



EXPLO National Manual for Projects Management

Volume 7, Chapter 5

Project Monthly Reporting Procedure



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Project Monthly Reporting Procedure

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Project Monthly Reporting Procedure

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Project Monthly Reporting Procedure

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Project Monthly Reporting Procedure

1.0 PURPOSE

The purpose of monthly reporting is to communicate the current status of the project, including project progress and performance, to the Entity management.

This procedure applies to works performed under all Government construction projects executed throughout the Kingdom of Saudi Arabia.

2.0 SCOPE

This procedure applies to all Entities for projects that are required to issue a monthly management report of the project status. This procedure provides guidance to Project Controls personnel on coordinating progress report preparation in the absence of any other published guideline or instruction.

3.0 DEFINITIONS

Definitions	Description
First Aid	Emergency treatment administered to an injured or ill person before professional medical care can be administered. A work related injury/illness requiring limited/minimal medical assistance, regardless of who provides the treatment.
Lost Time Injury (LTI)	Any work related injury or illness that prevents that person from doing their usual work the day after an incident.
Lost Workday Case (LWDC)	A work related injury/illness that causes an employee to be unable to report to work on the next calendar day, regardless of whether or not the employee is scheduled to work, will be classified as a Lost Workday Case.
Near Miss	An incident in which a condition exists or an act was carried out that had the potential for injury, property damage, environmental release, or an adverse health exposure to take place. Because of various circumstances, the potential injury or exposure did not occur, but the potential was recognized.
Non-Conformance Reports (NCR)	Report identifying construction non conformities. Can include the approval of remedial works, designer's opinion, inspection of repairs, etc...
Percent Complete	The estimate of amount of work complete for an activity or work breakdown structure component as of a specific data date. It shall be determined by deliverable or quantity tracking tools.
Performance Factor (PF)	A factor calculated to determine performance relative to the baseline. $PF = (\text{Actual Jobhours spent}) / (\text{Earned jobhours [performance base]})$
Pre-Op Testing & Commissioning	The transitional phase between construction and operations, including all of the activities that bridge these two phases
Purchase Order (PO)	A commercial document issued by a buyer to a seller, indicating types, quantities, and agreed prices for products or services.
Quality Assurance (QA)	Part of quality management focused on fulfilling quality requirements. Quality assurance is a way of preventing errors and avoiding problems when delivering solutions or services to customers.
Quality Control (QC)	Part of quality management focused on fulfilling quality requirements. Typically, quality control



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Definitions	Description
	activities include the physical inspection of systems, structures, and components, during fabrication, installation and turnover regardless of the performing organization
Quantity Tracker	Tool managed by the construction team to collect and status commodities installation.
Recordable Incident	The number of work related recordable incidents in the period. Fatality, Restricted Work Case (RWC), Lost Workday Case (LWDC), Medical Treatment Beyond First Aid, Loss of Consciousness, diagnosis of a significant injury or illness, needlestick injuries and cuts, medical removal of Injured Party to a hospital or clinic, occupational hearing loss, work-related tuberculosis - are all Recordable Cases.
Restricted Work Case (RWC)	A work related injury/illness that involves one or more days of restricted work (whereby the employee cannot perform his normal duties) will be classified as a Restricted Work Case
Staffing Plan	The staffing plan for the project is prepared by all departments during the project proposal stage, is updated throughout the life of the project, and reported by project controls. The appropriate departments provide the initial staffing requirements, type of assignment, duration and grade. All positions assigned to the project, both jobsite and project office, should be identified - permanent, temporary or business trip status
Entity	A Saudi Government organization which is responsible for the delivery of government funded infrastructure construction projects.
TQ's	Technical Query
NCR	Non Compliance Report
Skyline	Form of schedule representation of milestones over time, typically used for handover milestones; see document EPM-KP0-PR-000012 Project Schedule Curves Procedure.

4.0 REFERENCES

EPM-KPR-PR-000001 – Project Weekly Reporting Procedure
EPM-KPR-PR-000003 – Project Cost Reporting Procedure
EPM-KPR-PR-000004 – Project Schedule Reporting Procedure
EPM-KPR-PR-000005 – Project Critical Items Action Report
EPM-S00-GL-000001 – Project Registration Introduction
EPM-KPR-GL-000001 – Project Reporting Introduction Guideline
EPM-EQO-PR-000004 - Project Stage Gate Procedure.
EPM-S00-GL-000003 - Project Initial Planning Introduction

5.0 RESPONSIBILITIES

The Project Monthly Report is the responsibility of the Project Manager. However, the Project Manager may delegate the responsibility to coordinate report preparation and distribution to Project Controls, including the responsibility to ensure that the information is accurate, informative, and consistent with contractual requirements. Within a project, each department is responsible for documenting and submitting a description of the significant activities performed by that department during the reporting period. The input must be submitted to the Project Manager or delegate and must be in the approved format.



Project Monthly Reporting Procedure

The Project Manager is responsible for the preparation and coordination of the monthly reports which are typically delegated to the Project Controls Supervisor or possibly to the Project Field Engineer.

5.1 Project Manager

The Project Manager:

- Establishes the schedule, format, and content of the Project Monthly Progress Report.
- Reviews and approves Project Monthly Progress Report prior to issue
- Issues the Project Monthly Progress Report on time

5.2 Project Controls

The following Project Controls duties are typical.

These duties are designated by the Project Controls Manager and may also vary by project. They may also vary during the life of the project.

- Project Controls Manager
 - Reviews input for consistency and compares it to that for the previous month
 - Reviews report components for problem areas and potential trends
 - Drafts the Executive Summary
- Project Controls Engineer
 - Develops schedule for monthly input and is responsible for report preparation, review, and issue
 - Issues monthly request for input from all pertinent parties
 - Compiles information provided by the various departments and reviews the analysis that accompanies each component
 - Will provide cost and commitment input
 - May provide status of progress payment schedule
 - Analyzes input
 - Compiles progress photos taken of the project during the reporting period
 - Includes Schedule input and analysis
 - Copies and issues completed report for distribution
- Trend Engineer provides input and analysis regarding scope changes and trends
- Project Scheduler provides scheduling input
- Field Cost and Schedule Supervisor reviews the Monthly Construction Progress Report

5.3 Other Departments

The Managers of Engineering, Procurement, and Construction are responsible for the input for their sections, as appropriate.

Typically, input are as follows:

- Engineering provides input regarding engineering status, work completed, work in progress, and work planned for the next period.
- Procurement/Contracts provides input regarding the status of POs/subcontracts.
- Construction department provides input regarding the status of mechanical and electrical systems.



Project Monthly Reporting Procedure

6.0 PROCESS

6.1 General

The Project issues a monthly progress report which covers progress in Design, Engineering, Procurement, Construction, Testing, Commission and Handover.

Although Project Controls is not the owner of the progress reports, the responsibility for coordinating and distributing the reports is typically delegated to Project Controls by either the Project Manager or the Site Manager.

6.2 Project Monthly Progress Report

The Project Monthly Progress Report, will be prepared and issued in accordance with the process flow chart in **Attachment 1**. This is issued on a monthly basis and communicates the current status of the project including progress and performance to the Entity management.

The Entity Project Manager and the Contractor must establish the content, format, and schedule of the project monthly progress report, this should generally contain the data required within this procedure. This is necessary so that the Entity will understand up front which information the Contractor can and cannot provide. This information is also necessary for the finalization of the Project Controls Plan for the project.

At the request of the Project Manager, the Project Controls team must establish a calendar for the submittal of project monthly progress reports input by the various team members for project management review and approval and incorporation into the report. In addition to creating the overall calendar, Project Controls should send out a monthly reminder to all parties requesting their input.

The Project Monthly Report is typically issued on or about the tenth business day of each month (or/as defined in the contract) and reports on activities performed during the previous month. Unless it is otherwise required by the contract or by Entity direction, the cost and jobhour data for Contractor labor is reported through the last payday in the month. All other costs are reported through the end of the calendar month. Any significant change that takes place after the cutoff date should be documented in the narrative.

Before the individual components are submitted to the Project Controls Engineer for the inclusion in the project monthly progress report, the individual components must be analyzed to identify highlights and problem areas. The Project Manager or delegate should review the analysis accompanying the individual components to identify the items that are significant enough to be included in the Executive Summary.

After all required input, has been obtained, reviewed and analyzed; the report is assembled and checked for consistency. The draft report is reviewed by the Project Controls Manager and/or the Project Manager, comments are incorporated, and the final report is issued. The original report typically goes to the Entity's Project Manager, and copies are sent to individuals identified on a pre-determined distribution list, as specified in the Project Controls Plan for the project.

The Project Monthly Progress Report package typically contains the following elements:

- Cover letter
- Title page, distribution, Table of Contents, Introduction
- Executive Summary
- Environmental, Safety, and Health
- Planned activities for following month
- Project schedules and progress curves displaying current status
- Project cost section, trend information, and commitment vs. actual expenditures curves
- Detail status of Engineering, Procurement, Construction, and Startup/Controls Operations
- Attachments, as necessary, including progress photos depicting current construction status



Project Monthly Reporting Procedure

6.2.1 Executive Summary

- Summary of major accomplishments during current period
- Current job status
- Summary level of concern for each department
- Critical issues
- Staffing
- Progress Curves for Total Project, Engineering, and Construction reflecting schedule and forecast vs. actual values

6.2.2 Safety

- Narrative describing any significant safety issues or initiatives
- Table of events
- Key activities
- Environment
- Security
- Safety statistics in table or graphical form

6.2.3 Schedule

- Management Schedule (Level 1)
- Summary analysis of project monthly progress with emphasis on critical path
- Potential problems with proposed solutions
- Planned activities for the coming month

6.2.4 Cost

- Table showing contract status, including initial contract amount, approved Change Orders, current contract value, pending Change Orders, and current forecast
- Cost and Commitment Summary
- Table containing original budget, current budget, current forecast
- Table of invoices and payment status
- Scope Change status
- Status of Progress Payment Schedule
- Cost performance reports
- Variance reports

6.2.5 Engineering

- Summary narrative of significant Engineering activities (by discipline) completed during current period
- Narrative of significant Engineering issues, problems or potential problems, and proposed solutions
- Graphical representation of Engineering percent complete
- Staffing table, including budget/forecast versus actual for current period and project to date
- Table of the status of specifications, drawings, and/or studies issued this month, issued to date, and total forecast
- Drawing release and bulk quantity release curves showing scheduled, actual, and forecast cumulative quantities
- Discussion for each discipline (approximately 1 page in length), including:
 - Work completed during period
 - Work started in period
 - Work in progress
 - Work planned for the next period

6.2.6 Procurement/Contracts



Project Monthly Reporting Procedure

- Summary narrative of significant home office Procurement activities completed during the reporting period
- Narrative of significant Procurement/Contract issues, problems or potential problems, and proposed solutions
- List of purchase orders (PO) and subcontracts awarded this month
- List of POs and subcontracts for which bids were received and are under evaluation
- List of POs and subcontracts for which bids have been issued
- Status of major equipment under fabrication, including expediting and inspection status
- Significant material deliveries/en-route items
- Table indicating number of PO and contract awards in the current period and to date, along with total forecast for each category

6.2.7 Construction

- Narrative of significant Construction issues, problems, or potential problems with proposed resolutions
- Graph indicating physical percent complete
- List of tasks according to the following categories:
 - Work completed during period
 - Work started in period
 - Work in progress
 - Work planned for the next period
- Staffing table showing budget/forecast and actual equivalent personnel for current period and project to date, broken down by Contractor manual and non-manual and subcontractor personnel
- Equipment table, equipment hours per type, showing budget/forecast for the current period and project to date.
- Any other information agreed upon between the Entity Project Manager and Contractor

6.2.8 Other Departments (as required)

- Summary narrative of significant activities during the reporting period
- List of tasks according to the following categories:
 - Work completed during period
 - Work started in period
 - Work in progress
 - Work planned for the next period

6.2.9 Attachments

- Progress photographs
- Meetings list (significant meetings held between Entity and Contractor and/or subcontractor/suppliers)
- Critical Items Action Report
- Scope Change Register
- Progress payments (lump sum)
- Safety Statistics
- Summary Cost Report
- Cost and Commitment Report
- Distributable Materials Cost Curves
- Subcontract Status Report
- Progress and Performance Curves
- Construction Summary and/or Construction Control Schedule
- Staffing Plan
- Action Items/Items of Concern



Project Monthly Reporting Procedure

6.3 Project Summary Report

With the information reported in the Project Monthly Report a Project Summary Report should be completed depending on the Stage Gate.

6.3.1 Project Summary Report – Registration

The information needed to complete this report originates from the Project Expro Registration Form EPM-S00-TP-000001. The Project Summary Report template for a project in the Summary Report Registration Stage is EPM-KPR-TP-000003.

6.3.2 Project Summary Report – Initial Planning

The information needed to complete this report originates from the initial planning stage; for additional information on the Project Initial Planning Introduction see EPM-S00-GL-000003. It summarizes the process required to complete the initial planning stage gate. The key information needed are the planned, forecast and actual dates for the Stakeholder Engagement Plan, Concept Master Plan Development Framework, the Environmental Impact Assessment, the Permitting Plan, the Project Schedule, the Project Class 4 Order of Magnitude Estimate, the Business Case Update, Land Acquisition Strategy and the Project Delivery Strategy. The Project Summary Report template for a project in the Summary Reports Initial Planning is EPM-KPR-TP-000004.

6.3.3 Project Summary Report – Tender for Design

The summary report needs to include the following:

- Planned, forecast and actual dates for issuing the request for proposals and the award date.
- They number of days in the cycle.
- The internal estimate
- The allocated budget
- Award contract value
- A listing of firms that are pre-qualified, who were invited to bid, who provided a bid their technical scores, proposal value and final bid award value.

The Project Summary Report template for a project in the Summary Report Tender for Design EPM-KPR-TP-000005.

6.3.4 Project Summary Report – Design

This summary report recapitulates the following:

- The health and safety incident statistics from the start of the project, beginning of the year and for the reporting period.
- A narrative communicating and key achievements, any critical issues and/or any risks and opportunities.
- Quality statistics such as the quantity of drawings vs. the number of revisions by discipline.
- Progress on the deliverables as a percentage complete and cost.
- The Engineering tracker
- Plan, Forecast and Actual Milestone dates
- Plan, Forecast and Actual job-hours at the 30%, 60%, 90% and IFC control points.
- Cost information
- Plan, Forecast and Actual headcount and job-hours.

The Project Summary Report template for a project in the Design Stage Gate is EPM-KPR-TP-000006.

6.3.5 Project Summary Report – Tender for Construction

The summary report illustrates the following:

- Planned, forecast and actual dates for issuing the request for proposals and the award date.
- They number of days I the cycle.
- The internal estimate
- The allocated budget
- Award contract value



Project Monthly Reporting Procedure

- A listing of contractors that are pre-qualified, who were invited to bid, who provided a bid their technical scores, proposal value and final bid award value.

The Project Summary Report template for a project in the Tender for Construction Stage Gate is EPM-KPR-TP-000007.

6.3.6 Project Summary Report – Construction

This summary report recapitulates the following:

- The health and safety incident statistics from the start of the project, beginning of the year and for the reporting period.
- A narrative describing the Health, Safety Security and Environment key achievements, incidents etc...
- Quality statistics such as Non Compliance Report (NCR) and TQs.
- A narrative describing key achievements, any critical issues and/or any risks and opportunities
- Overall progress
- Key milestones
- Manpower
- Quantity Tracker including performance
- Cost information containing the contract value, approved variations (this period and previous), pending variations, invoiced to date, paid to date, balances, amounts overdue and a cost performance index.
- Shop drawings status listing
- Material Approval sheet status listing
- Procurement Summary
- A testing & Commissioning hand over skyline
- A testing and Commissioning Plan, Forecast and Actual listed dates.

The Project Summary Report template for a project in the Construction Stage Gate is EPM-KPR-TP-000008.

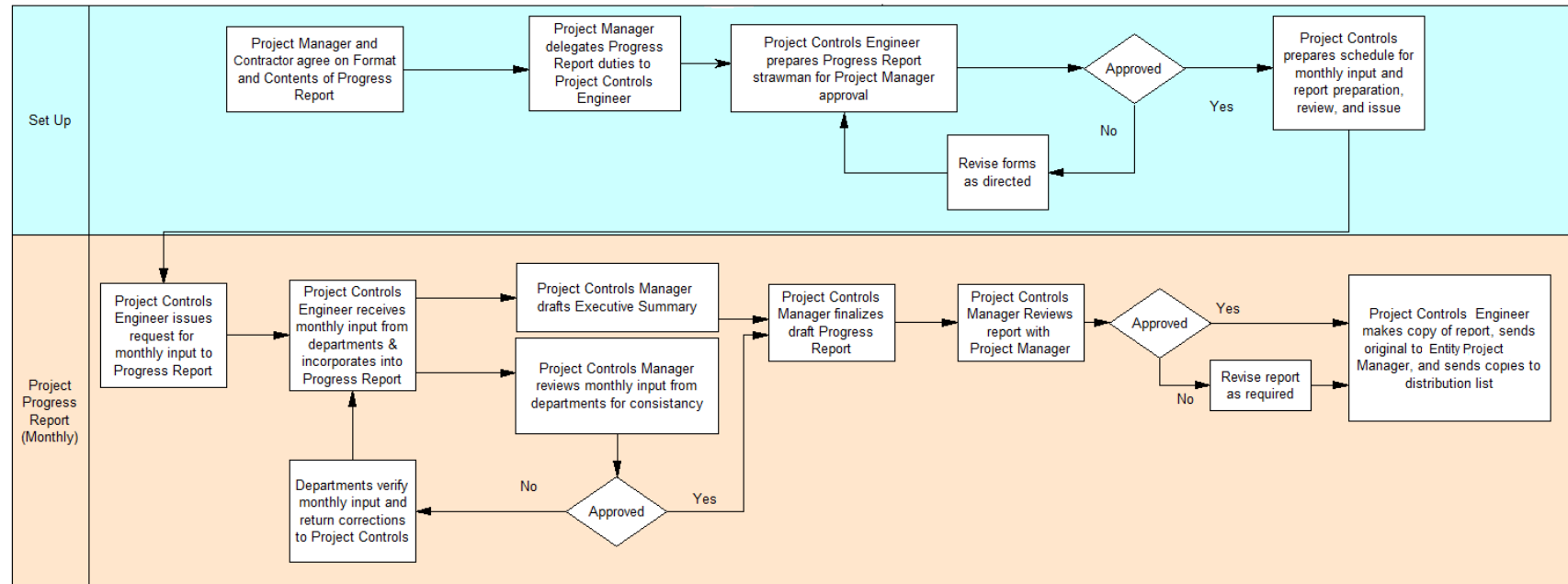
7.0 ATTACHMENTS

1. Monthly Progress Report Flow Chart
2. EPM-KPR-TP-000001 - Monthly Progress Report Template
3. EPM-KPR-TP-000003 - Project Summary Report – Registration Template
4. EPM-KPR-TP-000004 - Project Summary Report – Initial Planning Template
5. EPM-KPR-TP-000005 - Project Summary Report – Tender for Design Template
6. EPM-KPR-TP-000006 - Project Summary Report – Design Template
7. EPM-KPR-TP-000007 - Project Summary Report – Tender for Construction Template
8. EPM-KPR-TP-000008 - Project Summary Report – Construction, Testing and Commissioning, Handover & Closeout Template



Project Monthly Reporting Procedure

Attachment 1 - Monthly Progress Report Flow Chart





Project Monthly Reporting Procedure

Attachment 2 – EPM-KPR-TP-000001 - Monthly Progress Report Template

King Faisal Specialized Manufacturing Facility Expansion Project (KFSMF-EP)

(Insert Picture)

SAMPLE

Monthly Progress Report No. XXX
March 2018



Project Monthly Reporting Procedure

KFSMF-Expansion Project

Monthly Project Report N° XX
March 2018

D I S T R I B U T I O N L I S T

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(List Names)

(List Names)

--	--

(List Names)

SAMPLE



Project Monthly Reporting Procedure

KFSMF-Expansion Project

Monthly Project Report N° XX
March 2018

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NOTES :



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KFSMF-Expansion Project

Monthly Project Report N° XX
March 2018

Executive Summary

Health, Safety, Security & Environmental

To the end of March, the project worked 29.7 million man hours from inception to date, 8.7 million man hours or 144 days without a Lost Time Incident.

Overall Project Construction Progress

Project Progress	Weighted %	This Period %		To Date %	
		RF2	Actual	RF2	Actual
Package A					
Package B					
Overall Total	100				

Handover Summary

Handover Summary									
	Total Fcst	To Date		March		To Go		Total # of Systems	
		March Rev Plan	Actual	March Rev Plan	Actual				
MC	333	123	123	58	58	210	Pending PC	85	Incl. 14 Par
		36.9%	36.9%	17.4%	17.4%	63.1%	Signed PC Certificate	56	Incl. 14 Par
PC	333	51	42	35	26	291	Under T&C Review	6	
		15.3%	12.6%	10.5%	7.81%	87.4%			
MC Partial		55			7		MC – Mechanical Completion PC – Practical Completion		
PC Partial		14			0				
Total MC (Full and Partial)		178			65				
Total PC (Full and Partial)		56			26				

March Highlights

Key milestones achieved during this month include:

(List 8 Key items)

Staffing & Saudization (Actual headcount)

Categories	Non-Manual	Manual	Total	Saudi Employees	Saudi Trainees	Total Saudi	% Saudis
PMC							
Contractors							
Total Project							

Cost Overview

Category	Project Budget		Costs to Date	Committed to Date	Current Forecast	Previous Forecast	Variance
	Original Budget	Current Approved Budget					
Package A							
Package B							



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TOTAL							

Local Supplier Support Program

Type	# Awards to Saudi Companies	Total Value (SAR x M)	% of Total Project Awards
Contracts			
Engineered Material Requisitions (MRs)			
Non Engineered Material Requisitions (FMRs)			
Project business awarded to Saudi companies			

SAMPLE



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KFSMF-Expansion Project

Monthly Project Report N° XX
March 2018

1 Health, Safety, Security & Environmental (HSSE)

D J F M A M J J A S O N D J F M A M J J A S O N D J F M A M J

29.7 million job hours worked to date / 8.7 million job hours LTI free



- Over XXX hours worked without a Lost Time Incident (XX days)
- Sub-contractors XXX and YYYY achieved AAAA hours and BBBB job hours respectively without a Lost Time Incident
- Commenced complete Re-Induction of all site workers
- Commenced review of all Contractor Safety Procedures and Plans
- Testing & Commissioning and Operations continuing to take ownership of areas/equipment and undertake testing

1.1 Safety & Environmental Statistics

There was one Medical Treatment and three Restricted Work Day cases in March, as well as 14 first aid cases and five near miss incidents. Details and the status of corrective actions for the recordable and near miss incidents are given in Attachment A.

	Hours Worked	First Aid Cases	Medical/Rec. Cases	Rec. Case Freq. Rate	Rest. Work Cases	Lost Work Day Cases	LWDC Freq. Rate	Lost Days	Environ. Incidents	Fire / Security
This Period										
Contractors	822,689	1	3	0.73	2	0	0.00	0	0	0
Month Total										
Cumulative										
Contractors										
Total										

1.2 Summary Statistics

	No. of Observers	Employees		Supervisors	
		Checklists	% Safe	Checklists	% Safe
March 2018	408	2,798	97%	278	98%
February 2018	408	2,819	97%	445	98%
Since program inception		33,271	98%	8,019	97%



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KFSMF-Expansion Project

Monthly Project Report N° XX
March 2018

2 Project Progress

Data in this section is based on forward path review of project Forecast 2 schedule. The reporting period is the four week period from 01-28 March.

2.1 Overall Project Progress

Figure 2A: Project Progress

Project Progress	Weighted %	This Period %		To Date %	
		Forecast #2	Actual	Forecast #2	Actual
Package A					
• Procurement					
• Construction					
Overall Total					
Package B					
• Procurement					
• Construction					
Overall Total					
Project Total					

Also see Figure 2B: Level 1 Schedule and Figure 2C: Progress Curves.

Figure 2D: Major Package A Milestones

Description	Baseline 30 months	Forecast #2	Actual (A) / Forecast (F)	
Environmental Permits				
Contract Award				
(Insert milestones, as per Contract)				



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Figure 2D: Major Package B Milestones

Description	Baseline 30 months	Forecast #2	Actual (A) / Forecast (F)
Environmental Permits			
Contract Award			
(Insert milestones, as per Contract)			

2.2 Engineering

The remaining Engineering effort will continue to

2.3 Contracts & Procurement

March progress was XXX against the Forecast plan of XXX, while cumulative to date progress is XXX % against the Forecast 2 plan of XXX %.

In March, AXY Construction mobilized and have demonstrated good performance to date. At the end of March Contracts had closed out three contracts vs. three planned out of a total of 37.

The procurement group continued closing out purchase orders (POs). At the end of March, a total of 33 POs had been closed vs. 33 planned out of a total of 211.

The Procurement group remains focused on expediting timely deliveries of critical equipment to support the project's system completion dates.)

2.4 Construction

March progress was XXX % against the Forecast 2 plan of XXX %, while progress to date is XXX % against the Forecast 2 plan of XXX %. Also see Figure 2F: Construction Monitoring Report.

The focus in the coming weeks will be on XXXXXXXX.

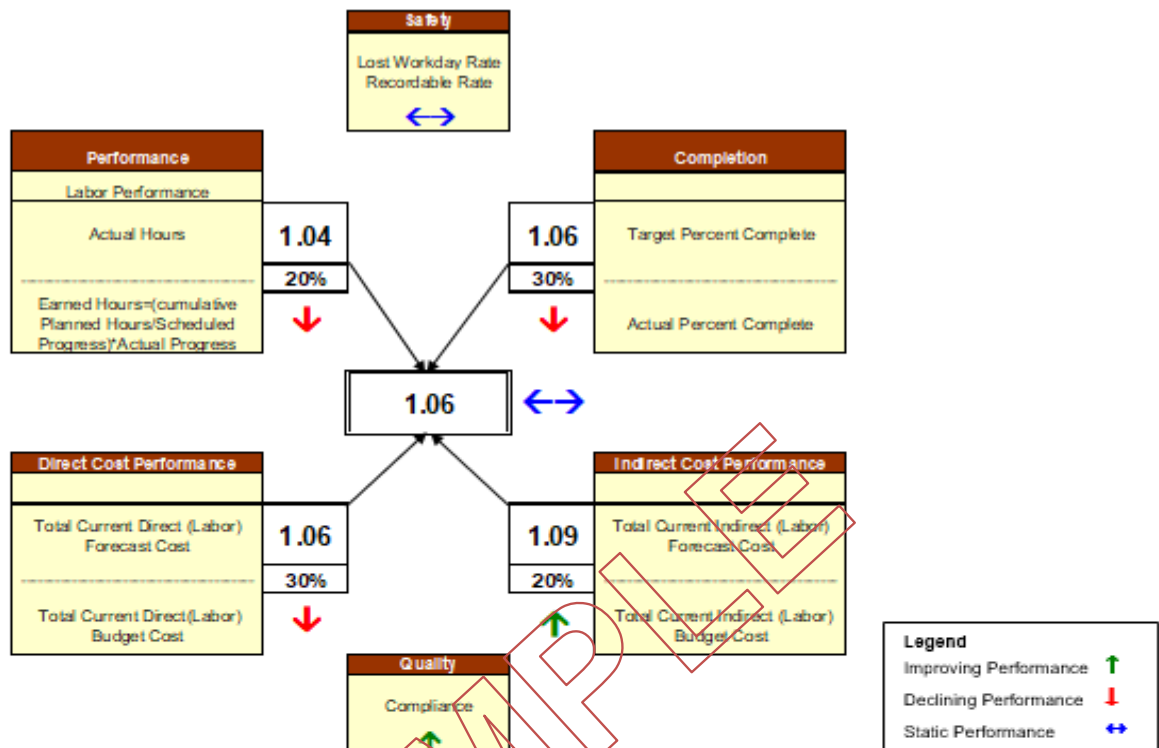


Project Monthly Reporting Procedure

KFSMF-Expansion Project

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Figure 2E: Construction Dashboard





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KFSMF-Expansion Project

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Figure 2B: Level 1 Schedule

(Insert Level 1 here)

SAMPLE



Project Monthly Reporting Procedure

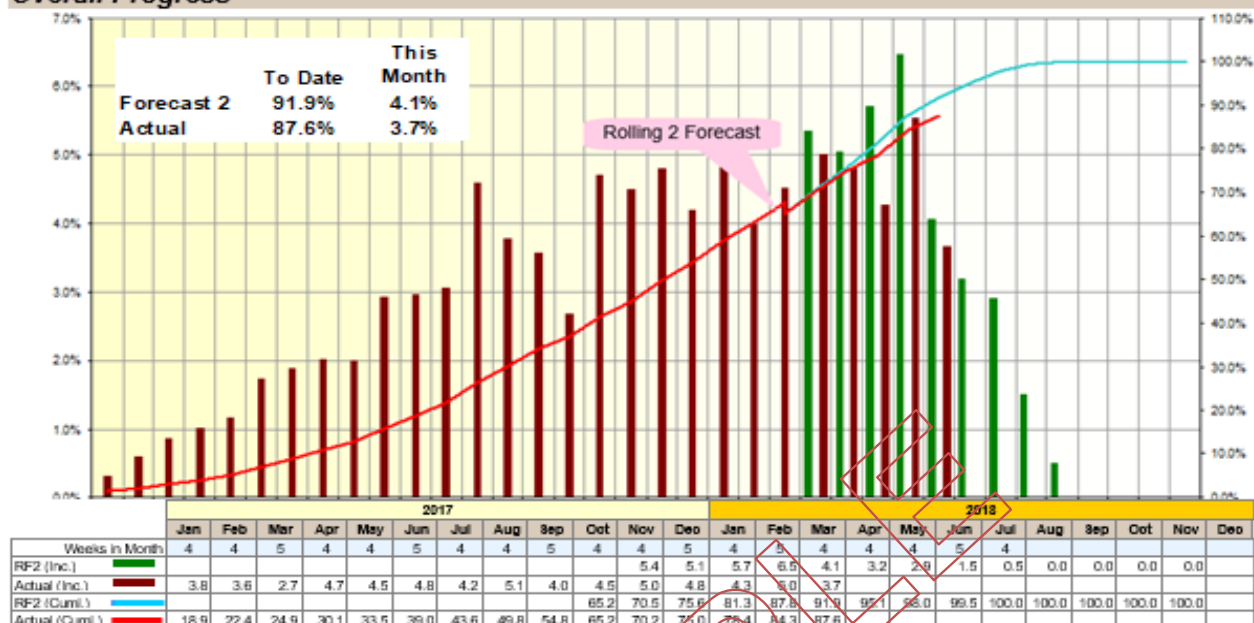
KFSMF-Expansion Project

Monthly Project Report N° XX
March 2018

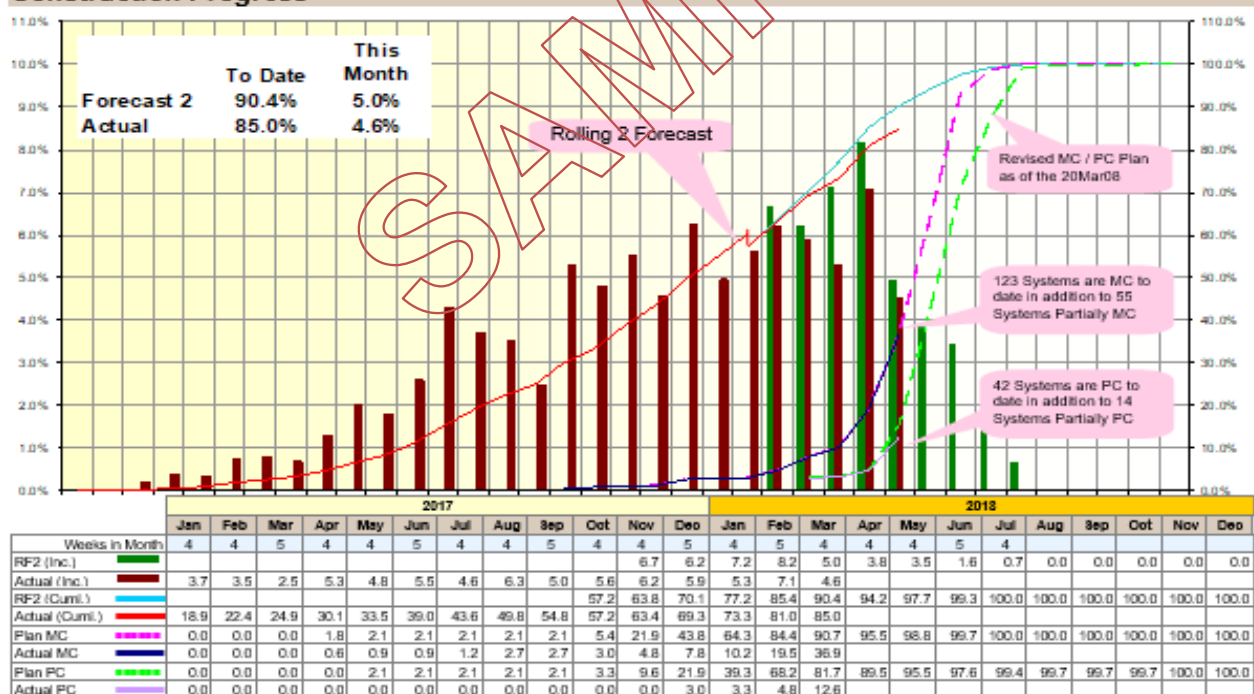
Figure 2C: Project Progress Curves

"Forecast" = Project Forecast 2 schedule presented to on XXXX

Overall Progress



Construction Progress



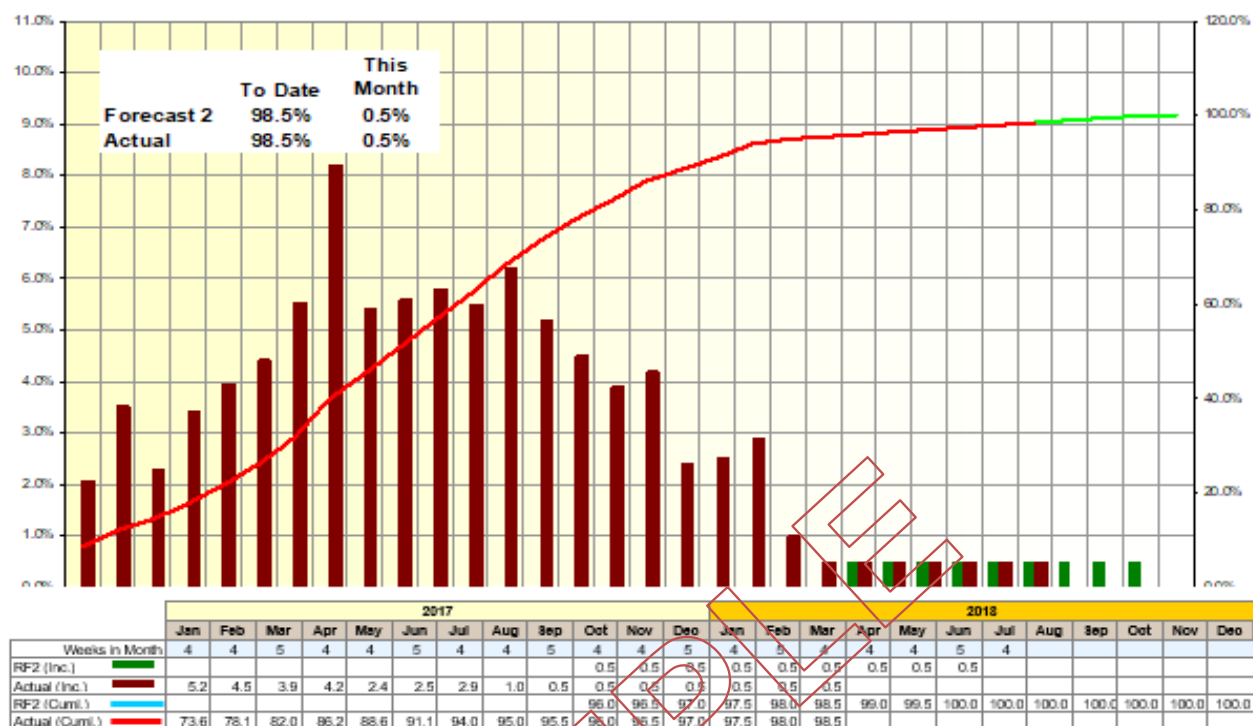


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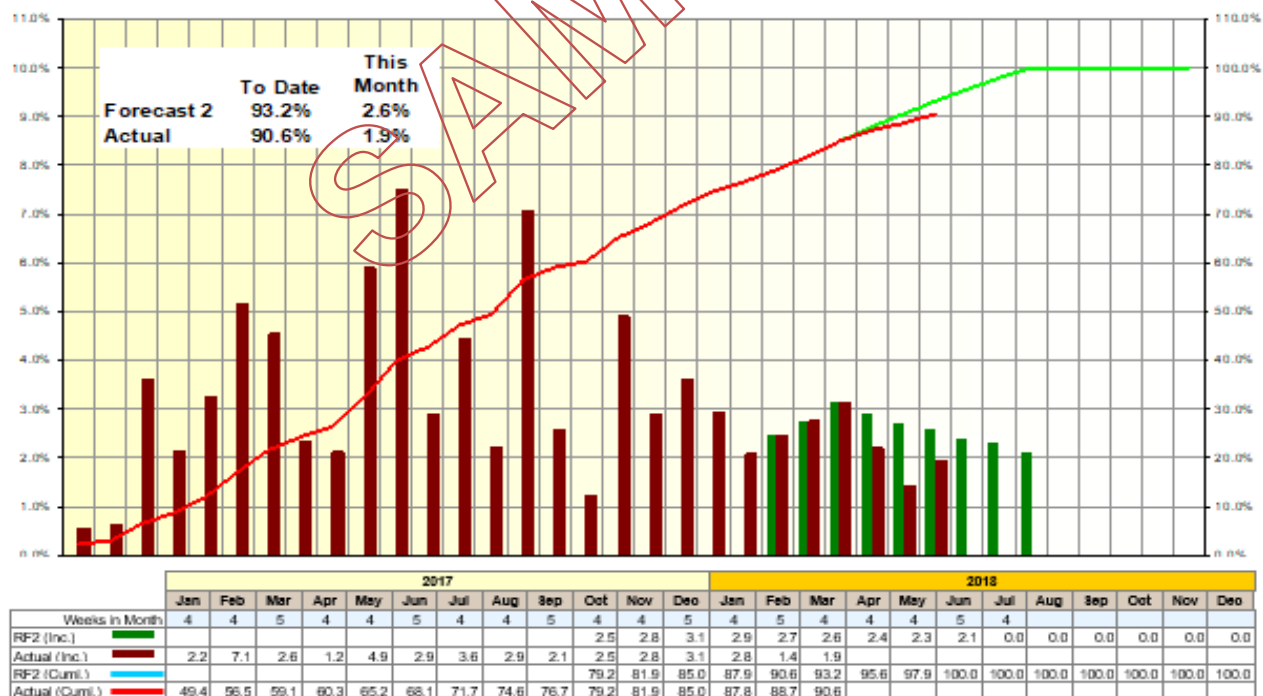
KFSMF-Expansion Project

Monthly Project Report N° XX
March 2018

Engineering Progress



Procurement Progress





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Figure 2D: Construction Monitoring Report (week ending XXXX)

Package A

Contractor	Description	Total Hours	TO GO Hours	ITD Construction % Complete		This Period %		PF (To Date)		Equip Direct Manpower (based on Avg \$20 Hrs for Feb18)	
				Planned*	Actual	Planned*	Actual	To-Date	This Period	Planned Feb	Actual Feb
Package A & D											
KAOC											
BAW	Earthworks, Site Development	2,660,157	256,291	90.78	90.37	3.71	1.88	0.97	0.91	413	186
BAW	Concrete	555,557	3,951	97.94	99.29	1.65	1.22	1.20	1.89	38	53
BAW	Architectural	126,001	30,714	99.84	77.42	1.43	4.27	1.04	0.88	8	21
BAW	Mechanical / Piping	716,278	156,101	73.85	78.21	11.33	9.34	1.46	1.32	340	368
BAW	Electrical	1,081,340	316,122	69.08	70.77	10.43	5.45	0.66	0.77	472	188
BAW	Instrumentation	39,153	3,718	79.74	90.50	6.65	2.41	0.50	5.69	11	22
	Sub Total	5,188,486	766,897	85.39	85.22	5.88	3.65	1.01	1.07	1,282	839
Central Plant											
BAW	Earthworks, Site Development										
BAW	Concrete										
BAW	Architectural										
BAW	Mechanical / Piping										
BAW	Electrical										
BAW	Instrumentation										
	Sub Total										
Parking A											
BAW	Earthworks, Site Development										
BAW	Concrete										
BAW	Architectural										
BAW	Mechanical / Piping										
BAW	Electrical										
BAW	Instrumentation										
	Sub Total										
Service Tunnel											
BAW	Earthworks, Site Development										
BAW	Concrete										
BAW	Architectural										
BAW	Mechanical / Piping										
BAW	Electrical										
BAW	Instrumentation										
	Sub Total										
Port Facilities											
BAW	Earthworks, Site Development										
BAW	Concrete										
BAW	Architectural										
BAW	Mechanical / Piping										
BAW	Electrical										
BAW	Instrumentation										
	Sub Total										
Total Packages A & D											
BAW	Earthworks, Site Development	4,669,725	503,482	93.32	95.71	2.90	2.40	1.01	1.01	590	464
BAW	Concrete	541,203	59,025	97.99	99.09	1.22	2.59	1.22	0.99	54	111
BAW	Architectural	126,468	31,387	94.64	79.75	2.90	2.21	0.99	0.97	12	47
BAW	Mechanical / Piping	1,428,294	292,491	69.08	79.07	9.01	8.73	1.40	1.68	502	768
BAW	Electrical	2,058,365	592,742	79.37	71.35	9.24	8.34	0.72	0.70	545	597
BAW	Instrumentation	64,523	3,718	80.46	88.47	6.78	7.49	0.60	1.09	18	31
	G. Total - Package A	9,216,888	1,592,709	88.24	83.01	5.39	4.83	1.04	1.04	2,039	1,919

Package B

Contractor	Description	Total Hours	TO GO Hours	ITD Construction % Complete		This Period %		PF (To Date)		Equip Direct Manpower (based on Avg 800 Hrs for Feb18)	
				Planned*	Actual	Planned*	Actual	To-Date	This Period	Planned Feb	Actual Feb
Package B											
KAOC											
BAW	Earthworks, Site Development	2,660,157	256,291	90.78	90.37	3.71	1.88	0.97	0.91	413	186
BAW	Concrete	555,557	3,951	97.94	99.29	1.65	1.22	1.20	1.89	38	53
BAW	Architectural	126,001	30,714	99.84	77.42	1.43	4.27	1.04	0.88	8	21
BAW	Mechanical / Piping	716,278	156,101	73.85	78.21	11.33	9.34	1.46	1.32	340	368
BAW	Electrical	1,081,340	316,122	69.08	70.77	10.43	5.45	0.66	0.77	472	188
BAW	Instrumentation	39,153	3,718	79.74	90.50	6.65	2.41	0.50	5.69	11	22
	Sub Total	5,188,486	766,897	85.39	85.22	5.88	3.65	1.01	1.07	1,282	839
Central Plant											
BAW	Earthworks, Site Development										
BAW	Concrete										
BAW	Architectural										
BAW	Mechanical / Piping										
BAW	Electrical										
BAW	Instrumentation										
	Sub Total										
Parking A											
BAW	Earthworks, Site Development										
BAW	Concrete										
BAW	Architectural										
BAW	Mechanical / Piping										
BAW	Electrical										
BAW	Instrumentation										
	Sub Total										
Service Tunnel											
BAW	Earthworks, Site Development										



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BAW	Concrete												
BAW	Architectural												
BAW	Mechanical / Plana												
BAW	Electrical												
BAW	Instrumentation												
Sub Total													
Port Facilities													
BAW	Earthworks, Site Development												
BAW	Concrete												
BAW	Architectural												
BAW	Mechanical / Plana												
BAW	Electrical												
BAW	Instrumentation												
Sub Total													
Total Package B													
BAW	Earthworks, Site Development	4,640,720	803,403	23.23	26.71	2.49	2.49	1.01	1.01	690	464		
BAW	Concrete	241,393	38,793	27.39	26.09	1.22	2.09	1.22	0.99	64	111		
BAW	Architectural	262,466	61,107	24.94	24.26	2.29	2.21	0.08	0.07	19	27		
BAW	Mechanical / Plana	1,438,184	222,407	26.08	24.27	2.01	3.73	1.49	1.65	606	700		
BAW	Electrical	2,000,386	627,147	28.37	21.35	2.24	2.34	0.72	0.70	540	607		
BAW	Instrumentation	64,563	7,419	28.46	28.47	8.26	12.42	0.69	1.09	15	21		
G. Total - Package B		9,215,888	1,582,709	28.24	23.07	5.39	4.92	1.04	1.04	2,039	1,919		
TOTAL ALL PACKAGES													
Package A		4,470,421	266,954	26.16	24.03	4.38	4.39	1.23	1.38	833	975		
Package B		1,075,359	150,014	27.75	26.05	4.36	6.98	1.17	1.63	156	389		
PROJECT TOTAL		17,656,958	2,840,954	29.35	25.04	4.97	4.55	1.20	1.73	3,528	4,783		



3 Testing & Commissioning Status Summary

3.1 Highlights & Achievements

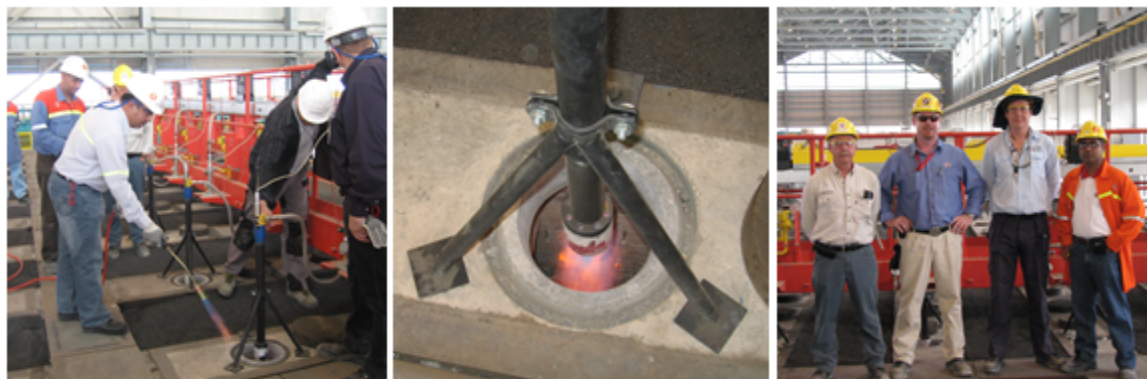
- Key milestones achieved during March include:
 - The First Green Anode was produced in the Paste Plant.
 - Completed loading anodes in the Anode Bake Furnace and commenced the Dry-out Fire
 - The Fume Treatment Centre (FTC) is all green tagged and is running in by pass mode.
 - Unloaded the First Coke Shipment via the material handling system into Coke Silo#1.
 - All 93 pots in Q1 are Green Tagged. Testing of the 96 pots in Q2 is well advanced and remains on schedule to be green tagged within the last week of April.
 - RF13 is now PC and targeting to PC Rectifiers 14 & 15 by the first week of April.
- KFSMF accepted as Practically Completed (PC) the following handover packages: Pot tending Assembly #1 and #4; Potroom B Section B01@B93 Building and Services; 93 Pots Group B01 @ B93; Rectifier unit #1, 2 and 3; Goods Lift system in the Paste Plant area; FTC; FTC L2 Control System; Rodding Shop dedusting system; Section M & J - PVT & paste preparation; Section K - Anode Forming; Section C & P - Coke & Scraps Feeding & Dedusting (C-310); Section I - Anode Cooling & Settling Tank; Hot metal 35t crane & lifting beam; 220kv/33kv Main Auxiliary Transformer #2; GIS Hall DC system, and GIS building UPS system.
- Testing & Commissioning reviewed and accepted as Mechanically Complete the following hand over packages: Potroom B section B01 @ B93, Buildings & Services; Potroom A Section A01@A93 Buildings; 72 Pots Group A23@A93; Potline Western Passage; PTA #7; Rectifier unit #4 & 5; GIS & Rectifiers L2 Control System; Anode Handling Central conveyor; Baked Anode Handling to Storage; Buildings and Services Baking Furnace; ABF Firing System L2 Control System; ABF Natural Gas System; ABF Firing ramp #1; New Anode Assemblies & Storage; Buildings and Services FTC; Metal Crucible Lining Drying Station; Siphon Pipe Preheating Station; Aluminium Scrap Furnace Preheating; Bath Crucible Lining Drying Station; Ladle Tilters; Overhead Travelling Crane 20t and 5t; Semi-Portal Crane 4t; Pitch truck loading; Alumina & Coke Transport to Storage; Coke Storage (incl. Truck Loading) #1; Traveling Pneumatic Ship-Unloader; Sewage and sanitary system; Potable Water System; Process water pumping and distribution; Water Storage Tanks; Compressor House Services; Air compressor #5; Compressed Air System to Casthouse, Potline and Carbon Area; Substations HTS-11, LTS11-2, LTS41-1A, LTS 41-2A, LTS 31-1, LTS 11-1, LTS 31-6, LTS 41-1, LTS 41-2; and Potline HTS12 DC system.
- The following systems were tested; some were energized, some are ready for operations: Rectifier #4 and #5; Substations HTS01, HTS21, LTS21-1, LTS21-2, and HTSP-1, HTS-11, LTS11-2, LTS41-1A, LTS 41-2A, LTS 31-1, LTS 11-1, LTS 31-6, LTS 41-1, LTS 41-2; FTM #2; Compressor #6; Emergency Diesel Generator for Compressor; Compress Air system to Potline, Casthouse and Carbon Area; Fire Water System; Process Water System; and Gas System



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Dry out of the Anode Bake Furnace commenced in March

Handover Summary

Total Fcst		To Date		March		To Go			Total # of Systems
		March Rev.	Actual	March Rev.	Actual				
MC	333	123	123	58	58	210	Pending PC	85	Incl. 14 Parti
		36.9%	36.9%	17.4%	17.4%	63.1%	Signed PC Certificate	56	Incl. 14 Parti
PC	333	51	42	35	26	291	Under Pre-Op Review	6	
		15.3%	12.6%	10.5%	7.81%	87.4%			
MC Partial		55			7		MC – Mechanical Completion		
PC Partial		14			0		PC – Practical Completion		
Total MC (Full and Partial)		178			65				
Total PC (Full and Partial)		56			26				

*Actual cumulative PC is including 3 systems approved by Testing & Commissioning but are under KFSMF review.

Mechanical and Practical Completion Skylines have been leveled to have a weekly achievable number of systems while respecting the main project milestones and the First Hot Metal Dates.

Testing & Commissioning Activity Status

	Weight	Total	This Period	Actual Cum.	Fcst To Go	% Progress
Switchboard Energize	25	58	19	45	13	19.4
PLC/I/O Check	25	31,786	4,592	16,202	15,584	12.7
Motor Runs	30	1,489	187	625	864	12.6
MC	10	333	58	123	210	3.7
PC	10	333	26	42	291	1.3
Total	100					49.7

The Energization of the switchboards is progressing very rapidly, a total of 45 switchboards have been energized and there is no major issue that needs to be addressed. Paste Plant PLC/I/O checks and motor runs is now completed. In the Port Area 63% of I/O check completed and motor runs are about 92.2%. Completed all I/O testing and motor runs for ship un-loader. In the potline area the Testing & Commissioning team is working progressively to complete in the next few weeks the PLC/I/O checks and motor run in Second Quarter Potline and continue I/O checking and motor runs of PTM #5 (75% progress) and 6 (35% progress). Completed also 97% of the I/O testing and 91% motor runs for the ingot caster #2 and Started the sequence testing (80% complete). Also the infrastructure I/O testing and motor run is progressing constantly with project requirements (fire water, process water, compressed air, Gas and sewage systems).



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Punch List Items (All)

	Open	Closed	Total		A	B	C	Disputed	Total
February	2,067	2,944	5,011	Items Completed	1,875	2,055	375	195	4,500
To date	3,050	4,500	7,550	Items to Go	390	1,480	1,052	148	3,050
									7,550

A: Complete punch list items prior to handover to T & C.

B: Complete punch list items prior to handover to KFSMF

C: Complete punch list items after handover to KFSMF

3.2 Challenges & Planned Mitigation

Completion of "B" punch list items on systems that have been tested and are either energized or ready for operations. The Project team is focusing on resolving all the "B" punch list items that needs to be completed to be able to expedite the approval of the PC Certificates.

SAMPLE



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4 Critical Activity Status

The project is working to the following critical path target dates to achieve first hot metal:

Facility/Activity	Target Date	Drivers & Status
On target	Needs watching	Critical
Energization		
Substations Energization	09-Apr-18	Complete delivery of HTS 12 Bus "A" switchboard to guarantee supply of power to east GTC on time. In March, the substations LTS 21-3 (Hot bath processing), HTS 11 & LTS 11-1 (Potline and west GTC), LTS41-1 & LTS 41-1A & LTS 41-2 & LTS 41-2A (Casthouse Area) and LTS 31-4 were energized. BCS is continuing the installation of switchgears on HTS-12, LTS12-1& LTS 31-3. Al Habib is expediting completion of the finishing work on the substations and clears the punch list items. In April, the project plans to energize the balance substations LTS11-2, LTS41-4, LTS31-3, HTS12 and LTS12-1.
Reduction		
Short circuit test	06-May-18	All systems required for the short circuit test need to be PC before 06-May. Rectifier # 12 and #13 are PC; Rectifier #14 and #15 are forecast to be PC by 01-Apr. Short circuit removal and installation of flexes is ongoing. KFSMF is planning to start diode balancing by 19-Apr, Vendor will be on site by 26-April to install the master PLC group control.
First Hot Metal	12-June-18	The supplier has begun their MC handover process for GTC west; target MC is 16-Apr and target PC is 16-May. In the blower room The prime contractor is expediting the ventilation delivery issue. One more vendor to be on site by 07-April to support the PTA handover schedule. HDPS system to be PC'ed by first week of May.
Carbon		
Rodding shop	7-May-18	The Paste Plant produced the "First Green Anode" on 20-Mar-18, the system is expected to be stabilized by the second week of April. Dry out of the first five ABF sections commenced on 29-Mar-18. Anode baking will commence the third week of April with the first anode baked by mid May. The next focus point in the ABF is achieving PC of the second FTA. Installation of the Anode Handling conveyors is progressing well, the conveyor is PC from the Paste Plant to Anode Storage and from Anode Storage to the ABF. Work is now concentrating of achieving PC of the central conveyor by the first week of April. The Rodding Shop is still facing some cabling and Testing & Commissioning issues. The focus now is to expedite the installation of cables and to ensure that systems are MC on time in order to start Testing & Commissioning.
Casthouse		
Furnaces C&D	20-Apr-18	Work in Furnaces C&D has been somewhat delayed due to refractory issues. The prime contractor has supplied the vendor with compressed air and gas to support the achievement of PC by 20-Apr.
First Ingot line	07-Apr-18	Testing & Commissioning of the first ingot line continues and is expected to be finished as scheduled by the first week of April.
Cooling Water System	30-May-18	Piping work is being completed ready to put water in the Hotwell. Testing is scheduled to commence by the end of the first week of April. The focus will be on completing the cooling water system required for the first ingot line.
Infrastructure		
Fire water facility	12-Apr-18	The Fire Water System is currently forecast to be ready by 12-Apr-18. XXXX has mobilized an additional subcontractor and progress has started to improve. Work progress and completion dates are being closely monitored; priority work is being



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Facility/Activity	Target Date	Drivers & Status
		completed.
Delivery of Anode Pallet Transport Vehicles (APTVs) & Metal Transport Vehicles (MTVs)		The supplier delivery schedule for the APTVs and MTVs has slipped. The first APTV vehicle is scheduled to arrive in Oman the first week in April. The first MTV and the second APTV shipment are due in mid-April. Additional sub-order expediting has commenced to improve this schedule wherever possible.
Architectural (Office) Buildings		ABC's lack of manpower/supervision and productivity is delaying the completion of the Admin Building and Casthouse office. ABC is making progress on the area offices, targeting the end of April for ready for occupancy for the Potline office and the Port office. Access to the Port office computer room and control room will be available for raceways and cable pulling activities the first week of April. ABC has increased their manpower resources and the prime contractor has also provided additional manpower and supervision in an effort to improve progress. Night shift plans are in place to commence early April. Timely completion of the non-process buildings remains critical to the project and the prime contractor continues to expedite and support National on a daily basis.
Port		
Alumina Silos (electrical installation) Readiness to Unload Alumina	20-Apr-18	The first alumina shipment is expected 04-May-18. Electrical and mechanical activities need to be expedited and monitored closely else, they could affect completion of the Alumina handling controls and instrumentation. In March, XYZ lifted the feeding gallery onto Alumina Silo # 1 and onto coke silo and continued with the installation of the compressed air piping. They also progressed the mechanical and electrical work in the truck loading station and installation of the withdrawal system and roof work in the Alumina Silo. XYZ is still reviewing their Pre-Commissioning plan. In order to increase progress and meet the required shipment schedule, beginning in early April a coordination meeting will be held every other day.



Project Monthly Reporting Procedure

5 Staffing

Table 5A: Overall Project Headcount (Actuals)

Categories	Non-Manual	Manual	Total
Muscat	20		20
New Delhi	2		2
Off-Project	1		1
Site	349	2,220	2,569
Total Prime Contractor	372	2,220	2,592
Subcontractors	320	2,756	3,076
Total Project	692	4,976	5,668

Note1: BCS actuals are based on e-Track information and Contractors include Vendor reps on site.

Table 5B: EPCM Services Headcount (Equivalent)

Location	Last Month		This Period		Next Month
	Forecast	Actual (Equiv)	Forecast	Actual (Equiv.)	Forecast
Office 1	22	23	23	21	23
New Delhi	4	4	4	2	4
Off Project	2	1	1	1	0
On Project	397	411	373	392	358
Project Total	425	439	404	416	385

Also see Figure 5A: EPCM Services Job hours by Department, Figure 5: Non-Manual EPCM & Construction Services Job hours and Figure 5C: Construction Manpower.

5.1 EPCM Non-manual Staffing

Office staffing includes a small team of engineers (8) and other project support staff (i.e., drivers, admin, IS&T). During March, the overall site headcount decreased as a result of planned demobilizations but incorporates an increase to Testing & Commissioning department with the mobilization of planned personnel. The difference between actual headcount (Table A) and equivalent headcount (Table B) in March is due to Friday overtime requirements and the public holiday during which site remained open.

EPCM non-manual staffing is based on Staffing Plan Rev. 20D and incorporates extensions to demobilization dates to support resource reallocations (as described below). This is contributing to the EPCM Services costs trend of SAR 11.4 million.

Other contributing factors to this trend include:

- Additional leadership support required to assist all non-performing contractors, e.g., XXX, YYY, ZZZ, ABC and YZT.
- Performing work with the prime contractor's direct hire forces that was originally planned to be subcontracted

Further the project is seeking to recover all related-"contractor support/non-performance"-costs back from contractors. It should also be noted that the EPC team is focused in delivering critical systems to support FHM.



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Figure 5A: Project EPCM Job Hours by Department

Departments	Original Budget	Approved Changes	Current Budget	RF2 EAC	Potential Trend	Current EAC	This Period			To Date		
							Current Budget	RF2 Target	Actual	Current Budget	RF2 Target	Actual
Engineering												
Shop Engineering	30,288	0	30,288	29,784	379	30,163	0	0	2	30,288	29,875	30,163
Mgmt & Central Engineering	144,495	0	144,495	88,806	3,662	90,468	0	548	478	144,495	85,032	89,921
Civil / Architectural	97,245	0	97,245	39,754	361	40,115	0	0	0	97,245	36,759	40,115
Structural / Concrete	60,635	3191	63,826	147,187	1,607	148,794	0	365	210	60,635	139,488	148,612
Mechanical / Layout	133,045	2400	135,445	179,667	1,634	181,301	0	400	454	137,790	176,995	180,571
Electrical / Controls	203,639	450	204,089	238,554	8,698	247,252	0	1,387	1,522	198,894	240,044	245,785
Sub Total Engineering	669,3476	6,041	675,387	721,753	16,340	738,093	0	2,700	2,666	669,346	708,193	735,166
Project Management												
Project Management	25,747	0	25,747	24,608	2,828	27,436	40	1,140	1,214	25,706	26,591	24,514
Project Controls	181,744	0	181,744	205,098	13,508	218,606	1,723	4,776	5,277	180,739	195,392	203,208
Finance & Accounting	121,021	0	121,021	126,636	18,787	145,423	2,633	5,167	6,233	119,048	116,145	121,716
Commercial Mgmt (Contracts & Proc.)	290,634	956	291,590	356,457	13,746	370,203	4,780	10,870	11,622	284,713	321,904	343,354
HR, Admin & Support Services	185,758	0	185,758	208,538	19,093	227,631	2,163	4,809	5,559	184,217	189,175	213,991
Document Control	64,348	0	64,348	82,419	3,173	85,592	1,283	1,664	2,004	63,323	70,113	83,392
Information System & Technology	72,477	0	72,477	49,576	3,029	52,605	660	1,283	1,421	72,037	49,906	48,122
Sub Total Project Management	941,727	0	942,683	1,053,331	74,165	1,127,496	13,281	29,707	33,329	929,783	969,227	1,038,294
Construction												
Construction	942,335	0	942,335	1,100,382	75,909	1,182,291	15,180	42,616	50,795	929,575	1,016,319	1,097,417
HSSE	133,813	0	133,813	148,005	(4,979)	143,026	3,300	5,088	5,365	131,723	137,261	133,346
Testing & Commissioning	22,433	0	22,433	53,998	2,682	56,680	1,320	5,720	6,222	19,793	34,817	30,514
Sub Total Construction	1,098,582	0	1,098,582	1,308,385	73,612	1,381,997	19,800	53,424	62,382	1,081,092	1,188,396	1,261,277
Off-Project Support												
Off Project Support	0	0	0	224	704	928	0	0	599	0	0	928
Sub Total Off Project Support	0	0	0	224	704	928	0	0	599	0	0	928
Total Project EPCM Services	2,709,656	6,997	2,716,652	3,083,693	164,821	3,248,514	33,081	85,832	98,976	2,680,221	2,865,816	3,035,664
Steel Detailing + Expediting												
Steel Detailing	0	42,700	42,700	66,371	1,848	68,219	0	0	0	42,700	55,705	68,219
Steel Expediting	0	26,749	26,749	22,528	100	22,628	0	0	20	26,749	36,959	22,628
Sub Total Steel Detailing + Expediting	0	69,449	69,449	88,899	1,948	90,847	0	0	20	69,449	92,664	90,847
Total Report	2,709,656	76,446	2,786,102	3,172,592	166,769	3,339,361	33,081	85,832	98,996	2,749,670	2,958,481	3,126,511

(1) The forecast for steel expediting and detailing was established by trending the structural steel bulk material original budget. The prime contractor tracked required structural steel detailing and Chinese structural steel expediting as a separate line item.

(2) Current EAC Forecast is based on Rev-200.

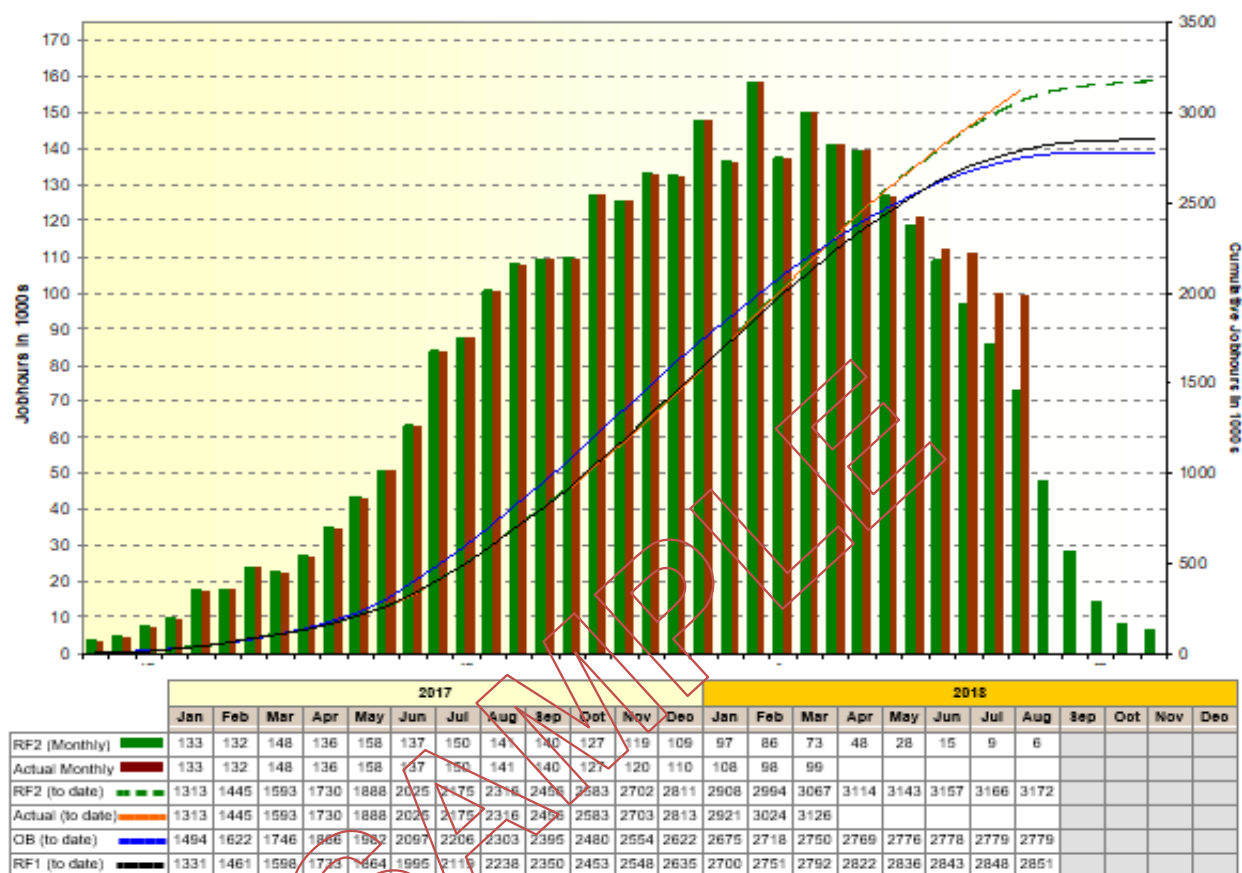


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Figure 5B: Non-Manual EPCM & Construction Services Job Hours



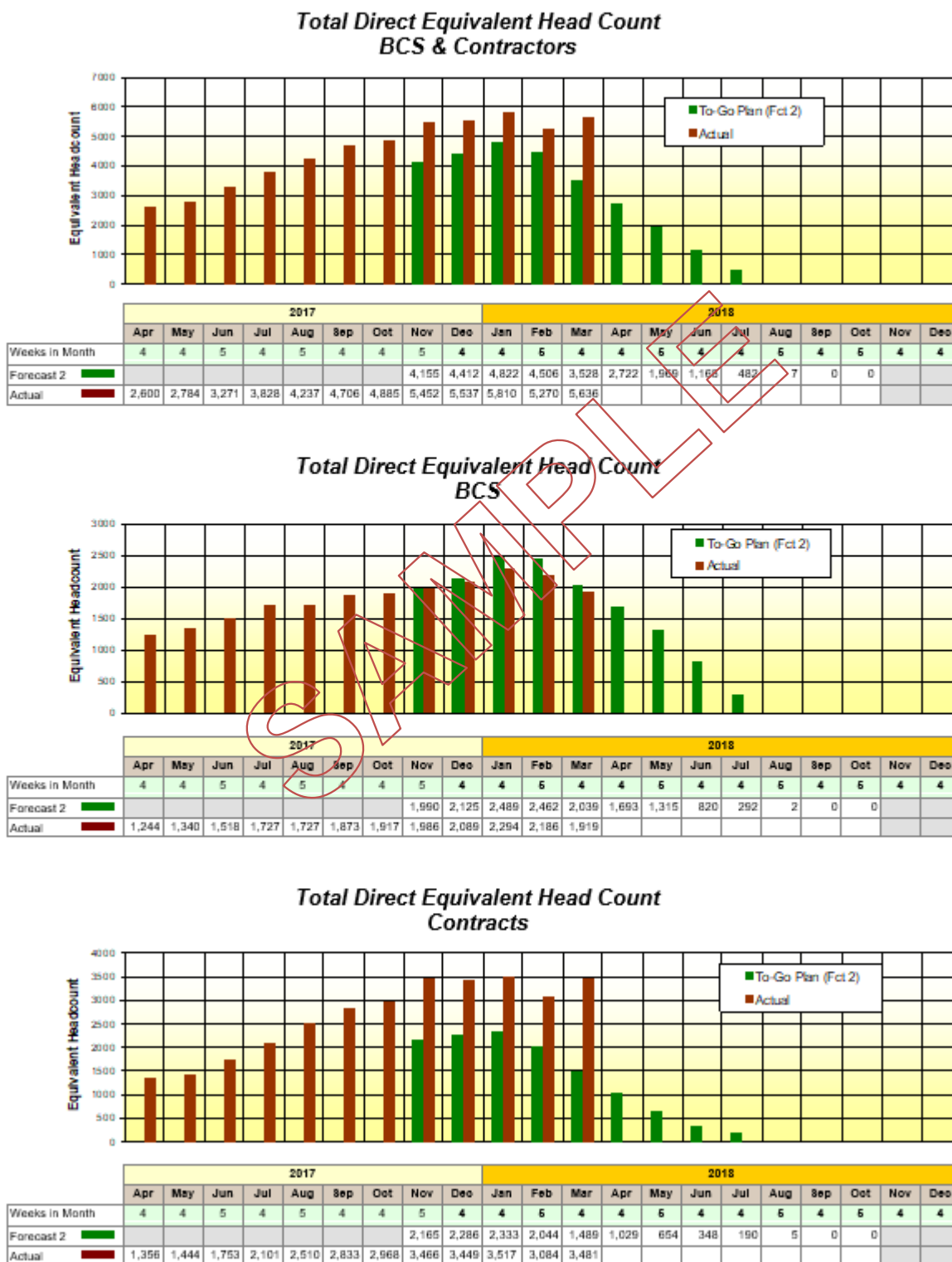


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Figure 5C: Construction Manpower (Total Project)





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6 Cost Summary

Category	Project Controls Budget		SAR in 1,000s					
	Original Budget	Current Budget	Costs to Date	Committed to Date	Rolling Forecast-2	Current Forecast	Previous Forecast	Variance
Directs	938,760	980,068	796,233	959,687	1,005,752	1,006,638	1,005,456	1,182
Field Indirects	209,905	207,865	194,385	216,005	222,157	219,354	222,203	(2,849)
Field Office Services	81,527	87,850	96,170	97,068	99,718	99,798	99,752	46
Mgmt & Eng. Services	85,148	99,753	119,695	120,388	120,781	120,798	120,788	10
Contingency	75,000	74,525			12,433	14,300 ⁽³⁾	12,688	1,612
Escalation	50,000	2,968						
Salvage Credit to TIC ⁽¹⁾	(18,340)	(18,340)			(18,858)	(18,858)	(18,858)	0
TOTAL	1,422,000	1,434,690	1,156,872	1,372,143	1,441,983	1,442,029	1,442,029	0
PRT Costs⁽²⁾			613	613	613	613	613	

(1) Salvage credit has been shown separately from within Indirects to better identify commitments to go

(2) PRT costs are made up of SAR 541K Electrical Utilities and SAR 72K EPCM Services (Management of PRT Construction). Only electrical utilities costs have previously been included within TIC costs

(3) Contingency amount does not incorporate un-resolved trends

Figure 6A gives the Cost and Commitment Summary by facility and commodity. Also see Figure 6B: Project Commitments & Expenditures and Attachment D: Three Month Cash Flow.

6.1 Commitment Summary

Commitments for the period were SAR 18.7 million and included:

- Revisions to existing purchase orders totaling SAR 2.5 million including:
 - RSMACC Implementation SAR 520K
 - Metal Transport Vehicle SAR 308K
 - Digital Mobile Radio System SAR 158K
 - Misc. PO Revisions and FMR's SAR 1,545K
- Contract change orders totaling SAR 5.4 million including:
 - Added scope to Carillion for Port Civil Works SAR 1,939K
 - Cool Rm / Electrical Rm added scope to Arabian General Services SAR 1,973K
 - Concrete Supply Contract Adjustments SAR 1,169K
 - Revision to Engineering Design Services Contract SAR 260K
- Contract change orders (Vendor Reps) totaling SAR 0.8 million including:
 - Increased days for GIS vendor rep SAR 508K
 - Increased days for Crucible Cleaning Machine vendor rep SAR 281K
- Balance of the March commitments were Commit-as-Paid for EPCM (SAR 4.4 million), Construction Services (SAR 1.1 million) and Construction Services Indirects (SAR 4.5 million).

Field Indirects commitment and expenditure to date amounts are inclusive of all temporary buildings costs. The salvage credit against these temporary building costs and scaffolding are now shown separately in order to more clearly identify true commitments to go.

The current committed value for freight service contract(s) is greater than the current forecast cost for freight services. A contract commitment authorization reducing the overall commitment for the



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freight services contract is pending, which will bring planned expenditures in line with Rolling Forecast 2.

6.2 Expenditure Summary

Expenditures for the period were SAR 49.3 million and to date are SAR 1,206.5 million.

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Figure 6A-1: Cost and Commitment Summary by Facility (SAR x 1,000s)

Area and Description	Budget				Forecast			Commitment		Expenditure	
	Control Budget (a)	Budget Transfers (b)	Approved Scope Changes (c)	Current Budget (d)=(a)+(b)+(c)	Rolling Forecast 2 (e)	Other Trends & Scope Changes (f)	Current Forecast (g)=(f)+(e)	This Month	Inception to Date	This Month	Inception to Date
0100 Site Preparation	16,462	184	766	17,413	20,182	(143)	20,678	14	15,563	612	11,454
0200 Site Wide	0	1,658	0	1,658	0	0	0	760	103,278	3,374	83,685
0300 Reduction Area	528,169	16,675	1,900	546,561	532,561	544	533,105	3,708	466,658	11,461	403,649
0400 Carbon Plant	200,562	3,894	2,251	206,707	214,362	376	214,868	513	180,839	7,461	158,122
0500 Casterhouse	44,024	778	1,796	46,598	51,951	207	52,158	345	38,361	1,159	26,552
0600 General Services	42,369	2,372	1,088	45,829	46,718	(42)	46,675	311	38,283	3,421	21,483
0700 Yard Utilities	39,321	2,633	(2,108)	39,846	50,140	(163)	49,977	795	38,797	1,617	27,798
0900 Port Facility	67,851	2,286	5,136	75,273	89,168	10	89,177	2,183	77,908	7,840	63,490
Sub-Total (Direct Costs)	858,780	30,480	10,828	880,088	1,006,752	888	1,008,888	8,828	868,887	38,884	788,233
4000 Common Distributable	0	(2,603)	150	(2,453)	(51)	48	(3)	1,558	1,507	1,558	1,507
4100 Temporary Facilities	19,005	380	1,040	20,426	21,908	(74)	21,834	0	19,712	235	18,619
4200 Construction Support	18,561	(936)	204	17,830	21,746	(15)	21,627	191	19,702	494	16,448
4300 Construction Equipment, Tools & Supplies	46,129	207	109	46,445	55,465	(1,069)	56,533	1,922	55,337	2,235	51,950
4400 Freight	47,450	(1,652)	49	45,846	32,865	(1,758)	31,127	109	33,437	1,103	26,076
4500 Construction Camp & Operations	53,591	1,432	0	55,023	55,049	(2,068)	55,950	567	55,269	147	49,369
4600 Project Insurance	452	0	0	452	660	0	660	0	435	0	435
4700 Craft Labour, Visas, Expenses	15,100	(589)	72	14,583	18,863	9	18,873	44	17,470	511	17,470
4800 Performance Enhancement	900	0	0	900	900	0	900	0	898	104	898
4900 Muscat Office Costs	8,717	98	0	8,815	11,853	0	11,853	150	12,198	204	11,613
Sub-Total Field Indirect Costs	208,806	(3,884)	1,824	207,886	222,167	(2,304)	218,864	4,641	218,006	8,681	184,386
5000 Field Offices Non-Manual	81,527	6,271	52	87,850	99,718	79	99,798	4,444	97,068	4,447	96,170
6000 EPCM Services	85,148	13,946	659	99,753	120,781	17	120,798	1,040	120,388	1,413	119,695
Sub-Total Services	186,675	20,218	711	187,603	220,499	98	220,586	6,484	217,458	6,860	215,886
TOTAL EPC/CM COST w/o CONTINGENCY	1,315,340	47,032	13,163	1,375,535	1,448,408	(1,322)	1,448,687	18,864	1,383,148	48,346	1,208,483
7100 Escalation	50,000	(47,032)	0	2,968	0	0	0				
7300 Contingency	75,000	0	(474)	74,526	12,433	1,867	14,300				
Salvage Credit to TIC	(18,340)			(18,340)	(18,858)		(18,858)				
TOTAL INSTALLED COST (@ Control Budget Rate)	1,422,000	0	13,689	1,434,689	1,441,883	48	1,442,028	18,864	1,383,148	48,346	1,208,483
3400 Currency Adjustment							28,184				
3500 LME Adjustment							14,671				14,671
3300 PRT EPCM Services and Utilities					813		813		813		813

Definitions & Notes:

- Budget Transfer** - The amounts contained in this column principally reflect the transfer from Escalation (Facility 7100) to the direct account at time of commitment. In addition, miscellaneous internal budget transfers are also made to amend a). Incorrectly assigned (unallocated) packages, b). Incorrectly assigned commodity codes. Major budget transfers are processed for approval via the trend procedure process.
- Scope Changes** - The amounts contained in this column reflect all approved 'scope change' trends and adjust the current budget accordingly.
- Rolling Forecast 2** - The amount contained in this column reflect the Rolling Forecast 2 estimate as presented to KFSMF on 10 December 2017 (final package issued 30 December 2017) and represents the new baseline for the project.
- Other Trends and Scope Changes** - The amounts contained in this column reflect all approved 'non scope change' trends. These trends are collectively defined as 'Other Trends' and incorporate changes to the current forecast brought about by variances to the Rolling Forecast caused by pricing changes (P), quantity changes (Q), design development (D), estimate omissions (E), labor productivity (L) and other changes (O). Approved scope change trends since Rolling Forecast 2 are also included in this column, impacting both current budget and current forecast.
- The EPCM Advance Funding Request for the month of March '18 is included temporarily in ITD commitment & expenditure of facility 5000 and advance funding request for Construction Equipment & Craft labor for January '18 is included temporarily against facility 4000. It will be allocated to the appropriate account per the reconciled March '18 invoice in the month of April '18.
- Expenditure includes craft labor cost for April '16 to February '18. The advance funding request for March '18 is temporarily included in Facility 4000, it will be allocated to the appropriate account per the reconciled March '18 invoice in the month of April '18.
- Costs associated with provision of electrical utilities to PRT (over and above original requirements) and EPCM Services costs associated with managing the Oman Gas works have been shown separately outside of TIC as cost recovery of these costs is being pursued by the Entity outside of the prime contractor's contract.



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Figure 6A-2: Cost and Commitment Summary by Commodity (SAR x 1,000s)

Facility	Description	Budget				Forecast			Commitment		Expenditure	
		Control Budget (a)	Budget Transfers (b)	Approved Scope Changes (c)	Current Budget (d)=(a)+(b)+(c)	Rolling Forecast 2 (e)	Other Trends and Scope Changes (f)	Current Forecast (g)=(f)+(e)	This Month	Inception to Date	This Month	Inception to Date
A	Site Development	11,498	328	5,255	17,081	25,889	65	25,954	1,984	22,149	495	16,736
B	Earthwork	9,342	486	185	10,013	8,834	(132)	8,712	181	10,110	100	8,947
G	Concrete	46,143	1,812	63	48,019	64,103	(13)	64,090	1,311	64,134	5,821	56,265
H	Steel	54,679	(1,765)	73	52,986	57,416	5	57,421	21	56,872	1,127	55,400
K	Architectural & Building	26,502	996	35	27,533	24,783	75	24,858	2,639	27,908	378	21,699
L	Unit Construction	36,519	1,457	205	38,181	50,770	84	50,854	0	36,536	2,543	22,991
M	Mechanical Bunks	120,495	10,640	100	131,235	119,014	(734)	112,279	671	110,222	2,964	102,802
N	Mechanical Equipment	378,393	10,984	6,686	396,064	401,874	1,428	403,294	1,048	388,053	15,865	311,297
R	Piping	12,119	466	170	12,755	17,901	0	17,601	150	15,366	1,158	11,919
S	Testing & Commissioning	1,463	10	0	1,473	4,442	0	4,442	0	4,502	59	1,023
T	Electrical Equipment	163,326	4,105	324	167,755	161,826	(189)	161,437	1,099	157,533	3,204	137,680
U	Raceway	10,698	264	23	10,984	14,964	(1,104)	13,860	(1,125)	12,118	704	9,251
W	Wire & Cable	22,465	689	(560)	22,593	26,551	(231)	26,320	(48)	25,303	1,814	17,145
X	Instrumentation	45,119	183	(1,739)	43,563	31,887	1,630	33,516	699	28,878	663	23,077
Subtotal Direct Costs		888,780	30,855	10,828	930,463	1,006,762	888	1,008,833	8,830	969,884	38,585	788,232
Y	Field Indirect Cost	209,905	(3,664)	1,624	207,865	222,157	(2,804)	219,354	4,541	215,919	6,590	194,298
Z	EPC/CM Services	166,675	20,041	711	187,427	220,499	96	220,595	5,484	217,543	5,860	215,952
Subtotal Services		376,585	16,377	2,335	395,297	442,657	(2,708)	439,949	10,025	433,482	12,450	410,250
	Escalation	50,000	(47,032)	0	2,968	0	0	0				
	Contingency	75,000	0	(474)	74,526	12,433	1,867	14,300				
	Salvage Credit to TIC	(18,340)	0	0	(18,340)	(18,858)	0	(18,858)				
TOTAL INSTALLED COST (@Control Budget Rate)		1,422,000	0	12,890	1,434,890	1,441,983	48	1,442,029	18,855	1,383,148	49,345	1,208,482
	Currency Adjustment							29,184				
	LME Adjustment							14,571				14,571
	PRT EPC/CM Services and Utilities					813		813		813		813

Definitions & Notes:

- Budget Transfer** - The amounts contained in this column principally reflect the transfer from Escalation (Facility 7100) to the direct account at time of commitment. In addition, miscellaneous internal budget transfers are also made to amend a). Incorrectly assigned (unallocated) packages, b). Incorrectly assigned facility codes and c). Incorrectly assigned commodity codes. Major budget transfers are processed for approval via the trend procedure process.
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- Rolling Forecast 2** - The amount contained in this column reflect the Rolling Forecast 2 estimate as presented to KFSMF on 10 December 2017 (final package issued 30 December 2017) and represents the new baseline for the project.
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- The EPC/CM Advance Funding Request for the month of March '16 is included temporarily in ITD commitment & expenditure of facility 5000 and advance funding request for Construction Equipment & Craft labor for January '18 is included temporarily against facility 4000. It will be allocated to the appropriate account per the reconciled March '18 invoice in the month of April '18.
- Expenditure includes craft labor cost for April '06 to February '08. The advance funding request for March '08 is temporarily included in Facility 4000, it will be allocated to the appropriate account per the reconciled March '18 invoice in the month of April '18.
- Costs associated with provision of electrical utilities to PRT (over and above original requirements) and EPC/CM Services costs associated with managing the Oman Gas works have been shown separately outside of TIC as cost recovery of these costs is being pursued by the Entity outside of the prime contractor's Contract.



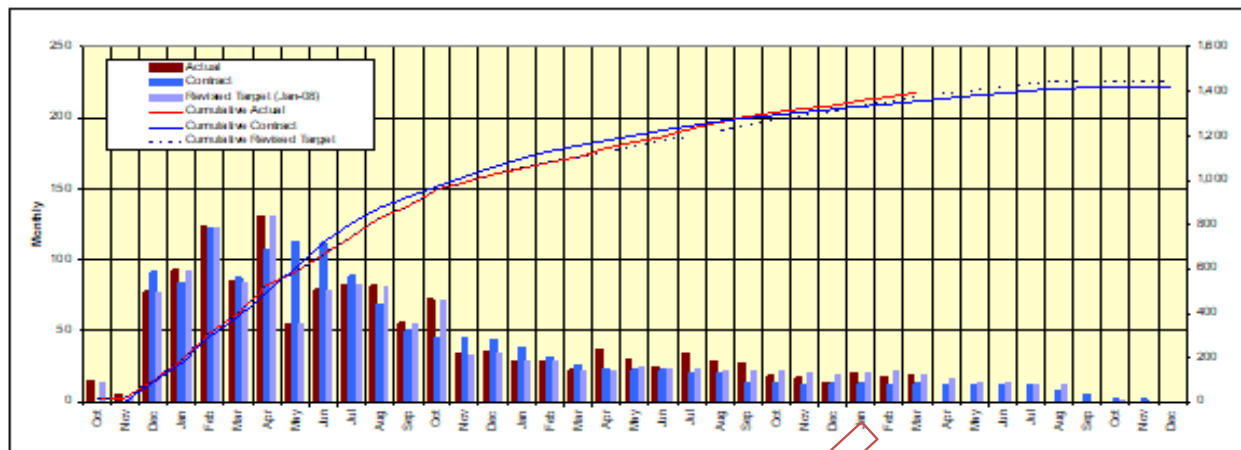
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Figure 6B: Project Commitments & Expenditures (SAR x 1,000,000s)

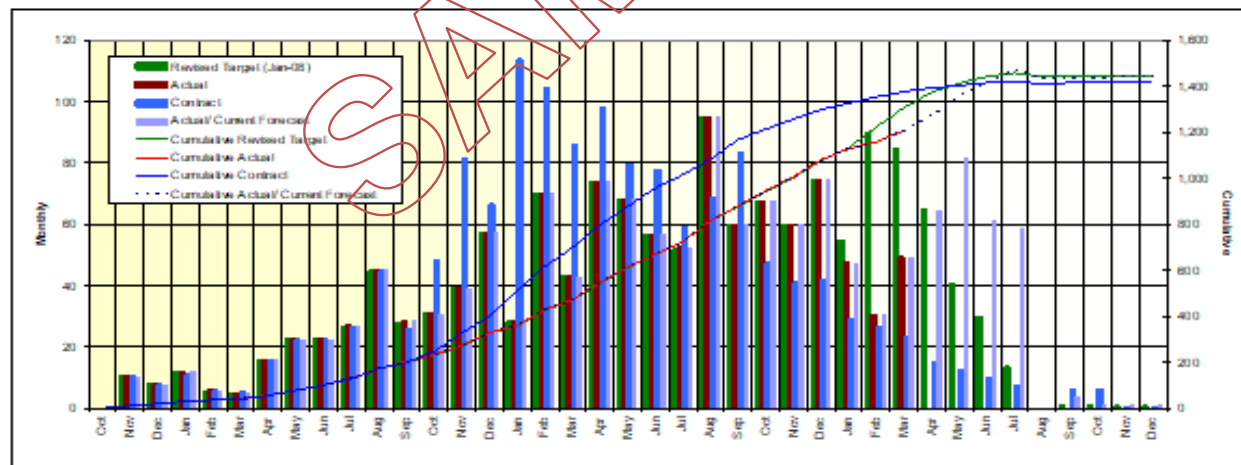
Project Commitments



Committed this Month																								
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2017																								
Contract	39	31	26	23	23	23	21	20	14	14	12	13	13	12	13	12	12	12	8	5	3	2	0	0
Target	29	29	22	23	24	24	24	23	23	22	21	20	21	22	20	17	16	15	13	12	4	1	0	0
Actual	28	29	22	37	30	24	34	29	28	19	17	14	20	18	19									
To Date Commitments																								
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2017																								
Contract	1,098	1,129	1,155	1,178	1,201	1,224	1,245	1,265	1,279	1,293	1,305	1,318	1,331	1,343	1,356	1,368	1,380	1,392	1,404	1,412	1,417	1,420	1,422	1,422
Target	1,054	1,083	1,105	1,128	1,153	1,177	1,201	1,224	1,247	1,269	1,290	1,310	1,331	1,354	1,374	1,391	1,406	1,421	1,434	1,446	1,442	1,443	1,443	1,443
Actual	1,053	1,082	1,104	1,142	1,172	1,196	1,231	1,260	1,287	1,306	1,323	1,337	1,357	1,375	1,394									
2018																								
Contract																								
Target																								
Actual																								

Reflects actual ITD commitments. Current month total is adjusted to reconcile ITD commitments.
** Note the negative value showing in 2018 is for camp and temporary facilities salvage representing a credit.

Project Expenditures



Expenditures this Month																								
	2017												2018											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Contract	114	104	86	98	79	78	59	69	83	48	41	42	29	26	23	15	13	10	7	-11	6	6	0	0
Target	28	70	43	74	68	56	52	95	60	68	60	75	55	90	85	65	41	30	14	-16	1	1	1	1
Forecast	28	70	43	74	68	56	52	95	60	68	60	75	48	31	49	65	82	61	59	-39	4	1	1	1
Actual	28	70	43	74	68	56	52	95	60	68	60	75	48	31	49									
To Date Expenditures																								
	2017												2018											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Contract	509	614	699	797	877	954	1,014	1,083	1,166	1,214	1,255	1,296	1,326	1,352	1,375	1,390	1,403	1,413	1,420	1,409	1,415	1,422	1,422	1,422
Target																								
Forecast																								
Actual																								



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Target	357	427	470	544	612	669	721	816	876	943	1,003	1,078	1,132	1,222	1,307	1,372	1,413	1,442	1,456	1,440	1,441	1,441	1,442	1,442
Forecast	358	428	471	545	613	670	722	817	877	945	1,004	1,079	1,127	1,157	1,207	1,271	1,353	1,414	1,473	1,434	1,438	1,439	1,440	1,442
Actual	358	428	471	545	613	670	722	817	877	945	1,004	1,079	1,127	1,157	1,207									

*** Note the negative value showing in 2018 is for camp and temporary facilities salvage representing a credit.

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7 Trends Summary

The current trend baseline is based on the Rolling Forecast 2 presented to the Entity on 10 December 2017. The Rolling Forecast 2 is SAR 1,442.5 million. The final Rolling Forecast package was issued to the Entity on 30 December 2017. Contingency was set at SAR 12.4 million.

Overall, 26 PCB changes have been approved by the Entity amending the Current Budget to SAR 1,434.7 million compared to a Current Forecast of SAR 1,442.0 million.

During March, the Entity approved nineteen other trends for a total net negative amount of (SAR 1.7 million), which cumulatively adjusts contingency up to SAR 14.3 million. The unresolved trends reflect a potential reduction to contingency from SAR 14.3 to SAR 0 with Current Target Forecast being SAR 1,449.4 million. For details, see *Figure 7A: Trends Summary and Attachment E: Trend Register*.

As part of Rolling Forecast 2, escalation was fully allocated, leaving it to a zero riyal balance.

Figure 7A: Trends Summary

Trend Summary (SAR x 1,000's)	Previous (Cumulative)	Total to Date	Notes
Original Budget	1,422,000	1,422,000	
Approved Scope Changes	12,690	12,690	26 No. Scope Change Trends
TOTAL Current Budget	1,434,690	1,434,690	
Rolling Forecast 2	1,441,983	1,441,983	
Other Approved Trends	(288)	(1,867)	28 No. Approved Trends + 1 No. Approved Scope Change
Contingency Adjustment	254	1,913	Contingency Remaining = 14,300
Current Target Forecast	1,442,029	1,442,029	
Unresolved Trends	126	21,653	29 No. Unresolved Trends.
Contingency Adjustment	(126)	(14,300)	Contingency Remaining = 0
Current Target Forecast	1,442,029	1,449,382	Variance to Previous Fcst 7,353K

COMMENTS: Original Budget is the Project Control Budget baseline of SAR 1,422,000,000 (inclusive of SAR 75,000,000 contingency and SAR 50,000,000 escalation). The Rolling Forecast 2 re-baseline of SAR 1,442,524,000 (inclusive SAR 12,433,000 contingency and SAR 0 escalation)

Trends Status:

Major Resolved Trends – Approved By the Entity in March 2018:

- Construction Fuel Supply (E-030) – SAR 675K
- Ocean Freight Adjustment (duplicate amount for Rectiformers) – (SAR 1,089K)
- Final Settlement – (SAR 341K)
- Additional Vendor Rep Days for Furnace Assembly Crane – SAR 318K

Major Un-Resolved Trends:

- Concrete Reconciliation against RF #2 – SAR 3,950K
- EPCM Services rev 20D Staffing Plan – SAR 11,448K
- Purchased Electrical Utilities – SAR 2,527K
- Cable Ladder & Accessories PO Close-outs – (SAR 1,600K)
- Deletion of Spectrometer and Associated Items From Liquid Metal Supply – (SAR 556K)



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- Increase in Construction Equipment Rental Durations SAR 2,200K
- ST&C and Craft O/H Lump Sum Adjustments SAR 3,434K

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Attachments

- Attachment A: HSSE Accident & Incidents Corrective Actions Status
- Attachment B: Engineering Work-to-Go List (highlights)
- Attachment C: Progress Photos
- Attachment D Three Month Look-Ahead Expenditure Cash Flow
- Attachment E: Trend Register

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Attachment A: HSSE Accident & Incidents Corrective Actions Status

Incident Date	Incident Description	Causal Analysis	Corrective Actions	Responsible	Proposed Completion	Actual Completion
09-Mar-18	Restricted Work Case Moeller Employee was assisting in the installation of a motor for the conveyor; when the motor shifted and the employee received a laceration to the palm of his hand.	1.5 Improper position / posture (worker was keeping his hand very close to the chain block hook)	Employees shall not put their hands/fingers in line of fire or any unsecured mechanical arrangement (Toolbox meeting with all employees). Task supervisor to coach and remind his worker about these kinds of hazards.	Employee/ Foreman	10-Mar-18	10-Mar-18
		2.1 Use of tools (Work group used a bolt as a lifting point where the chain hook slipped because it wasn't secured)	Use the right tools for job. In this particular case the use of eyebolt would provide a secure lifting point with chain block hook and it would eliminate slipping of rigging. Use a qualified rigger or experienced foreman to determine the required tools for any task.	Employee/ Foreman	10-Mar-18	10-Mar-18
		3.4 Lack of knowledge of job hazards	Toolbox meeting with employees to explain the associated hazards during lifting or installing similar objects.	Foreman	10-Mar-18	10-Mar-18
		3.5 Equipment/materials not secured (the lifting point wasn't secured, and motor is eccentric; the use of two chain blocks did not provide a stable suspending position for installing that motor.	Use the right tools for job. In this particular case the use of eyebolt would provide a secure lifting point with chain block hook and it would eliminate slipping of rigging. In similar case the use of third chain block will be required to ensure stability of any load until final installation with bolts.	Employee/ Foreman	10-Mar-18	10-Mar-18
		11.2 Critical behaviors not identified (supervisor did not identify the hazards of losing the motor balance) 20.1 Assessment of needs/risks (work group did not assess the required tools for this task)	All foreman and supervisors to analyze all work steps to identify all potential hazards and discuss the controlling measures with work group during the Pre STARRT meeting and to get the right tools/equipment required to do the work safely.	Foreman/ Supervisors	10-Mar-18	10-Mar-18
		People/Behavior and Training	Employees shall not put their hands/fingers in line of fire or any unsecured mechanical arrangement (Toolbox meeting with all employees). Task supervisor to coach and remind his workers about these kinds of hazards. Use qualified rigger/experienced foreman to determine the required tools for any task.	Foreman/ Supervisors	10-Mar-18	10-Mar-18
		Planning and Risk Assessment	All foreman and supervisors to analyze all work steps to identify all potential hazards and discuss the controlling measures with work group during the Pre STARRT meeting and to get the right tools/equipment required to do the work safely.	Foreman/ Supervisors	10-Mar-18	10-Mar-18
10-Mar-18	Near Miss BCS Water leaked past isolated valve/piping under a LOTO permit in the Fire Water System.	Water leaking past closed valve	Employees to stop work, notify supervisor and contact field engineering. Discussed with Field Engineering and Construction.	PFE and Construction Superintendent	25-Mar-18	01-Apr-18
		Suspected debris in valve seat	Disassemble valve, clean seat and reset. Valve placed in use after inspection and verification of function.	PFE and Construction Superintendent	25-Mar-18	25-Mar-18
		People/Behavior and Training - Valve/piping adequate flushing prior to placing in service	During installation ensure cleanliness, inspections and effective flushing of systems. Discussed with Field Engineering and Construction Supervision	PFE and Construction Superintendent	25-Mar-18	01-Apr-18
12-Mar-18	Restricted Work Case BCS Employee stepped on uneven ground	4.6 Inattention to footings/surroundings	Counselled employee on paying attention to his surroundings and keeping his eyes on path.	Employee/ Foreman	12-Mar-18	12-Mar-18
		15.4 Identification of hazards	The uneven ground was not recognized as a potential hazard, the	Employee/	12-Mar-18	12-Mar-18



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Incident Date	Incident Description	Causal Analysis	Corrective Actions	Responsible	Proposed Completion	Actual Completion
	resulting in a sprain to the ankle		ground has been levelled off with gravel.	Foreman		
		Hazard identification	Uneven ground was not recognized as a potential hazard, however to prevent this type of incident from occurring again, a review of access/egress routes and pedestrian walking paths will commence. All areas requiring mitigation will be addressed immediately.	Employee/ Foreman	20-Mar-18	22-Mar-18
14-Mar-18	Medical Treatment Moeller Employee tripped on a bolt and fell to the ground resulting in a fracture to the wrist.	1.9 Shortcuts (injured person crossed the congested area and walked over concrete foundation instead of walking around foundation to the other side).	All work areas to be effectively barricaded and all employees shall not take shortcut.	Supervisors Foremen Safety	15-Mar-18	15-Mar-18
		4.6 Inattention to footing/surroundings (supervisor was looking at the work progress and didn't pay attention where he is placing his feet.)	Employees to be reminded avoiding any tripping/falling hazards in their work area (watch where you put your feet)	Mohamed Ali	15-Mar-18	15-Mar-18
		5.5 Warning system effectiveness (warning tape was laying on ground when supervisor entered that congested work area)	Area to be effectively barricaded to prevent having unnecessary movement especially at congested area when work in progress. Toolbox with employees about barricading the area properly with keeping alternative safe access to other work places, reminding them not to cross any barricaded area.	Supervisors Foremen	16-Mar-18	16-Mar-18
		People/Behaviour and Training	Toolbox meeting reminded employees to avoid tripping/falling hazards in their work area (watch where you put your feet)	Foreman/ Supervisors	16-Mar-18	16-Mar-18
		Planning and Risk Assessment	Barricading the work area properly with keeping alternative safe access to other work places.	Foreman/ Supervisors	16-Mar-18	16-Mar-18
16-Mar-18	Near Miss An uncontrolled spill/spray of hot metal, an emergency dump of the induction furnace and a minor contained fire in Cathode Sealing operations.	3.4 Lack of knowledge of job hazards (furnace operators not aware that over-tilting of a bridged furnace can result in uncontrolled release of hot metal); (furnace operators not aware that reducing area of furnace neck could increase the likelihood of a bridge formation)	Amend SOP. Clearing of metal bridge to address limiting the tilt angle. Conduct training of furnace operators in the amended procedure. Amend the SOP - Induction furnace Operation to only include charging using a charge bin to prevent build up of splatter caused by hand charging. Conduct training of furnace operators in the amended procedure.	Subcontractor	Before re-starting furnace	20-Mar-18 20-Mar-18 20-Mar-18
		11.2 Critical behaviours not identified (extent of furnace tilt in the event of a bridge not defined in Standard Operating Procedure)	Amend SOPs and provide training as indicated above.	Subcontractor	Before re-starting furnace	20-Mar-18
		15.4 Identification of hazards (the bridging hazards associated with the build up of splatter on the furnace neck not considered)	Revise JHAs for furnace operation and cleaning to address the bridging hazards. Amend SOPs and provide training as indicated above.	Subcontractor	Before re-starting furnace	20-Mar-18 20-Mar-18
		20.5 Adjustment/repair/maintenance (clearing of splatter and furnace neck was undertaken based on operational considerations such as charging and de-slugging, which resulted in excessive build up of splatter.	Monitor and review the extent of splatter build up once charge bin is used for charging the furnace and then amend the furnace cleaning cycle to prevent excessive splatter build up.	Subcontractor	During the first 2 weeks after furnace re-start	
		21.3 Implementation of procedures (cold start not being fully followed eg manual temperature measurement prior to commencing cold start, earth	Conduct refresher training on all SOPs with all Cape East personnel. Amend SOP for Induction Furnace Operation to require daily earth	Subcontractor	Prior to furnace re-start	20-Mar-18



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Incident Date	Incident Description	Causal Analysis	Corrective Actions	Responsible	Proposed Completion	Actual Completion
		leakage testing)	leakage testing and recording of testing.			
		22.3 Communications (incident communication procedures were not followed)	Provide refresher training on emergency response procedure and prime contractor's emergency contacts. Cape East to define and document the emergency communication hierarchy. Review/update Cathode Sealing emergency response procedure	Subcontractor	Prior to furnace re-start 30-Mar-18	20-Mar-18
		Planning and risk assessments (the bridging hazards associated with the buildup of splatter on the furnace neck not considered)	Routinely monitor splatter build up on the furnace neck and spot check Cape East operators understanding of SOPs.	Subcontractor	Random intervals, not more than 2 weeks apart	
17-Mar-18	Near Miss A bolt slipped from an employee's hand and fell from an elevated platform to the roof of the Coke Silo where an employee was working.	1.3 Following procedures/supervisor (work started on elevated area without barricading the area on lower level)	Safety meeting for all contractor's supervisors and employee to explain the consequence of working overhead without controlling materials falling hazards. No overhead work shall start without ensuring nobody is exposed to any potential falling object.	Supervisors/foremen Safety officers	17-Mar-18	17-Mar-18
		2.5 Improper placement of tools/equipment (supervisor was not securing his tools and materials)	All tools and materials to be secured in box to prevent dropping them.	Supervisors/foremen Safety officers	17-Mar-18	17-Mar-18
		5.1 Guards/safety device utilization (the area on the lower level was not barricaded to prevent access)	Effective barricades and warning signs to be installed around any overhead activities where there is potential of falling objects.	Supervisors/foremen Safety officers	17-Mar-18	17-Mar-18
		11.2 Critical behavioral not identified (both teams working overhead and at lower level didn't identify the hazard of dropping materials)	All supervisors to address the hazard in their STARRT meeting before starting any overhead activities and the safety officers to follow up the application of this corrective action on daily basis.	Supervisors/foremen Safety officers	17-Mar-18	17-Mar-18
		18.1 Work Planning	Proper planning for all job hazards during the STARRT meeting.	Supervisors/foremen Safety officers	17-Mar-18	17-Mar-18
		22.4 Communication between groups	Improve communication between work groups	Supervisors/foremen Safety officers	17-Mar-18	17-Mar-18
		Planning and risk assessment	Proper planning for all job hazards during the STARRT meeting.	Supervisors/foremen Safety officers	17-Mar-18	17-Mar-18
		People behavior	Safety meeting for all contractor's supervisors and employee to explain the consequence of working overhead without controlling materials falling hazards. All overhead work shall not start without ensuring nobody is exposed to any potential falling object.	Subcontractor Supervisors/foremen	17-Mar-18	17-Mar-18
		Communication	Improve communication between work groups	Supervisors/foremen	17-Mar-18	17-Mar-18
26-Mar-18	Near Miss During post tensioning of Alumina Silo 2, the pushing machine's upper bolt broke and the wire fell down into the barricaded area. No employees were	5.2 Guards/safety device functionality (The broken bolt is designed to lock and grab the strand and prevent releasing it)	The daily inspection to continue for all machines and to change the holding bolt on periodic basis to prevent accidental failure. The area around the strand dispenser and pushing machine shall be physically barricaded and to post warning signs preventing any employee including the work team to be there.	Foreman Operator Safety officer	28-Mar-18	28-Mar-18
		18.2 Preventive maintenance (The operator could	Continue daily inspection of all machines and change the holding	Foreman	28-Mar-18	28-Mar-18



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Incident Date	Incident Description	Causal Analysis	Corrective Actions	Responsible	Proposed Completion	Actual Completion
	in the area.	not detect any failure on that bolt during his daily inspection)	bolt on weekly basis to prevent accidental failure. Changing the holding bolt to be documented in the machine check list.	Operator		
		Monitoring and Inspection	Continue daily inspection of all machines and change the holding bolt on weekly basis to prevent accidental failure. Changing the holding bolt to be documented in the machine check list.	Foreman Operator	28-Mar-18	28-Mar-18
29-Mar-18	Restricted Work Case Employee was operating a wood cutting bench circular saw machine when his glove was caught by the blade and he received lacerations to two fingers.	2.1 Use of tools 4.7 Routine activity 6.1 Tool utilization 15.4 Employee did not identify the use of the type of guide as a safety hazard.	Toolbox Talk held with all employees using bench circular saw on awareness of hazards whilst operating the saw. Keep body parts away from line of toe. Reviewed and revised JHA. Wedges will be bought from a supplier off-site.	Supervisor Supervisor Supervisor	31-Mar-18 31-Mar-18 31-Mar-18	31-Mar-18 31-Mar-18 31-Mar-18
		Tool utilization Blade guard too short to cover whole blade	Reviewed and revised JHA. Toolbox Talk held with all employees using the bench circular saw on the revised JHA and awareness of hazards whilst operating the saw. Saw tagged out of service and removed from work area to store until suitable guard is fitted.	Supervisor Supervisor	31-Mar-18 29-Mar-18	31-Mar-18 30-Mar-18
29-Mar-18	Near Miss Workers were using a wood cutting bench circular saw machine which had been tagged "Caution Out of Service" due to defective guard.	1.9 Unidentified person removed the out of service tag. 3.4 Lack of knowledge of hazards 15.3 Supervision did not realize the hazard of leaving a tagged piece of equipment at the work area. Out of service tagged equipment left at work area	Remove tagged equipment from the work area to a controlled environment such as a store or hold area for safeguard until repaired and untagged. Reinforce with Toolbox Talk meeting the importance of tagging and the hazards caused by unauthorized removal of tags from any equipment. Reinforced with Toolbox Talk meeting the importance of tagging and the hazards caused by unauthorized removal of tags from any equipment. Remove tagged equipment from the work area to a controlled environment such as a store or hold area until repaired and untagged. Remove tagged equipment from the work area to a controlled environment such as a store or hold area until repaired and untagged. Reinforced with Toolbox Talk meeting the importance of tagging and the hazards caused by unauthorized removal of tags from equipment.	Supervisor Employees Employees Supervisor Supervisors Safety Representatives Employees	30-Mar-18 02-Apr-18 02-Apr-18 30-Mar-18 30-Mar-18 02-Apr-18	30-Mar-18 02-Apr-18 02-Apr-18 30-Mar-18 30-Mar-18 02-Apr-18



Project Monthly Reporting Procedure

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Attachment B: Engineering Work-to-Go (highlights)

Complete On schedule Needs watching Critical

Civil	
• Technical evaluation of Final Civil Works bids	
• Electrical Design Car Park	
• Hot Metal Haul Road for Liquid Metal	
• Bid Evaluation Final Civil Work Contracts	
• Road Widening at Port	
• Complete drawings for Final Civil Works – finished surface grading, drainage, pond lining, road furniture and line marking	
• Design and draft for pond pump station, transfer pipe and weir	
• Foundation drawings for Liquid Metal Skimming Station	
• Foundation drawings for Area 455 Dust Collector completed	
• Cable Pit Drawings for EJM0-29 to EJM0-41 – 5 off completed	
• Cancelled - Underpass not required.	
Structural	
• Review Elevated walkway steel drawings / model from EBS	
• Design and draw Smelter and Port culverts	
• Closure of MRs - Ongoing	
• Harmonic Filter foundation	
• Cover Mix Pipe Support for 325 Silo – detailing to be completed	
• Jib Mounting – detailing to be completed. 325 Bin completed, 325 Bin still to be detailed.	
• Structural steel drawings for Liquid Metal Skimming building. Design completed. Detailing still to be done. – MTO issued	
• Structural Detail for protection of roller conveyor passing under P&F conveyor	
• Structural Design of covering for green anode transfer conveyor between cooling tunnel and AHS green anode conveyor	
• Foundation for Bath Ingot Handling Structure	
• Stack & bag House Foundation and adjacent grade slab	
• Grade Slab Weigh Scale pits	
• Platform & stairs for Alumina Storage Building	
• Dense phase pipe supports in Potline	
Architectural	
• Review drawings – On going. Approximately 96% complete. SR to be revised - Completed	
• Review and approve Arch material approval for 3 packages – XYZ complete. ABC & DEF also completed.	
• Complete cool rooms, elect. rooms and other small buildings - BOQ	
Mechanical	
• Complete 6 bid evaluations in progress and 2 remaining MRQs for Purchase orders	
• Vendor print reviews for mechanical packages - ongoing	
• Completed approximately 20 piping isometrics and finalise piping bulk releases	
• Completed IFC issue of P&IDs	
• Finalized Building Dust Collector based on existing equipment	
• Completed Layout for Liquid Metal Building	
• Mechanical Layout for covering over the Green Anode Transfer Conveyor between Cooling Tunnel and AHS – In Progress	
• Mechanical layout for Air Sampling Station - In Progress	
• Completed mechanical layout chemical storage facility for Casthouse, Rodding Shop, Compressor System, FTA, Paste Plant and Potable Water System	
• Complete IFC issue of remaining mechanical and piping Gas	
Electrical	
• Complete Setroute population – Population 100% complete, routing 100% complete, Termination – 97% complete.	
• Complete Pot line service building lighting and race way drawings	
• Complete Bath ingot handling building electrical drawings	
• Complete 33 KV & 11 KV protection & coordination and ETAP study report validation	
• Raceway and earthing drawing for area 455 and Carbon out door lighting	
• Completed drawings for Harmonic filter in GIS	
• Terminations to be populated in electrical tracking software for Harmonic Filters – 90% complete. Clarification required from Vendor.	
• Revise drawings received for AHS – electrical tracking software modification underway – ongoing with revised vendor drawings - Completed	
• Car parking lighting layout drawing to be finalize – completed.	
• AHS – Terminations	
• Port Overall Earthing Layout	
• 230V UPS Supply to CCTV at Port	
• Oil Storage Bldg near Warehouse – Raceways and Lighting layout	
• Gate house to main gate and weigh bridge raceway, and Gate house to Haul Road gate raceway layout	
• Completed plant earthing layout drawing	
• Lighting, Raceway, Earthing, and electrical tracking software for New Skimming Station	
• Lighting Layout of Hot Metal Road	
• Underground Raceway, and electrical tracking software for feed to Air Sampling Station	
Control Systems	
• Completed Level 2 system design and MES interface by HGS	
• Configure Barcode Readers to Level 2 System Working	
• Provide Vendor info required by KFSMF to acquire site radio licenses from TRA working	
• Complete Telecommunications System network design by NCR – Completed, except Firewall rules which is to be finalized.	
• Completed Access Control system design by YYY	
• Issued data sheets and PIRs for all remaining field instruments	
• Complete instrument location plans complete and loop diagrams working	
• Complete - electrical tracking software entry and terminations for all control cables and fibres	
• Complete remaining Factory Acceptance tests only on site test remain	
General	
• Close out environmental design criteria	
• Hazard study & FMECA close out – 231 HAZAN and 126 FMECA items still to be closed off,	
• Bulk Material Releases – complete electrical and piping top up releases against IFC drawings	



Project Monthly Reporting Procedure

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Attachment C: Progress Photos



Rectifier Yard



Pre-Commissioning of the Anode Handling system inside the ABF



Power & Free conveyor system



ABF tub filling in preparation to start the dry-out fire



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Main warehouse



Furnace C



Furnace D



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Sow caster



Ingot caster 2



Crucible Cleaning Shop interior



Asphalting outside the Crucible Cleaning Shop



Ship unloader and quay conveyor



Port office



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Installation of material handling system to alumina conveyors



Project Monthly Reporting Procedure

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Attachment D: Trend Register

SAMPLE



Project Monthly Reporting Procedure

Attachment 3 – EPM-KPR-TP-000003 - Project Summary Report – Registration Template

Project Summary Report – Registration

Entity: Ministry Of Health
Project Title: XXX
NPMO No.: 17-MOH-G-00001-A
Location:
Province:

Registration Date:
Next Stg. Gt. Date:
Eng. Contract No.: n/a
Con. Contract No.: n/a
Reporting Period: Oct. 2017
Doc. No.:

Stage Gate 1

Contractor / Consultant:
CR No.:

PROJECT BRIEF				PROJECT TECHNICAL INFORMATION		
PROJECT OBJECTIVES:				PROJECT STUDIES / NEEDS ASSESSMENT / SUPPLY AND DEMAND ANALYSIS:		
PROJECT SCOPE:				PROJECT SITE LOCATION / ROUTE DETAIL:		
PROJECT POTENTIAL IMPACTS:				PROJECT STRATEGIC CONTEXT:		
PROJECT SCHEDULE INFORMATION				PROJECT MAJOR STAKEHOLDERS		
PROJECT STAGE	START	FINISH	COMMENTS			
NPMO Project Registration						
Initial Planning						
Tender for Design						
Design						
Tender for Construction						
Construction / T&C / Handover and Completion						
TOTAL PROJECT SCHEDULE			DURATION (MONTHS)			
ASSET SERVICE LIFE			DURATION (YEARS)			
PROJECT COST INFORMATION						
CAPEX (\$AR, MILLIONS)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
NPMO Project Registration (if applicable)						
Initial Planning (if applicable)						
Tender for Design						
Design						
Tender for Construction						
Construction / T&C / Handover and Completion						
Total Project						
TOTAL PROJECT CAPEX (\$AR, MILLIONS)						
ESTIMATE TYPE AND ACCURACY						
ESTIMATE BASIS						
CONTINGENCY (\$AR, MILLIONS)						
TOTAL ASSET OPEX (\$AR, MILLIONS)						
Critical Items:						
XYZ						
SITE LOCATION PLAN						
OTHER GRAPHICAL INFORMATION						



Project Monthly Reporting Procedure

Attachment 4 – EPM-KPR-TP-000004 - Project Summary Report – Initial Planning Template

Project Summary Report – Initial Planning

Entity: Ministry Of Health
Project Title: XXX
NPMO No.: 17-MOH-G-00001-A
Location:
Province:

Registration Date:
Next Stg. Gt. Date:
Eng. Contract No.: n/a
Con. Contract No.: n/a
Reporting Period: Oct. 2017
Doc. No.:

Stage Gate 2

Contractor / Consultant:
CR No.:

1. Status

Item	Description	Planned Start Date	Planned Finish Date	Forecast Start Date	Forecast Finish Date	Actual Start Date	Actual Finish Date
1	Stakeholder Engagement Plan						
2	Concept Master Plan Development Document						
3	Environmental Impact Assessment Report						
4	Permitting Plan						
5	Project Level 1 Schedule						
6	Project Cost Estimate (Class 4) – Order of Magnitude						
7	Land Acquisition						
8	Business Case Update						
9	Project Delivery Strategy						

PROJECT SCHEDULE INFORMATION

PROJECT STAGE	START	FINISH	COMMENTS
NPMO Project Registration			
Initial Planning			
Tender for Design			
Design			
Tender for Construction			
Construction / T&C / Handover and Completion			
TOTAL PROJECT SCHEDULE			DURATION (MONTHS)
ASSET SERVICE LIFE			DURATION (YEARS)

PROJECT COST INFORMATION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
CAPEX (\$AR, MILLIONS)						
NPMO Project Registration (if applicable)						
Initial Planning (if applicable)						
Tender for Design						
Design						
Tender for Construction						
Construction / T&C / Handover and Completion						
Total Project						
TOTAL PROJECT CAPEX (\$AR, MILLIONS)						
ESTIMATE TYPE AND ACCURACY						
ESTIMATE BASIS						
CONTINGENCY (\$AR, MILLIONS)						
TOTAL ASSET OPEX (\$AR, MILLIONS)						

Key Achievements:

XYZ

Critical Items:

XYZ

Risk & Opportunities:

XYZ



Project Monthly Reporting Procedure

Attachment 5 – EPM-KPR-TP-000005 - Project Summary Report – Tender for Design Template

Project Summary Report – Tender for Design

Entity: Ministry Of Health
Project Title: XXX
NPMO No.: 17-MOH-G-00001-A
Location:
Province:

Registration Date:
Next Stg. Gt. Date:
Eng. Contract No.: n/a
Con. Contract No.: n/a
Reporting Period: Oct. 2017
Doc. No.:

Stage Gate 3

Contractor / Consultant:
CR No.:

1. Tender Status

RFP STATUS	Planned	Forecast	Actual
RFP Issue	28-Feb-17	10-Mar-17 A	10-Mar-17 A
Award Date	5-May-17	1-May-17 A	1-May-17 A
Tender Cycle	66 days	52 days	52 days

CONTRACT STATUS	Value (SAR)
Internal Estimate	400,000
Allocated Budget	450,000
Award Contract Value	375,000

PROPOSAL DETAILS / PRE QUALIFIED						
Contractor	Contractor CR No.	Invited to Bid	Bid Received	Technical Score	Proposal Value	Bid Award Value
Name		✓	✓	XXX	YYY	-
Name		✓	✗			-
Name		✓	✗			-
Name		✓	✓	XXX	YYY	###
Name		✓	✓	XXX		-
TOTAL		5	3			

PROJECT STATUS	
Contract Start Date	
Contract Scheduled Completion Date	
Contract Actual Completion Date	

Remarks:

Design Contract was Awarded to ABC Design Inc. based the previous Stage Gate recommendation. This is a lump sum contract for all design .
The Design Contract was awarded 19 days behind schedule due to negotiation on payment clauses and progress reporting.

Negotiated a 5% discount with the designer if final deliverable is delivered 2 weeks ahead of schedule.



Project Monthly Reporting Procedure

Attachment 6 – EPM-KPR-TP-000006 - Project Summary Report – Design Template

Project Summary Report – Design

Entity: Ministry Of Health	Registration Date:	Stage Gate 4
Project Title: XXX	Next Stg. Gt. Date:	
NPMO No.: 17-MOH-G-00001-A	Eng. Contract No.: MOH-1N0-CO-XXXXXX	
Location:	Con. Contract No.: n/a	
Province:	Reporting Period: Oct. 2017	Contractor / Consultant:
	Doc. No.:	CR No.:

1. Health, Safety, Security & Environment (HSSE)

Period	Job Hours	NM	FA	RI	LWDC	FAT	EI
ITD	10,000	2	3	1	1	0	1
YTD	50,000	1	2	1	1	0	1
RP	2,080	1	0	0	0	0	1

Period	NM	FA	RI	LWDC	FAT	A.F.R.	EI
ITD	1.50	1.33	1.55	0.20	-	-	0.20
YTD	1.30	1.10	1.30	0.15	-	-	0.75
RP	1.25	0.80	1.10	0.75	-	-	0.75

Legend:
A.F.R. Accident Frequency Rate
EI Environmental Incident
FAT Fatal
FAT Fatalities
ITD Inception To Date
LWDC Lost Work Day Case
NM Near Misses
RI Recordable Incidents
RP Reporting Period

2. Major Concerns / Achievements

Key Achievements:
XYZ

Critical Issues:
XYZ

Risk & Opportunities:
XYZ

3. Quality

Design Discipline	No. Drawings	No. Revisions
Civil – Overall	XXX	XXX
Structural – Overall	XXX	XXX
Architectural – Overall	XXX	XXX
Mechanical / Piping	XXX	XXX
Electrical	XXX	XXX
ELV	XXX	XXX
Overall	XXX	XXX

KPIs → No. Revisions / No. Drawings

4. Progress

Design Discipline	Reporting Period		To Date	
	Planned	Actual	To Date Planned	To Date Actual
Civil – Overall	XXX%	XXX%	XXX%	XXX%
Structural – Overall	XXX%	XXX%	XXX%	XXX%
Architectural – Overall	XXX%	XXX%	XXX%	XXX%
Mechanical / Piping	XXX%	XXX%	XXX%	XXX%
Electrical	XXX%	XXX%	XXX%	XXX%
ELV	XXX%	XXX%	XXX%	XXX%
Deliverables Overall	XXX%	XXX%	XXX%	XXX%

KPI → Actual / Planned

Design Discipline	Reporting Period		To Date	
	Planned	Actual	To Date Planned	To Date Actual
Civil – Overall	XX SAR	XX SAR	XX SAR	XX SAR
Structural – Overall	XX SAR	XX SAR	XX SAR	XX SAR
Architectural – Overall	XX SAR	XX SAR	XX SAR	XX SAR
Mechanical / Piping	XX SAR	XX SAR	XX SAR	XX SAR
Electrical	XX SAR	XX SAR	XX SAR	XX SAR
ELV	XX SAR	XX SAR	XX SAR	XX SAR
Cost Overall	XX SAR	XX SAR	XX SAR	XX SAR

KPI → Actual / Planned

5. Engineering Tracker

Discipline/Description	BUDGET			FORECAST			EARNED			SPENT			PERCENT COMPLETE			
	Original Budget (\$)	Scope Change (\$)	Final (\$)	Current Budget (\$)	Total Forecast (\$)	To-Go Forecast (\$)	Scheduled Hrs (\$)	Earned Hrs (\$)	Schedule Variance (\$)	SPI	Actual Hours (\$)	Cost Variance (\$)	JHP	Schedule (Budget) (\$)	Actual (Budget) (\$)	Actual (Forecast) (\$)
Civil – Overall	68,749	-	-	68,749	68,749	43,186	24,834	24,837	3	1.00	25,563	(725)	0.97	36.1	36.1	36.1
Structural – Overall	198,375	-	-	198,375	198,375	155,399	45,013	45,004	(9)	1.00	42,876	2,038	1.05	22.7	22.7	22.7
Architectural – Overall	116,186	-	-	116,186	116,186	95,428	20,012	20,013	1	1.00	20,758	(745)	0.96	17.2	17.2	17.2
Mechanical / Piping	58,093	-	-	58,093	58,093	47,714	10,006	10,007	1	1.00	10,379	(373)	0.96	17.2	17.2	17.2
Electrical	69,325	-	-	69,325	69,325	61,726	7,264	7,366	2	1.00	7,399	(333)	0.96	10.5	10.5	10.5
ELV	128,927	-	-	128,927	128,927	84,470	45,809	45,805	(4)	1.00	44,457	3,348	1.03	35.5	35.5	35.5
TOTAL	639,635	-	-	639,635	639,635	487,823	132,938	132,932	(6)	1.00	151,792	1,280	1.01	23.9	23.9	23.9

Project Monthly Reporting Procedure

Project Summary Report – Design

6. Schedule

Milestone Progress Submission	Submission	10%	30%	60%	90%	IFC
	Plan	DD-MM-YYYY	DD-MM-YYYY	DD-MM-YYYY	DD-MM-YYYY	DD-MM-YYYY
	Forecast	DD-MM-YYYY	DD-MM-YYYY	DD-MM-YYYY	DD-MM-YYYY	DD-MM-YYYY
	Actual	DD-MM-YYYY	DD-MM-YYYY	DD-MM-YYYY	DD-MM-YYYY	DD-MM-YYYY
Man-hours	Submission	10%	30%	60%	90%	IFC
	Plan	XXXX	XXXX	XXXX	XXXX	XXXX
	Forecast	XXXX	XXXX	XXXX	XXXX	XXXX
	Actual	XXXX	XXXX	XXXX	XXXX	XXXX

Overall Contract Date

	Start Date	Finish Date	Duration
Plan	DD-MM-YYYY	DD-MM-YYYY	XXXX
Forecast	DD-MM-YYYY	DD-MM-YYYY	XXXX
Actual	DD-MM-YYYY	DD-MM-YYYY	XXXX

Contract Closure Date

	Date
Plan	DD-MM-YYYY
Forecast	DD-MM-YYYY
Actual	DD-MM-YYYY

Duration KPI: Forecast vs. Planned

Contract Closure KPI: Actual Finish Date vs. Actual Contract Closure Date

Milestone

	First	50%	Last
P&ID	DD-MM-YYYY		DD-MM-YYYY
I/FD	DD-MM-YYYY		DD-MM-YYYY
ISO	DD-MM-YYYY	DD-MM-YYYY	

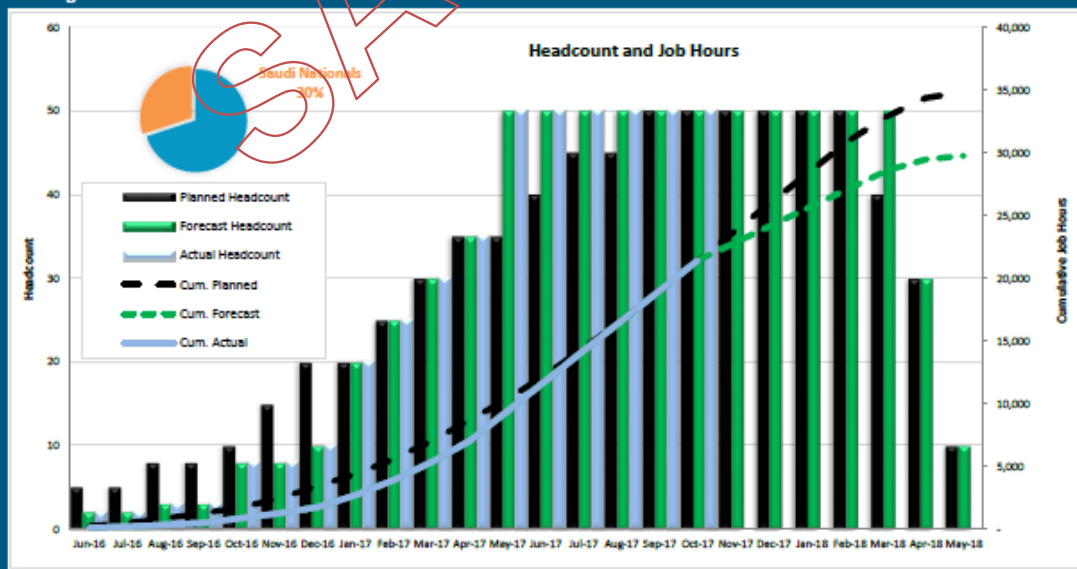
Schedule Narrative / Discussion:

7. Costs

Description	TOTAL (Jobhours)	TOTAL (SAR)	UNIT RATE (SAR/HR)	Description	TOTAL (SAR)	Days Overdue
Contract Value	35,000	15,000,000	428.57	Invoiced to Date		
Previous Approved Variations	500	1,000,000		Paid to Date		
This Period's Approved Variations	200	1,000,000		Advanced Payments		
Sub-Total	35,700	17,000,000	476.19	Balance		
Pending Variations	100	216,000		Overdue		
TOTAL	35,800	17,216,000	480.89	Cost Perf. Index		
Contract ITD	15,000	6,000,000	400.00			

Cost Narrative / Discussion:

8. Design Resources





Project Monthly Reporting Procedure

Attachment 7 – EPM-KPR-TP-000007 - Project Summary Report – Tender for Construction Template

Project Summary Report – Tender for Construction

Entity: Ministry Of Health
Project Title: XXX
NPMO No.: 17-MOH-G-00001-A
Location:
Province:

Registration Date:
Next Stg. Gt. Date:
Eng. Contract No.: MOH-1N0-CO-XXXXXX
Con. Contract No.: n/a
Reporting Period: Oct. 2017
Doc. No.:

Stage Gate 5

Contractor / Consultant:
CR No.:

1. Tender Status

RFP STATUS	Planned	Forecast	Actual
RFP Issue	28-Feb-17	10-Mar-17 A	10-Mar-17 A
Award Date	5-May-17	1-May-17 A	1-May-17 A
Tender Cycle	66 days	52 days	52 days

CONTRACT STATUS	Value (SAR)
Internal Estimate	400,000
Allocated Budget	450,000
Award Contract Value	375,000

PROPOSAL DETAILS / PRE QUALIFIED						
Contractor	Contractor CR No.	Invited to Bid	Bid Received	Technical Score	Proposal Value	Bid Award Value
Name		✓	✓	XXX	YYY	-
Name		✓	X			-
Name		✓	X			-
Name		✓	✓	XXX	YYY	###
Name		✓	✓	XXX		-
TOTAL		5	3			

PROJECT STATUS

Contract Start Date	
Contract Scheduled Completion Date	
Contract Actual Completion Date	

Remarks:

Negotiated a 5% discount with the contractor if Contractor's invoices are paid within 10 days.



Project Monthly Reporting Procedure

Attachment 8 – EPM-KPR-TP-000008 - Project Summary Report - Construction, Testing & Commissioning, Handover & Closeout Template

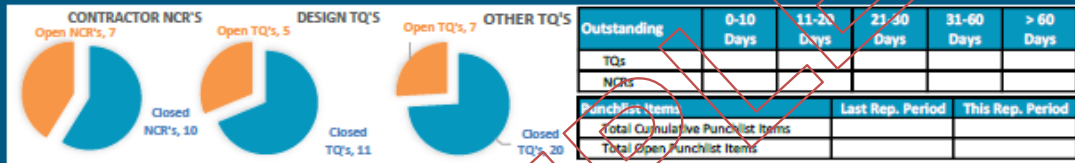
Project Summary Report – Construction

Entity: Ministry Of Health	Registration Date:	Stage Gate 6,7,8
Project Title: XXX	Next Stg. Gt. Date:	
NPMO No.: 17-MOH-G-00001-A	Eng. Contract No.: MOH-1N0-CO-00000X	
Location:	Con. Contract No.: MOH-1N0-CO-00000X	
Province:	Reporting Period: Oct. 2017	Contractor / Consultant:
	Doc. No.:	CR No.:

1. Health, Safety, Security & Environment (HSSE)

Incident								Health, Safety, Security: One RI occurred when a formwork operative was hammering a nail into formwork when the hammer bounced back from the timber and hit his safety glasses which caused a small laceration to his left eyebrow. One NM occurred when a subcontractor dump truck bucket became detached from the lifting arm whilst unloading material. The bucket tilted approx. 60 degrees onto its right hand side. Environmental: One small diesel spill occurred in a non sensitive environmental area and was cleaned up.
Period	Job Hours	NM	FA	RI	LWDC	FAT	EI	
ITD	2,510,878	2	3	1	1	0	1	
YTD	1,250,000	1	2	1	1	0	1	
RP	11,841	1	0	1	0	0	1	
Incident Rates								
Period	NM	FA	RI	LWDC	FAT	AFR	EI	
ITD	1.50	1.33	1.55	0.20	-	-	0.20	
YTD	1.30	1.10	1.30	0.15	-	-	0.75	
RP	1.25	0.80	1.10	0.75	-	-	0.75	
Legend:								
AFR	Accident Frequency Rate		FAT	Fatalities		NM	Near Misses	
EI	Environmental Incident		ITD	Inception To Date		RI	Recordable Incident	
FA	First Aid		LWDC	Lost Work Day Case		RP	Reporting Period	

2. Quality



3. Critical Issues, Etc.

Key Achievements:

XYZ

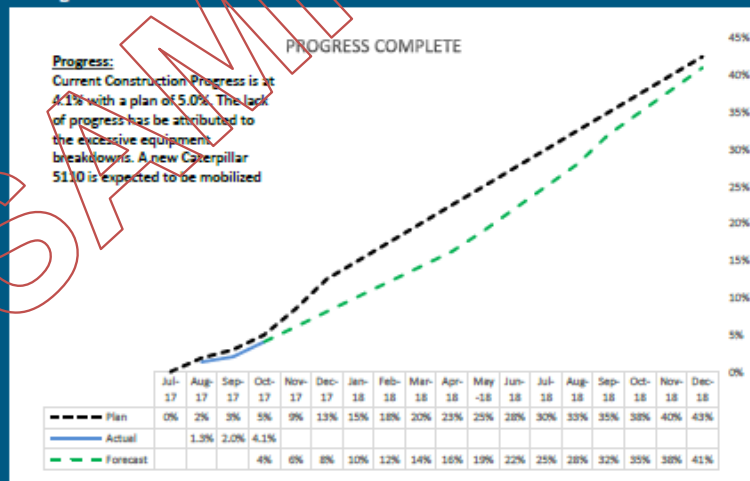
Critical Issues:

XYZ

Risk & Opportunities:

XYZ

4. Progress



5. Key Milestones

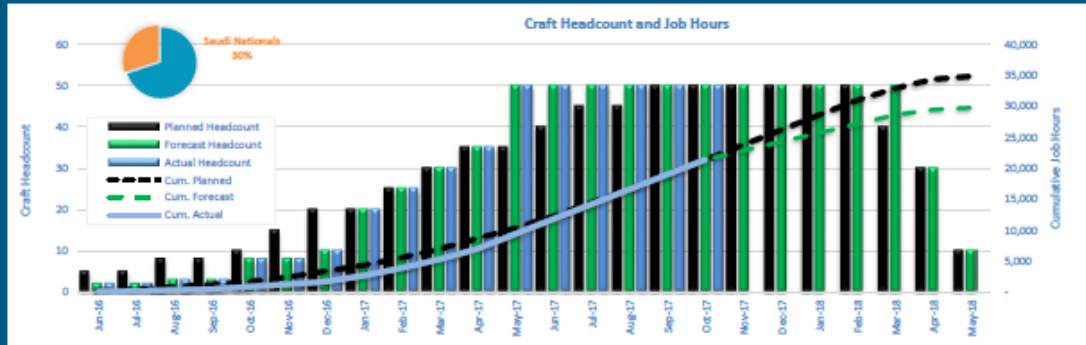
Milestone	Planned Date	Forecast Date	Actual Date	Variance	Notes
Completion of Section 1D Earthwork Activities	13-Mar-17	13-Mar-17	7-May-17	55	
Completion of Section 1C Earthwork Activities	20-Mar-17	20-Mar-17	30-May-17	71	
Delivery of Main Transformer	15-Apr-17	15-Apr-17	15-May-17	30	
Completion of Concrete Works at Overpass C1-0003 KM @ 0+027.67	28-Mar-17	28-Mar-17			
Completion of Concrete Works at Box Culvert C1-C044 KM @ 4+425	18-Mar-17	18-Mar-17			
Geotechnical Seismic Calculations	20-Mar-17	20-Mar-17			
Completion of Pipe Culvert C1-P030 KM @ 3+035	10-Mar-17	10-Mar-17	12-Mar-17	2	
Start of Pipe Culvert C1-P027 KM @ 2+665	10-Mar-17	10-Mar-17	20-Mar-17	10	
Completion of Sub-Grade Crushing for KM 0+000 - 8+740	15-May-15	15-May-15			



Project Monthly Reporting Procedure

Project Summary Report – Construction

6. Manpower



7. Quantity Tracker

Description		UOM	QUANTITIES																PERCENT COMPLETE				UNIT RATE (current)																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
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8. Costs and Changes

Description	TOTAL (Jobhours)	TOTAL (\$AR)	UNIT RATE (\$AR/Hr)	Description	TOTAL (\$AR)	Days Overdue
Contract Value	35,000	15,000,000	428.57	Involved to Date		
Previous Approved Variations	500	1,000,000		Paid to Date		
This Period's Approved Variations	200	1,000,000		Advanced Payment		
Sub-Total	35,700	17,000,000	476.19	Balance		
Pending Variations	100	216,000		Overdue		
TOTAL	35,800	17,216,000	480.89	Cost Perf. Index		
Contract ITD	15,000	6,000,000	400.00			

Change Order Log	Date Initiated	Value (\$AR)	Days	Comments
Current Budget Last Report		SAR 45,000,000	350	
Upgrade A/C System	17-Jul-16	SAR 2,000,000	30	
Increase the area of Kitchen	18-Aug-16	SAR 850,000	45	
Material change	7-Sep-16	(SAR 600,000)	0	
Labor change	28-Sep-16	SAR 1,150,000	(10)	
Current Budget This Report		SAR 49,400,000	415	

Pending Change Order Log	Date Initiated	Value (\$AR)	Comments
Increase thermal insulation		\$450,000	
Delete Car Park Covers		(\$340,000)	
Total Pending		(SAR 90,000)	

9. Shop Drawings

Shop Drawings										
Discipline	Total	Total Processed Drawings					Total Processed	To Go	Pending with Designer	Total Submittals
		A	B	C	D	E				
Civil										
Structural										
Architectural										
MEP	Mechanical									
	Electrical									
	ELV									
TOTAL										



Project Monthly Reporting Procedure

Project Summary Report – Construction

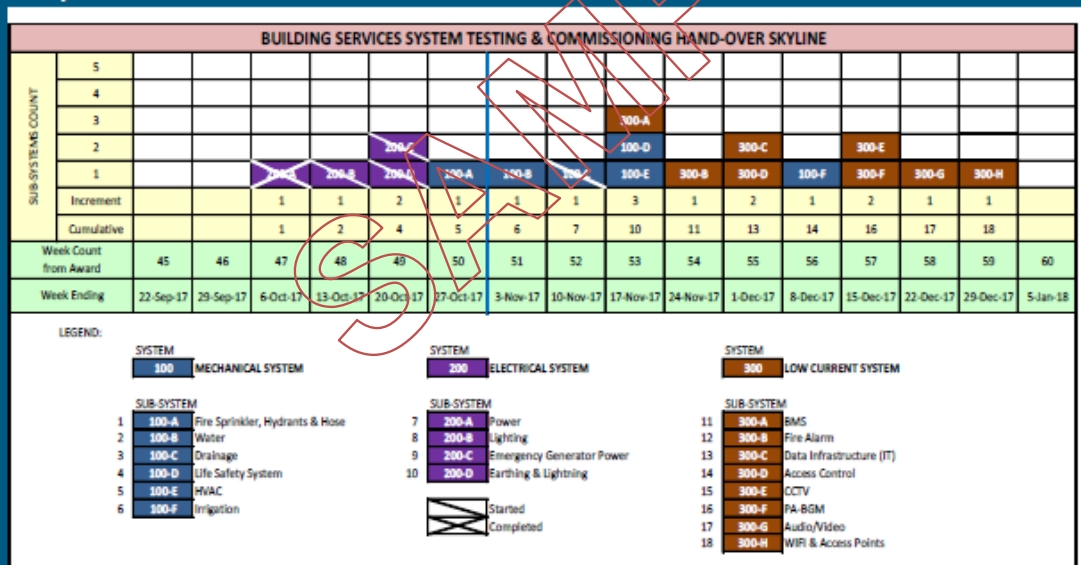
10. Procurement

Materials Approval Sheets (MAS)										
Discipline	Total	Total Processed Drawings					Total Processed	To Go	Pending with Designer	Total Submittals
		A	B	C	D	E				
Civil										
Structural										
Architectural										
MEP	Mechanical									
	Electrical									
	ELV									
TOTAL										

Procurement Summary Report						
Discipline	Total Material Submittals (MAS)	Total Processed MAS	TO GO MAS	Total Number P.O.	Total Actual P.O.	TO GO P.O.
Civil						
Structural						
Architectural						
MEP	Mechanical					
	Electrical					
	ELV					
Plumbing						
TOTAL						

Remarks:

11. Skyline



12. Testing & Commissioning

Test Description	Planned Start	Planned Finish	Forecast Start	Forecast Finish	Actual Start	Actual Finish	% Completed
Mechanical System T&C	31-Dec-17	31-Dec-17	31-Dec-17	31-Dec-17	31-Dec-17	31-Dec-17	10%
Electrical System T&C	31-Dec-17	31-Dec-17	31-Dec-17	31-Dec-17	31-Dec-17	31-Dec-17	10%
Extra Low Voltage System T&C	31-Dec-17	31-Dec-17	31-Dec-17	31-Dec-17	31-Dec-17	31-Dec-17	10%
High Voltage System T&C	31-Dec-17	31-Dec-17	31-Dec-17	31-Dec-17	31-Dec-17	31-Dec-17	10%
Fire and Life Safety System Integration Testing	31-Dec-17	31-Dec-17	31-Dec-17	31-Dec-17	31-Dec-17	31-Dec-17	10%
ELV System Integration Testing	31-Dec-17	31-Dec-17	31-Dec-17	31-Dec-17	31-Dec-17	31-Dec-17	10%
Other Integration Testing	31-Dec-17	31-Dec-17	31-Dec-17	31-Dec-17	31-Dec-17	31-Dec-17	10%
Post-occupancy Testing	31-Dec-17	31-Dec-17	31-Dec-17	31-Dec-17	31-Dec-17	31-Dec-17	10%