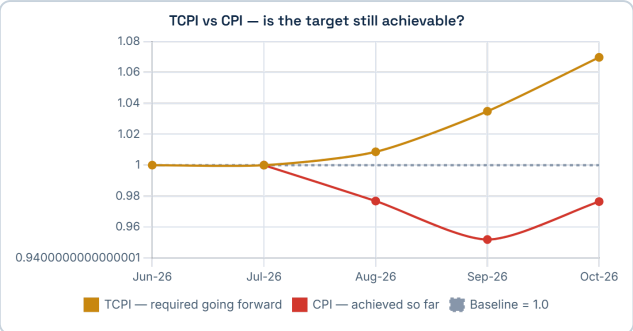


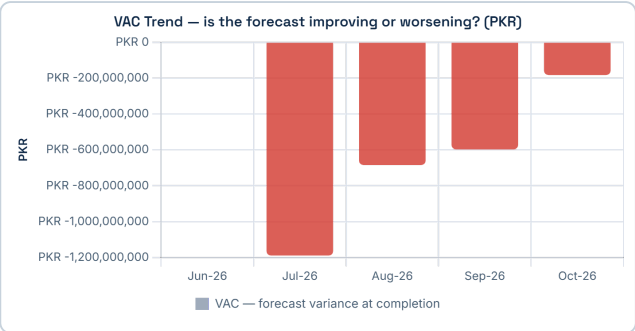


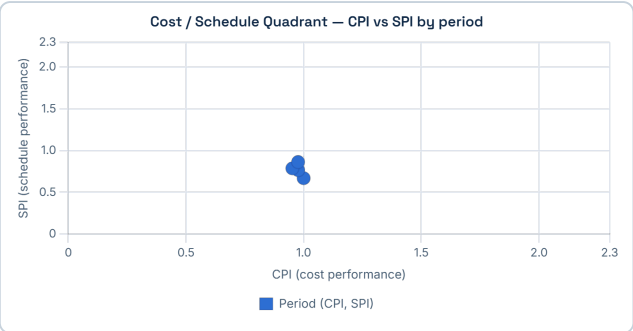












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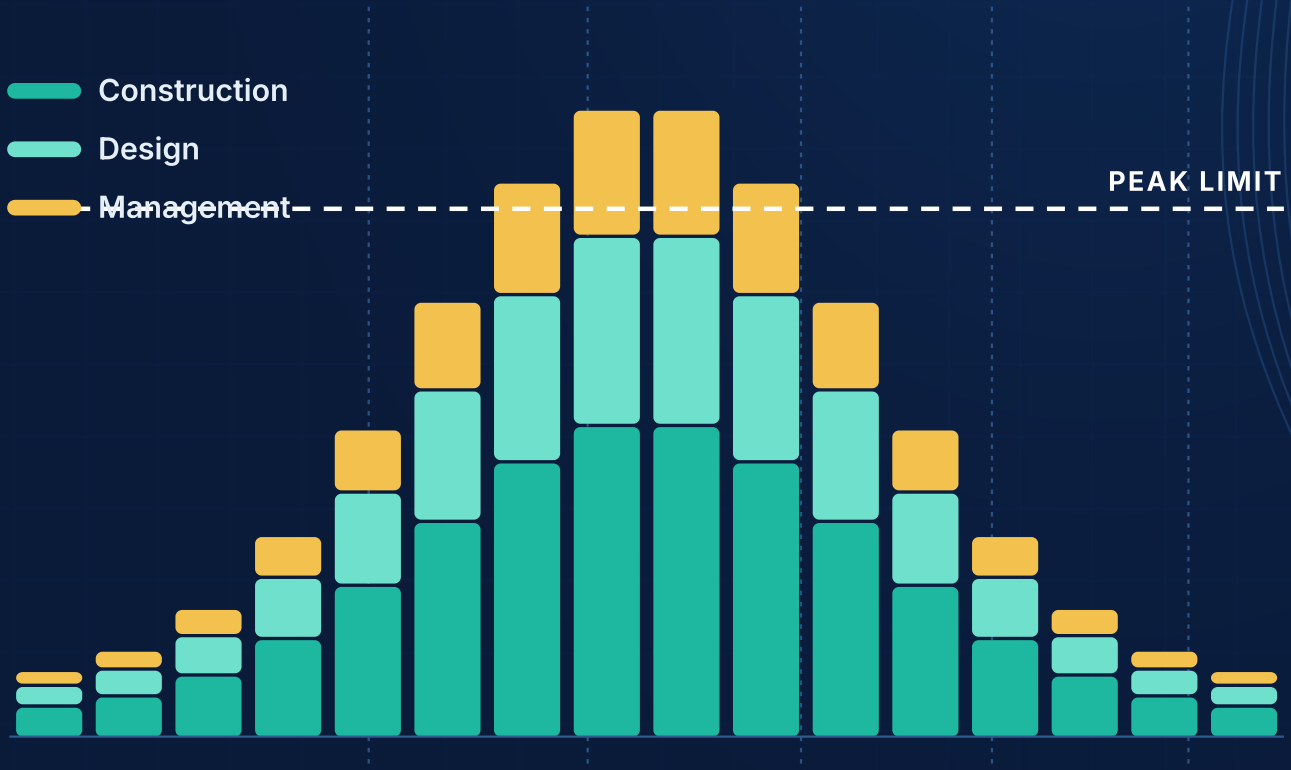
ANNEXURE I

Manpower Histogram Report

Source: Resource Loading Histogram
Referred to in 5.4 Responsibility and Resource Loading

Manpower Histogram Report

The right people at the right time:
manpower planned and deployed by discipline.



Sample Project

Client: Urban City

PREPARED & SUBMITTED BY

SP Consultant

in Joint Venture with USF Consultants
info@spconsultant.example
shahidpervaiz.net

ISSUE

November 2026

RESOURCE LOADING & MANPOWER HISTOGRAM

Sample Project

Generated: 04 November 2026

PROGRAMME START	DURATION	VIEW	STATUS DATE	TOTAL MAN-PERIODS
2025-11	16 months	Monthly (16 periods)	04/11/2026	145

1. EXECUTIVE SUMMARY

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 Manpower Histogram Report sets out the position at 4 November 2026 and has been prepared by SP Consultant in joint venture with USF Consultants.

This report presents the design-phase resource loading plan for **Sample Project**, covering a programme duration of **16 months** starting **2025-11**, viewed at a **monthly** resolution across **16** periods as of status date **04/11/2026**.

The plan comprises **14** resource lines across **8** disciplines, totalling **145** man-periods of effort.

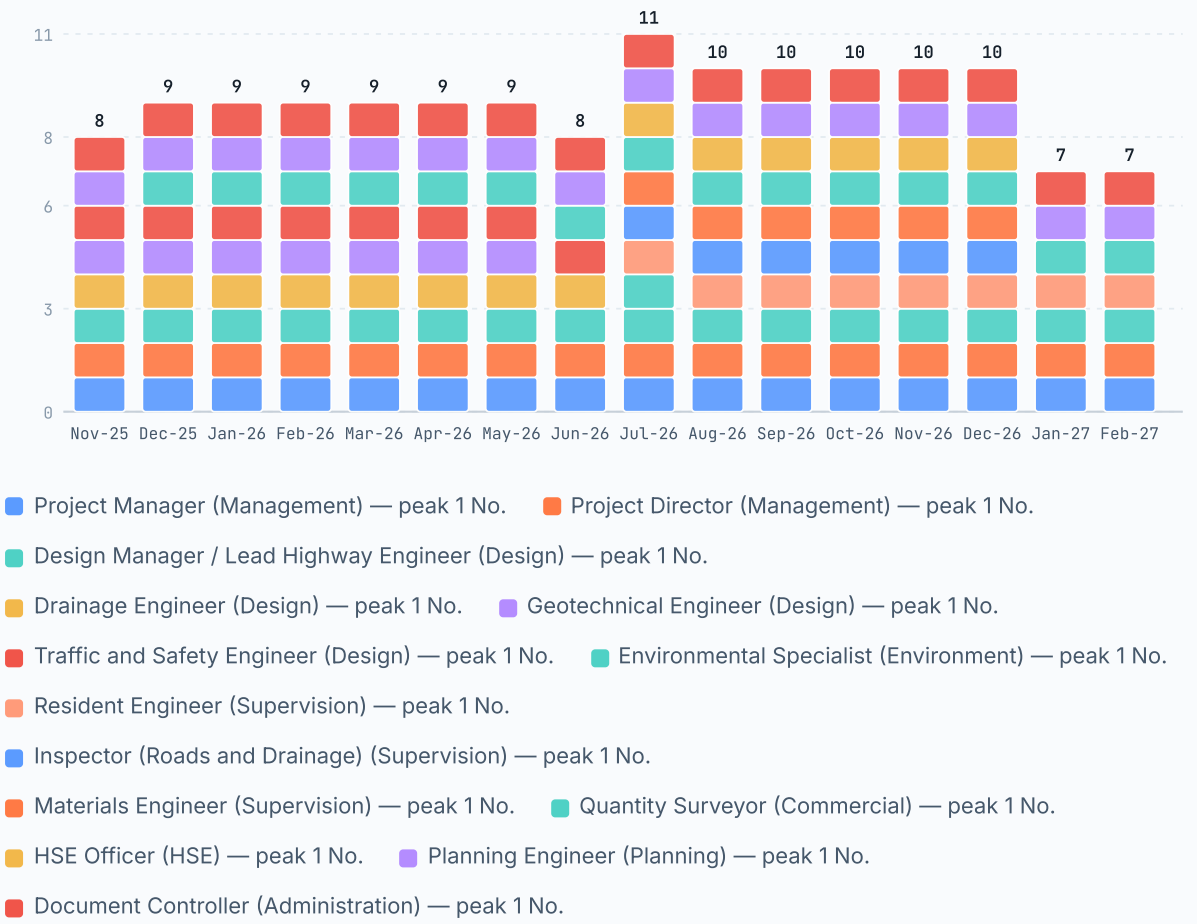
Peak manpower reaches **11** in **Jul-26**, against an average of **9.1** per month. Facilities, supervision and welfare provision should be sized to the peak figure, not the average.

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	4 November 2026	STATUS DATE	4 November 2026

2. LOADING SUMMARY

DESIGN ROLES	DISCIPLINES	PEAK MANPOWER	PEAK PERIOD	AVG MANPOWER
14	8	11	Jul-26	9.1

3. DESIGN MANPOWER HISTOGRAM



4. BREAKDOWN

BY DISCIPLINE (RESOURCE LINES)	
Design	4
Supervision	3
Management	2
Environment	1
Commercial	1
HSE	1
Planning	1
Administration	1

BY ROLE (PEAK HEADCOUNT)	
Project Manager	1
Project Director	1
Design Manager / Lead Highway Engineer	1
Drainage Engineer	1
Geotechnical Engineer	1
Traffic and Safety Engineer	1
Environmental Specialist	1
Resident Engineer	1
Inspector (Roads and Drainage)	1
Materials Engineer	1
Quantity Surveyor	1
HSE Officer	1
Planning Engineer	1
Document Controller	1

5. FULL RESOURCE LOADING TABLE

#	DISCIPLINE	ROLE	UNIT	NOV-25	DEC-25	JAN-26	FEB-26	MAR-26	APR-26	MAY-26	JUN-26	JUL-26	AUG-26	SEP-26	OCT-26	N
1	Management	**Project Manager**	No.	1	1	1	1	1	1	1	1	1	1	1	1	1
2	Management	**Project Director**	No.	1	1	1	1	1	1	1	1	1	1	1	1	1
3	Design	**Design Manager / Lead Highway Engineer**	No.	1	1	1	1	1	1	1	1	1				
4	Design	**Drainage Engineer**	No.	1	1	1	1	1	1	1	1					
5	Design	**Geotechnical Engineer**	No.	1	1	1	1	1	1	1						
6	Design	**Traffic and Safety Engineer**	No.	1	1	1	1	1	1	1	1					
7	Environment	**Environmental Specialist**	No.		1	1	1	1	1	1	1	1	1	1	1	1
8	Supervision	**Resident Engineer**	No.									1	1	1	1	1
9	Supervision	**Inspector (Roads and Drainage)**	No.									1	1	1	1	1
10	Supervision	**Materials Engineer**	No.									1	1	1	1	1
Column Totals				**8**	**9**	**9**	**9**	**9**	**9**	**9**	**8**	**11**	**10**	**10**	**10**	**1**

#	DISCIPLINE	ROLE	UNIT	NOV-25	DEC-25	JAN-26	FEB-26	MAR-26	APR-26	MAY-26	JUN-26	JUL-26	AUG-26	SEP-26	OCT-26	N
11	Commercial	**Quantity Surveyor**	No.									1	1	1	1	1
12	HSE	**HSE Officer**	No.									1	1	1	1	1
13	Planning	**Planning Engineer**	No.	1	1	1	1	1	1	1	1	1	1	1	1	1
14	Administration	**Document Controller**	No.	1	1	1	1	1	1	1	1	1	1	1	1	1
Column Totals				**8**	**9**	**9**	**9**	**9**	**9**	**9**	**8**	**11**	**10**	**10**	**10**	**1**

ANNEXURE J

NCR & Quality Control Report

Source: NCR Quality Control Tracker
Referred to in 6.4 Non-conformance and Submittals

NCR & Quality Control Report

Non-conformances raised, corrected and closed to keep the work within specification.



Sample Project

Client: Urban City

PREPARED & SUBMITTED BY

SP Consultant

in Joint Venture with USF Consultants

info@spconsultant.example

shahidpervaiz.net

ISSUE

November 2026

NCR / Quality Control Report

Sample Project · Urban City · Report date 31/10/2026

TOTAL NCRS	OPEN	OVERDUE	CLOSED	CLOSURE RATE
8	2	2	4	50%

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	4 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 NCR & Quality Control Report sets out the position at 4 November 2026 and has been prepared by SP Consultant in joint venture with USF Consultants.

NCR Breakdown

BY STATUS

Open	2
Overdue	2
Closed	4

BY CATEGORY

Material	2
Workmanship	5
Safety	1

NCR Details

NCR NCR-001 MAJOR WORKMANSHIP CLOSED

DESCRIPTION OF NON-CONFORMANCE

Embankment layer placed 350 mm thick against 200 mm maximum (Ch 0+400 - 0+900).

RAISED BY	DATE RAISED	RESPONSIBLE PARTY
I. Inspector	12/08/2026	Main Contractor LLC

CORRECTIVE ACTION

Remove and re-place in two layers; retest density.

TARGET CLOSURE	ACTUAL CLOSURE	SCANNED COPY
16/08/2026	15/08/2026	—

NCR NCR-002 MAJOR WORKMANSHIP CLOSED

DESCRIPTION OF NON-CONFORMANCE

Storm drain pipe bedding not to the drawing (no granular bedding) (Ch 0+800).

RAISED BY	DATE RAISED	RESPONSIBLE PARTY
I. Inspector	03/09/2026	Main Contractor LLC

CORRECTIVE ACTION

Lift pipes, place granular bedding, relay and inspect.

TARGET CLOSURE	ACTUAL CLOSURE	SCANNED COPY
08/09/2026	07/09/2026	—

NCR NCR-003 MAJOR MATERIAL OVERDUE

DESCRIPTION OF NON-CONFORMANCE

Concrete cylinders 21 MPa against 25 MPa specified (Inlet IN-047).

RAISED BY	DATE RAISED	RESPONSIBLE PARTY
J. Materials	22/09/2026	Main Contractor LLC

CORRECTIVE ACTION

Core tests; structural check; replace if cores fail.

TARGET CLOSURE	ACTUAL CLOSURE	SCANNED COPY
06/10/2026	—	—

NCR NCR-004 MINOR MATERIAL CLOSED

DESCRIPTION OF NON-CONFORMANCE

Aggregate base gradation outside the specified envelope (Ch 1+200 - 1+600).

RAISED BY	DATE RAISED	RESPONSIBLE PARTY
J. Materials	09/10/2026	Main Contractor LLC

CORRECTIVE ACTION

Reject stockpile; re-screen; retest before placing.

TARGET CLOSURE	ACTUAL CLOSURE	SCANNED COPY
13/10/2026	12/10/2026	—

NCR NCR-005 MAJOR WORKMANSHIP OVERDUE

DESCRIPTION OF NON-CONFORMANCE

Asphalt binder laid at 118 °C, below the 130 °C minimum (Ch 2+100 - 2+350).

RAISED BY	DATE RAISED	RESPONSIBLE PARTY
J. Materials	24/10/2026	Main Contractor LLC

CORRECTIVE ACTION

Cores for density; mill and replace areas that fail.

TARGET CLOSURE	ACTUAL CLOSURE	SCANNED COPY
03/11/2026	—	—

NCR NCR-006 MINOR WORKMANSHIP OPEN

DESCRIPTION OF NON-CONFORMANCE

Kerb alignment out by up to 25 mm (Ch 2+600 - 2+700).

RAISED BY	DATE RAISED	RESPONSIBLE PARTY
I. Inspector	27/10/2026	Main Contractor LLC

CORRECTIVE ACTION

Remove and reset the kerb on line.

TARGET CLOSURE	ACTUAL CLOSURE	SCANNED COPY
05/11/2026	—	—

NCR NCR-007 MAJOR SAFETY CLOSED

DESCRIPTION OF NON-CONFORMANCE

Traffic barriers and night lights missing at the diversion (Site entrance Ch 0+000).

RAISED BY	DATE RAISED	RESPONSIBLE PARTY
H. Safety	20/08/2026	Main Contractor LLC

CORRECTIVE ACTION

Install barriers and lights; daily check by the site agent.

TARGET CLOSURE	ACTUAL CLOSURE	SCANNED COPY
21/08/2026	21/08/2026	—

NCR NCR-008 MINOR WORKMANSHIP OPEN

DESCRIPTION OF NON-CONFORMANCE

Manhole covers set 15-20 mm above the binder course level (Manholes MH-31 to MH-36).

RAISED BY	DATE RAISED	RESPONSIBLE PARTY
I. Inspector	29/10/2026	Main Contractor LLC

CORRECTIVE ACTION

Reset covers to final level before the surface course.

TARGET CLOSURE	ACTUAL CLOSURE	SCANNED COPY
15/11/2026	—	—

ANNEXURE K

Submittal Approval Report

Source: Submittal Approval Tracker
Referred to in 6.4 Non-conformance and Submittals

Submittal Approval Report

Drawings, materials and documents
from submission to approval.



Sample Project

Client: Urban City

PREPARED & SUBMITTED BY

SP Consultant
in Joint Venture with USF Consultants
info@spconsultant.example
shahidpervaiz.net

ISSUE

November 2026

Submittal Approval Report

Sample Project · Urban City · CW-2026-031 · Data date 31/10/2026 · Prepared by C. Supervisor

TOTAL SUBMITTALS	APPROVED (A + B)	UNDER REVIEW	REVISE & RESUBMIT	REJECTED
13	10	2	1	0

OVERDUE REVIEW	CONTRACTOR	CONSULTANT	REVIEW PERIOD
1	Main Contractor LLC	SP Consultant	14 days

PROJECT INTRODUCTION

PROJECT NO.	001	PROJECT	Sample Project
CLIENT	Urban City	LOCATION	Sample City
CONTRACT NO.	CW-2026-031	CONSULTANT	SP Consultant in joint venture with USF Consultants
START DATE	29 June 2026	COMPLETION DATE	25 November 2026
REPORT DATE	4 November 2026	STATUS DATE	31 October 2026

Sample Project is being carried out for Urban City at Sample City under contract CW-2026-031. It started on 29 June 2026 and is due for completion on 25 November 2026. This Submittal Approval Report sets out the position at 4 November 2026 and has been prepared by SP Consultant in joint venture with USF Consultants.

Submittal Breakdown

BY REVIEW CODE

Under Review	2
Code A — Approved	8
Code B — Approved as Noted	2
Code C — Revise & Resubmit	1

BY DISCIPLINE

Roads & Infrastructure	6
Civil	3
HSE	1
Electrical	3

Submittal Details

SUB-001 CODE A — APPROVED ROADS & INFRASTRUCTURE

DESCRIPTION

Construction programme (baseline)

TYPE / REV	SUBMITTED / RETURNED	TURNAROUND / STATUS
Technical Data · Rev B	18/07/2026 → 24/07/2026	6 days · Returned in 6 days

SCANNED COPY

—

REVIEWER

B. Engineer

REMARKS

Approved

SUB-002 CODE A — APPROVED CIVIL

DESCRIPTION

Quality assurance and quality control plan

TYPE / REV	SUBMITTED / RETURNED	TURNAROUND / STATUS
ITP / QC Plan · Rev A	18/07/2026 → 25/07/2026	7 days · Returned in 7 days

SCANNED COPY

—

REVIEWER

J. Materials

REMARKS

Approved

SUB-003 CODE B — APPROVED AS NOTED HSE

DESCRIPTION

Health, safety and environmental plan

TYPE / REV	SUBMITTED / RETURNED	TURNAROUND / STATUS
ITP / QC Plan · Rev A	18/07/2026 → 23/07/2026	5 days · Returned in 5 days

SCANNED COPY

—

REVIEWER

H. Safety

REMARKS

Approved as noted: comments to be shown on the next revision

SUB-004 CODE B — APPROVED AS NOTED ROADS & INFRASTRUCTURE

DESCRIPTION

Traffic management plan, stages 1 to 3

TYPE / REV	SUBMITTED / RETURNED	TURNAROUND / STATUS
ITP / QC Plan · Rev B	20/07/2026 → 27/07/2026	7 days · Returned in 7 days

SCANNED COPY

—

REVIEWER

B. Engineer

REMARKS

Approved as noted: comments to be shown on the next revision

SUB-005 CODE A — APPROVED ROADS & INFRASTRUCTURE

DESCRIPTION

Method statement: earthwork and embankment

TYPE / REV	SUBMITTED / RETURNED	TURNAROUND / STATUS
Method Statement · Rev A	28/07/2026 → 03/08/2026	6 days · Returned in 6 days

SCANNED COPY

—

REVIEWER

B. Engineer

REMARKS

Approved

SUB-006 CODE A — APPROVED CIVIL

DESCRIPTION

Material: RCC storm drain pipes 600-1200 mm

TYPE / REV	SUBMITTED / RETURNED	TURNAROUND / STATUS
Material Submittal · Rev A	05/08/2026 → 11/08/2026	6 days · Returned in 6 days

SCANNED COPY

—

REVIEWER

J. Materials

REMARKS

Approved

SUB-007 CODE A — APPROVED CIVIL

DESCRIPTION

Concrete mix design C25 for inlets and manholes

TYPE / REV	SUBMITTED / RETURNED	TURNAROUND / STATUS
Material Submittal · Rev B	10/08/2026 → 17/08/2026	7 days · Returned in 7 days

SCANNED COPY

—

REVIEWER

J. Materials

REMARKS

Approved

SUB-008 CODE A — APPROVED ROADS & INFRASTRUCTURE

DESCRIPTION

Aggregate base course source and gradation

TYPE / REV	SUBMITTED / RETURNED	TURNAROUND / STATUS
Material Submittal · Rev A	01/09/2026 → 08/09/2026	7 days · Returned in 7 days

SCANNED COPY

—

REVIEWER

B. Engineer

REMARKS

Approved

SUB-009 CODE A — APPROVED ROADS & INFRASTRUCTURE

DESCRIPTION

Asphalt binder course job mix formula

TYPE / REV	SUBMITTED / RETURNED	TURNAROUND / STATUS
Material Submittal · Rev B	20/09/2026 → 02/10/2026	12 days · Returned in 12 days

SCANNED COPY

—

REVIEWER

B. Engineer

REMARKS

Approved

SUB-010 UNDER REVIEW ROADS & INFRASTRUCTURE

DESCRIPTION

Asphalt surface course job mix formula

TYPE / REV	SUBMITTED / RETURNED	TURNAROUND / STATUS
Material Submittal · Rev A	15/10/2026	— · 10 days overdue

SCANNED COPY

—

REVIEWER

B. Engineer

REMARKS

Under review by the Resident Engineer

SUB-011 CODE A — APPROVED ELECTRICAL

DESCRIPTION

Traffic signal controllers and poles (technical data)

TYPE / REV	SUBMITTED / RETURNED	TURNAROUND / STATUS
Material Submittal · Rev A	15/08/2026 → 26/08/2026	11 days · Returned in 11 days

SCANNED COPY

—

REVIEWER

T. Traffic

REMARKS

Approved

SUB-012 CODE C — REVISE & RESUBMIT ELECTRICAL

DESCRIPTION

Shop drawings: signal pole foundations

TYPE / REV	SUBMITTED / RETURNED	TURNAROUND / STATUS
Shop Drawing · Rev A	10/10/2026 → 21/10/2026	11 days · Returned in 11 days

SCANNED COPY

—

REVIEWER

T. Traffic

REMARKS

Foundation depth to be revised for rock (see RFI-004)

SUB-013 UNDER REVIEW ELECTRICAL

DESCRIPTION

LED street light poles and luminaires

TYPE / REV	SUBMITTED / RETURNED	TURNAROUND / STATUS
Material Submittal · Rev A	26/10/2026	— · 1 day left

SCANNED COPY

—

REVIEWER

T. Traffic

REMARKS

Under review by the Resident Engineer

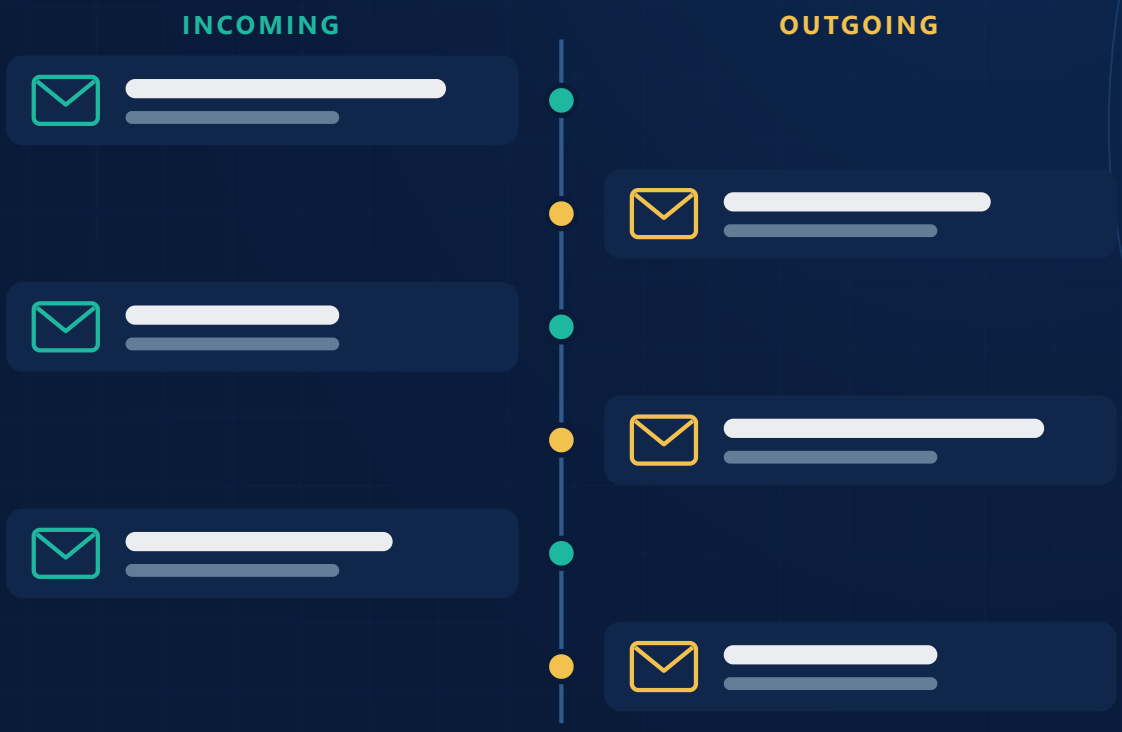
ANNEXURE L

Correspondence Log Report

Source: Project Correspondence Register
Referred to in 7.4 Correspondence and Technical Queries

Correspondence Log Report

A complete record of every letter in and out, with references, dates and replies.



Sample Project

Client: Urban City

PREPARED & SUBMITTED BY

SP Consultant

in Joint Venture with USF Consultants

info@spconsultant.example

shahidpervaiz.net

ISSUE

November 2026

Project Correspondence Report

Sample Project · Urban City · Report date 31/10/2026 · Prepared by K. Controller

TOTAL CORRESPONDENCE	INCOMING	OUTGOING	PENDING	OVERDUE
12	6	6	1	1

CLOSURE RATE
42%

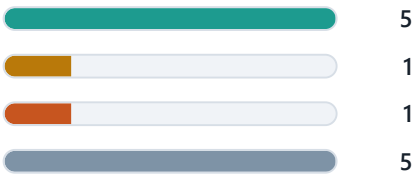
PROJECT INTRODUCTION

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	4 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 Correspondence Log Report sets out the position at 4 November 2026 and has been prepared by SP Consultant in joint venture with USF Consultants.

Correspondence Breakdown

BY STATUS



BY DIRECTION



Correspondence Details

SPC-UC-001 OUTGOING N/A

SUBJECT

Notice of mobilization and kickoff meeting

FROM	TO	DATE
SP Consultant	Urban City	18/11/2025

REMARKS

Letter

RESPONSE DUE	RESPONSE DATE	SCANNED COPY
—	—	—

UC-SPC-004 INCOMING CLOSED

SUBJECT
Comments on the 30% preliminary design

FROM	TO	DATE
Urban City	SP Consultant	20/01/2026

REMARKS
Letter

RESPONSE DUE	RESPONSE DATE	SCANNED COPY
30/01/2026	28/01/2026	—

EPA-SPC-002 INCOMING CLOSED

SUBJECT
Request for a revised drainage outfall assessment

FROM	TO	DATE
Environmental Protection Agency	SP Consultant	25/03/2026

REMARKS
Letter

RESPONSE DUE	RESPONSE DATE	SCANNED COPY
08/04/2026	06/04/2026	—

SPC-UC-019 OUTGOING N/A

SUBJECT
Notice of delay: environmental permit review extended

FROM	TO	DATE
SP Consultant	Urban City	26/03/2026

REMARKS
Notice

RESPONSE DUE	RESPONSE DATE	SCANNED COPY
—	—	—

SPC-UC-031 OUTGOING CLOSED

SUBJECT
Submission of tender documents and engineer's estimate

FROM	TO	DATE
SP Consultant	Urban City	04/06/2026

REMARKS
Transmittal

RESPONSE DUE	RESPONSE DATE	SCANNED COPY
18/06/2026	15/06/2026	—

UC-MC-001 OUTGOING N/A

SUBJECT
Letter of acceptance and notice to proceed

FROM	TO	DATE
Urban City	Main Contractor LLC	10/07/2026

REMARKS
Letter

RESPONSE DUE	RESPONSE DATE	SCANNED COPY
—	—	—

MC-SPC-007 INCOMING CLOSED

SUBJECT
Notice of delay: unmarked water main at Ch 1+450

FROM	TO	DATE
Main Contractor LLC	SP Consultant	09/09/2026

REMARKS
Notice

RESPONSE DUE	RESPONSE DATE	SCANNED COPY
23/09/2026	18/09/2026	—

MC-SPC-011 INCOMING OVERDUE

SUBJECT
EOT claim: heavy rain on 15-16 September

FROM	TO	DATE
Main Contractor LLC	SP Consultant	28/09/2026

REMARKS
Claim

RESPONSE DUE	RESPONSE DATE	SCANNED COPY
12/10/2026	—	—

SPC-MC-024 OUTGOING N/A

SUBJECT
Site instruction: retesting of aggregate base stockpile

FROM	TO	DATE
SP Consultant	Main Contractor LLC	09/10/2026

REMARKS
Instruction

RESPONSE DUE	RESPONSE DATE	SCANNED COPY
—	—	—

MC-SPC-014 INCOMING PENDING

SUBJECT

Claim for prolongation costs (water main delay)

FROM	TO	DATE
Main Contractor LLC	SP Consultant	12/10/2026

REMARKS

Claim

RESPONSE DUE	RESPONSE DATE	SCANNED COPY
11/11/2026	—	—

UC-SPC-022 INCOMING CLOSED

SUBJECT

Request to price smart LED street light controllers

FROM	TO	DATE
Urban City	SP Consultant	15/10/2026

REMARKS

Letter

RESPONSE DUE	RESPONSE DATE	SCANNED COPY
29/10/2026	27/10/2026	—

SPC-UC-047 OUTGOING N/A

SUBJECT

Monthly progress report No. 4 (October 2026)

FROM	TO	DATE
SP Consultant	Urban City	30/10/2026

REMARKS

Report

RESPONSE DUE	RESPONSE DATE	SCANNED COPY
—	—	—

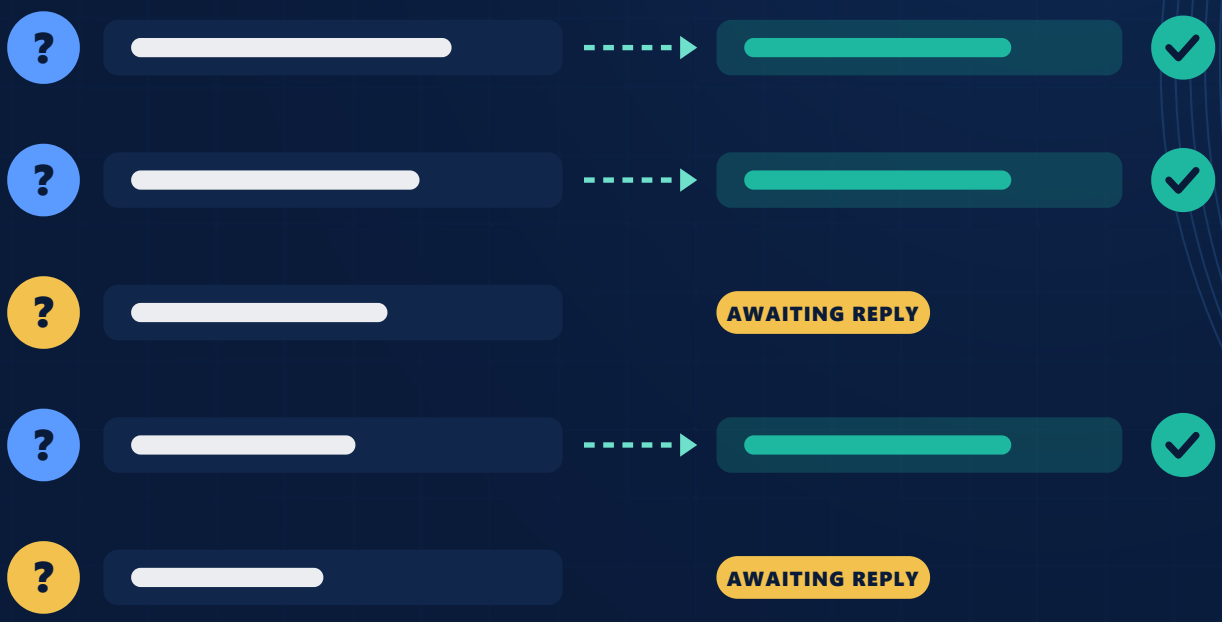
ANNEXURE M

RFI Log Report

Source: RFI / Technical Query Tracker
Referred to in 7.4 Correspondence and Technical Queries

RFI Log Report

Technical queries raised, answered and closed without holding up the work.



Sample Project

Client: Urban City

PREPARED & SUBMITTED BY

SP Consultant

in Joint Venture with USF Consultants

info@spconsultant.example

shahidpervaiz.net

ISSUE

November 2026

RFI / Technical Query Report

Sample Project · Urban City · Report date 31/10/2026 · Prepared by K. Controller

TOTAL RFIS	PENDING	OVERDUE	CLOSED	HIGH/CRITICAL OPEN
8	2	3	3	2

CLOSURE RATE
38%

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	4 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 RFI Log Report sets out the position at 4 November 2026 and has been prepared by SP Consultant in joint venture with USF Consultants.

RFI Breakdown

BY STATUS

Closed	3
Pending	2
Overdue	3

BY PRIORITY

Medium	4
Critical	1
High	2
Low	1

RFI Details

RFI-001 MEDIUM CLOSED CIVIL

SUBJECT / QUERY

Borrow pit approval: Can borrow pit BP-2 be used for embankment fill?

RAISED BY	ASSIGNED TO	DATE RAISED
Main Contractor LLC	SP Consultant	30/07/2026

REMARKS / RESPONSE

Yes, subject to CBR tests every 2,000 m3

RESPONSE DUE	RESPONSE DATE	SCANNED COPY
04/08/2026	03/08/2026	—

RFI-002 MEDIUM CLOSED CIVIL

SUBJECT / QUERY

Pipe class at road crossings: Which pipe class applies under the main carriageway crossings?

RAISED BY	ASSIGNED TO	DATE RAISED
Main Contractor LLC	SP Consultant	28/08/2026

REMARKS / RESPONSE

Class III throughout, Class IV at the four main crossings

RESPONSE DUE	RESPONSE DATE	SCANNED COPY
02/09/2026	01/09/2026	—

RFI-003 CRITICAL CLOSED CIVIL

SUBJECT / QUERY

Water main conflict at Ch 1+450: Confirm the revised drainage route around the water main

RAISED BY	ASSIGNED TO	DATE RAISED
Main Contractor LLC	SP Consultant	10/09/2026

REMARKS / RESPONSE

Revised route on drawing DR-114 rev C

RESPONSE DUE	RESPONSE DATE	SCANNED COPY
14/09/2026	13/09/2026	—

RFI-004 HIGH OVERDUE ELECTRICAL

SUBJECT / QUERY

Signal pole foundation depth: Foundation depth where rock is found above the design level?

RAISED BY	ASSIGNED TO	DATE RAISED
Main Contractor LLC	SP Consultant	05/10/2026

REMARKS / RESPONSE

— not yet recorded —

RESPONSE DUE	RESPONSE DATE	SCANNED COPY
12/10/2026	—	—

RFI-005 MEDIUM OVERDUE CIVIL

SUBJECT / QUERY

Kerb type at bus bays: Which kerb type is used at the proposed bus bays (VO-03)?

RAISED BY	ASSIGNED TO	DATE RAISED
Main Contractor LLC	SP Consultant	14/10/2026

REMARKS / RESPONSE

— not yet recorded —

RESPONSE DUE	RESPONSE DATE	SCANNED COPY
21/10/2026	—	—

RFI-006 MEDIUM OVERDUE CIVIL

SUBJECT / QUERY

Surface course joint layout: Can the longitudinal joint sit on the lane line instead of mid-lane?

RAISED BY	ASSIGNED TO	DATE RAISED
Main Contractor LLC	SP Consultant	20/10/2026

REMARKS / RESPONSE

— not yet recorded —

RESPONSE DUE	RESPONSE DATE	SCANNED COPY
27/10/2026	—	—

RFI-007 HIGH PENDING ELECTRICAL

SUBJECT / QUERY

Street light power connection: Confirm the electricity supply points for the new street lights

RAISED BY	ASSIGNED TO	DATE RAISED
SP Consultant	Urban City	26/10/2026

REMARKS / RESPONSE

— not yet recorded —

RESPONSE DUE	RESPONSE DATE	SCANNED COPY
09/11/2026	—	—

RFI-008 LOW PENDING CIVIL

SUBJECT / QUERY

Footpath finish at shop fronts: Is the footpath finish at shop fronts broom or exposed aggregate?

RAISED BY	ASSIGNED TO	DATE RAISED
Main Contractor LLC	SP Consultant	28/10/2026

REMARKS / RESPONSE

— not yet recorded —

RESPONSE DUE	RESPONSE DATE	SCANNED COPY
04/11/2026	—	—

ANNEXURE N

Risk Register Report

Source: Risk Register and Risk Matrix Template
Referred to in 9.1 Risk Register

Current risk register and matrix.

Risk Register Report

Identifying, scoring and treating project risks before they become problems.



Sample Project

Client: Urban City

PREPARED & SUBMITTED BY

SP Consultant

in Joint Venture with USF Consultants
info@spconsultant.example
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ISSUE

November 2026

Sample Project

Client — Urban City

ASSESSMENT DATE	REPORT SCOPE	RISKS REPORTED	EXTREME + HIGH
31/10/2026	All phases	12 of 12	7
REVISION	GENERATED		
A	04/11/2026 17:49		

1. EXECUTIVE SUMMARY

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 Risk Register Report sets out the position at 4 November 2026 and has been prepared by SP Consultant in joint venture with USF Consultants.

This report covers **12** risks recorded against **Sample Project** for Urban City, assessed on 31/10/2026 and reported across all phases.

7 risks (58% of the register) sit in the Extreme or High bands and carry the bulk of the exposure; the mean risk score is 10.3 out of 25 and the highest single score is 16.

The largest concentration is in **Land & Utilities** (3 risks), split 4 design and 8 construction.

8 risks remain Open with mitigation not yet under way, 0 are being monitored and 4 are mitigated or closed.

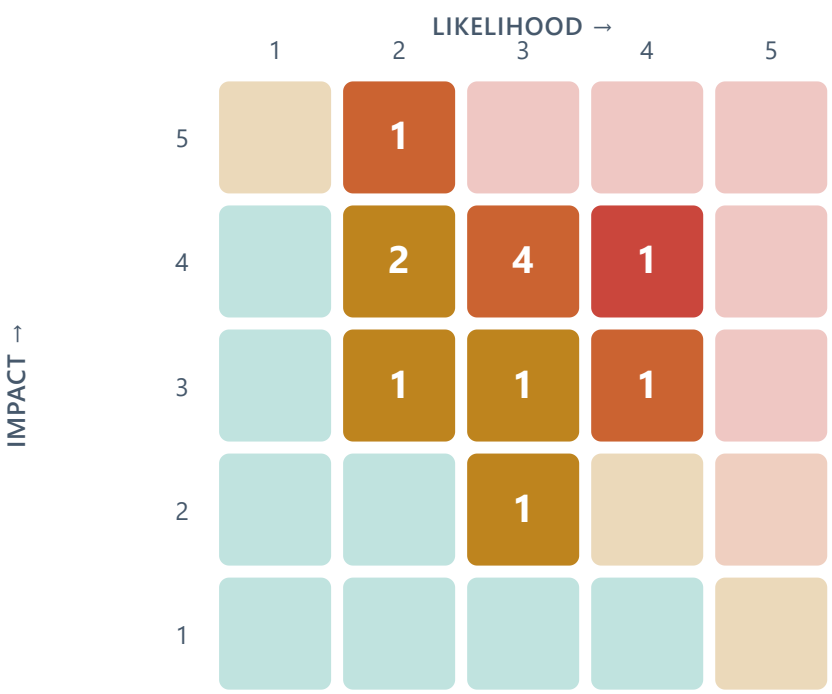
PROJECT NO.	001	PROJECT	Sample Project
CLIENT	Urban City	LOCATION	Sample City
CONTRACT NO.	C-2026-014	CONSULTANT	SP Consultant in joint venture with USF Consultants
START DATE	17 November 2025	COMPLETION DATE	22 January 2027
REPORT DATE	4 November 2026	STATUS DATE	31 October 2026

2. RISK PROFILE

TOTAL RISKS **12**	EXTREME (15–25) **1**
HIGH (10–14) **6**	MEDIUM (5–9) **5**
LOW (1–4) **0**	OPEN **8**
MEAN SCORE **10.3**	HIGHEST SCORE **16**

Scores are Likelihood × Impact on a 1–5 scale, banded 1–4 Low, 5–9 Medium, 10–14 High and 15–25 Extreme.

3. 5×5 LIKELIHOOD AND IMPACT MATRIX



Each cell shows how many reported risks carry that likelihood and impact pair.

4. PRIORITY RISKS REQUIRING ACTION

Extreme and High risks that are not yet closed, ranked by score. These should be reviewed at every progress meeting until the score drops or the risk passes.

#	RISK	PHASE · CATEGORY	SCORE	LEVEL	MITIGATION / RESPONSE	OWNER	STATUS
1	Unmarked underground utilities found during excavation and drainage works	Construction · Land & Utilities	16	Extreme	Trial pits ahead of the works; utility owners on call; SUE data on drawings	C. Supervisor	Open
2	Low winter temperatures stop asphalt surface course laying in December	Construction · Weather/Climate	12	High	Lay surface course in November; temperature check before each pour	C. Supervisor	Open
3	Traffic signal controllers delivered late (imported, long lead)	Construction · Schedule	12	High	Order approved in August; weekly tracking of shipment; temporary signals ready	R. Builder	Open
4	Traffic accidents inside the work zones on the live road	Construction · Safety (HSE)	10	High	Approved traffic management plan; barriers and lighting; daily inspection	H. Safety	Open

5. BREAKDOWN

CATEGORY

CATEGORY	RISKS	SHARE
Land & Utilities	3	25%
Cost/Commercial	2	17%
Design & Technical	1	8%
Quality	1	8%
Safety (HSE)	1	8%
Schedule	1	8%
Stakeholder/Approval	1	8%
Traffic & Public	1	8%
Weather/Climate	1	8%

STATUS

STATUS	RISKS	SHARE
Open	8	67%
Closed	4	33%

OWNER

OWNER	RISKS	SHARE
A. Project Manager	2	17%
C. Supervisor	2	17%
E. Client	2	17%
B. Engineer	1	8%
H. Safety	1	8%
J. Materials	1	8%
L. Environment	1	8%
Q. Surveyor	1	8%
R. Builder	1	8%

PHASE

PHASE	RISKS	SHARE
Construction	8	67%

Design	4	33%

6. FULL RISK REGISTER

#	PHASE	RISK DESCRIPTION	CATEGORY	L	I	SCORE	LEVEL	MITIGATION / RESPONSE	OWNER	STATUS
1	Construction	Unmarked underground utilities found during excavation and drainage works	Land & Utilities	4	4	16	Extreme	Trial pits ahead of the works; utility owners on call; SUE data on drawings	C. Supervisor	Open
2	Design	Environmental permit approval takes longer than planned	Stakeholder/Approval	4	3	12	High	Early meetings with the agency; complete outfall assessment with the application	L. Environment	Closed
3	Design	Land owners dispute the compensation award and delay land acquisition	Land & Utilities	3	4	12	High	Land Acquisition Collector engaged early; fair-value survey; alternative alignment at Ch 3+850	E. Client	Closed
4	Construction	Low winter temperatures stop asphalt surface course laying in December	Weather/Climate	3	4	12	High	Lay surface course in November; temperature check before each pour	C. Supervisor	Open
5	Construction	Traffic signal controllers delivered late (imported, long lead)	Schedule	3	4	12	High	Order approved in August; weekly tracking of shipment; temporary signals ready	R. Builder	Open
6	Design	Utility relocations by others not finished before construction starts	Land & Utilities	3	4	12	High	Weekly utility coordination meetings; relocation completion before NTP	A. Project Manager	Closed
7	Construction	Traffic accidents inside the work zones on the live road	Safety (HSE)	2	5	10	High	Approved traffic management plan; barriers and lighting; daily inspection	H. Safety	Open
8	Construction	Bitumen price rise above the price adjustment allowance	Cost/Commercial	3	3	9	Medium	Price adjustment clause; early bulk purchase by the contractor	Q. Surveyor	Open
9	Construction	Late payment of IPCs slows the contractor	Cost/Commercial	2	4	8	Medium	IPCs certified within 7 days; client funding plan from the S-curve	E. Client	Open
10	Design	Errors in drainage invert levels found during construction	Design & Technical	2	4	8	Medium	Independent check of drainage design at 90%; survey of existing outfalls	B. Engineer	Closed
11	Construction	Aggregate from the approved quarry fails gradation or strength tests	Quality	2	3	6	Medium	Source approval tests; stockpile testing every 1,000 m3	J. Materials	Open

12	Construction	Complaints from shops about access during the works	Traffic & Public	3	2	6	Medium	Phased works; temporary access ramps; public notices	A. Project Manager	Open

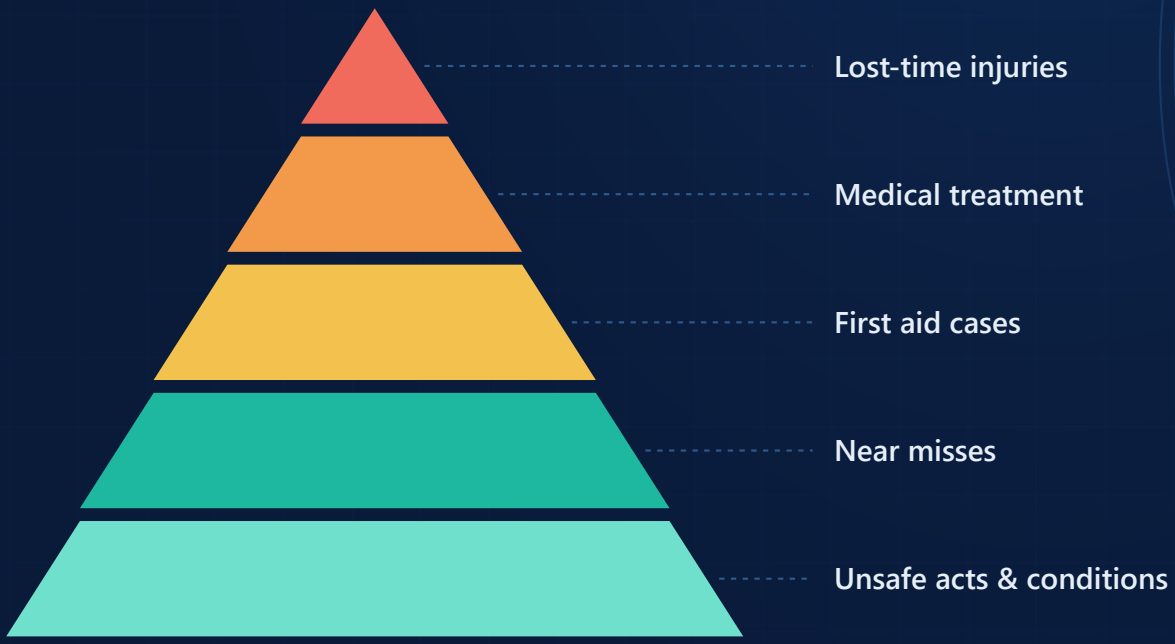
ANNEXURE O

Safety & HSE Report

Source: Safety / HSE Dashboard
Referred to in 9.3 Safety Dashboard and Permits

Safety & HSE Report

Every hazard reported, every incident investigated, everyone home safe.



Sample Project

Client: Urban City

PREPARED & SUBMITTED BY

SP Consultant

in Joint Venture with USF Consultants

info@spconsultant.example

shahidpervaiz.net

ISSUE

November 2026

Safety / HSE Report

Sample Project · Urban City · Report date 04/11/2026 · Prepared by H. Safety

TOTAL EVENTS	INCIDENTS	NEAR MISSES	LOST TIME INJURIES	INSPECTIONS
11	2	3	1	1

TOOLBOX TALKS	OPEN CORRECTIVE ACTIONS	LTIFR (PER 1M MAN-HRS)
1	1	6.42

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	4 November 2026	STATUS DATE	4 November 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 Safety & HSE Report sets out the position at 4 November 2026 and has been prepared by SP Consultant in joint venture with USF Consultants.

HSE Breakdown

BY CATEGORY

Incident	2
Near Miss	3
Lost Time Injury (LTI)	1
Inspection	1
Observation	3
Toolbox Talk	1

CORRECTIVE ACTIONS BY STATUS

Closed	5
Overdue	1

HSE Event Details

Event 1 NEAR MISS LOW CLOSED

DESCRIPTION

Excavator swung close to a worker without a banksman

LOCATION	PERSON INVOLVED	DATE / DAYS LOST
Ch 0+300	Main Contractor LLC crew	29/07/2026

SCANNED COPY

—

REMARKS

HSE-001

Event 2 INCIDENT LOW CLOSED

DESCRIPTION

Worker cut hand on reinforcement bar

LOCATION	PERSON INVOLVED	DATE / DAYS LOST
Ch 0+900	Main Contractor LLC crew	14/08/2026

SCANNED COPY

—

REMARKS

HSE-002

Event 3 OBSERVATION MEDIUM CLOSED

DESCRIPTION

Traffic barriers and night lights missing at the diversion

LOCATION	PERSON INVOLVED	DATE / DAYS LOST
Site entrance Ch 0+000	Main Contractor LLC crew	20/08/2026

SCANNED COPY

—

REMARKS

HSE-003

Event 4 NEAR MISS HIGH CLOSED

DESCRIPTION

Excavator struck an unmarked water main; area evacuated, no injury

LOCATION	PERSON INVOLVED	DATE / DAYS LOST
Ch 1+450	Main Contractor LLC crew	08/09/2026

SCANNED COPY

—

REMARKS

HSE-004

Event 5 INCIDENT MEDIUM CLOSED

DESCRIPTION

Worker slipped into a drainage trench after rain; ankle sprain

LOCATION	PERSON INVOLVED	DATE / DAYS LOST
Ch 1+800	Main Contractor LLC crew	17/09/2026

SCANNED COPY

—

REMARKS

HSE-005

Event 6 OBSERVATION LOW CLOSED

DESCRIPTION

Roller operator without seat belt

LOCATION	PERSON INVOLVED	DATE / DAYS LOST
Ch 2+200	Main Contractor LLC crew	03/10/2026

SCANNED COPY

—

REMARKS

HSE-006

Event 7 TOOLBOX TALK N/A CLOSED

DESCRIPTION

Working next to live traffic and reversing vehicles

LOCATION	PERSON INVOLVED	DATE / DAYS LOST
Site-wide	All crew	05/10/2026

SCANNED COPY

—

REMARKS

HSE-010

Event 8 LOST TIME INJURY (LTI) HIGH CLOSED

DESCRIPTION

Burn to the forearm from hot asphalt during paver cleaning

LOCATION	PERSON INVOLVED	DATE / DAYS LOST
Asphalt paver, Ch 2+050	Main Contractor LLC crew	16/10/2026 · 3 day(s)

SCANNED COPY

—

REMARKS

HSE-007

Event 9 INSPECTION N/A CLOSED

DESCRIPTION

Monthly HSE inspection of the traffic management and plant

LOCATION	PERSON INVOLVED	DATE / DAYS LOST
Ch 0+000 - 3+000	All crew	20/10/2026

SCANNED COPY

—

REMARKS

HSE-011

Event 10 NEAR MISS HIGH UNDER INVESTIGATION

DESCRIPTION

Car entered the work zone at night through a gap in the barriers

LOCATION	PERSON INVOLVED	DATE / DAYS LOST
Ch 2+600	Main Contractor LLC crew	24/10/2026

SCANNED COPY

—

REMARKS

HSE-008

Event 11 OBSERVATION MEDIUM OPEN

DESCRIPTION

Dust above the permit limit during a dry, windy day

LOCATION	PERSON INVOLVED	DATE / DAYS LOST
Asphalt plant	Main Contractor LLC crew	28/10/2026

SCANNED COPY

—

REMARKS

HSE-009

Corrective Action Details

CA-001 CLOSED LINKED TO EVENT 1

ACTION DESCRIPTION

Banksman for every excavator working near people

RESPONSIBLE	TARGET DATE	COMPLETION DATE
S. Agent	30/07/2026	30/07/2026

REMARKS

Briefed at the toolbox talk

CA-002 CLOSED LINKED TO EVENT 4

ACTION DESCRIPTION

Trial pits before excavating within 3 m of any service

RESPONSIBLE	TARGET DATE	COMPLETION DATE
S. Agent	10/09/2026	10/09/2026

REMARKS

Added to the excavation permit

CA-003 CLOSED LINKED TO EVENT 5

ACTION DESCRIPTION

Edge protection and ladders at every open trench

RESPONSIBLE	TARGET DATE	COMPLETION DATE
S. Agent	20/09/2026	19/09/2026

REMARKS

— not yet recorded —

CA-004 CLOSED LINKED TO EVENT 8

ACTION DESCRIPTION

Heat-resistant gloves and sleeves for the paver crew; cleaning procedure revised

RESPONSIBLE	TARGET DATE	COMPLETION DATE
R. Builder	20/10/2026	19/10/2026

REMARKS

Investigation report issued

CA-005 CLOSED LINKED TO EVENT 10

ACTION DESCRIPTION

Close barrier gaps; night inspection logged daily

RESPONSIBLE	TARGET DATE	COMPLETION DATE
S. Agent	25/10/2026	25/10/2026

REMARKS

See ACT-005

CA-006 OVERDUE LINKED TO EVENT 11

ACTION DESCRIPTION

Water sprinkling and dust screens at the asphalt plant

RESPONSIBLE	TARGET DATE	COMPLETION DATE
R. Builder	30/10/2026	—

REMARKS

Overdue: screens not installed

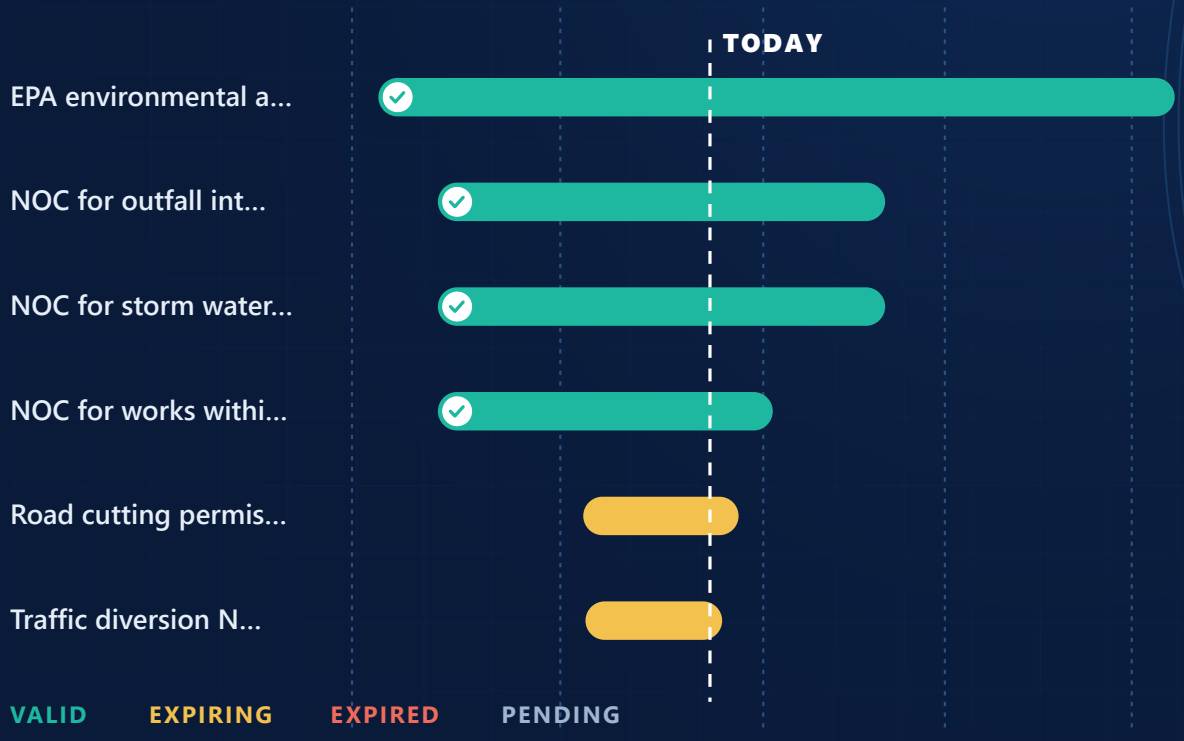
ANNEXURE P

Permits & NOC Report

Source: Permit & NOC Tracker
Referred to in 9.3 Safety Dashboard and Permits

Permits & NOC Report

Approvals and no-objection certificates in place and valid before the work starts.



Sample Project

Client: Urban City

PREPARED & SUBMITTED BY

SP Consultant

in Joint Venture with USF Consultants

info@spconsultant.example

shahidpervaiz.net

ISSUE

November 2026

Permit & NOC Compliance Report

Sample Project · Urban City · Report date 04/11/2026 · Prepared by K. Controller

TOTAL PERMITS/NOCS	APPROVED & VALID	PENDING / UNDER REVIEW	EXPIRING SOON
8	5	1	2

EXPIRED	REJECTED	OPEN REQUIREMENTS	COMPLIANCE RATE
0	0	4	63%

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	4 November 2026	STATUS DATE	4 November 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 Permits & NOC Report sets out the position at 4 November 2026 and has been prepared by SP Consultant in joint venture with USF Consultants.

Permit & NOC Breakdown

BY STATUS

Valid	5
Expiring Soon	2
Under Review	1

OUTSTANDING REQUIREMENTS BY STATUS

Open	3
Overdue	1
Closed	1

Permit & NOC Details

1. EPA environmental approval (IEE) VALID ENVIRONMENTAL CLEARANCE

ISSUING AUTHORITY
Environmental Protection Agency

RESPONSIBLE PARTY
Consultant

EXPIRY DATE
31/12/2027

SCANNED COPY
—

REMARKS
PM-01, issued 10/02/2026

2. NOC for outfall into irrigation drain

VALID | NOC (NO OBJECTION CERTIFICATE)

ISSUING AUTHORITY	RESPONSIBLE PARTY	EXPIRY DATE
Irrigation Department	Consultant	12/04/2027

SCANNED COPY

—

REMARKS

PM-02, issued 13/04/2026

3. NOC for storm water connection

VALID | NOC (NO OBJECTION CERTIFICATE)

ISSUING AUTHORITY	RESPONSIBLE PARTY	EXPIRY DATE
Water and Sanitation Agency (WASA)	Consultant	12/04/2027

SCANNED COPY

—

REMARKS

PM-03, issued 13/04/2026

4. NOC for works within the road reserve

VALID | NOC (NO OBJECTION CERTIFICATE)

ISSUING AUTHORITY	RESPONSIBLE PARTY	EXPIRY DATE
Development Authority	Consultant	31/12/2026

SCANNED COPY

—

REMARKS

PM-04, issued 02/04/2026

5. Road cutting permission

EXPIRING SOON | MUNICIPALITY APPROVAL

ISSUING AUTHORITY	RESPONSIBLE PARTY	EXPIRY DATE
Municipal Corporation	Contractor	30/11/2026

SCANNED COPY

—

REMARKS

PM-05, issued 20/07/2026

6. Traffic diversion NOC

EXPIRING SOON | NOC (NO OBJECTION CERTIFICATE)

ISSUING AUTHORITY	RESPONSIBLE PARTY	EXPIRY DATE
City Traffic Police	Contractor	15/11/2026

SCANNED COPY

—

REMARKS

PM-06, issued 22/07/2026

7. Asphalt plant operating permit

VALID | ENVIRONMENTAL CLEARANCE

ISSUING AUTHORITY	RESPONSIBLE PARTY	EXPIRY DATE
Environmental Protection Agency	Contractor	31/03/2027

SCANNED COPY

—

REMARKS

PM-07, issued 25/09/2026

8. Electricity connection for street lights

UNDER REVIEW | UTILITY CONNECTION PERMIT

ISSUING AUTHORITY	RESPONSIBLE PARTY	EXPIRY DATE
Electric Supply Company (DISCO)	Contractor	—

SCANNED COPY

—

REMARKS

PM-08, awaiting issue

Outstanding Requirement Details

REQ-001

OPEN | LINKED TO PERMIT 6

REQUIREMENT DESCRIPTION

Apply to extend the traffic diversion NOC beyond 15 November

RESPONSIBLE	TARGET DATE	COMPLETION DATE
S. Agent	08/11/2026	—

REMARKS

Application drafted

REQ-002 OPEN LINKED TO PERMIT 1

REQUIREMENT DESCRIPTION

Monthly environmental monitoring report to the EPA (October)

RESPONSIBLE	TARGET DATE	COMPLETION DATE
L. Environment	05/11/2026	—

REMARKS

Noise and dust readings compiled

REQ-003 OVERDUE LINKED TO PERMIT 7

REQUIREMENT DESCRIPTION

Water sprinkling and dust screens at the asphalt plant (after HSE-009)

RESPONSIBLE	TARGET DATE	COMPLETION DATE
R. Builder	30/10/2026	—

REMARKS

Overdue: screens not yet installed

REQ-004 CLOSED LINKED TO PERMIT 8

REQUIREMENT DESCRIPTION

Submit the load demand and single-line diagram to the DISCO

RESPONSIBLE	TARGET DATE	COMPLETION DATE
R. Builder	25/10/2026	24/10/2026

REMARKS

Submitted

REQ-005 OPEN LINKED TO PERMIT 5

REQUIREMENT DESCRIPTION

Extend the road cutting permission to the end of December

RESPONSIBLE	TARGET DATE	COMPLETION DATE
S. Agent	20/11/2026	—

REMARKS

— not yet recorded —

ANNEXURE Q

Contractor Performance Report

Source: Contractor Performance Evaluation Dashboard
Referred to in 10.2 Performance, Lessons and Closeout

Contractor Performance Report

A fair and consistent evaluation of quality, safety, programme and cost.



Sample Project

Client: Urban City

PREPARED & SUBMITTED BY

SP Consultant

in Joint Venture with USF Consultants

info@spconsultant.example

shahidpervaiz.net

ISSUE

November 2026

Contractor Performance Evaluation Report

Sample Project · Urban City · Report date 31/10/2026 · Evaluated by A. Project Manager

TOTAL EVALUATIONS	AVERAGE SCORE	EXCELLENT	GOOD	SATISFACTORY	POOR
5	79.7	1	1	3	0

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	4 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 Contractor Performance Report sets out the position at 4 November 2026 and has been prepared by SP Consultant in joint venture with USF Consultants.

Performance Breakdown

BY RATING

Satisfactory	3	
Good	1	
Excellent	1	

AVERAGE SCORE BY CONTRACTOR

Main Contractor LLC	74.3
City Signals (Pvt) Ltd	74.7
Geo Labs (Pvt) Ltd	85.2
Survey Co.	90

Evaluation Details

Main Contractor LLC

SATISFACTORY (73.8) · Q3 2026

SCHEDULE	COST	QUALITY
68	80	72
SAFETY	**RESOURCES**	**CONTRACTUAL**
75	70	78

REMARKS

Slow start on drainage; water main delay; two major NCRs closed

Main Contractor LLC

SATISFACTORY (74.7) | OCTOBER 2026

SCHEDULE	COST	QUALITY
74	82	70
SAFETY	**RESOURCES**	**CONTRACTUAL**
66	76	80

REMARKS

Paving output improved; lost-time injury on 16 Oct and asphalt temperature NCR

City Signals (Pvt) Ltd

SATISFACTORY (74.7) | OCTOBER 2026

SCHEDULE	COST	QUALITY
62	85	78
SAFETY	**RESOURCES**	**CONTRACTUAL**
88	60	75

REMARKS

Signals and lighting subcontractor: controller delivery at risk; pole foundation drawings returned

Geo Labs (Pvt) Ltd

GOOD (85.2) | Q3 2026

SCHEDULE	COST	QUALITY
85	88	82
SAFETY	**RESOURCES**	**CONTRACTUAL**
90	80	86

REMARKS

Materials testing laboratory: results within 48 hours

Survey Co.

EXCELLENT (90) | Q4 2025

SCHEDULE	COST	QUALITY
92	90	88
SAFETY	**RESOURCES**	**CONTRACTUAL**
95	85	90

REMARKS

Survey subconsultant: topographic survey delivered on time

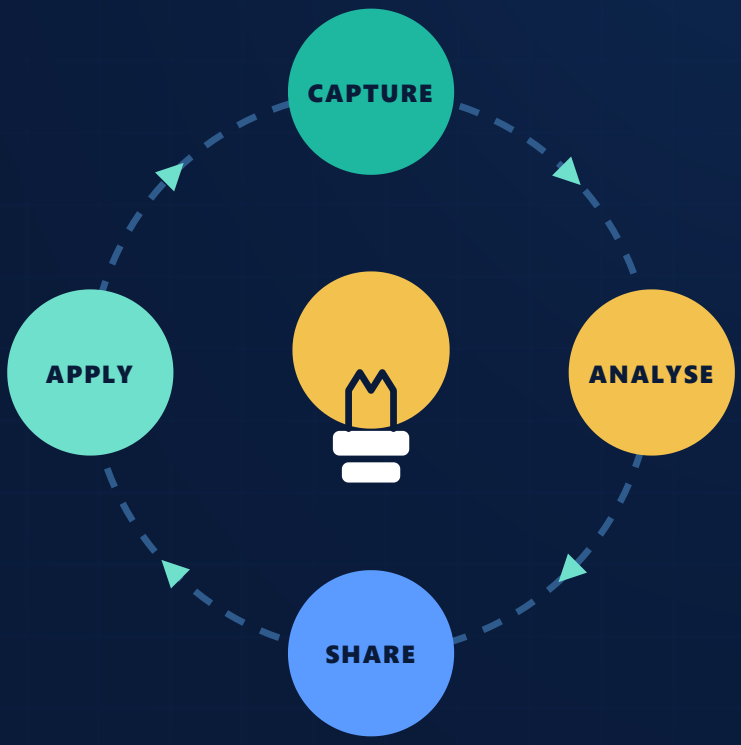
ANNEXURE R

Lessons Learned Report

Source: Lessons Learned Register
Referred to in 10.2 Performance, Lessons and Closeout

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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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 **04 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

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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

ANNEXURE S

Closeout & Handover Report

Source: Project Closeout & Handover Tracker
Referred to in 10.2 Performance, Lessons and Closeout

Closeout & Handover Report

Every item completed, tested, documented and handed over to the client.



Sample Project

Client: Urban City

PREPARED & SUBMITTED BY

SP Consultant

in Joint Venture with USF Consultants

info@spconsultant.example

shahidpervaiz.net

ISSUE

November 2026

Project Closeout & Handover Report

Sample Project · Urban City · Report date 04/11/2026 · Prepared by K. Controller

TOTAL ITEMS	APPROVED	IN PROGRESS / SUBMITTED	OVERDUE	REJECTED
12	0	4	0	0

COMPLETION RATE
0%

PROJECT INTRODUCTION

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CLIENT	Urban City	LOCATION	Sample City
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Closeout Breakdown

BY STATUS

Not Started	8
In Progress	4

BY CATEGORY

Punch List Item	1
Final Handover	2
As-Built Drawings	1
Certificate	1
O&M Manual	1
Warranty	1
Other	5

Closeout Item Details

1. Substantial completion inspection and punch list

NOT STARTED · PUNCH LIST ITEM

RESPONSIBLE PARTY
Consultant

TARGET DATE
24/12/2026

SUBMISSION DATE
—

SCANNED COPY
—

REMARKS
HO-01, C. Supervisor

2. Punch list corrective work complete

NOT STARTED | FINAL HANDOVER

RESPONSIBLE PARTY	TARGET DATE	SUBMISSION DATE
Contractor	08/01/2027	—

SCANNED COPY

—

REMARKS

HO-02, Main Contractor LLC

3. As-built drawings: roads, drainage, signals and lighting

IN PROGRESS

AS-BUILT DRAWINGS

RESPONSIBLE PARTY	TARGET DATE	SUBMISSION DATE
Contractor	23/01/2027	—

SCANNED COPY

—

REMARKS

HO-03, Main Contractor LLC

4. Final inspection and acceptance certificate

NOT STARTED | CERTIFICATE

RESPONSIBLE PARTY	TARGET DATE	SUBMISSION DATE
Client	24/01/2027	—

SCANNED COPY

—

REMARKS

HO-04, Urban City

5. Operation and maintenance manuals (signals, street lights)

IN PROGRESS

O&M MANUAL

RESPONSIBLE PARTY	TARGET DATE	SUBMISSION DATE
Contractor	08/02/2027	—

SCANNED COPY

—

REMARKS

HO-05, Main Contractor LLC

6. Warranties for signals, luminaires and pavement

NOT STARTED | WARRANTY

RESPONSIBLE PARTY	TARGET DATE	SUBMISSION DATE
Contractor	08/02/2027	—

SCANNED COPY

—

REMARKS

HO-06, Main Contractor LLC

7. Materials test records and quality dossier

IN PROGRESS | OTHER

RESPONSIBLE PARTY	TARGET DATE	SUBMISSION DATE
Consultant	15/01/2027	—

SCANNED COPY

—

REMARKS

HO-07, J. Materials

8. Final measurement and final payment certificate

NOT STARTED | OTHER

RESPONSIBLE PARTY	TARGET DATE	SUBMISSION DATE
Consultant	08/02/2027	—

SCANNED COPY

—

REMARKS

HO-08, Q. Surveyor

9. Release of performance bond and retention (first half)

NOT STARTED | OTHER

RESPONSIBLE PARTY	TARGET DATE	SUBMISSION DATE
Client	10/02/2027	—

SCANNED COPY

—

REMARKS

HO-09, Urban City

10. Handover of utility relocation records to utility owners

IN PROGRESS | OTHER

RESPONSIBLE PARTY	TARGET DATE	SUBMISSION DATE
Consultant	31/01/2027	—

SCANNED COPY

—

REMARKS

HO-10, A. Project Manager

11. Contractor demobilization and site clearance

NOT STARTED | FINAL HANDOVER

RESPONSIBLE PARTY	TARGET DATE	SUBMISSION DATE
Contractor	29/01/2027	—

SCANNED COPY

—

REMARKS

HO-11, Main Contractor LLC

12. Lessons learned review and project closeout report

NOT STARTED | OTHER

RESPONSIBLE PARTY	TARGET DATE	SUBMISSION DATE
Consultant	10/02/2027	—

SCANNED COPY

—

REMARKS

HO-12, A. Project Manager