

National Manual of Assets and Facilities Management Volume 9, Chapter 8

Contracts Administration Procedure

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Contracts Administration Procedure

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Contracts Administration Procedure

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Table of Contents

1.0	PURPOSE	5
2.0	SCOPE	5
2.1	Deliverables	5
3.0	DEFINITIONS	5
4.0	REFERENCES	6
5.0	RESPONSIBILITIES	6
6.0	PROCESS	7
6.1	Prepare Contract Management Plan	7
6.2	Contract Kick-off Meeting	7
6.2.1	Attendance at Kick-Off Meeting	7
6.2.2	Format and Agenda for Discussions	7
6.2.3	Distribution of Minutes of Meetings	8
6.2.4	Action Items Arising	8
6.3	Contract File	8
6.4	Correspondence, Clarifications, Notices, and Meetings	9
6.5	Performance Measurement	9
6.6	Payment Certifications	9
6.6.1	Payment Verification Steps	10
6.7	Savings Exercises	10
6.8	Budget and Forecast	10
6.9	Risk Assessment	10
6.10	Disputes Avoidance and Claims Management	11
6.11	Contract Reports	11
6.12	Change Order Management	12
6.12.1	Entity Initiated Change Notice	13
6.12.2	Contractor Initiated Change Request	14
6.13	Contractor Performance Evaluation	15
6.14	Contract Closeout	15
7.0	ATTACHMENTS	15
	Attachment 1 – EOM-KD0-TP-000010 – Administration Issues Register Template	16
	Attachment 2 – EOM-KD0-TP-000011 – Claims Register Template	17
	Attachment 3 – EOM-KD0-TP-000012 – Contract Information Form	18
	Attachment 4 – EOM-KD0-TP-000013 – Contract Management Plan Template	19
	Attachment 5 – EOM-KD0-TP-000014 – Change Order Template	19
	Attachment 6 – EOM-KD0-TP-000015 – Change Order Register Template	21
	Attachment 7 – EOM-KD0-TP-000016 – Change Notice Template	22
	Attachment 8 – EOM-KD0-TP-000017 – Change Notice Register Template	23
	Attachment 9 – EOM-KD0-TP-000018 – Change Request Template	24
	Attachment 10 – EOM-KD0-TP-000019 – Incoming Template	25
	Attachment 11 – EOM-KD0-TP-000020 – Outgoing Template	25
	Attachment 12 – EOM-KD0-TP-000021 – Insurance Register Template	27
	Attachment 13 – EOM-KD0-TP-000022 – Warranty Register Template	28
	Attachment 14 – EOM-KD0-TP-000023 – Change Request Register Template	29
	Attachment 15 – EOM-KD0-TP-000024 – Payment Certificate Template	30
	Attachment 16 – EOM-KD0-TP-000025 – Invoice Log Template	31
	Attachment 17 – EOM-KD0-TP-000028 – Minutes of Meeting Template	32
	Attachment 18 – EOM-KD0-TP-000029 – Contract Clarification Letter Template	33
	Attachment 19 – EOM-KD0-TP-000027 – Work Completion and Contract Closure Certificate Template	33
	Attachment 20 – EOM-KD0-TP-000031 – Contract Closeout - Checklist	35
	Attachment 21 – EOM-KD0-TP-000026 – Contract Risk Register Template	36
	Attachment 22 – EOM-KD0-TP-000030 – Contract Status Report Template	36
	Attachment 23 – EOM-KD0-TP-000033 – Division of Responsibility Matrix	38



Contracts Administration Procedure

1.0 PURPOSE

This document includes standard procedures and templates which shall be used by the contracts specialist for performing post-award contracts administration functions. The Entity's contract specialist shall follow this document to deliver Asset and Facilities Management (A&FM) contract obligations.

Contracts administration is about the provision of effective and efficient management of post-award contract activities, which include but are not limited to contract processes and procedures, standard templates, Entity and contractor coordination, compliance control, measuring performance of Operations and Maintenance (O&M) contracts, and managing risks.

2.0 SCOPE

This standard procedure shall support contract compliance across O&M contracts for A&FM in line with the Entity's policies and contract requirements.

2.1 Deliverables

The procedure includes International Best Practice and aims to:

- Regulate the contracts administration procedure
- Provide standard templates
- Promote contract compliance
- Avoid Disputes

3.0 DEFINITIONS

Term	Definition
Authorized Representative	The signatories to the contract or their delegates, identified in writing, who are authorized to issue and receive formal written correspondence, including instructions in relation to the contract
Change Notice	A Entity-initiated notice to the contractor for a potential change in contract specifications and delivery
Change Order	A contractual notice of a change in contract specifications and delivery
Change Request	A Contractor-initiated request to the Entity for a potential change in contract specifications and delivery
Company	A contractor, consultant, engineer, service provider, or supplier who expresses interest in pre-qualifying for a specific package of Works or services and upon Award, becomes the Entity contractor to perform such Works or services
Entity	The Government Entity, Authority or Ministry responsible for the Assets and Facilities Management (A&FM)
Etimad	A unified electronic portal for procurement processes administered by the Ministry of Finance (MOF)
Facilities Management (FM)	A profession that encompasses multiple disciplines to ensure Functionality of the built environment by integrating people, place, process, and technology
Goods	Tangible items that are produced, bought, or sold and then finally consumed
Expro	The National Project Management, Operation and Maintenance Organization, as established under Ministerial Decree no. 485 dated 16 Dhul-Qa'dah 1436H/30 August 2015 for the purposes defined therein and Entity of the handbook
Risk	The effect of uncertainty on objectives. Refer ISO 31000:2018
Services	Intellectual and non-intellectual services not covered under goods
Value for Money (VFM)	The term 'value' relates to the benefits brought in relation to the resources needed to achieve it



Contracts Administration Procedure

Term	Definition
Works	To operate, improve, rehabilitate, demolish, repair, restore, or maintain buildings and infrastructure
Acronyms	
A&FM	Assets and Facilities Management
BIFM	British Institute of Facilities Management
BOQ	Bill of Quantities
CIPS	Chartered Institute of Procurement and Supply Chain
FM	Facilities Management
HSEQ	Health, Safety, Environment, and Quality
IFMA	International Facility Management Association
ISO	International Organization for Standardization
KPI	Key Performance Indicator
KSA	Kingdom of Saudi Arabia
MOF	Ministry of Finance
NIGP	National Institute of Governmental Purchasing (United States of America (USA))
NMA&FM	National Manual of Assets and Facilities Management
O&M	Operations and Maintenance
RICS	The Royal Institution of Chartered Surveyors (United Kingdom (UK))
SLA	Service Level Agreement
UK	United Kingdom
USA	United States of America
VFM	Value for Money
WCC	Work Completion Certificate

Table 1: Definitions

4.0 REFERENCES

- Australian Government Contract Management Guide – April 2019 version 1.0
- CIPS Contract Management Guide – 2019 Chartered Institute of Supply Chain
- Guidance from the Crown Commercial Service on contract management standards – Government of United Kingdom
- ISO 31000:2018
- Expro Projects White Book
- National Manual of Assets and Facilities Management – Volume 12: Risk Management
- National Manual of Assets and Facilities Management – Volume 9 Chapter 7: Performance Measurement Procedure (9.7.1)
- RICS Practice Standards, UK – Contract Administration – 1st edition

5.0 RESPONSIBILITIES

Role	Description
Entity Management	• The Entity management oversees contracts administration • The approving authority for contract actions and escalation point for contract issues • The Entity management has a high-level role as the budget owner and user of the facility. It is accountable for preservation of assets and operation of facilities • Within this procedure, multiple references for responsibility are drawn to the Entity management who is accountable for achieving best value for money and the contracting strategy objectives



Contracts Administration Procedure

Role	Description
	Current and projected contract volume, value, complexity, and type, the Entity management shall decide on the best contract management support structures required such as centralized or decentralized, human resources, and training required to ensure post-award contract administration
Contracts Specialist	- The contract specialist shall manage the contract between the Entity and the contractor - The direct responsibility for action and coordination of all contract administration activities lies with the contract specialist - The responsibilities of contracts specialist are pointed out clearly in all administration activities detailed in the Section 6.0 Process

Table 2: Roles and Responsibilities

6.0 PROCESS

Contract administration is the process of managing contract compliance. It is a set of activities performed by the contract specialist after a contract has been executed.

The following are various contract administration activities which are performed at various intervals or in a parallel capacity. These are not process steps, therefore the order of occurrence of administration activities is less significant.

6.1 Prepare Contract Management Plan

The Contract Specialist shall prepare a contract management plan based on the provisions and references of the contract and best practices. Contract management plan should not be too complex in order to maximize its effectiveness and avoid the difficulty in enforcing its activities.

Simple and routine contracts may not need a written contract management plan. A template is included as **Attachment 4 – EOM-KD0-TP-000013 – Contract Management Plan Template**.

6.2 Contract Kick-off Meeting

The Kick-off Meeting will be chaired by the Entity's Authorized Representative or his designee (e.g. the contract specialist) and conducted prior to the 2nd Party's mobilization or prior to the commencement of the Works.

6.2.1 Attendance at Kick-Off Meeting

The Entity's Authorized Representative will invite the 2nd Party's Authorized Representative, including associated parties, with the Entity's team to attend the Kick-Off Meeting.

An agenda of the Meeting shall be distributed in advance, and the meeting leader shall instruct each participant about the scope of their involvement prior to the Meeting.

Attendance shall be recorded, Meeting Minutes shall be issued to all stakeholders, and Action Items from the Kick-off Meeting shall be listed, and each item shall be tracked to closure.

6.2.2 Format and Agenda for Discussions

A confirming letter shall be sent by the Entity's Authorized Representative, or his designee, advising the 2nd Party of the contract execution and administration expectations, and the procedures with respect to the Entity's Confidentiality requirements.



Contracts Administration Procedure

The structure of the Kick-Off Meeting shall follow the general outline herein as modified to suit the specific scope of the Works or Services to which the Contract relates:

- Introductions
- Health, Safety, Security, and Environment
- Document Control
- Quality Control and Quality Assurance
- Procurement and Subcontracts
- O&M
- O&M Schedule and Planning
- Reporting
- Contract Management
- Risk Management
- Any Other Business

6.2.3 Distribution of Minutes of Meetings

The contracts specialist shall prepare the Minutes of the Meeting; the template is included as;
Attachment 17 – EOM-KD0-TP-000028 – Minutes of Meeting Template.

The specialist shall ensure completeness and clarity of the Minutes.

Once the Minutes of Meeting are agreed, the contracts specialist will issue the Minutes to the Entity's attendees and the 2nd Party.

6.2.4 Action Items Arising

The contracts specialist shall be responsible for identifying any actions arising from the Meeting and shall track such actions through closure.

Any actions that remain open shall be formalized in a Letter to the 2nd Party to record/mitigate potential risks in the delay of the execution of the Works arising from the outstanding actions.

Any outstanding responses or actions by the Entity shall be elevated to the responsible Department's Manager for resolution to avoid contributing to any delay in the execution of the Works.

6.3 Contract File

The Contract Specialist shall prepare a contract file containing a complete set of executed contract documents. The commercial model and contractor's pricing document shall be kept separately with access restricted to the agreed officials from the Entity.

The contract specialist shall make copies of the service specifications and scope of works to be shared with the Entity's facilities management or technical representatives as reference point for inspections. Special conditions of the contract will be available as reference document for the contract specialist and all representatives of the Entity.

As a best practice, the contract specialist shall prepare a contract status report; a template is included as
Attachment 22 – EOM-KD0-TP-000030 – Contract Status Report Template.

This summary is a useful reminder and reference document for contract administration. The contract specialist shall record information on contract information form; a template is included as;
Attachment 3 – EOM-KD0-TP-000012 – Contract Information Form.

The specialist shall record warranties and insurances in registers; templates are included as;
Attachment 12 – EOM-KD0-TP-000021 – Insurance Register Template
Attachment 13 – EOM-KD0-TP-000022 – Warranty Register Template.



Contracts Administration Procedure

The contract specialist shall also populate division of responsibility matrix; a template is included as; **Attachment 23 – Division of Responsibility Matrix.**

6.4 Correspondence, Clarifications, Notices, and Meetings

All contract correspondence, whether contractual or technical, shall be pursued through the authorized representative, unless specified otherwise in the contract. Correspondence with the contractor in relation to technical service requirements shall be drafted by the technical lead and discussed with the contract specialist for contract compliance. The contract specialist shall record incoming and outgoing correspondence; templates are included as:

Attachment 10 – EOM-KD0-TP-000019 – Incoming Template

Attachment 11 – EOM-KD0-TP-000020 – Outgoing Template.

For formal communications, the contract specialist shall use the channels subject to the order of communication mentioned in the contract.

All contract notices such as terminations and renewals shall be pre-approved by the Entity's management before issuance by the contract specialist. The contract specialist shall notify the Entity's management in advance about contract expiry and recommend the optimum option for the continuation of services.

The Contract administration will require day-to-day engagement with the contractors and the Entity's A&FM stakeholders (users of facility and budget owners). The contract specialist shall chair regular meetings with the contractor and the Entity's technical lead.

The Contract specialist is the first point of contact for contract clarification. The specialist clarifies contract related matters raised by the Entity or the contractor. In case of ambiguity, the specialist shall seek advice from the legal, procurement, or other departments in the Entity as required. All the communication of contract clarifications shall be recorded and officially documented. A template for contract clarification letter is included as:

Attachment 18 – EOM-KD0-TP-000029 – Contract Clarification Letter Template.

The Contract specialist shall identify the areas in which the Entity or contractor are not fulfilling the contractual obligations. The specialist shall take appropriate action based on the contract terms and conditions to stop non-compliance.

6.5 Performance Measurement

Performance measurement is quality and quantity assessment activity ensuring that the services provided by the contractor are in accordance with the contract specifications. This contract administration activity has been included as a procedure in National Manual for Assets and Facilities Management (NMA&FM) Volume 9 Chapter 7 – Performance Measurement Procedure.

6.6 Payment Certifications

The contractor submits Work Completion Certificate (WCC) for the works completed in the invoicing period to the contract specialist or as stipulated in the contract. The contract specialist will certify the payments against WCC in accordance with the contract payment mechanism. The payment certifications exercise shall include, but not be limited to the following:

- Checking the amount
- Complying to the payment terms and conditions
- Verifying any additional works ordered through contract change
- Adjustments from performance measurement
- Signing of WCC from the Entity's technical representative

The templates for payment certificate and invoice log are included as:

Attachment 15 – EOM-KD0-TP-000024 – Payment Certificate Template and **Attachment 16 – EOM-KD0-TP-000025 – Invoice Log Template**



6.6.1 Payment Verification Steps

The Entity and the Contractor shall prepare, verify, and process the invoices according to the following:

6.6.1.1 Receive Work Completion Certificate

The Contractor shall prepare and submit the WCC according to the payment terms stipulated in the contract and agreed template.

The Contract specialist shall register it in the WCC log for records and tracking.

6.6.1.2 Review and Approval

The Contract Specialist shall check the accuracy of calculation and verify the Bill of Quantities (BOQ). Then, the technical lead shall certify the work done as reflected on the WCC.

The Contract specialist is responsible to secure the required verifications and approvals and resolve any disputes or comments referring to the contract at the early stage.

The approved or commented work completion certificate shall be issued to the contractor.

6.6.1.3 Preparation of Payment Certificate

Based on the approved WCC provided by the entity, the Contractor shall prepare the Payment certificate and submit it to the Entity.

6.6.1.4 Receipt and Processing of Payment

Upon receiving the payment certificate, the contract specialist shall register it in the payment certificates log and ensure that the prices are according to contract's terms and conditions, the required certificates are available and valid, and the deductions are applied.

The Contract Specialist is responsible to collate the required approval and forward the approved payment certificate to financial lead for processing.

6.7 Savings Exercises

From time to time, the Contracts Specialist will be required to participate in the cost saving, cost avoidance, continuous improvement, value add, and best value exercises with the Entity and contractor. They can also take initiatives for controlling expenditures.

6.8 Budget and Forecast

The O&M activity for A&FM works require adequate resource allocation, therefore, budgeting and spend forecasting is an important deliverable of contract administration function. The contract specialist shall inform the Financial lead for prospective changes in operational and capital budgets. In order to report financial impacts, they shall make references to risks register and change control register.

Financial spending and forecast information (especially the spend on utilities consumption) may also be reported in the periodic contract report.

6.9 Risk Assessment

The contract administration requires coordination with the technical lead in order to analyze O&M impact on asset performance, identify contractor service delivery trends, and predict potential risks to contract delivery. The contract specialist shall need to continually identify, record, and report risks that arise throughout the period of the contract. The specialist shall update risks register; a template is included as:

Attachment 21 – EOM-KD0-TP-000026 – Contract Risk Register Template



Examples of typical risks on O&M contracts are as follows:

- Increase in work and lack of the contractor's capacity
- Issues of staff retention
- Continuous failure of the contractor's performance
- Failures in the supply chain
- Force majeure issues

The contract specialist shall also invite the contractor's input on the risks associated with the contractor's contract service delivery.

Refer to NMA&FM, Volume 12 for procedures on Risk Management.

6.10 Disputes Avoidance and Claims Management

Efficient contract administration can avoid disputes between the Entity and the contractor on the contract scope of works, service delivery, and cost of contract.

The likelihood of the arising disputes can be reduced by:

- Usage of standard contract administration templates
- Proactive risks management
- Clear communication
- Quick mitigation of claims

In instances of a dispute, the contract specialist shall maintain active communications and working relationship between the parties. This will allow the curtailing of the impact of the dispute on the overall O&M service delivery and advance towards resolution.

The Contract Administrator shall immediately update risks register; a template is included as:

Attachment 2 – EOM-KD0-TP-000011 – Claims Register Template.

The contract specialist shall:

- Arrange meetings and open up discussions with both parties
- Reiterate contract obligations
- Provide contract reference for the steps going forward
- Develop understanding of the dispute
- Assess impact

The dispute resolution process, as per the respective contract, shall be followed in case the dispute is not resolved.

6.11 Contract Reports

The contract specialist shall prepare periodic reports as per the contract instructions. The specialist shall record issues on administration issues register; a template is included as:

Attachment 1 – EOM-KD0-TP-000010 – Administration Issues Register Template.

The issues which will require escalation shall be reported to the Entity's management. The Figure 1 below is an example of contract report:

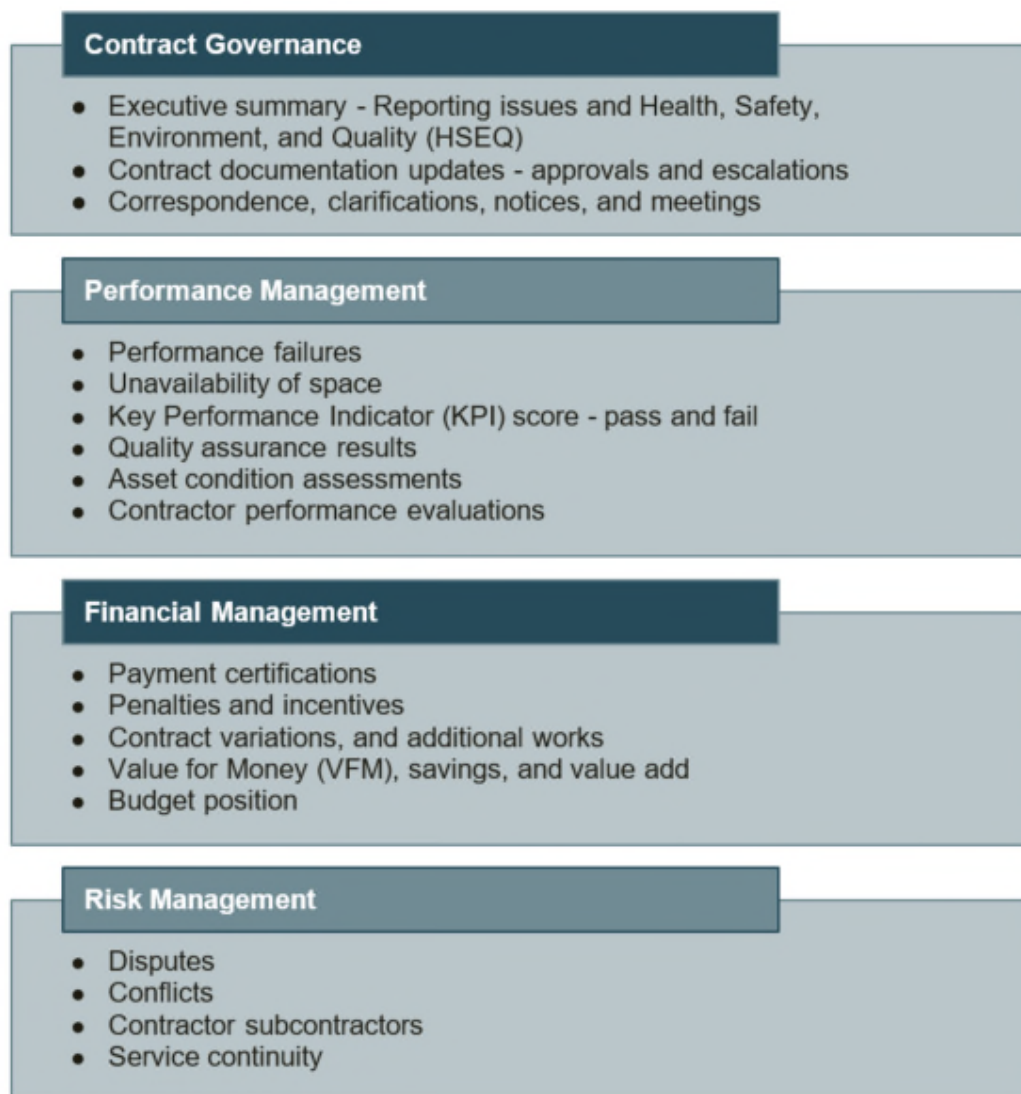


Figure 1: Contract report - Example

6.12 Change Order Management

The Contract specialist and other team members shall clearly define the initial scope of work, arrange a regular meeting with the contractor during the contract period, put all effort to avoid any change to the contract, and establish change order process. However, Change may arise due to some reasons, such as changes in the prices of material or services, addition or deletion in the scope of work, governmental modifications of taxes and fees, and unforeseeable financial difficulties.

The basics of change order management requires any change to be formalized in writing by the contract specialist and to avoid any verbal change order which might lead to dispute later.

The Contract Specialist shall maintain the control of change order process and document scope, cost, and duration changes to minimize the miscommunication between both parties. Whenever a change is raised, it should be processed immediately.

There are two types of change initiations:



6.12.1 Entity Initiated Change Notice

At the discretion of the Entity, the contract specialist may initiate a change notice to the contractor advising for a potential compensable change and requesting to provide proposal.

Below is the process of Entity initiated change order:

6.12.1.1 Initiate Change Notice

Technical lead shall secure approval and concurrence for the change and provide the contract specialist with the following:

- Scope of work
- Required drawing and specification
- Expected impact
- Detailed Estimated cost, if applicable

Then, the contract specialist collates the required information to fill out the change notice template, included as:

Attachment 7 – EOM-KD0-TP-000016 – Change Notice Template

This should be noted in the change notice register and secure the required approval to submit it officially to the contractor.

The Contract specialist shall regularly update the change notice register and follow up for the open items; a template is included as:

Attachment 8 – EOM-KD0-TP-000017 – Change Notice Register Template.

6.12.1.2 Contractor Reply to Change Notice

The Contractor is required to respond to each change notice separately. The Contractor shall develop a comprehensive proposal describing the scope changes, detailed cost estimates, and schedule impact, if any.

The proposal shall be submitted to Entity within the given timeframe.

6.12.1.3 Entity Review and Negotiation of Change Order Proposal

Upon receiving of the contractor's proposal, the Contract specialist shall register the proposal and distribute it to concerned members for review.

A meeting to discuss the proposal shall take place to finalize the review and start the negotiation of the proposal with the Contractor. A negotiation strategy shall be established prior to the start of negotiation. The Negotiation with the contractor shall be fair and transparent. However, challenging the valid points is essential.

The Entity and the Contractor should agree on the change order scope of work, price, and schedule impact, if any, prior the issuance of change order.

6.12.1.4 Preparation of Change Order

The Contract specialist shall compile change order package, make the necessary modifications on the initial scope, pricing, and schedule based on the review and negotiation of the proposals.

The change order package includes, but is not limited to, the following:

Completion of the Change Order Template, which is included as:

Attachment 5 – EOM-KD0-TP-000014 – Change Order Template



Contracts Administration Procedure

- Fund Authorization
- Change Summary
- Technical Documents (such as Scope of Work, Drawing, and Layout)
- Change notice
- Contractor's proposal
- Negotiation Minutes of Meeting

The Contract Specialist shall secure the approval of the change order internally prior to issuance.

6.12.1.5 Issuance of Change Order

Once the approval is secured, the contract specialist shall issue the change order to the contractor and register it in the change order register; a template is included as:

Attachment 6 – EOM-KD0-TP-000015 – Change Order Register Template.

Change order shall contain, but not be limited to, the following:

- Purpose
- Scope of Work
- BOQ and Pricing
- Payment Mechanism
- Schedule
- Required Documents (such as Drawing and Layouts)

Then, the Contractor shall start the work according to the issued change order.

6.12.2 Contractor Initiated Change Request

6.12.2.1 Initiate and issuance of change request

The Contractor may initiate a change request by notifying the entity of applicable change to contract terms and conditions. The Contractor shall clearly specify the change purpose and references.

Change Request package shall contain technical and commercial proposals; a template is included as: **Attachment 9 – EOM-KD0-TP-000018 – Change Request Template**

The Contractor should issue the complete change request package to Entity as soon as the change is discovered.

6.12.2.2 Review and Negotiation of the Change Request

The Contract specialist shall register the change request and ensure compliance to the contract terms and conditions. The change order request package shall be distributed to the concerned team members for review and validation. A template is included as:

Attachment 5 – EOM-KD0-TP-000014 – Change Order Template.

If agreed, the entity's team members shall start the negotiation and agree with the contractor on the change order details.

The Contract specialist shall maintain registers to track all open, pending, and closed change requests, change notices, and change orders that arise during the course of the Works of Services, irrespective of the Party that raises such change. Any disputed amounts should be recorded and clearly identified for potential grounds of a contractor's Claim.

The final agreement of any change shall be duly executed and documented.



6.13

Contractor Performance Evaluation

The contract specialist shall regularly conduct the contractor's performance evaluation according to Government Tenders and Procurement Laws instruction. The Contract Specialist shall use the contractor performance evaluation template issued by Ministry of Finance (MOF).

The final contractor's performance evaluation shall be documented and registered in the contractor file on Etimad.

6.14 Contract Closeout

In order to close out a contract, the contract specialist shall follow the contract closeout checklist; a template is included as:

Attachment 20 – EOM-KD0-TP-000031 – Contract Closeout - Checklist.

The Contract Administrator shall make sure that no obligations are pending from the contractor or the Entity. Additionally, shall issue a work completion and contract closure certificate; a template is included as:

Attachment 19 – EOM-KD0-TP-000027 – Work Completion and Contract Closure Certificate Template.

7.0 ATTACHMENTS

The standard templates which are regularly used in contract administration are included as attachments to this procedure, however, the contract specialist may add or remove information fields using reasonable judgment.

1. EOM-KD0-TP-000010 – Administration Issues Register Template
2. EOM-KD0-TP-000011 – Claims Register Template
3. EOM-KD0-TP-000012 – Contract Information Form
4. EOM-KD0-TP-000013 – Contract Management Plan Template
5. EOM-KD0-TP-000014 – Change Order Template
6. EOM-KD0-TP-000015 – Change Order Register Template
7. EOM-KD0-TP-000016 – Change Notice Template
8. EOM-KD0-TP-000017 – Change Notice Register Template
9. EOM-KD0-TP-000018 – Change Request Template
10. EOM-KD0-TP-000019 – Incoming Template
11. EOM-KD0-TP-000020 – Outgoing Template
12. EOM-KD0-TP-000021 – Insurance Register Template
13. EOM-KD0-TP-000022 – Warranty Register Template
14. EOM-KD0-TP-000023 – Change Request Register Template
15. EOM-KD0-TP-000024 – Payment Certificate Template
16. EOM-KD0-TP-000025 – Invoice Log Template
17. EOM-KD0-TP-000028 – Minutes of Meeting Template
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19. EOM-KD0-TP-000027 – Work Completion and Contract Closure Certificate Template
20. EOM-KD0-TP-000031 – Contract Closeout - Checklist
21. EOM-KD0-TP-000026 – Contract Risk Register Template
22. EOM-KD0-TP-000030 – Contract Status Report Template
23. EOM-KD0-TP-000033 – Division of Responsibility Matrix



Contracts Administration Procedure

Attachment 1 – EOM-KD0-TP-000010 – Administration Issues Register Template

Contract Title & No.:

Contractor:



Issue No.	Description	Raised By	Reference	Date	Responsible	Priority	Actions & Progress Notes	Status	Date Resolved	Remarks
1										
2										
4										
5										
6										

SAMPLE

[illegible]



Contracts Administration Procedure

Attachment 3 – EOM-KD0-TP-000012 – Contract Information Form

CONTRACT INFORMATION FORM			
CONTRACT TITLE			
CONTACT NUMBER			
CONTRACT AMOUNT			
CONTRACTOR NAME			
CONTRACT AWARD DATE		CONTRACTOR START DATE	
CONTRACT COMPLETION DATE		NEW OR AMENDED DATE, IF APPLICABLE	

Contract Description:

Retention:

Insurance:

Advance payment:

Advance payment guarantee:

Penalties mechanism, if applicable:

Key milestones:

Performance bank guarantee:

Required Certificates (e.g. GOSI, SAGIA, and Zakat):

Prepared by:

Approved by:



Attachment 4 – EOM-KD0-TP-000013 – Contract Management Plan Template

[Insert Entity Name]

Contract Management Plan Template

[Insert Contract Title and Number]

Document History	
Prepared by	(Insert Name)
	(Insert Position)
	(Insert Date)
Revision No.	(Insert Rev. No.)
	(Insert Rev. Date)
Status	(e.g., draft, approved)
Approved By	(Insert Name)
	(Insert Position)
	(Insert date)
	(Signature)

Summary

- Background
Specify the contract title, date, brief description of scope, supplier name, and work location.
- Key Documents



Contracts Administration Procedure

Attachment 5 – EOM-KD0-TP-000014 – Change Order Template

ENTITY :	[INSERT ENTITY NAME]													
CONTRACT TITLE:	[INSERT CONTRACT TITLE AND NO.]													
CONTRACTOR:	[INSERT DETAILS]	CONTRACTOR	LETTER NUMBER:											
ADDRESS:			EFFECTIVE DATE:											
			CONTRACT NUMBER:											
			CHANGE ORDER NO.:											
DESCRIPTION OF CHANGE ORDER														
Purpose: [Briefly state the reason, the Change Order is being Issued]														
Scope of Work: [If revised scope of work/services is not attached, this section should include thorough details of scope of work/services, including reference to all applicable Contract Change Orders, Contractor Change Requests, and claim resolutions.]														
Pricing: [It is best practice to state how the Change Order is priced (lump sum, unit rate, time and material, cost reimbursable, or some combination thereof). Include fixed or estimated total cost impact, applicable unit rates, and any appropriate breakdown of the pricing in the body of the Change Order.]														
Measurement for Payment: [Measurement for Payment: Confirmation of how this work is to be measured and invoiced (monthly basis, one time fixed payment) as per the existing contract terms. This can be included in either the body of the Change Order or the updated Contract Commercial Conditions.]														
Schedule: [The body of the Change Order should list any revised/new milestones and associated date(s), and address any impact to the approved baseline schedule. It is best practice to update the relevant page(s) from Contract Conditions. In the case where NO schedule changes are being granted, a statement to that effect should be included in the body of the Change Order.]														
Attachments: [Attachments – Description of all attachments, with each Change Order, including date, revision number, and total number of pages as applicable.]														
<table border="1" style="width: 100%; border-collapse: collapse;"><thead><tr><th style="width: 20%;">Currency</th><th style="width: 20%;">Original Award Value</th><th style="width: 20%;">Value of Prior COs and Amendments</th><th style="width: 20%;">Value of this CO</th><th style="width: 20%;">Total Contract Value</th></tr></thead><tbody><tr><td> </td><td> </td><td> </td><td> </td><td> </td></tr></tbody></table>					Currency	Original Award Value	Value of Prior COs and Amendments	Value of this CO	Total Contract Value					
Currency	Original Award Value	Value of Prior COs and Amendments	Value of this CO	Total Contract Value										
The price adjustment and time extension (if any), granted under this Change Order, constitute payment in full for the work covered by this Change Order, including without limitation, all direct costs; indirect costs; overhead costs; general and administrative expenses; profit; and all effects (direct, indirect, and consequential, including impacts and "ripple effects") of the work covered by this Change Order on all contract work, whether or not it has been changed by this Change Order. The contract milestone date(s), completion dates, total contract price, and all other terms, covenants and conditions of the above-referenced contract, except as duly modified by this, and previous Change Orders and Amendments, if any, remain in full force and effect.														
ENTITY : [INSERT ENTITY NAME]		CONTRACTOR: [INSERT CONTRACTOR NAME]												



Contracts Administration Procedure

Attachment 6 – EOM-KD0-TP-000015 – Change Order Register Template

ENTITY INFORMATION:**CONTRACT TITLE:** [INSERT PROJECT NAME & NUMBER]**CONTRACT NO.:** [INSERT CONTRACT NUMBER]**CONTRACTOR:** [INSERT CONTRACTOR]

Register Date:

CONTRACT CHANGE ORDER REGISTER												
CHANGE ORDER			SUBJECT	Change Notice /Change Request Reference	CHANGE ORDER AGREEMENT		Change Order Dates		POTENTIAL DISPUTE		Status	Remark
No.	Cover Letter Reference	Dated			Agreed Time	Agreed Costs	Start Date	Completion Date	Disputed Costs	Likely Claim (Y / N)		
1												
2												
3												
4												
5												
6												
7												
8												
9												
10												
11												
12												
13												
14												
15												
16												
17												
18												

TOTAL VALUE OF AGREED/IMPLEMENTED VARIATIONS



Contracts Administration Procedure

Attachment 7 – EOM-KD0-TP-000016 – Change Notice Template

ENTITY:	[INSERT NAME OF ENTITY]		
CONTRACT TITLE:	[INSERT CONTRACT TITLE]		
CONTRACTOR: [INSERT DETAILS]	CONTRACTOR	LETTER NUMBER:	
ADDRES:	EFFECTIVE DATE:		
	CONTRACT NUMBER:		
	CHANGE NOTICE NO.:		PAGE ____ OF ____
This change notice is forwarded for your signature. Please complete this form as required, sign, and return the original to this office. Please retain a copy for your files.			
[PROVIDE A BRIEF DESCRIPTION IN THE FIELD TITLE AND IN THE FOLLOWING SECTION, INSERT THE APPROPRIATE TITLE, EFFECTIVE DATE AND REV, FOR ALL ATTACHMENTS OR REFERENCED DOCUMENTS.]			
Title -			
DESCRIPTION OF CHANGE:			
PRICING METHOD:			
☐ LS ☐ UP ☐ NEW UP ☐ T&M ☐ COST RE ☐ N/A			
☐ PROCEED with work		☐ Notice to proceed REQUIRED	
☐ NO change in price authorized		☐ NO extension of time authorized	
☐ Drawings/data ATTACHED		☐ SUBMIT proposal within ____ days	
SIGNATURE AUTHORITY:		DATE:	
TO ENTITY:		CONTRACTOR LETTER SERIAL NO.:	
☐ ACKNOWLEDGE AND ACCEPTED		☐ ACKNOWLEDGE WITH EXCEPTIONS	
☐ WE ARE PROCEEDING WITH THIS CHANGE		☐ WE ARE NOT PROCEEDING WITH THIS CHANGE	
A PROPOSAL:			
☐ IS SUBMITTED HEREWITH (INCLUDING CONFIRMATION OF NO COST)			
☐ WILL BE SUBMITTED			
☐ WILL NOT BE SUBMITTED (OTHER THAN NO COST) – ATTACH EXPLANATION			
SIGNATURE:		TITLE:	DATE:



Contracts Administration Procedure

Attachment 8 – EOM-KD0-TP-000017 – Change Notice Register Template

CONTRACT TITLE: [INSERT CONTRACT TITLE]
CONTRACT No.: [INSERT CONTRACT NUMBER]
CONTRACTOR: [INSERT CONTRACTOR]

CONTRACT TITLE: [INSERT CONTRACT TITLE]
CONTRACT No.: [INSERT CONTRACT NUMBER]
CONTRACTOR: [INSERT CONTRACTOR]

CONTRACT CHANGE NOTICES REGISTER															
S/N	CHANGE NOTICE			SUBJECT	REPLY REQUIRED			CONTRACTOR PROPOSAL				RESOLUTION			
	No.	Letter Reference	Dated		Yes	No	Reply by Date	Document Reference (Letter)	Dated	Start Date	Cost Impact	Status (OPEN, CLOSED, CANCELLED)	Comments	CCO No.	CCO Issue Date
	1														
	2														
	3														
	4														
	5														
	6														
	7														
	8														
	9														
	10														
	11														
TOTAL PENDING/UNRESOLVED CHANGE NOTICES															



Contracts Administration Procedure

Attachment 9 – EOM-KD0-TP-000018 – Change Request Template

ENTITY _____ [INSERT ENTITY NAME]

CONTRACT NO.: _____ [INSERT PROJECT NO.]

CONTRACTOR:	[INSERT DETAILS]	CONTRACTOR LETTER NUMBER:	_____
ADDRESS:	_____	LETTER DATE:	_____
		CONTRACT NUMBER:	_____
		CHANGE REQUEST NO.:	_____
In accordance with the contract General Conditions (INSERT THE REFERENCE CLAUSE), this request for equitable adjustment is submitted for your consideration.			
[In the following section, insert the appropriate title, effective date, and rev for all attachments or referenced documents.]			
DESCRIPTION OF CHANGE:			
CHANGE IMPACT:			
☐	COST	REQUESTED AMOUNT:	_____
☐	SCHEDULE	REQUESTED DAYS:	_____
☐	BOTH	ATTACHMENTS:	☐ YES ☐ NO
CONTRACTOR:		SIGNATURE AUTHORITY:	DATE:



Contracts Administration Procedure

Attachment 12 – EOM-KD0-TP-000021 – Insurance Register Template

ENTITY: [INSERT ENTITY NAME]
CONTRACT: [INSERT CONTRACT NAME & NUMBER]



CONTRACT INSURANCE REGISTER								
Sequence Number	Contract Information				Type	Insurance Certificates		
	Contract Number	Contractor	Award Date	Start Date		Insurer	Certificate No.	Expiry Date
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
14								
15								
16								
17								
18								
19								
20								
21								
22								
23								
24								
25								



Contracts Administration Procedure

Attachment 13 – EOM-KD0-TP-000022 – Warranty Register Template

ENTITY: [INSERT ENTITY NAME]

CONTRACT: [INSERT CONTRACT NAME & NUMBER]

PROJECT WARRANTY REGISTER								
Sequence Number	Contract Information			Warranty Details				
	Contract Number	Contracts Specialist	Contractor	Product/Materials	Contractor/Subcontractor/Supplier	Warranty Reference	Start Date	Expiry Date
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
14								
15								
16								
17								
18								
19								
20								
21								
22								
23								
24								



Contracts Administration Procedure

Attachment 14 – EOM-KD0-TP-000023 – Change Request Register Template

CONTRACT TITLE: [INSERT CONTRACT TITLE]
CONTRACT No.: [INSERT CONTRACT NUMBER]
CONTRACTOR: [INSERT CONTRACTOR]

Register Date:

CHANGE REQUEST REGISTER															
CHANGE REQUEST			SUBJECT	CHANGE NOTICE REQUEST			REPLY REQUIRED			PROPOSAL DETAILS		AUTHORITIES RESPONSE TO REQUEST			
CR No.	Cover Letter Reference	Dated		CN No.	Letter Reference	Dated	Yes	No	Reply by Date	Cost Impact	Time Impact (Days)	Document Reference (Letter)	Dated	STATUS (OPEN, CLOSED)	Likely Claim (Y / N)
1															
2															
3															
4															
5															
6															
7															
8															
9															
10															
11															
12															
13															
14															
15															
16															

TOTAL PENDING / UNRESOLVED CHANGE NOTICE



Contracts Administration Procedure

Attachment 15 – EOM-KD0-TP-000024 – Payment Certificate Template

Contract Title: (Insert Contract Title)		Payment No.:																																											
Contract No.: (Insert Contract No)		Payment Receipt Date: (Insert date)																																											
Referenced Letter No: (Insert Referenced Letter No.)		Payment Period: (Insert payment start date) To (Insert payment end date)																																											
Account No. Bank Name: Address :																																													
TO :	(Insert Entity Address)																																												
<table border="1"><thead><tr><th>Contract Line Items</th><th>Currency</th><th>Amount</th><th>% Of Contract</th><th>% This Period</th><th>% Paid</th></tr></thead><tbody><tr><td>A. Spare Parts EXAMPLE</td><td></td><td></td><td>% #VALUE!</td><td>%</td><td>%</td></tr><tr><td>B. Catering EXAMPLE</td><td></td><td></td><td>% #VALUE!</td><td>%</td><td>%</td></tr><tr><td>C. Security EXAMPLE</td><td></td><td></td><td>% #VALUE!</td><td>%</td><td>%</td></tr><tr><td>D. Preventive Maintenance EXAMPLE</td><td></td><td></td><td>% #VALUE!</td><td>%</td><td>%</td></tr><tr><td>E. Any line item applicable as per the contract EXAMPLE</td><td></td><td></td><td>% #VALUE!</td><td>%</td><td>%</td></tr><tr><td colspan="2">Total Contract Value</td><td>Insert Total Contract Amount</td><td></td><td></td><td></td></tr></tbody></table>				Contract Line Items	Currency	Amount	% Of Contract	% This Period	% Paid	A. Spare Parts EXAMPLE			% #VALUE!	%	%	B. Catering EXAMPLE			% #VALUE!	%	%	C. Security EXAMPLE			% #VALUE!	%	%	D. Preventive Maintenance EXAMPLE			% #VALUE!	%	%	E. Any line item applicable as per the contract EXAMPLE			% #VALUE!	%	%	Total Contract Value		Insert Total Contract Amount			
Contract Line Items	Currency	Amount	% Of Contract	% This Period	% Paid																																								
A. Spare Parts EXAMPLE			% #VALUE!	%	%																																								
B. Catering EXAMPLE			% #VALUE!	%	%																																								
C. Security EXAMPLE			% #VALUE!	%	%																																								
D. Preventive Maintenance EXAMPLE			% #VALUE!	%	%																																								
E. Any line item applicable as per the contract EXAMPLE			% #VALUE!	%	%																																								
Total Contract Value		Insert Total Contract Amount																																											
DESCRIPTION		Payment (%)	Amount (Currency)																																										
A. Total Cumulative Amount of Services to Date:		#DIV/0!	-																																										
B. Cumulative Amount of Work Previously Completed:		#DIV/0!	-																																										
C. Total Invoiced Amount before Deduction(A-B) GROSS AMOUNT:		#DIV/0!	-																																										
D. Insert any applicable deductions:			-																																										
E. Advance Payment Deduction of this Invoice:																																													
Advance Payment Deduction Summary		Deduction (%)	Amount (SAR)																																										
i	Total Advance Payment Deduction Amount of Contract Value	#VALUE!	Insert AP Amount																																										
ii	Cumulative Deducted Amount Previously	#VALUE!	Insert Amount																																										
		Insert AP deduction %	#VALUE!																																										



Contracts Administration Procedure

Attachment 16 – EOM-KD0-TP-000025 – Invoice Log Template

Description		Original Contract Value	
		EFFECTIVE DATE	SEQUENCE
Payment Terms			
Retention			
Advance Payment			
Performance Bond			
Total Contract Value			

S.No.	Invoice No.	Invoice Date	Invoice Received	Description	Gross Amount	Advance Payment	Mobilization Advance	Retention (10%)	Net Amount	Adjustments	Net Payment
1											
2											
3											
4											
5											
6											
7											
8											
9											
10											
				Grand Total (SAR)	-	-					



Contracts Administration Procedure

Attachment 17 – EOM-KD0-TP-000028 – Minutes of Meeting Template

Contract No. :

Contract Title :

Venue :

Meeting date/time :

Purpose of meeting :

Attendee	Company	Position	Initials	Email

Minutes prepared by :

Item no.	Topic	Description	Status	Responsible	Due date	Completed date



Contracts Administration Procedure

Attachment 18 – EOM-KD0-TP-000029 – Contract Clarification Letter Template

To

Address:

Attentions:

Clarification Reference No.:

Subject; Contract Title and Number:[]

With reference to Contract No. [Insert contract number], dated as [Insert Contract date] between [Insert first Party Name] and [Insert Second Party Name]. This letter is to clarify certain provisions of subject contract:

Question 1: Please clarify the

Answer:

Question 2: Please clarify the

Answer:

Question 3: Please clarify the

Answer:

[Insert the receiver name] shall acknowledge receipt of this letter. Should you require any further clarification, please Contact the undersigned.

Sender Name:

Sender Title:

Sender Signature:

Date:

Receiver Name:

Receiver Title:

Receiver Signature:

Date:



Contracts Administration Procedure

Attachment 19 – EOM-KD0-TP-000027 – Work Completion and Contract Closure Certificate Template

Entity Logo	Work Completion and Contract Closure Certificate	Contractor Logo
-------------	--	-----------------

Entity Name:
Contract Title:
Contract No.:
Date:

This Work Completion and Contract Closure Certificate has been issued to **[Insert Contract Name]**, a limited liability company incorporated under the laws of the Kingdom of Saudi Arabia, with Commercial Registration Number [.....]. (Hereinafter referred to as CONTRACTOR), by **[Insert Entity Name]** (hereinafter referred to as "ENTITY")

This Certificate is exclusively limited to Contract No. [] for **[Insert Contract Title]** issued by ENTITY to CONTRACTOR and shall have no effect on any other active Contract, issued by ENTITY to CONTRACTOR.

This Certificate certifies that: -

1. CONTRACTOR has successfully completed the work as stipulated in the aforesaid Contract
2. All invoices, other charges, and liabilities including, wherever applicable and lawful, all sales, use, gross receipts, and other taxes and fees, incurred by the CONTRACTOR for labor, equipment, machinery, tools, materials, and supplies furnished by them upon, and for said job, and under the above listed Contract, are fully paid and discharged
3. CONTRACTOR shall continue to be bound by the terms and conditions of the above listed Contract
4. Contract Summary:

Contract Title:	
Contract No.:	
Contract Value (Initial):	
Contract Value (Final):	
Work Commencement Date:	
Project Completion Date:	

ENTITY		CONTRACTOR	
Verified by:		By:	
Authorized by:		Name:	
Date:		Date:	



Contracts Administration Procedure

Attachment 20 – EOM-KD0-TP-000031 – Contract Closeout - Checklist

CONTRACT NO.	CONTRACT TITLE	CONTRACTOR	
ORIGINAL VALUE	FINAL VALUE	SCHEDULED COMPLETION DATE:	ACTUAL COMPLETION DATE
CLOSE OUT ACTIVITIES			REMARKS (YES OR NO)
Notification of work completion from end user			
All contract changes fully executed			
Claims, back charges, and all disputes resolved			
Access, safety, and security ID's returned			
Final payment to contractor made			
Contractor performance evaluation complete			
Zakat paid/Tax Declaration			
All due penalties, and advance payment paid			
Warranties and Guarantees Status			

Name: _____

Signature: _____

Date: _____



Contracts Administration Procedure

Attachment 21 – EOM-KD0-TP-000026 – Contract Risk Register Template

CONTRACT TITLE:

CONTRACT NO.

CONTRACTOR NAME:

Updated Date:



Sr. N o.	Descripti on of Risk (includin g any identifie d 'triggers')	Impact on Contract (Identify consequ ences)	Assessment of Likelihood	Assessment of Consequences	Grade (combined Likelihood and Consequences)	Date of Review	Mitigati on Actions (Preven tative or Conting ency)	Responsibi lity for mitigation action(s)	Cost and Sche dule Impa ct	Timel ine for mitiga tion action(s)	Stat us and Re mar k
1	Identify relevant triggers that may cause the risk to be realized.>	<Describ e the nature of the risk and the impact on the project if the risk is not mitigated or managed >				<Da te of last revi ew>	<Specif y planned mitigation strategies>	<Specify who is responsible for undertaking each mitigation action(s)>		<Spe cify timefr ame for mitiga tion action (s) to be compl eted by>	
2											
3											
4											

• Risk Matrix

LIKELIHOOD	CONSEQUENCE				
	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Rare (1)	Low	Low	Low	Low	Low
Unlikely (2)	Low	Low	Low	Medium	Medium
Possible (3)	Low	Low	Medium	Medium	Medium
Likely (4)	Low	Medium	Medium	High	High
Almost certain (5)	Low	Medium	Medium	High	Extreme



Contracts Administration Procedure

Attachment 22 – EOM-KD0-TP-000030 – Contract Status Report Template

Contract Status Report	
Contract Title:	
Contact Number:	
Contractor Name:	
Contract Value:	
Contract Duration:	
Description:	

Items	Year 1	Year 2	Year 3
Value Consumed			
Operation			
Catering			
Laundry			
Security			
Maintenance			
Preventive Maintenance			
Corrective Maintenance			
Miscellaneous			
Emergency Works			

Major Highlights (e.g. obstacles, impact, achievement):

(e.g., short in labor, not paying salaries on time, Legal certificates not renewed, budget overrun, and contract expiration)

Change Orders Status:

Claims Status:

Disputes Status:



Contracts Administration Procedure

Attachment 23 – EOM-KD0-TP-000033 –Division of Responsibility Matrix

Contract Package Manager:		ENTITY	
CONTRACT NO.:		:	
CONTRACTOR:		JOB NO.:	
		COMPANY	

Contract Formation - Regional Office Issued Contracts	Input to Material Assignment Schedule	Development of proforma document and determination of mandatory prime contract flowdowns	Coordinate package development, pre-bid meeting, and bidding /award of contract	Input to pricing and proposal section	Prepare requisition, technical scope, specifications, and drawings	Identify Entity furnished utilities, facilities, and services	Develop and provide scheduled requirements and cost estimates for contract package	Review bids, provide input to bid evaluation criteria, bid evaluation, and bid clarification meeting
Lead	Assigned to:	Assigned to:	Assigned to:	Assigned to:	Assigned to:	Assigned to:	Assigned to:	Assigned to: