



CMCS INSIGHTS · PPP

The SPV Control Platform

Eight articles on why a PPP project company needs a PMIS like PMWEB: enforcing collaboration between SPV members, mapping the contract bundle into controls, managing the Project Agreement back to back with EPC and O&M contracts, and reaching COD.

By Bassam Samman, PMP, PSP, EVP, GPM
CEO & Chairman, CMCS

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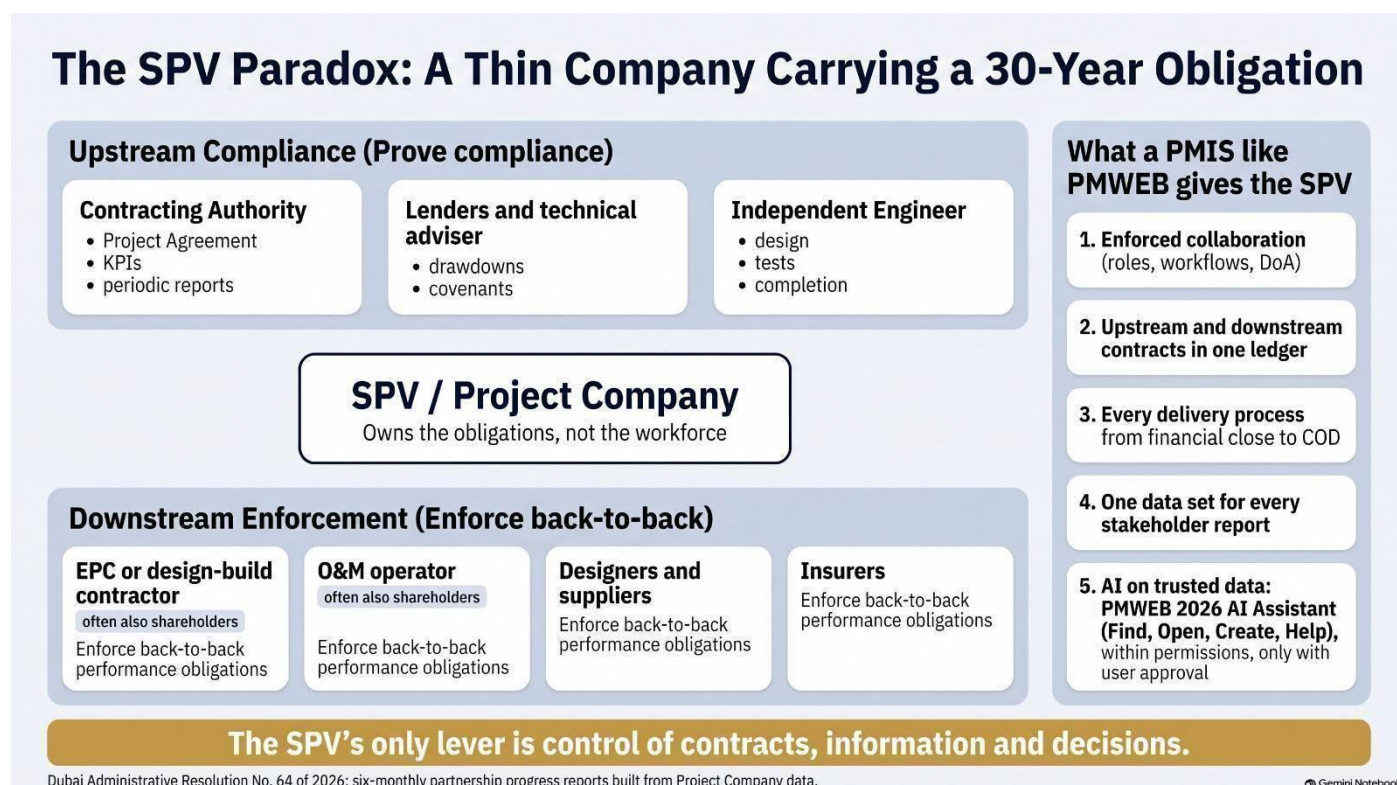
The SPV Paradox: A Thin Company Carrying a 30-Year Obligation

Why every PPP Project Company needs a PMIS like PMWEB from financial close

A PPP Special Purpose Vehicle owns obligations it cannot perform itself. Its only lever is control of contracts, information and decisions. A PMIS like PMWEB is how that control is exercised from financial close to operation, and PMWEB 2026 AI makes that control faster for every party.

A PPP Special Purpose Vehicle is one of the most exposed companies in infrastructure. It signs a long-term Project Agreement with the government, borrows heavily from lenders, and promises a public asset delivered on time and operated to strict performance standards. Yet it usually has a small team and no delivery capability of its own.

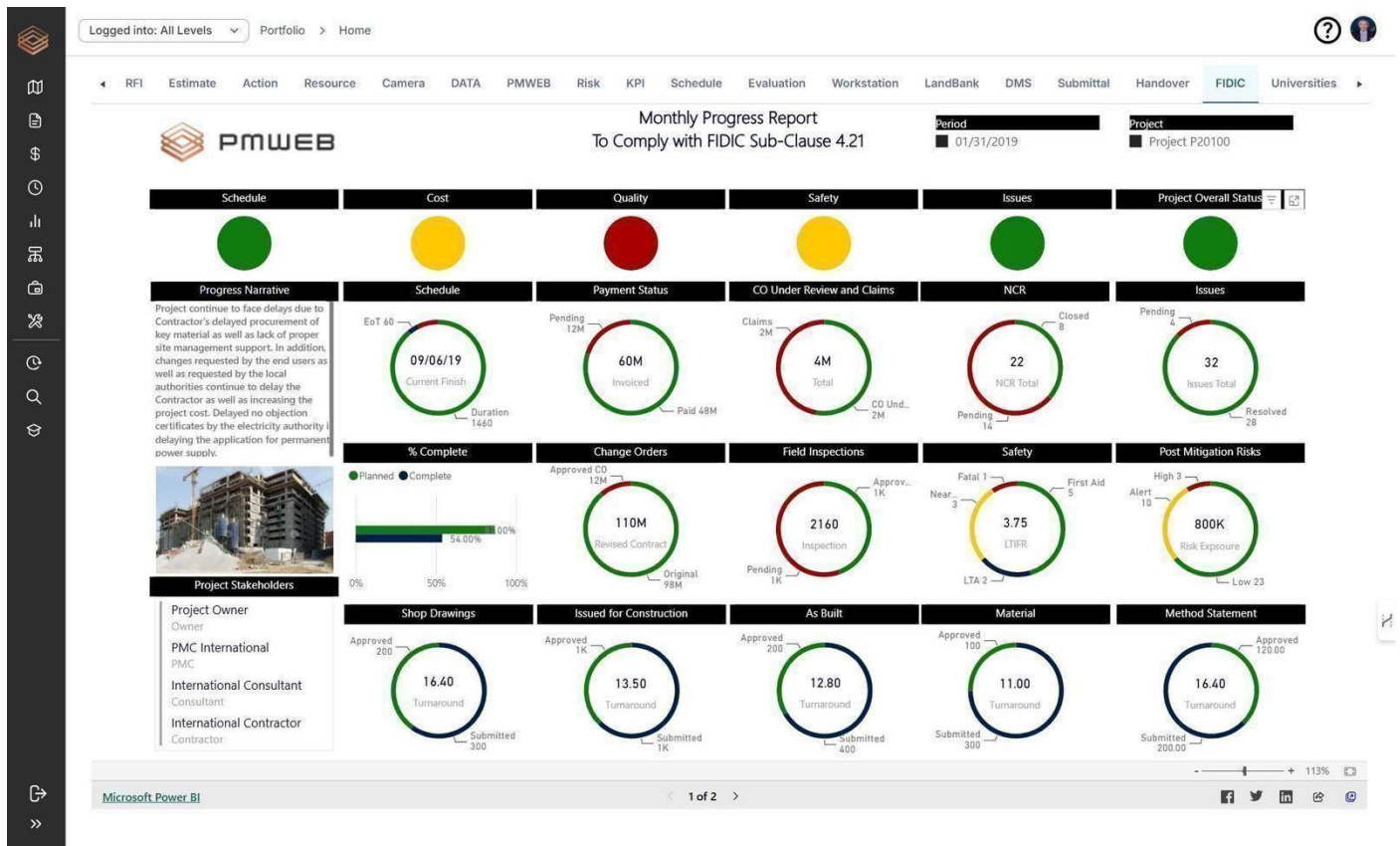
That is the SPV paradox. The SPV carries the obligations, but its shareholders, contractors and operator do the work. Its only real tool is control: of the contracts, of the information, and of the decisions.



Two directions of accountability

Every SPV faces two ways at once. **Upstream**, it must prove compliance to the Contracting Authority, the lenders and the Independent Engineer. **Downstream**, it must enforce the same obligations on its EPC contractor, its O&M operator, its designers and its insurers, often while those parties are also its shareholders.

Each obligation in the Project Agreement must be mirrored back-to-back, tracked to a deadline, supported by evidence and reported. Email, spreadsheets and each member's own systems cannot do this with one version of the truth.



PMWEB 2026 AI: Value on Structured Data

The PMWEB 2026 release introduces the first wave of PMWEB AI. For an SPV, its value comes from one fact: every party's records sit as structured data in one SPV-owned database. AI can only reason on what has been captured, and in PMWEB the SPV captures everything.

AI Assistant mode	What it does	Example request from the SPV team
Find	Locates records from a plain-language request	"Find all EPC notices awaiting an SPV response that fall due in the next 7 days"
Open	Goes straight to the record the user names	"Open compensation event 006 under the Project Agreement"
Create	Prepares a new record from a plain instruction, for the user to review	"Create a meeting minute for today's progress meeting with the EPC contractor"
Help	Guides the user through how to perform a task in PMWEB	"How do I raise a budget request for a recoverable change?"

Two principles make this safe for a multi-party company. **Action is taken only with the user's approval:** the Assistant prepares, the user decides, and the Delegation of Authority stays the only route to a decision. **PMWEB AI honours security settings:** an EPC user's question returns only what the EPC role may see. PMWEB's Intelligence Control Framework also logs AI activity and lets administrators enable capabilities by role or organisation.

[Insert PMWEB screenshot S1.3 — PMWEB 2026 AI Assistant — Find mode]

Request: "Find all EPC notices awaiting an SPV response that fall due in the next 7 days", with the returned list of records, due dates and responsible SPV role. Capture once PMWEB 2026 AI is enabled on the demo environment.

The cost of not having one

A few weeks of delay to COD, one compensation event lost on a missed notice, or one rejected drawdown typically costs more than a PMIS over the whole construction period. The system is not overhead. It is the SPV's control function.

This series sets out the case in eight articles: the SPV structure and its tensions, the evidence on why PPPs underperform, the obligations to manage, how PMWEB enforces collaboration, how it manages upstream and downstream contracts, how it reports to every stakeholder, and how it carries the SPV to COD and beyond. Each article also shows the value PMWEB 2026 AI adds to that part of the SPV's work.

Key takeaway

The SPV owns the obligations but not the workforce. Its control over contracts, information and decisions is its only lever, and a PMIS like PMWEB is how that control is exercised.

Next in the series: *Part 2, Inside the SPV: Shareholders, Contractors and the Interfaces Between Them.*

Talk to us: to see how PMWEB can serve as the control platform for your PPP Project Company, contact CMCS at info@CMCS-MENA.com.

#PMWEB #CMCS #PPP #PublicPrivatePartnership #SPV #ProjectFinance #ContractManagement #PMIS #Infrastructure #GCC

About the Author

Bassam Samman, PMP, PSP, EVP, GPM is the Chairman and Chief Executive Officer of CMCS FZ-LLC, the PMWEB Authorised Implementation Partner for the Gulf Cooperation Council and broader Middle East and North Africa region. CMCS holds the PMWEB Partner of the Year 2025 designation and serves capital project owners, contractors and consultants across the UAE, Saudi Arabia, Qatar, Kuwait and India.

Bassam has over four decades of experience providing project management, project controls services and project management information systems to more than two hundred capital projects with a combined value exceeding one hundred billion US dollars. He is the author of four published books on project management digitalisation and has lectured at more than three hundred and fifty international events. He holds a Master's degree in Engineering Administration (Construction Management), with Faculty Commendation, from George Washington University and a Bachelor's degree in Civil Engineering from Kuwait University, with executive education at Harvard Business School and London Business School.

About PMWEB

PMWEB is an enterprise-class, web-based capital construction project management platform trusted by organisations worldwide including Harvard University, the United Nations, and Atlanta Airport. Built on Microsoft .NET technology, PMWEB manages the entire project lifecycle within a single integrated platform — from portfolio planning and cost management through document control, procurement, scheduling, asset management, and business intelligence. With

150+ pre-configured SSRS reports, drag-and-drop dashboard design, multi-currency support, and open REST/SOAP API integration, PMWEB delivers enterprise capability with implementation timelines measured in months, not years.

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Inside the SPV: Shareholders, Contractors and the Interfaces Between Them

Why a PPP Project Company is a collaboration problem by design

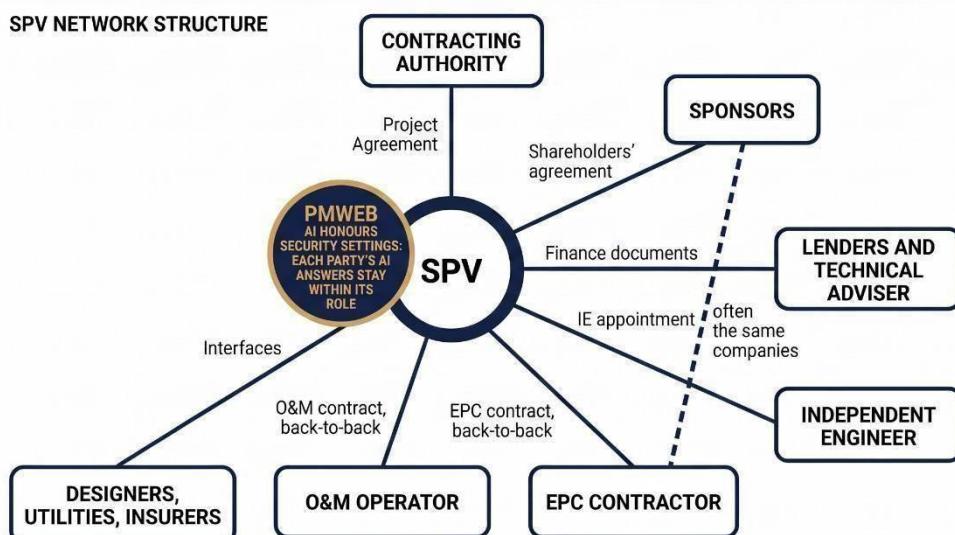
An SPV brings together shareholders, contractors, lenders and an operator whose interests differ. They will not share interests, but they can share one system of record, with rules they all signed up to.

The SPV is the legal nexus of every relationship in a PPP. It exists to ring-fence the project's assets, contracts and cash flows from its sponsors, and to pass the obligations it accepts from the Contracting Authority down to the parties who build and operate the asset.

GCC PPP laws make the SPV mandatory. Dubai's Law No. 22 of 2015 requires the successful bidder to form a licensed Project Company to execute the project. Saudi Arabia's PSP Law limits PPP contracts to 30 years. For three decades, the SPV must hold together parties whose interests differ.

INSIDE THE SPV: ONE COMPANY, SEVEN RELATIONSHIPS, THREE TENSIONS

SPV NETWORK STRUCTURE



PMWEB: ONE SPV-OWNED SYSTEM OF RECORD, ROLE-BASED ACCESS, TRACKED INTERFACES.

THREE STRUCTURAL TENSIONS

CONFLICT OF INTEREST

A sponsor-contractor sits on both sides of changes, claims and payments.

BACK-TO-BACK RISK

A missed downstream notice leaves the SPV holding the risk.

INTERFACE RISK

Liability falls into the gaps between parties.

MEMBERS DO NOT SHARE INTERESTS, THEY CAN SHARE ONE SYSTEM OF RECORD.

CMCS | PMWEB AUTHORISED IMPLEMENTATION PARTNER - GCC & MENA

Gemini Notebook

Who sits around the SPV

Party	Relationship to the SPV	Typical tension
Contracting Authority	Upstream Project Agreement; pays availability or service payments	Wants maximum visibility; the SPV wants to limit exposure
Sponsors / shareholders	Own the SPV and appoint its board	Sponsors who are also contractors have conflicting interests
EPC or design-build contractor	Downstream construction contract, back-to-back with the Project Agreement	Claims against the SPV for events the SPV cannot pass up
O&M operator	Downstream operations contract	Wants the asset built for whole-life cost; the EPC builds for capex

Party	Relationship to the SPV	Typical tension
Senior lenders and technical adviser	Finance documents, direct agreements, security	Funding stops if reporting is late or unconvincing
Independent Engineer	Appointed under the Project Agreement	Certifies against the contract, not against the SPV's intent
Designers, suppliers, utilities, insurers	Further downstream and third-party interfaces	Liability falls into the gaps between parties

Logged into: All Levels
Portfolio > Companies > Manager Page > BESCLE - Best Door and Window

Best Door and Window

Companies: 1 - Best Door and Window

New Record
Print

Main
Additional Information
Addresses 2
Departments 1
Contacts 5
Insurance 1
Resources
Notes
Attachments 2

Header Fields

Vendor ID*	Vendor Name*	Type	Abbreviation
BESCLE	Best Door and Window	Commercial	Best Door
Reference	PMWeb Account ID	Account #	Trade License
TRN	Country	Payment Terms	☒ Occupant
☒ Approved Bidder	Latitude	Longitude	Elevation
Geolocation	Primary Address ID	Address	Phone [+ (country code) (Phone number)]
	Main	12432 West Avenue.	1111242455
Ext	Fax	Binghamton, NY, 138100000	Email
			info@best.com
Website			
www.best.com			

User Defined Fields

Option 1. This will come from Procurement Form (Package Name) Should we need this to be populated from procurement Strategy Form field to EOJ Field Option 2. Or Reporting Team will directly fetch it from Procurement Strategy

Three structural tensions

1. Conflicts of interest. When a construction company is both sponsor and EPC contractor, it sits on both sides of every change, claim and payment. Good governance requires conflicted sponsors to step back from related decisions. That only works with an auditable record of who reviewed and approved what.

2. Back-to-back risk. The SPV is protected only if every upstream obligation, notice period and relief event is mirrored downstream and acted on in time. A missed notice under the EPC contract can leave the SPV carrying a risk it priced as passed through.

3. Interface risk. Design, construction, operations, utilities and the authority's own works meet at hundreds of interfaces. Interface risk must be allocated so that no party can avoid responsibility by pointing to another. That allocation works only if each interface is recorded, owned and tracked to closure.



INTERFACE AGREEMENT

Interface Agreement (IA) and Interface Point (IP)

Moff Capital Projects Control Tower - PMO Manual Part 1, Annex A

1. AGREEMENT IDENTIFICATION

IA No.	Auto	Revision	Auto - 0
IA Title *	Select...	Status	Auto - Draft
Project Name *	Select...	Programme *	Select...
Interface Setup	Auto	Issue Date	Select...
Interface Breakdown Structure	Select...	Revision Date	Auto

2. INTERFACE POINT (SCHEDULE LINK)

IP Activity ID *	Select...	IP Activity Name	Auto
Need Data *	Select...	Provider Forecast Finish	Auto
Provider Activity ID	Auto	Receiver Activity ID	Auto
Interface Float (days)	Auto	Interface Status (RAG)	Auto
WBS	Select...	Location *	Select...
CSI Code	Select...	BIM ID	Select...

3. PARTIES

Originating party (provider)		Responding party (receiver)	
Project *	Select...	Project *	Select...
Executing Entity *	Select...	Executing Entity *	Select...
Package / Contract Title	Select...	Package / Contract Title	Select...
Contract No. (Etimad ref.)	Select...	Contract No. (Etimad ref.)	Select...
Interface Manager *	Select...	Interface Manager *	Select...
Email / Phone	Auto	Email / Phone	Auto

4. INTERFACE DEFINITION

Interface Type *	Select...	Criticality *	Select...
Phase	Select...	Discipline	Select...
System	Select...	Nature *	Select...
Deliverable *			
Acceptance Criteria *			
Description / Scope			
Assumptions and Constraints			

5. FUNDING AND IMPACT

Provider Funding Line (APBIABA ref.) *	Select...	Funding Confirmed *	Select...
Cost of Delay to Receiver (DAR / month) *		Schedule Impact if Late (days per day late)	
Impact if Late			

6. MONITORING AND ESCALATION

Escalation Level	Select...	Last Reviewed	Auto
Action Owner	Select...	Action Due Date	
ICB Meeting Ref.	Select...		
Recovery Action			
Comments			

7. AGREEMENT AND SIGN-OFF

Role	Name	Decision	Date	Signature
Receiver Interface Manager	Auto - workflow user	Select...	Auto	Auto - e-signature
Provider Interface Manager	Auto - workflow user	Select...	Auto	Auto - e-signature
ICB Secretary / Control Tower	Auto - workflow user	Select...	Auto	Auto - e-signature

8. CLOSE-OUT

Actual Delivery Date		Accepted by Receiver	Select...
Close Date	Auto		
Closure Remarks			

ATTACHMENTS

Signed agreement (PDF), Interface drawings, test and inspection certificates, correspondence — PMWEB attachments tab, filed in Document Manager - Interfaces

Legend

- * Mandatory field
- Input or look-up — entered by the user
- Auto — set by PMWEB (schedule link, calculation or workflow) read-only

Field rules, value lists and workflow are on the other tabs. Every IA must reference an IP activity in the provided activities.

AI in a Multi-Party Company

In most organisations, AI security is about protecting data from outsiders. In an SPV, the parties are insiders with competing interests. That is why **PMWEB AI honours security settings** matters so much here. The EPC contractor, the O&M operator, the lenders' adviser and the Independent Engineer can each use the AI Assistant, and each receives answers drawn only from the records their role may see.

The SPV's internal assessment of a claim stays invisible to the contractor who raised it, whether the question is asked through a register or through the Assistant. Because AI activity is logged, the SPV can also show its shareholders and lenders who asked what.

The Assistant also makes interfaces easier to manage. A coordinator can ask for every open interface between two parties, due in the next month, instead of filtering registers by hand.

[Insert PMWEB screenshot S2.4 — PMWEB 2026 AI Assistant — Find mode]

Request: "Find all open interface agreements between the EPC contractor and the O&M operator due in the next 30 days", with owner, need-by date and status. Capture once PMWEB 2026 AI is enabled on the demo environment.

Key takeaway

An SPV's members do not share interests. They can share one system of record, with rules they all signed up to.

Next in the series: *Part 3, PPPs Are Won at Financial Close and Lost in Contract Management.*

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PPPs Are Won at Financial Close and Lost in Contract Management

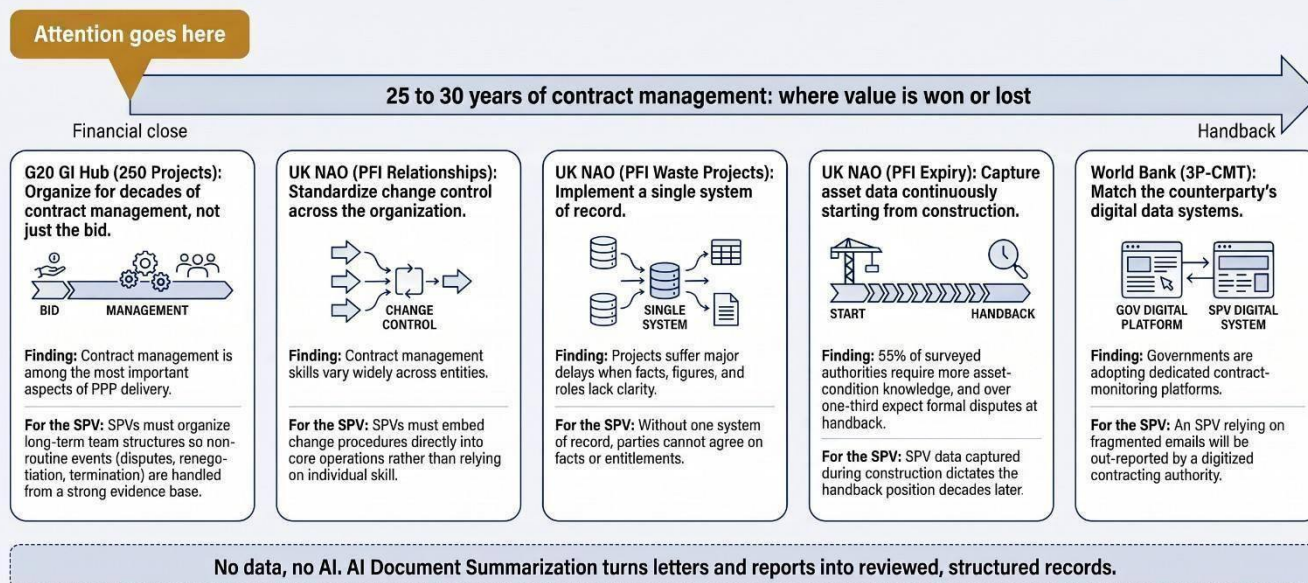
What international evidence tells the SPV

International reviews of PPP performance agree that value is lost after financial close, through weak contract management and poor information. Every one of those findings has a mirror image inside the SPV.

Financial close gets the attention, the press release and the celebration. The value of a PPP is then won or lost over the next 25 to 30 years of contract management. International reviews of PPP performance keep reaching the same conclusion: the problems start after the ink dries.

Most of this evidence is written for the public side. Every finding has a mirror image inside the SPV.

PPPs are won at financial close and lost in contract management



The common thread: **information**. Who did what, when, under which clause, at what cost, with what evidence.

The party with the better records usually wins. Make it the SPV.

CMCS | PMWEB Authorised Implementation Partner - GCC 2 MENA Gemini Notebook

Five findings and what they mean for the SPV

G20 Global Infrastructure Hub. Working with Turner & Townsend, the GI Hub analysed contract management on 250 PPP projects. It found that contract management is among the most important aspects of PPP delivery, while attention tends to concentrate on reaching financial close. Its guidance covers team set-up, routine contract management, and non-routine events such as disputes, renegotiation, insolvency and termination. **For the SPV:** organise for decades of contract management, not just the bid, so non-routine events are handled from a strong evidence base.

UK National Audit Office on PFI relationships. The NAO stressed that change procedures should be built into the contract and noted wide variation in contract management skills. **For the SPV:** change control is a core, recurring process and must be standardised, not left to individual skill.

UK NAO on three PFI waste projects. The projects suffered significant delays, and correspondence showed a lack of clarity over the facts and figures and over the parties' roles. **For the SPV:** without one system of record, the parties cannot agree on the facts, let alone the entitlements.

UK NAO on PFI contract expiry (2020). SPVs are responsible for maintaining the assets and reporting, yet around 55% of surveyed authorities said they need more knowledge of asset condition, and more than a third expect formal disputes as contracts end. **For the SPV:** asset and condition data captured during construction decides the handback position decades later.

World Bank 3P-CMT. The World Bank has developed a dedicated contract management and PPP portfolio monitoring system for governments. **For the SPV:** authorities are digitising their side of the contract. An SPV still running on email will be out-reported by its counterparty.

Logged into: All Levels

Costs > Prime Contracts > Manager Page > 001 - Owner Contact

?

New York GC - New York GC

Approved

Prime Contracts: 001 - Owner Contact

New Record

Print

Recap

Main

Adjustments

Clauses

Variations (AVI) 3

Requisitions 3

Payments

Notes

Attachments

Notifications

Header Fields

Billing And Shipping

Details

Group by: None

Layout: My Custom Layout

New Line

Add Items

Export To Excel

Paste From Excel

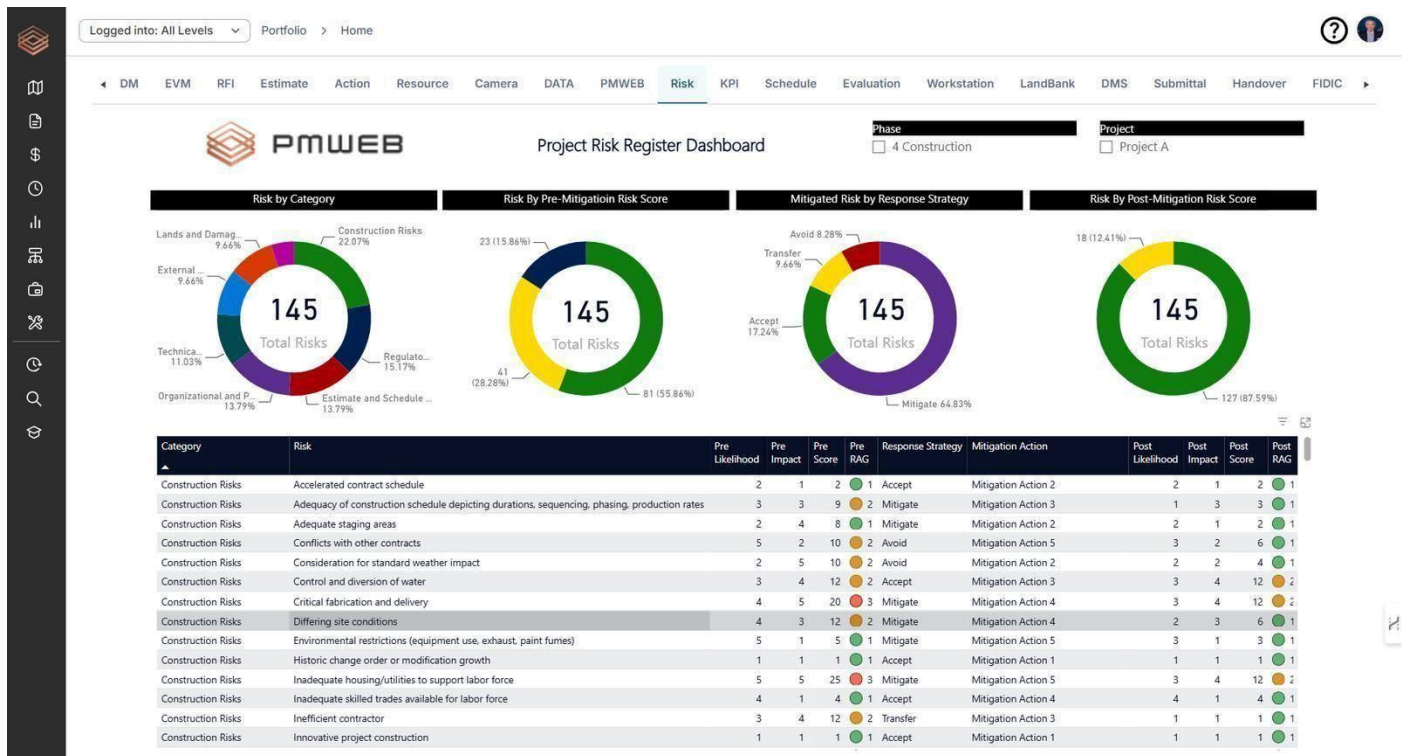
Preview Conversions

Line #	Attach...	Item	Description	Cost Code	Total ...	Total P...	Task	Cost Pe...	Notes	Req Code	Tax	Me
1	[0]		General Expenses	01-01010 - General ...	\$100,000.00	\$100,000.00				1	\$0.00	
2	[0]		Project Staffing	01-01020 - Project ...	\$150,000.00	\$150,000.00				2	\$0.00	
3	[0]		Field Offices	01-01030 - Field Off...	\$200,000.00	\$200,000.00				3	\$0.00	
4	[0]		Temporary Utilities	01-01040 - Tempor...	\$300,000.00	\$300,000.00				4	\$0.00	
5	[0]		Safety & Protection	01-01050 - Safety &...	\$75,000.00	\$75,000.00				5	\$0.00	
6	[0]		Cleaning	01-01060 - Cleaning	\$125,000.00	\$125,000.00				6	\$0.00	
7	[0]		Miscellaneous Expe...	01-01070 - Miscella...	\$300,000.00	\$300,000.00				7	\$0.00	
8	[0]		Labor, Insurance, & ...	01-01080 - Labor, I...	\$250,000.00	\$250,000.00				8	\$0.00	
9	[0]		GLPD	01-01090 - GLPD	\$170,000.00	\$170,000.00				9	\$0.00	
10	[0]		Winter Conditions	01-01100 - Winter C...	\$180,000.00	\$180,000.00				10	\$0.00	
11	[0]		Testing & Inspections	01-01110 - Testing &...	\$80,000.00	\$80,000.00				11	\$0.00	

The common thread is information

Every one of these findings comes back to information: who did what, when, under which clause, at what cost and with what evidence. When that information sits in inboxes and personal spreadsheets, disputes are argued from memory and the party with the better records wins.

A PMIS like PMWEB captures that information as it happens. The Project Agreement, every downstream contract, every change, notice, submittal, inspection and payment becomes a structured, linked, time-stamped record. The SPV stops reconstructing its position and starts managing it.



No Data, No AI: Why the Evidence Base Comes First

Every finding in this article is about information, and AI does not change that. It raises the stakes. An SPV whose records sit in inboxes cannot use AI to find the facts behind a dispute, because there are no facts to find. An SPV whose records sit in PMWEB can ask for them.

PMWEB AI Document Summarization turns documents, reports and contracts into structured records that people review before acting on them. For an SPV that receives letters, reports and instructions from the Contracting Authority, lenders and the Independent Engineer every week, that turns unread attachments into reviewed, searchable records with dates and clause references.

[Insert PMWEB screenshot S3.3 — PMWEB AI Document Summarization]

A Contracting Authority letter summarised into a structured correspondence record (subject, clause reference, required response, response due date), shown for the user to review before saving. Capture once PMWEB 2026 AI is enabled on the demo environment.

The next layer an SPV needs from AI builds on the same records: early warning when patterns of late notices, rising change and slipping interfaces start to resemble projects that ended in dispute. That analysis is only possible where years of contract-management data are held consistently in one place.

Key takeaway

In PPP disputes, the party with the better records usually wins. A PMIS makes sure that party is the SPV.

Next in the series: *Part 4, From Contract Bundle to Control System: Mapping the SPV's Obligations.*

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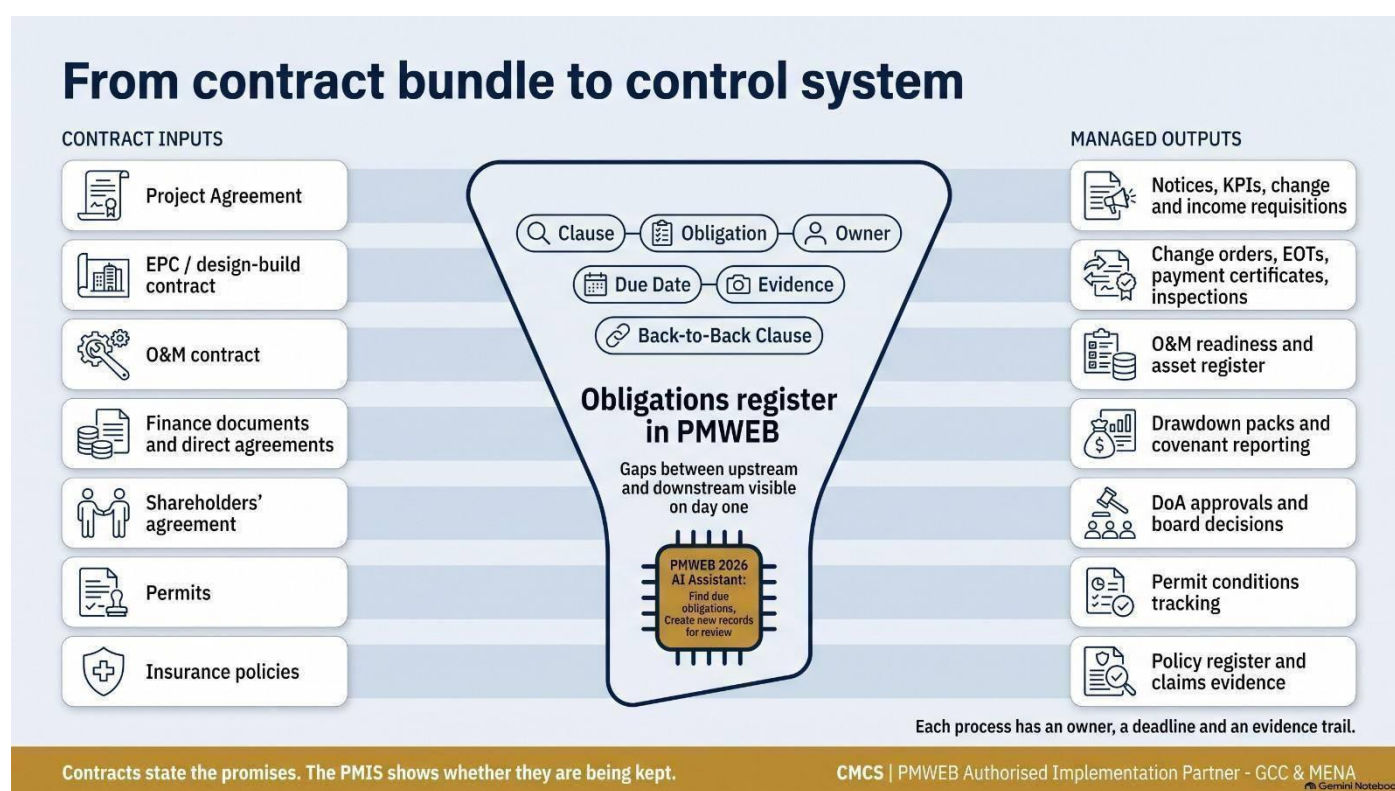
From Contract Bundle to Control System: Mapping the SPV's Obligations

Turning the Project Agreement and its back-to-back contracts into managed processes

At financial close, the SPV inherits thousands of obligations spread across a bundle of signed agreements. Its first job is to turn that bundle into a control system, with an owner, a date and evidence for every obligation.

At financial close, the SPV receives a stack of signed documents: the Project Agreement, the EPC and O&M contracts, the finance documents and direct agreements, the shareholders' agreement, insurance policies and permits. Together they define thousands of obligations, each with a deadline, an owner, a counterparty and a form of evidence.

Those documents do not manage themselves. The first job of the SPV is to turn the contract bundle into a control system.



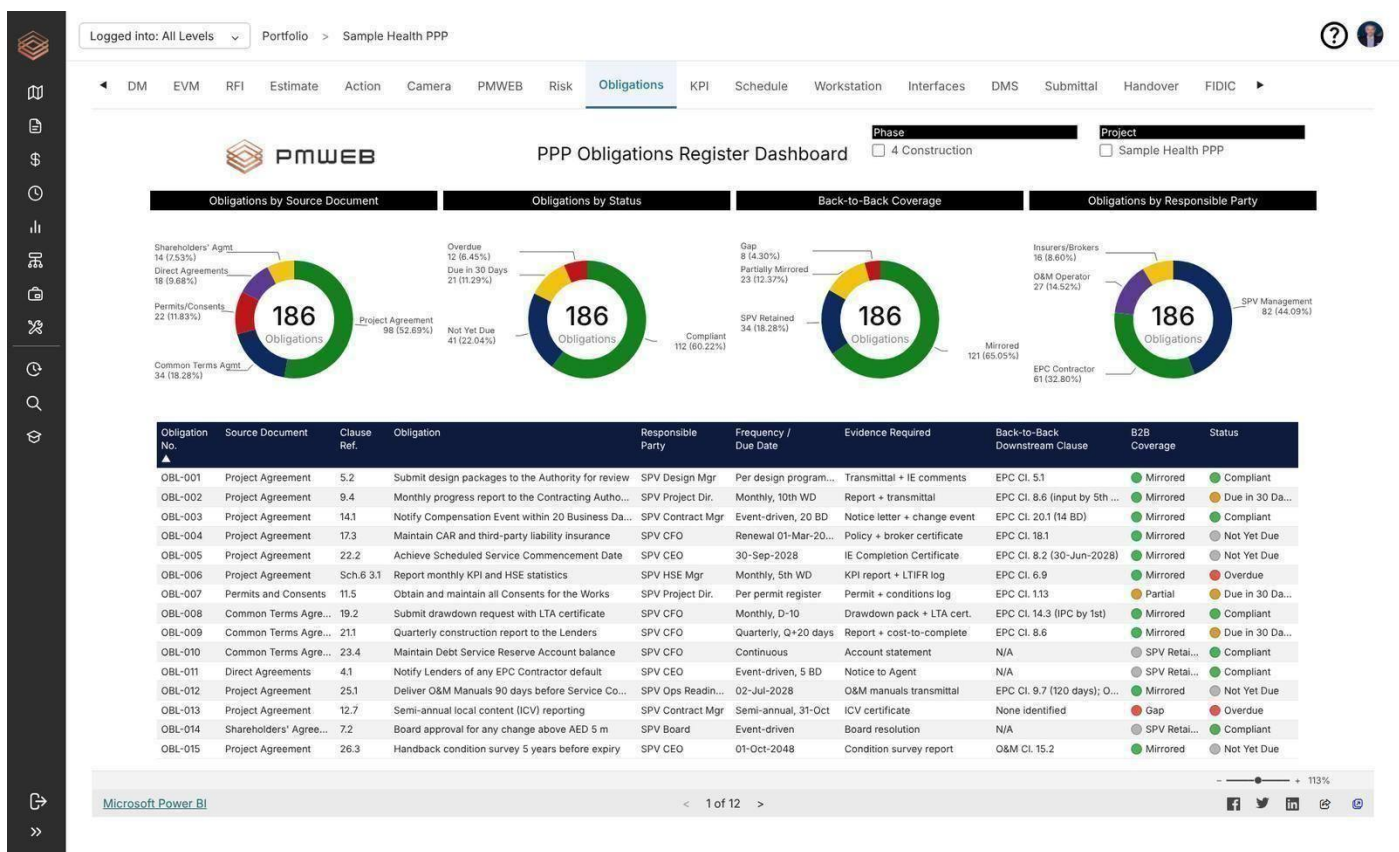
Seven obligation sets, seven process families

Obligation set	Typical content	Process the SPV must run
Project Agreement (upstream)	Conditions precedent, design review, milestones, COD and long-stop dates, output specifications, KPIs and deductions, change, compensation, relief and force majeure events, step-in, handback	Obligations register, notices, design submissions, completion certification, change and claims, income requisitions, KPI reporting
EPC / design-build contract	Back-to-back scope, programme, delay and performance damages, bonds, change and EOT, testing and completion	Commitment control, change orders, EOT assessment, payment certificates, retention and bonds, NCRs, inspections, tests
O&M contract	Mobilisation, operations readiness, performance regime, lifecycle works	Design input reviews, O&M manuals, asset register, training, readiness tracking

Obligation set	Typical content	Process the SPV must run
Finance documents and direct agreements	Drawdown conditions, budget and schedule covenants, reporting undertakings, reserve accounts, lender step-in	Drawdown packs, cost-to-complete, technical adviser certification, covenant reporting
Shareholders' agreement	Reserved matters, board approvals, conflicted-party rules, DoA	DoA-enforced approvals, board decisions, related-party transparency
Permits and regulatory	Planning, environmental, utility, civil defence and operating licences	Permit register, conditions tracking, authority correspondence
Insurance	Construction all risks, third-party, delay in start-up, operational cover	Policy register, notifications, claims evidence

Start with an obligations register

In PMWEB, the obligations register can be built as an adaptive form and log. Each record holds the clause reference, the obligation, the responsible party, the due date or frequency, the evidence required and, critically, the matching downstream clause. Where the upstream obligation has no downstream mirror, the gap is visible on day one.



Then load the contract web

The Project Agreement is captured as an income contract. Each downstream agreement, from EPC and O&M to design, insurance and advisers, is captured as a commitment, coded to the same cost breakdown structure. Permits, bonds, guarantees and insurance policies sit in registers with expiry dates and the instruments attached.

Logged into: All Levels > Costs > Commitments / الإلتزامات > Commitments / الإلتزامات Manager

Commitments / الإلتزامات Manager

Manage, edit, and view your Commitments / الإلتزامات

Recently Viewed

All Commitments / الإلتزامات

Group by: None Layout: System Default Layout

New Record Export

☐	Project Name	Project #	Record #	Description	Workflow Status	Type	Vendor	WBS	Original ...	Change ...	Billed	Reference
☐	Boston Medical Ce...	RVS0104	001	Design Services	Approved	Subcontract	Rockwell Architects		\$493,000.00	\$23,845.00	\$503,350.00	
☐	Boston Medical Ce...	RVS0104	002	GMP Contract	Submitted (Step 1 of 2)	Subcontract	Boston Contractors		\$7,135,000.00	\$120,150.00	\$3,338,500.00	
☐	Boston Medical Ce...	RVS0104	003	Structural Engineer	Approved	Subcontract	Murphy Structural...		\$160,082.80	\$0.00	\$20,000.00	
☐	Boston Medical Ce...	RVS0104	001	Electrical Equipment	Approved	Purchase Or...	A+ Electric, Inc.		\$44.20	\$0.00	\$15.17	
☐	Boston Medical Ce...	RVS0104	004	Demo Package	Approved	Subcontract	TCC Construction		\$735,000.00	\$0.00	\$40,000.00	
☐	Boston Medical Ce...	RVS0104	005	Architectural Servic...	Approved	Subcontract	Rockwell Architects		\$28,018,252.50	\$0.00	\$0.00	
☐	Boston Medical Ce...	RVS0104	006	Contrato prueba IC	Approved	Subcontract	Peter Glass		\$5,289.60	\$0.00	\$1,318.92	
☐	Boston Medical Ce...	RVS0104	007	Prueba validación	Approved	Subcontract	ESCALA		\$30,000.00	\$0.00	\$0.00	
☐	Boston Medical Ce...	RVS0104	008	Eléctrico	Submitted (Step 2 of 3)	Subcontract	ESCALA		\$50,080.00	\$0.00	\$0.00	
☐	Boston Medical Ce...	RVS0104	010	Concreto	Approved	Subcontract	Dexter Concrete		\$525,000.00	\$0.00	\$155,000.00	
☐	Boston Medical Ce...	RVS0104	011	Sample Lump Sum ...	Approved	Lumpsum	Wagner & Williams		\$50,000,000.00	\$0.00	\$0.00	

1 - 250 of 254

Logged into: All Levels > Portfolio > Home

Insurance and Bond Certificates Tracking Report

Contractor: ☐ ABC Construction ☐ DEF Plumbing

Contract: ☐ Owner/2018/10 ☐ Owner/2018/11

Project: ☒ Project A

Count of Certificates by Certificate Type

Count of Certificates by Certificate Category

Project	Contract	Contractor	Award Date	Mobilization Date	Completion Date	Current Completion	Certificate Type	Certificate Category	Certificate No.	Insurer	Issuance Date	Original Expiry Date	Current Expiry Date	Days to Expire
Project A	Owner/2018/10	ABC Construction	01/03/17	02/02/17	01/03/19	02/10/19	Bond	Advance Payment Bond	BANK02	Bank United	12/20/17	12/20/19	12/19/20	77%
Project A	Owner/2018/10	ABC Construction	01/03/17	02/02/17	01/03/19	02/10/19	Bond	Performance Bond	BANK01	Bank United	12/20/17	12/20/19	12/19/20	77%
Project A	Owner/2018/10	ABC Construction	01/03/17	02/02/17	01/03/19	02/10/19	Insurance	Automobile Liability Insurance	INS2017/120	Insurance International	12/16/17	12/16/18	12/16/18	45
Project A	Owner/2018/10	ABC Construction	01/03/17	02/02/17	01/03/19	02/10/19	Insurance	Commercial General Liability Insurance	INS2017/110	Insurance International	12/22/17	12/22/18	12/22/19	41%
Project A	Owner/2018/10	ABC Construction	01/03/17	02/02/17	01/03/19	02/10/19	Insurance	Contractors All Risks (CAR) - Building Construction	INS2017/100	Insurance International	12/18/17	12/18/18	12/18/19	41%
Project A	Owner/2018/10	ABC Construction	01/03/17	02/02/17	01/03/19	02/10/19	Insurance	Professional Indemnity	INS2017/150	Insurance International	12/16/17	12/16/18	12/16/19	41%
Project A	Owner/2018/10	ABC Construction	01/03/17	02/02/17	01/03/19	02/10/19	Insurance	Umbrella/Excess Liability	INS2017/140	Insurance International	01/16/18	01/16/19	01/16/19	76
Project A	Owner/2018/10	ABC Construction	01/03/17	02/02/17	01/03/19	02/10/19	Insurance	Workers' Compensation	INS2017/130	Insurance International	12/18/17	12/18/18	12/18/18	47
Project A	Owner/2018/11	DEF Plumbing	02/04/17	03/06/17	02/04/19	03/10/19	Bond	Advance Payment Bond	DEFBANK02	DEF Bank	12/27/17	12/27/18	12/27/19	42%
Project A	Owner/2018/11	DEF Plumbing	02/04/17	03/06/17	02/04/19	03/10/19	Bond	Performance Bond	DEFBANK01	DEF Bank	12/27/17	12/27/18	12/27/19	42%
Project A	Owner/2018/11	DEF Plumbing	02/04/17	03/06/17	02/04/19	03/10/19	Insurance	Automobile Liability Insurance	INSABC/120	ABC Insurance	12/27/17	12/27/18	12/27/19	42%
Project A	Owner/2018/11	DEF Plumbing	02/04/17	03/06/17	02/04/19	03/10/19	Insurance	Commercial General Liability Insurance	INSABC/110	ABC Insurance	12/27/17	12/27/18	12/27/19	42%
Project A	Owner/2018/11	DEF Plumbing	02/04/17	03/06/17	02/04/19	03/10/19	Insurance	Contractors All Risks (CAR) - Building Construction	INSABC/100	ABC Insurance	12/27/17	12/27/18	12/27/19	42%
Project A	Owner/2018/11	DEF Plumbing	02/04/17	03/06/17	02/04/19	03/10/19	Insurance	Professional Indemnity	INSABC/150	ABC Insurance	12/15/17	12/15/18	12/15/18	44
Project A	Owner/2018/11	DEF Plumbing	02/04/17	03/06/17	02/04/19	03/10/19	Insurance	Umbrella/Excess Liability	INSABC/140	ABC Insurance	12/15/17	12/15/18	12/15/18	44
Project A	Owner/2018/11	DEF Plumbing	02/04/17	03/06/17	02/04/19	03/10/19	Insurance	Workers' Compensation	INSABC/130	ABC Insurance	12/27/17	12/27/18	12/27/19	42%

Microsoft Power BI

Why this matters

The Independent Engineer and the lenders' technical adviser sit across these obligation sets. The technical adviser monitors construction progress and quality against design, schedule and loan conditions, and verifies drawdowns at agreed milestones. Both depend on the SPV supplying complete, timely and consistent evidence. An obligations register linked to live contract records is how the SPV supplies it without a scramble each month.

PMWEB 2026 AI and the Obligations Register

An obligations register is only useful if it is kept current, and keeping it current is routine work. The PMWEB AI Assistant reduces that work. In Create mode it prepares a new obligation record from a plain instruction for the user to review. In Find mode it answers the questions the SPV asks every week: which obligations fall due this month, which have no evidence attached, which upstream obligations have no downstream mirror.

AI Document Summarization helps when new instruments arrive: a permit, a lender waiver or an amended insurance policy can be summarised into a structured record for review, rather than filed unread. **Action is taken only with the user's approval**, so the register stays an SPV decision, not a machine's guess.

[Insert PMWEB screenshot S4.4 — PMWEB 2026 AI Assistant — Create mode]

Request: "Create an obligation record for the monthly progress report to the Contracting Authority, owned by the SPV project director", with the prepared draft shown for review before saving. Capture once PMWEB 2026 AI is enabled on the demo environment.

Key takeaway

A contract bundle tells the SPV what it promised. An obligations register in PMWEB tells it, every day, whether it is keeping those promises.

Next in the series: *Part 5, Governance by Workflow: How PMWEB Enforces Collaboration Between SPV Members.*

Talk to us: to see how PMWEB can serve as the control platform for your PPP Project Company, contact CMCS at info@CMCS-MENA.com.

#PMWEB #CMCS #PPP #PublicPrivatePartnership #SPV #ProjectFinance #ContractManagement #PMIS #Infrastructure #GCC

About the Author

Bassam Samman, PMP, PSP, EVP, GPM is the Chairman and Chief Executive Officer of CMCS FZ-LLC, the PMWEB Authorised Implementation Partner for the Gulf Cooperation Council and broader Middle East and North Africa region. CMCS holds the PMWEB Partner of the Year 2025 designation and serves capital project owners, contractors and consultants across the UAE, Saudi Arabia, Qatar, Kuwait and India.

Bassam has over four decades of experience providing project management, project controls services and project management information systems to more than two hundred capital projects with a combined value exceeding one hundred billion US dollars. He is the author of four published books on project management digitalisation and has lectured at more than three hundred and fifty international events. He holds a Master's degree in Engineering Administration (Construction Management), with Faculty Commendation, from George Washington University and a Bachelor's degree in Civil Engineering from Kuwait University, with executive education at Harvard Business School and London Business School.

About PMWEB

PMWEB is an enterprise-class, web-based capital construction project management platform trusted by organisations worldwide including Harvard University, the United Nations, and Atlanta Airport. Built on Microsoft .NET technology, PMWEB manages the entire project lifecycle within a single integrated platform — from portfolio planning and cost management through document control, procurement, scheduling, asset management, and business intelligence. With 150+ pre-configured SSRS reports, drag-and-drop dashboard design, multi-currency support,

and open REST/SOAP API integration, PMWEB delivers enterprise capability with implementation timelines measured in months, not years.

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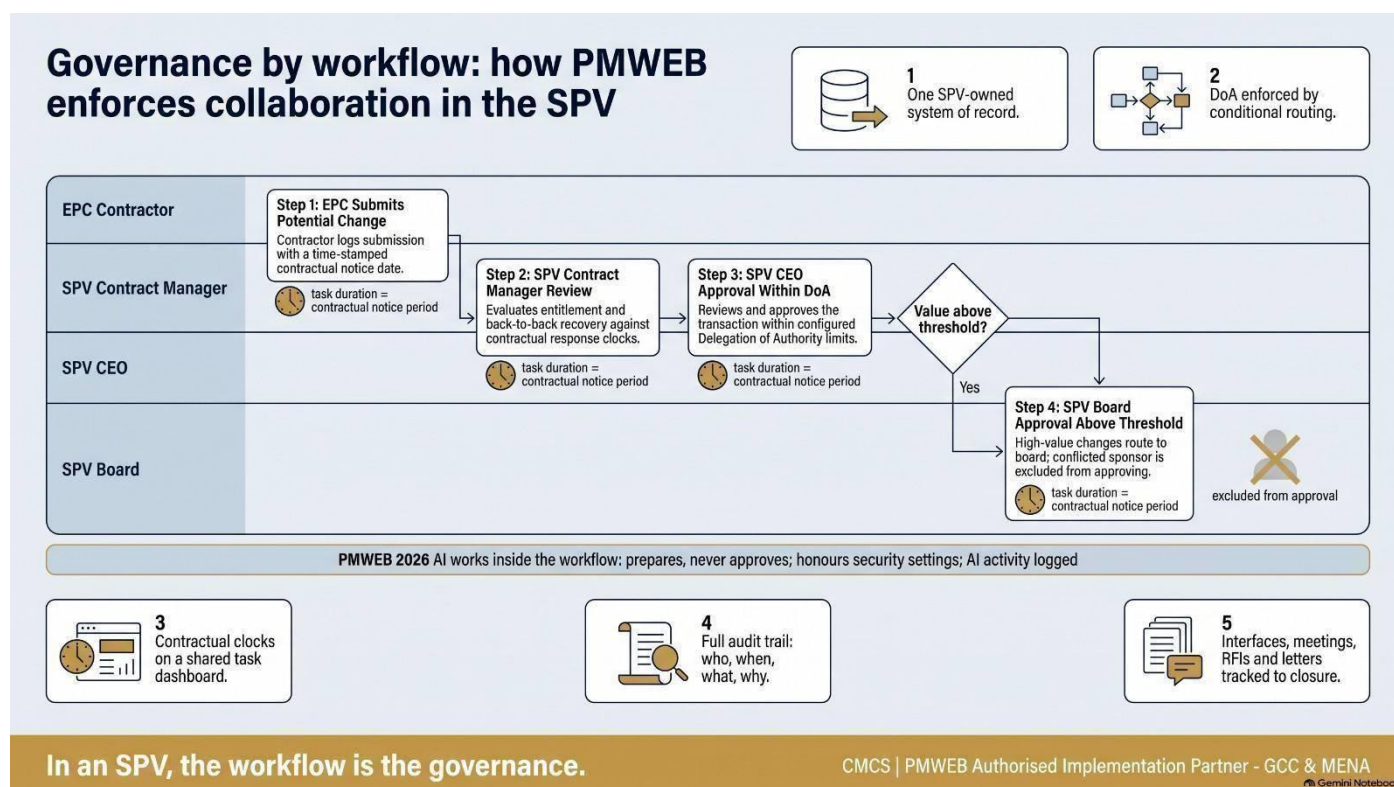
Governance by Workflow: How PMWEB Enforces Collaboration Between SPV Members

Making the shareholders' agreement and the Delegation of Authority work every day

Collaboration between SPV members cannot rely on goodwill. When every submission, review and approval runs through PMWEB workflows that enforce the Delegation of Authority, governance happens every day, not after a dispute.

Collaboration inside an SPV cannot rely on goodwill. Its members have different commercial interests, and some sit on both sides of the table. What the SPV can do is make collaboration the only route for getting work approved.

That is what a PMIS like PMWEB does. Every submission, review and decision runs through the same platform, under rules the SPV board has approved.



1. One system of record, owned by the SPV

PMWEB is fully web-based and holds all project business processes in a single Microsoft SQL Server database. Sponsors, EPC contractor, O&M operator, designers, the Independent Engineer and the lenders' adviser each log in with their own role. Nobody keeps a private version of the facts, and the data belongs to the SPV, not to any member.

2. Workflows that enforce the Delegation of Authority

Each process, whether a design submittal, change order, payment certificate, budget transfer, claim, NCR or permit, has a mapped workflow: who submits, who reviews, who approves, how long each step may take, and what happens if a document is returned. Conditions route transactions by value, type or party. A change above a set threshold goes to the board. A conflicted sponsor-contractor is excluded from approving its own contract.

Logged into: All Levels | Workflows > Business Processes > (System)

Roles | **Business Processes (BPM)** | Defaults | APM Rules

Select Template: D026 - GCC_RED_ Commitment Co - C

BPM ID*: D026
 Template Name*: GCC_RED_ Commitment Co - Contractor
 Recalculate Due Dates On Actions: ☒
 Single "All Must Approve" Email: ☐
 Associate With: Commitment Change Orders

BPM MANAGERS

OVERDUE ALERT
 Alert Active: ☒
 Days (+/-): 0
 Role(s): -- Overdue Approver --
 Email: ☒
 Onscreen: ☐

ROLES & APM RULES

Roles

- ☐ Roles
- ☒ Document Manager --
- ☒ Submitter --
- ☐ admin (QussayPM - Qussay Qumissan)
- ☐ AIF Contractor (ASKHAN - AS KHANNNN)
- ☐ AIF Designer (aswini - Aswini Nag)
- ☐ AIF owner (Indhu - Indhu)
- ☐ Ambika (Ambika - Ambika S)

Branch Rules

STEPS

STEP #	TYPE	DESCRIPTION	LEVEL	ACTION	RETURN TO	DELEGATE	DOCUSIGN
1	Lock	PMT L2	System	Next Step		☒	☐
2	Lock	PMT L1	System	Next Step		☒	☐
3	Lock	Commercial Manager	System	Next Step		☒	☐
4	Lock	Assignee	System	Next Step		☒	☐
5	Lock	GM - Projects	System	Next Step		☒	☐
6	Lock	The value is more than 5M	System	Branch		☐	☐
6.1	Lock	Finance Team	System	Final Approve		☒	☐

VISUAL WORKFLOW

☒ SHOW ROLES
☐ SHOW USER NAMES

3. Contractual clocks nobody can miss

Workflow task durations mirror the contractual notice and response periods. The workflow task dashboard shows due, delayed and upcoming tasks by person and organisation. An overdue SPV response to an EPC notice is visible before it becomes a deemed acceptance. An EPC notice that arrives late is time-stamped as late.

Logged into: All Levels | Workflows > Business Processes > (System)

DEFINE ROLE STEP

Step*: 3
 Approver(s)*: Commercial Manager (System)
 Review Days*: 5
 Auto Approve Days: CC
 Manual CC:
 Event Type(s): ☒ Email ☐ Onscreen Message
 Return To: -- Prompt --
 Resubmit To:
 RAM:
 Instructions: Review & Approve

OPTIONS

- ☐ All Must Approve
- ☒ Can Edit Record
- ☒ Can Edit Notes
- ☒ Can Edit Attachments
- ☒ Require Comments
- ☒ Display Email Buttons
- ☐ DocuSign Step

NOTIFY ON ALL

- ☐ Submissions
- ☐ Approvals
- ☐ Branches
- ☐ Returns
- ☐ Rejects
- ☐ Withdrawals
- ☐ Final Approval
- ☐ Delegates

ACTIONS

☐ Display As.

ALLOW	ACTION TYPE	DISPLAY AS
☒	Proceed	Approve
☒	Return	Return
☐	Reject	Reject
☐	Withdraw	Withdraw
☐	Final Approve	Final Approve
☒	User Delegate	User Delegate
☒	Team Input	Team Input
☒	Comment	Comment

GENERATE RECORDS

Action

Generate

Approve: -- None --
 Return: -- None --
 Reject: -- None --
 Withdraw: -- None --
 Final Approve: -- None --
 Delegate: -- None --

☐ Submit if Workflow enabled

☐ SHOW USER NAMES

4. A complete audit trail

Every action is recorded with user, date and comment, and supporting documents are attached to the transaction itself. When a dispute arises, the SPV argues from the record, not from inboxes.

Logged into: All Levels > Costs > Commitment COs / 001: التزامات التعاقدات > Manager Page > 001 - Office Modifications

RV50104 - Boston Medical Center Submitted (Step 5 of 6)

Commitment COs / 001: التزامات التعاقدات - Office Modifications

New Record Print Recap

Main Adjustments Additional Information Checklists Clauses Notes Attachments 6 Workflow Step 5 of 6 Notifications

Business Process: 11 - Change Order Approval View Workflow

Progress

Current Step: Step 5 of 6, Project Accountant, Bassam Samman, Due Date: November 21, 2021

Furthest Step: Step 5 of 6, Project Accountant, Bassam Samman, Occured On: May 11, 2023 (9:17 PM)

Last Activity: Approved by Bassam Samman (admin), Comments: Occured On: May 11, 2023 (9:17 PM)

Log

Group by: None Layout: System Default Layout

Step	Due Date	Role	User	Image	Action	Action	Signature	Action	Delegate	Team In...	Docume...	Comme
					m	m						
		-- Submitter --	Bassam Samman(admin)		Nov-11-2021	08:36 PM	<i>Bassam Samman</i>	Submit			70000	
4	Nov-16-2021	Superintend...	Bassam Samman(admin)		May-11-2023	09:17 PM	<i>Bassam Samman</i>	Approve			70000	

1 - 2 of 2 << < 1 > >> 250 Rows

5. Interfaces, meetings and correspondence tracked to closure

Interfaces between packages, the operator, utilities and the authority's works are captured as schedule activities and Interface Agreement records. Meeting minutes, action items, RFIs, transmittals and formal letters are logged and linked to the contract and schedule activity they affect, then tracked until closed.

Logged into: All Levels Forms > Meeting Minutes / محضر الاجتماع > Manager Page > A0001 - Owner/Architect/Contractor 3

RV50104 - Boston Medical Center Approved

Meeting Minutes / 8 محضر الاجتماع - Owner/Architect/Contractor 3

Main Checklists 20 Clauses Notes Attachments 7 Notifications 1

Header Fields

Participants

Group by: None Layout: System Default Layout New Line Add Contacts

Line #	Company	Contact	Participant	Present	Notes
1	CW Millwork, Inc.	Ned Furbish		No	
2	A+ Electric, Inc.	Carrol Nash		No	
3	A+ Electric, Inc.	Tom Harker		Yes	
4	JFK Finishes	Alex Franklin		Yes	

1 - 4 of 4 250 Rows

Details

Group by: None Layout: System Default Layout New Line Export To Excel Paste From Excel

Item #	Seq #	Attach...	Description / وصف	Assigned To / مُنحى إلى	Categor...	Subject / موضوع
3.1	1		Progress Meeting scheduled for 09/20/06 was cancelled to...			Tuskegee

AI Inside the Governance, Not Around It

The fear with AI in a regulated, multi-party company is that it creates a side door around the governance. PMWEB 2026 AI is designed the other way. **Action is taken only with the user's approval:** the Assistant prepares a record, but submission, review and approval still run through the workflow and the Delegation of Authority. **PMWEB AI honours security settings:** it never shows a user more than their role allows. The Intelligence Control Framework logs AI activity, so the audit trail covers what the AI did as well as what people did.

Within those guardrails, the Assistant removes friction. Find mode answers "what is overdue, and with whom?" across all workflows. Help mode guides new users through the configured process, which matters in an SPV where contractor and operator staff rotate throughout a long construction period.

[Insert PMWEB screenshot S5.5 — PMWEB 2026 AI Assistant — Help mode]

Request from a new EPC planner: "How do I submit an extension of time request?", with step-by-step guidance shown alongside the screen. Capture once PMWEB 2026 AI is enabled on the demo environment.

The result

The governance written into the shareholders' agreement and the contracts is enforced by the system every day. It is not reconstructed after a dispute, and it does not depend on any one person remembering the rules.

Key takeaway

In an SPV, the workflow is the governance. If an approval can happen outside PMWEB, the DoA is only a document.

Next in the series: *Part 6, Upstream Meets Downstream: Back-to-Back Contract and Cost Control in PMWEB.*

Talk to us: to see how PMWEB can serve as the control platform for your PPP Project Company, contact CMCS at info@CMCS-MENA.com.

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Upstream Meets Downstream: Back-to-Back Contract and Cost Control in PMWEB

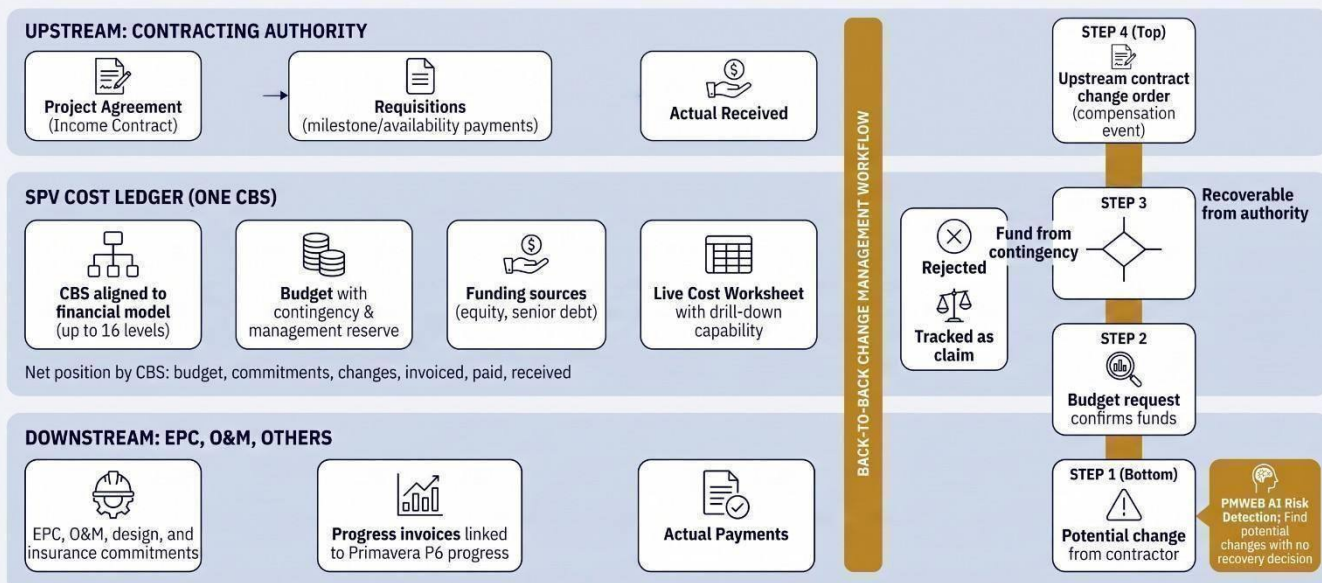
Managing the Project Agreement and every downstream contract in one ledger

The SPV's financial exposure lives in the gap between what the Project Agreement pays it and what its downstream contracts cost it. Managing both in one PMWEB ledger makes back-to-back recovery a discipline rather than a hope.

The SPV's financial exposure lives in the gap between two sets of contracts. Upstream, the Project Agreement defines what the SPV is paid and when. Downstream, the EPC, O&M and other contracts define what the SPV pays. Every change, delay or claim moves money on one side, and the SPV must know straight away whether it can be recovered on the other.

PMWEB treats the Project Agreement as an income contract and each downstream agreement as a cost commitment, all coded to one cost breakdown structure (CBS). Every transaction updates the same cost ledger, so the SPV sees its net position, not just its spend.

Upstream meets downstream: one ledger, back-to-back control



No downstream change is approved without deciding who pays upstream.

CMCS | PMWEB Authorised Implementation Partner - GCC & MENA
© Gemini Notebook

Build the financial backbone

Start with a CBS that matches the financial model and the SPV's accounts. PMWEB cost accounts support up to 16 levels, so development costs, construction by package, financing costs, SPV overheads, O&M and revenue roll up exactly as the board, lenders and auditors report them.

Change: the moment of truth

Downstream change follows three stages: a potential change raised by the contractor, review by the SPV, then a change order or rejection. Rejected potential changes are tracked as claims, with the notices, correspondence and evidence linked.

Before a change order is approved, a budget request confirms funds. The SPV then classifies the change. If it entitles the SPV to compensation from the Contracting Authority, it is linked to an upstream contract change order. If not, it is funded from contingency or management reserve. The change event ties the downstream change order, the budget request and the upstream change together. Nothing is paid downstream without a decision on recovery upstream.

Logged into: All Levels

Costs > Request For Change / طلب تغيير > Manager Page > 3 - Additional Design Services

RV50104 - Boston Medical Center

Submitted

New Record

Print

Recap

Main

Adjustments

Clauses

3

Notes

Attachments

2

Notifications

3

Use Units Budget / استخدام ميزانية الوحدات

Use Units Cost / تكلفة الوحدة المستخدمة

Budget

Group by: None

Layout: System Default Layout

New Line

Add Items

Export To Excel

Paste From Excel

Preview Conversions

Line #...	Attach...	Status...	Item / ...	Description / وصف	Currency / عملة	Adjust...	Tax	Adjust...	This RF...	This RF...	Cost T...	Su
1	[0]	Approved		Additional Services	USD - Dollar (Unit...	\$0.00	\$0.00	\$0.00	\$15,000.00	\$15,000.00		
						\$0.00	\$0.00	\$0.00	\$15,000.00	\$15,000.00		

1 - 1 of 1

250 Rows

Cost

Group by: None

Layout: System Default Layout

New Line

Add Items

Link Change Requests

Export To Excel

Paste From Excel

Line #...	Status...	Linked Bu...	Item / ...	Description / وصف	Currency / عملة	This ...	Contract ...	Cost Ty...	Sub Project	WBS	Location
1	Approved	1 - Additional ...		Additional Services	USD - Dollar (Unit...	\$12,500.00	001 - Rockwell...				

1 - 1 of 1

250 Rows

Payments in and out

EPC and other contractors are paid through progress invoices against approved commitments and changes. Percent complete can be entered or taken from the imported Primavera P6 update, so payment matches certified progress. Retention and advance recovery are calculated per line.

received. Linking contract lines to schedule activities lets the SPV forecast cash in and cash out from the schedule, supporting NPV and IRR tracking. Every figure drills down to the transaction and document behind it.

RVS0104 - Boston Medical Center

Cost Worksheets: Cost Report

To exit full screen, press and hold Esc

Print

Main Notes Attachments

Worksheet: Cost Report Period From: *All* Period To: *All*

Group by: None Currency: Project Default ☐ Project Default Add Edit Export To Excel

G	Cost...	Budget D...	Origin...	Projec...	Revise...	Origin...	Projec...	Antici...	Award...	Purch...	Appro...	Total ...	Antici...	Antici...	Total ...
✓ 00 ...	00-0000 Sales	\$12,000.00	\$0.00	\$12,000.00	\$0.00	\$0.00	\$12,000.00	\$100,000.00	\$0.00	\$0.00	\$100,000.00	\$21,000.00	\$50,000.00	\$98,021.00	
✓ 01 ...	01-000001 Land Acquisition	\$1,200.00	\$0.00	\$1,200.00	\$0.00	\$0.00	\$1,200.00	\$0.00	\$0.00	\$10,000.00	\$10,000.00	\$0.00	\$50,000.00	\$0.00	
✓ 01 ...	01-000002 Land Permits a...	\$450,000.00	\$0.00	\$450,000.00	\$-20,000.00	\$0.00	\$430,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
✓ 02 ...	02-010002 General Condi...	\$197,500.00	\$0.00	\$197,500.00	\$0.00	\$0.00	\$197,500.00	\$0.00	\$0.00	\$800.00	\$800.00	\$200,000.00	\$0.00	\$200,000.00	
✓ 02 ...	02-0200 Existing Condi...	\$1,100,000.00	\$30,000.00	\$1,130,000.00	\$0.00	\$0.00	\$1,130,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$90,000.00	\$0.00	\$90,000.00	
✓ 02 ...	02-0300 Concrete	\$875,000.00	\$110,000.00	\$985,000.00	\$0.00	\$152,400.00	\$1,137,400.00	\$1,473,760.00	\$0.00	\$0.00	\$1,473,760.00	\$3,414,000.00	\$45,000.00	\$3,414,000.00	
✓ 02 ...	02-0500 Metals	\$850,000.00	\$20,000.00	\$870,000.00	\$0.00	\$1,000.00	\$871,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$825,100.00	\$25,000.00	\$825,100.00	
✓ 02 ...	02-061000 Rough Carpen...	\$122,500.00	\$10,000.00	\$132,500.00	\$0.00	\$75,000.00	\$207,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$185,000.00	\$40,000.00	\$165,000.00	
✓ 02 ...	02-071000 Dampproofing...	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
✓ 02 ...	02-0800 Openings	\$0.00	\$30,000.00	\$30,000.00	\$0.00	\$10,000.00	\$40,000.00	\$51,500.00	\$0.00	\$0.00	\$51,500.00	\$0.00	\$0.00	\$0.00	
✓ 02 ...	02-0990 Painting and C...	\$300,000.00	\$15,900.00	\$315,900.00	\$0.00	\$0.00	\$315,900.00	\$0.00	\$0.00	\$0.00	\$0.00	\$250,000.00	\$30,000.00	\$250,000.00	
		\$72,842,500.00	\$192,900.00	\$73,035,400.00	\$-20,000.00	\$163,400.00	\$73,178,800.00	\$158,338,700.00	\$115,000.00	\$49,970.00	\$158,504,700.00	\$7,242,430.00	\$250,000.00	\$105,242.40	

1 - 31 of 31

<< < 1 > >>

250 Rows

PMWEB 2026 AI on the Cost Ledger

Commercial exposure in an SPV hides in volume: hundreds of potential changes, invoices and budget requests across many contracts. The PMWEB AI Assistant lets the commercial team interrogate that volume in plain language. Find mode lists every potential change order without an upstream recovery decision. Open mode goes straight to the change event under discussion. Create mode prepares a budget request or change record for review. Every answer stays within the user's permissions, and nothing is approved without the user's confirmation.

[Insert PMWEB screenshot S6.7 – PMWEB 2026 AI Assistant – Find mode]

Request: "Find all EPC potential change orders older than 28 days with no upstream recovery decision", with values, ages and linked change events. Capture once PMWEB 2026 AI is enabled on the demo environment.

The larger prize is the history the SPV builds. With every change, invoice and payment linked to the CBS and the schedule, the SPV accumulates the data AI needs to forecast cost-to-complete and cash flow, to spot change patterns by package, and to estimate the value of claims before they mature. That analysis can come from PMWEB AI, from AI solutions that integrate with PMWEB, or from the SPV's own analysis of its PMWEB data. All of it depends on the ledger being structured from day one.

Key takeaway

Back-to-back is not a clause, it is a discipline. PMWEB makes it impossible to approve a downstream change without deciding who pays for it upstream.

Next in the series: *Part 7, One Data Set, Every Report: Boards, Lenders, the Independent Engineer and the Authority.*

Talk to us: to see how PMWEB can serve as the control platform for your PPP Project Company, contact CMCS at info@CMCS-MENA.com.

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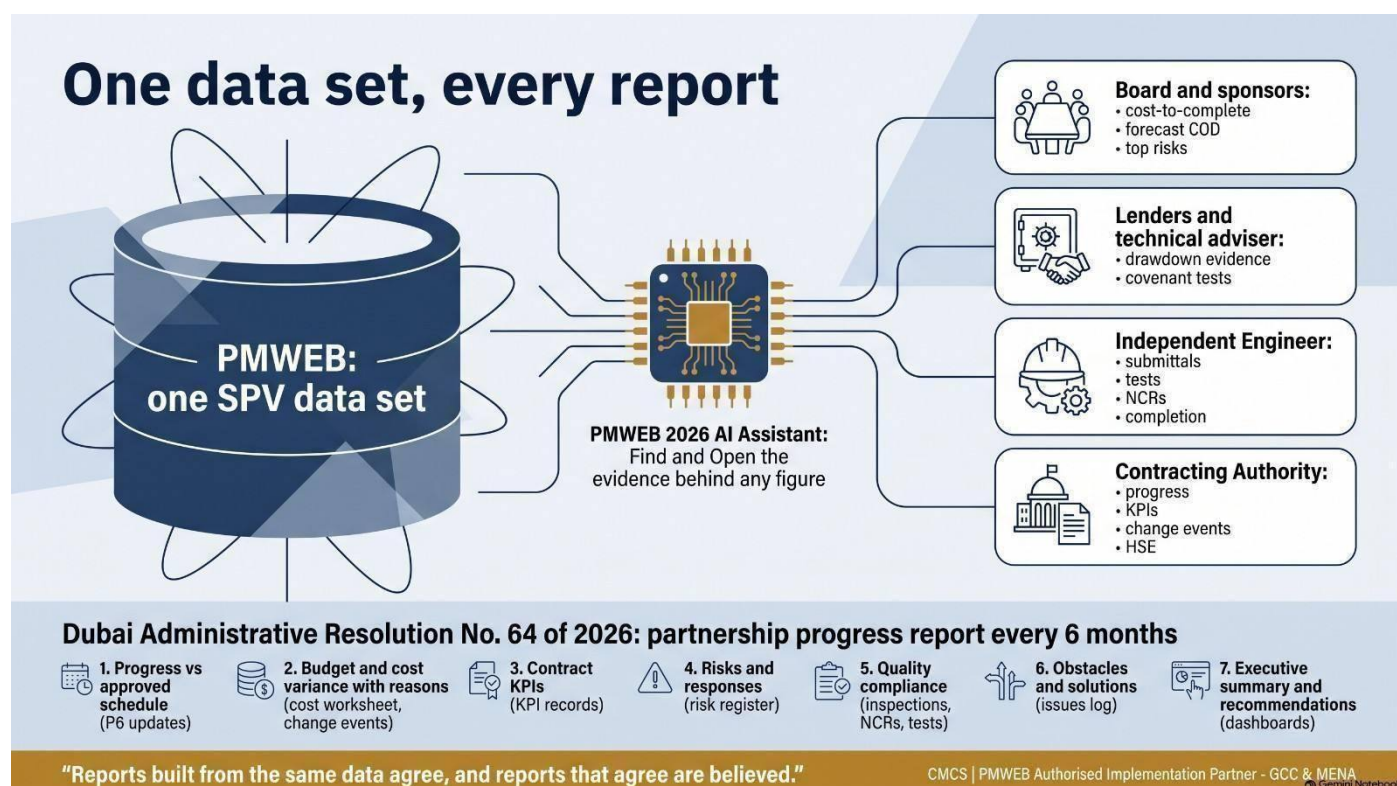
One Data Set, Every Report: Boards, Lenders, the Independent Engineer and the Authority

How PMWEB prepares the SPV for Dubai's six-monthly partnership reports and every other stakeholder

An SPV reports to its board, its lenders, the Independent Engineer and the Contracting Authority. When every report is a view of the same PMWEB data, the reports agree with each other, and reports that agree are believed.

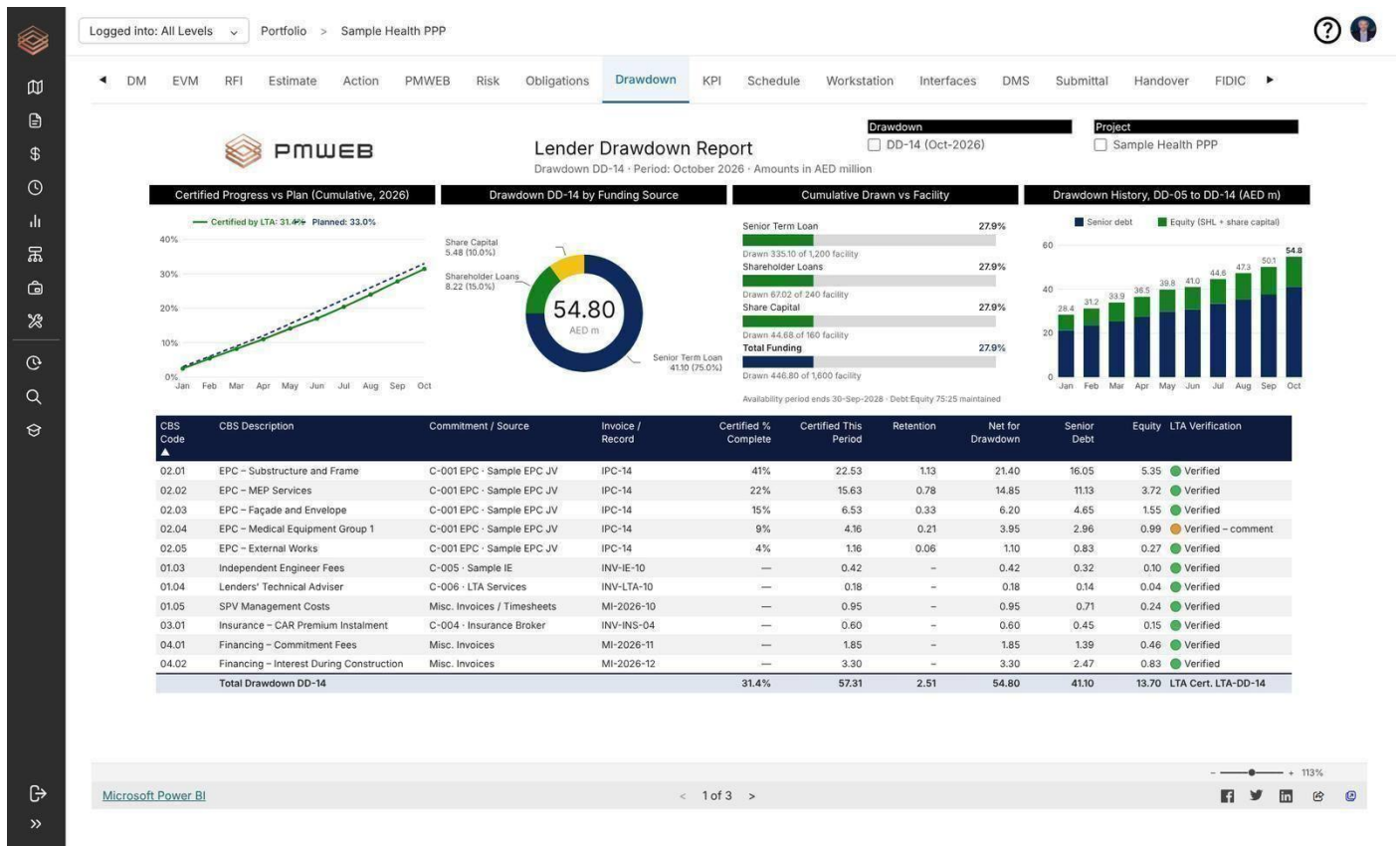
An SPV reports to at least four audiences, each with its own format and rhythm. When those reports come from separate spreadsheets, the numbers drift apart, and a lender, engineer or authority who spots the difference stops trusting all of them.

When they come from PMWEB, each report is simply a different view of the same data.



Four audiences, one source

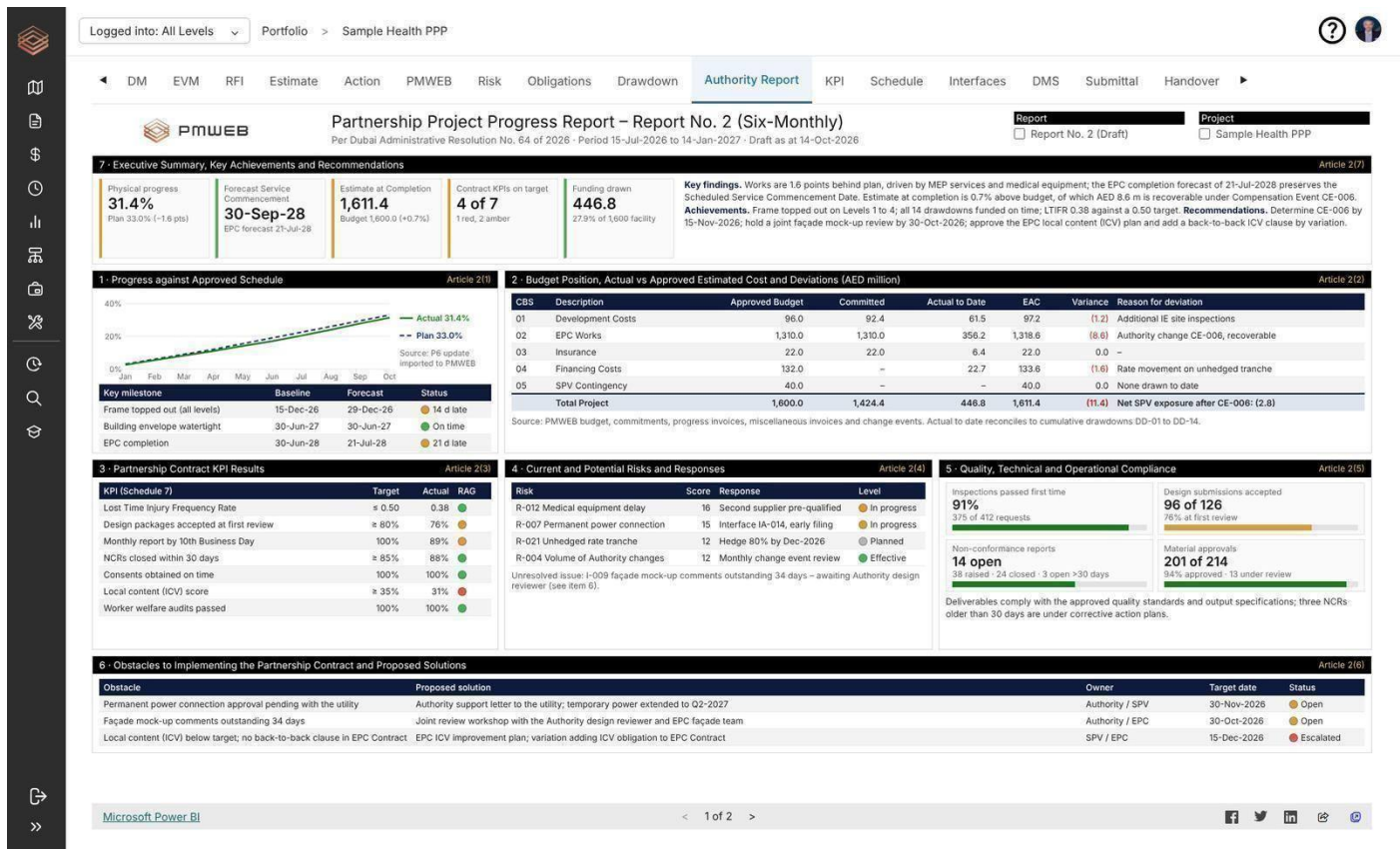
Audience	What they need	PMWEB source
SPV board and sponsors	Cost-to-complete, contingency drawdown, forecast COD, top risks, pending decisions, equity exposure	Cost worksheets, schedule forecasts, risk register, workflow dashboard, earned value reports
Senior lenders and technical adviser	Drawdown requests with progress and cost evidence, covenant tests, early warnings	Progress invoices, schedule percent complete, funding allocation, attached site evidence
Independent Engineer	Design submissions, inspection and test records, NCR status, completion evidence	Submittals, inspection requests, NCRs, test records, punch lists
Contracting Authority	Periodic progress, KPI results, change and compensation events, permits, HSE	Progress reports and dashboards, KPI records, contract change orders, HSE incidents



A readiness test: Dubai Resolution No. 64 of 2026

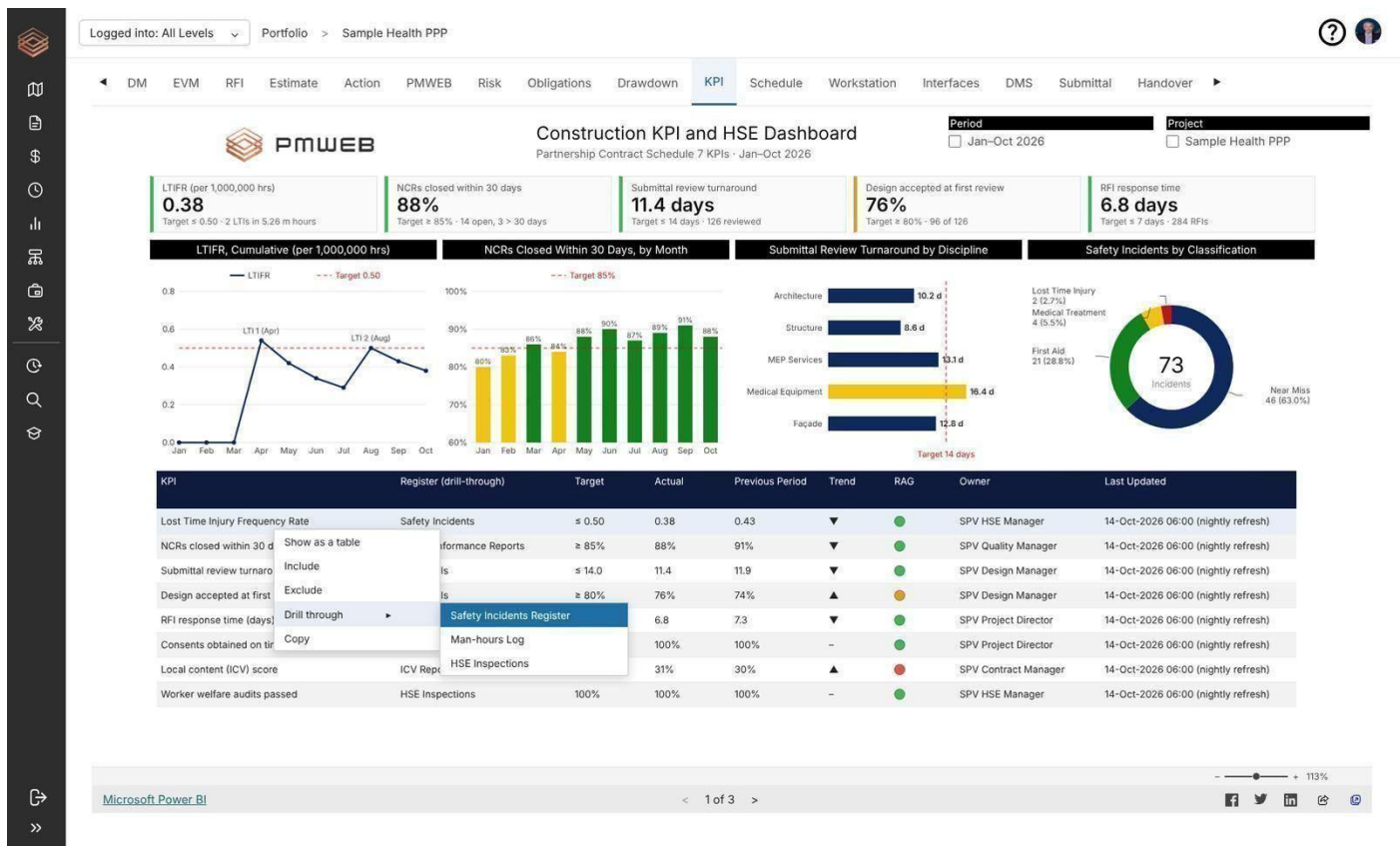
Dubai's Department of Finance now requires a progress report on each partnership project every six months from contract execution. The Project Company supplies the data to the government entity's supervising unit, which submits the report to the Partnership Committee and uploads it to the partnership project database. The report must cover seven items, and each one maps to structured records in PMWEB:

- Progress and percent complete against the approved schedule:** imported P6 updates and schedule-linked progress.
- Budget position, actual versus approved estimated cost, and reasons for deviations:** budget, cost worksheet, change events.
- Results of the KPIs in the Partnership Contract:** KPI records against the income contract lines.
- Current and potential risks, mitigation and response, and unresolved issues:** risk register and issues log.
- Compliance of deliverables with quality, technical and operational requirements:** submittals, inspections, NCRs and test records.
- Obstacles to implementing the contract and proposed solutions:** issues log, interface records, correspondence.
- Executive summary with achievements and recommendations:** dashboards and narrative fields in the progress report.



From KPI to evidence in two clicks

Dashboards can be built in PMWEB or in Microsoft Power BI on the PMWEB database. A reader can move from a KPI, such as Lost Time Injury Frequency Rate or cost variance, to the register behind it and then to the individual record with its attachments. That traceability is what turns a report into evidence.



From Report Production to Report Questions

Reporting cycles are where SPV teams lose the most time to manual work. PMWEB 2026 helps in two ways. Its redesigned BI dashboards give faster access to portfolio information. The AI Assistant lets a manager answer a lender's or authority's question during the meeting: find the invoices behind a drawdown, then open the one in question with its evidence.

[Insert PMWEB screenshot S7.4 — PMWEB 2026 AI Assistant — Find and Open modes]

Request: "Find the approved progress invoices included in drawdown 14", followed by "Open progress invoice 0142" showing the record and its attachments. Capture once PMWEB 2026 AI is enabled on the demo environment.

The next step SPVs need from AI is to draft the narrative of periodic reports, such as the executive summary and the explanation of cost deviations required by Dubai's six-monthly partnership report, from the structured records themselves, for the SPV to review and approve. Narrative drafted from structured data can be traced back to it. Narrative drafted from documents cannot.

Key takeaway

Reports built from the same data agree with each other. Reports that agree with each other are believed.

Next in the series: *Part 8, Getting to COD and Beyond: Commissioning, Handover and a 16-Week Roadmap for the SPV.*

Talk to us: *to see how PMWEB can serve as the control platform for your PPP Project Company, contact CMCS at info@CMCS-MENA.com.*

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Getting to COD and Beyond: Commissioning, Handover and a 16-Week Roadmap for the SPV

Why the PMIS that carries construction must also carry operations

The Commercial Operation Date starts the payments that repay the debt and return equity. With PMWEB, the path to COD is a set of tracked processes that began on day one. The same records carry the SPV through decades of operation, and give AI the asset history it needs.

The Commercial Operation Date is the most valuable milestone in a PPP. It starts the availability or service payments that repay the debt and return equity. It is also the point where the EPC contractor, the O&M operator, the Independent Engineer and the authority must all agree that the asset is complete and ready.

Too often, the path to COD is a final scramble for test certificates, manuals and as-built drawings. With PMWEB, it is a set of tracked processes that started on day one.

Getting to COD and Beyond: The SPV Control Platform



Proportionate 16-week PMIS implementation timeline



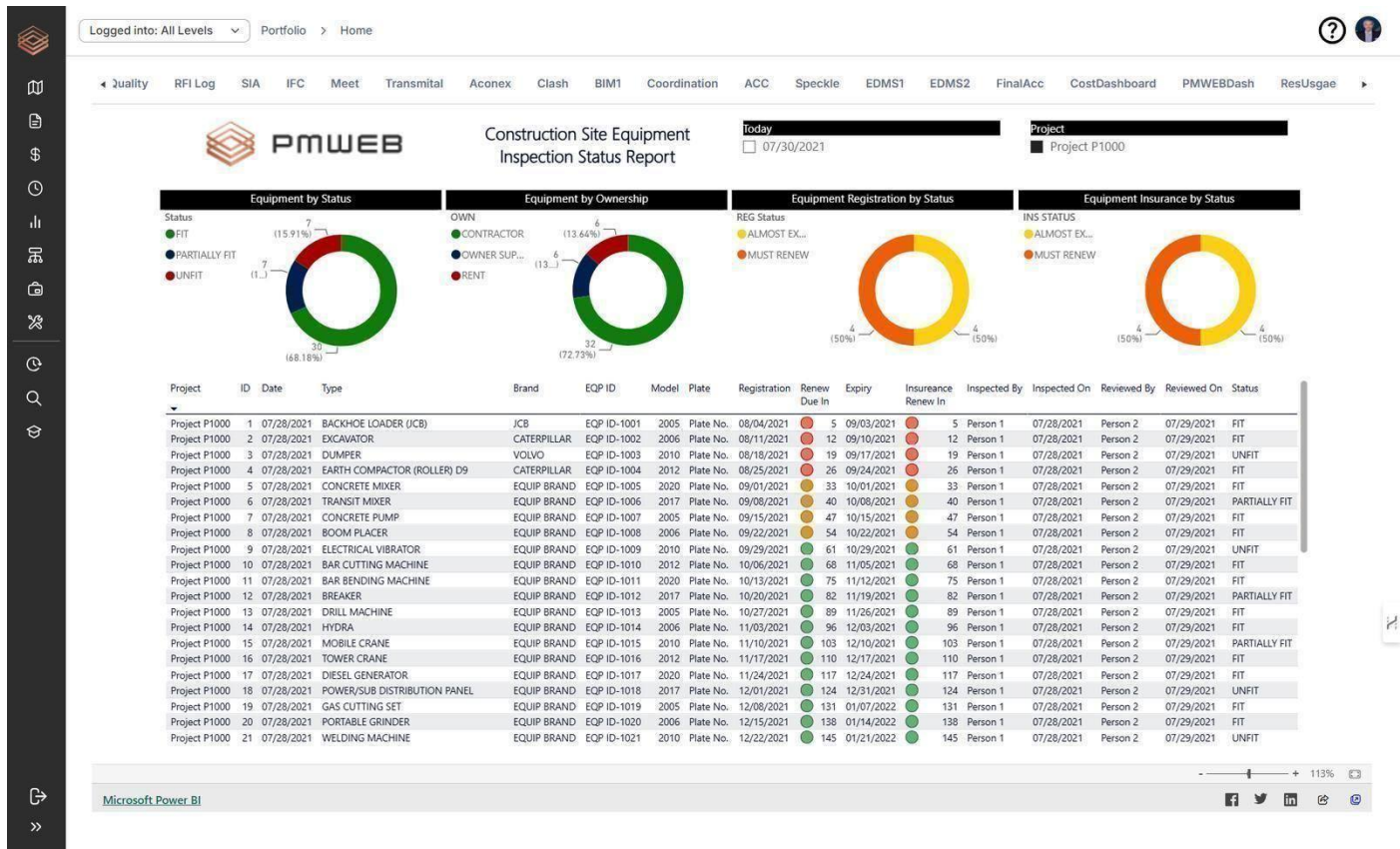
PMWEB: configuration, not development. One record from financial close to handback.

COD is not the finish line; it is when the records start earning their keep.

CMCS | PMWEB Authorised Implementation Partner - GCC on Gemini Notebook

Six processes that carry the SPV to COD

- **Completion criteria register.** Every completion test and condition in the Project Agreement and EPC contract is listed, owned and linked to its evidence.
- **Testing and commissioning.** Inspection and test plans, test requests, results, failures and re-tests are recorded by system and area.
- **Punch lists and defects.** Snags are logged with location, photos, responsible party and close-out evidence, so minor items do not block certification.
- **O&M readiness.** Manuals, as-built drawings, warranties, spare parts and training records go through workflows, with the O&M operator as a reviewer.
- **Asset register.** Asset data is captured during construction, not reconstructed afterwards, ready for the operator and for the handback survey decades later.
- **Operations continuity.** The same platform carries on after COD for KPIs and deductions, lifecycle works, change and the handback plan.



Logged into: All Levels Forms > Punch Lists / قوائم الملاحظات الختامية > Manager Page > 001 - Loose Door Hinges

RV50104 - Boston Medical Center (Submitted Step 3 of 3)

Punch Lists / 001 - قوائم الملاحظات الختامية - Loose Door Hinges

New Record Print

Main Additional Information Checklists Clauses Notes Attachments 9 Workflow Step 3 of 3 Notifications 1

WBS / مجال تقديم العمل : 01000 - General Requirements

Category / فئة : Best Door and Window - Frank J...

Date / تاريخ : 05-Nov-2009 12:00:00 tt

Reference / مرجع :

CSI Code / رمز CSI : 01000 - General Requirements

From / من : Best Door and Window - Frank J...

To / ل : A* Electric, Inc. - Carrol Nash

Priority / أولوية :

Status / حالة : Submitted

Revision / مراجعة : 0

User Assigned / تم تعيينه إلى المستخدم : Bassam Samman

User Due Date / تاريخ الانتهاء الخاص بالمستخدم : 04-Aug-2010 12:00:00 tt

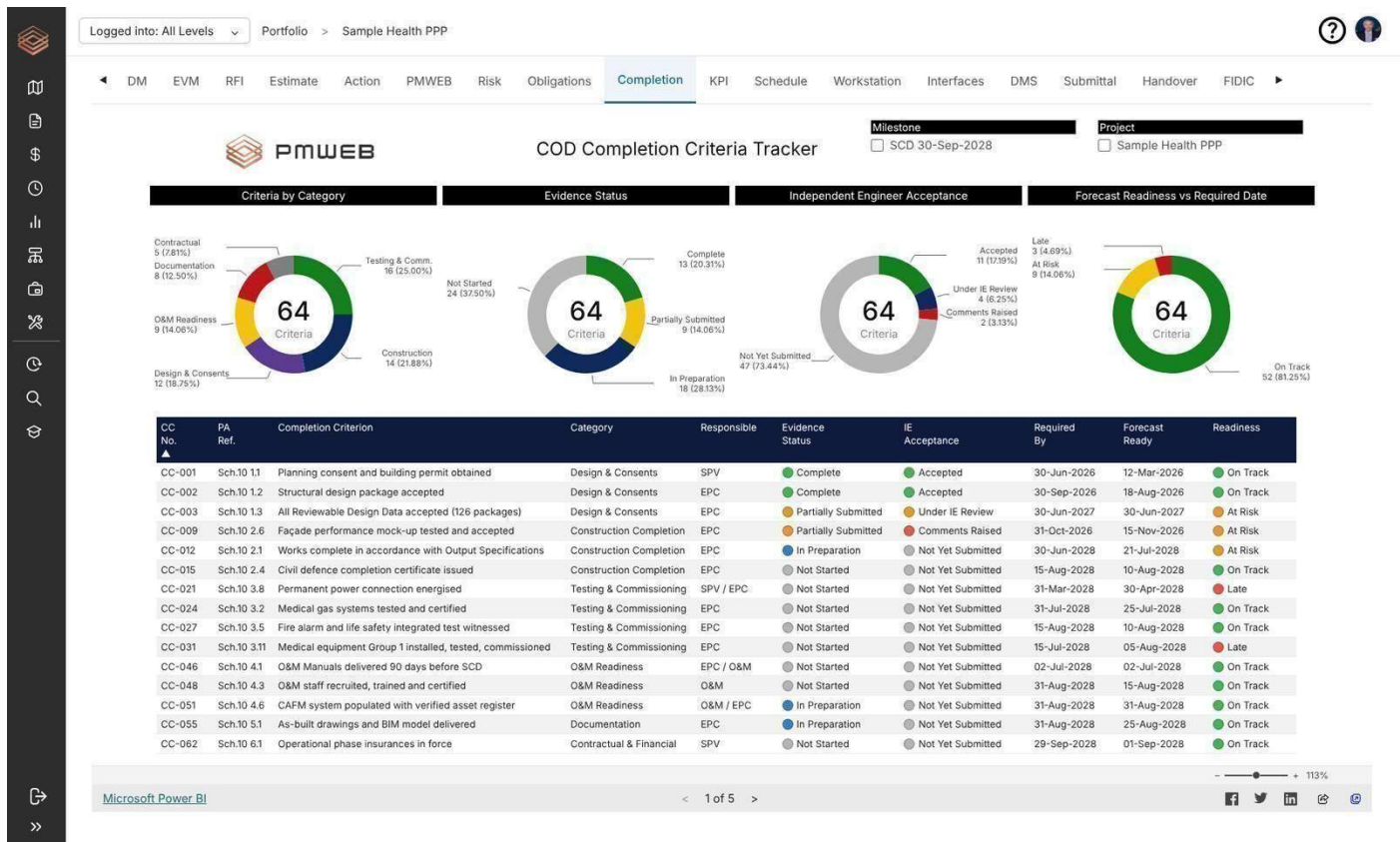
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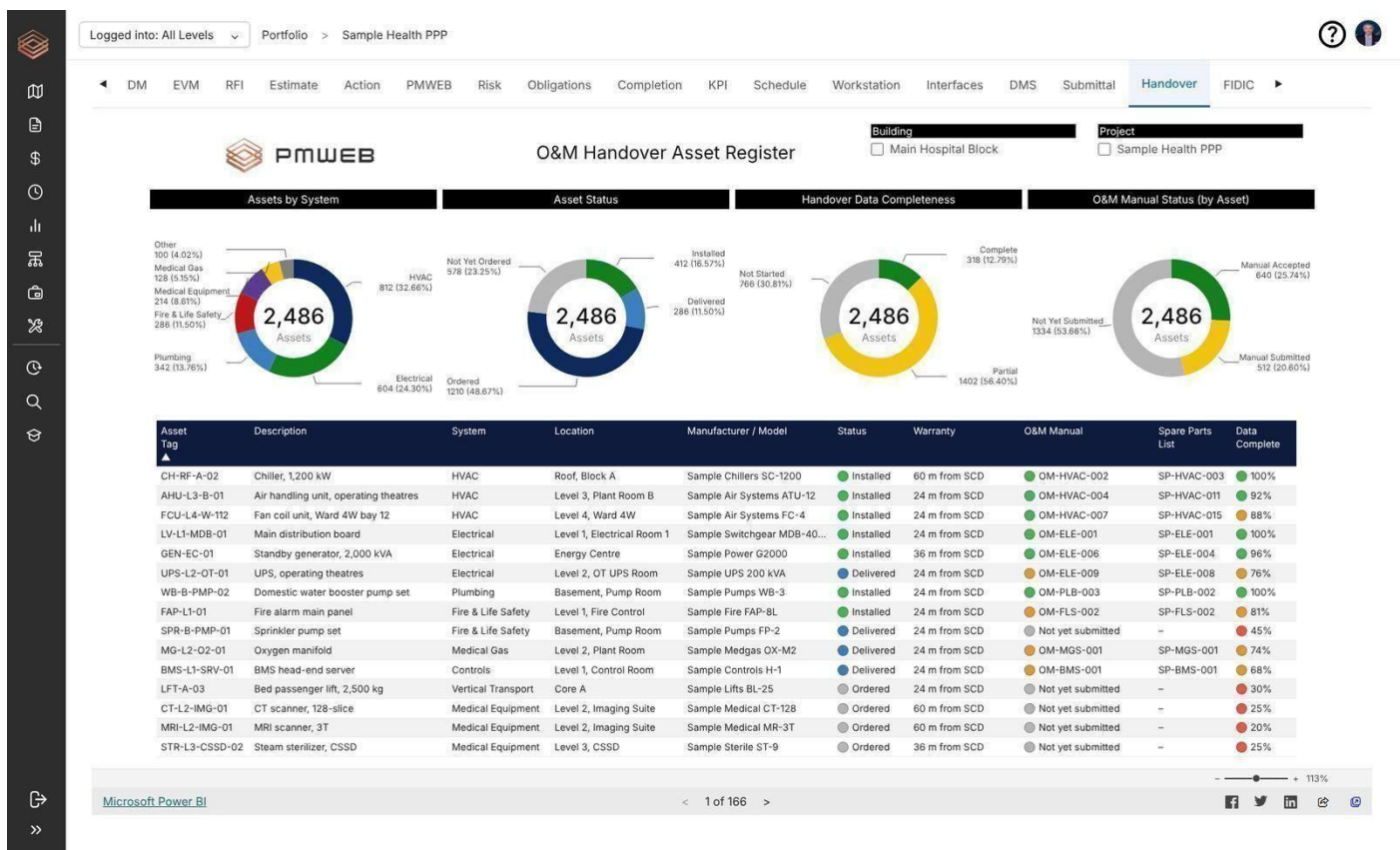
Details

Group by: None Layout: My Custom Layout Export To Excel

Item # / ...	Attach...	Description / وصف	Location / موقع	Trade / التجارة	Assigned To / ...	Issued Da...	Received From...	Sent To / إلى	Due Date / ...	Days Ov...
1	[0]	Check Hinges in Main En...	Office of Administrative Ser...		CW Millwork, Inc. - ...	02-Feb-2010 12:00	Boland Brothers - ...			
2	[0]	Test								
3	[0]		Tower 2/Floor 1		CW Millwork, Inc. - ...	26-Feb-2018 12:00			01-Mar-2018 12:00	3149
4	[0]		Tower 1/Floor 3/Food Court/...							
5	[0]		Tower 1/Floor 1/Room 101							



The UK experience of PFI expiry shows why this matters. The National Audit Office warned that assets risk being returned in worse condition than agreed and that many authorities lack knowledge of asset condition. An SPV that holds complete asset and maintenance records from construction onwards is protected against that dispute.



PMWEB 2026 AI on Site and Into Operations

PMWEB 2026 runs the full platform on any mobile device, with no app to install. Combined with the AI Assistant, a commissioning engineer can record a failed test or a snag on site in plain

language, review the prepared record and save it. Find mode answers the question that dominates the last months before COD: what is still open, and who owns it?

[Insert PMWEB screenshot S8.5 — PMWEB 2026 AI Assistant on a mobile device — Create mode]

On a phone during a commissioning walk: "Create a punch list item for a failed fire damper test in Plant Room B2, assigned to the EPC MEP subcontractor", with the draft shown for review. Capture once PMWEB 2026 AI is enabled on the demo environment.

After COD, the value of AI grows with every year of data. Twenty-five years of KPI results, deductions, maintenance records and lifecycle works, held in one structured database, is exactly what an operator needs to predict failures, plan lifecycle spending and prepare a defensible handback. An SPV that captured its data in PMWEB from financial close reaches operations with an AI-ready asset history. One that did not starts from nothing.

A 16-week implementation roadmap

The best time to implement a PMIS is at or before financial close. An indicative sequence, to be fitted to the project's own programme:

- 1. Weeks 0 to 4, governance set-up:** map the shareholders' agreement, DoA, Project Agreement and finance documents into roles, approval rules and an obligations register; agree the CBS with the financial model.
- 2. Weeks 4 to 10, commercial core:** load budget, funding, the income contract and downstream commitments; configure change, invoice, requisition and payment workflows; import the P6 baseline.
- 3. Weeks 8 to 14, delivery processes:** configure submittals, RFIs, inspections, NCRs, HSE, permits, interfaces, risks, meetings and correspondence, with contractor and Independent Engineer access.
- 4. Weeks 12 to 16, reporting:** build board, lender, Independent Engineer and authority reports, including the authority's periodic report format.
- 5. Ongoing to COD, completion and readiness:** add commissioning, punch lists, O&M readiness and the asset register ahead of testing.

PMWEB is a proven commercial off-the-shelf platform, so most of this is configuration, not software development.

Closing the series

Across eight articles, the argument has been simple. The SPV owns obligations it cannot perform itself. Its only lever is control of contracts, information and decisions. A PMIS like PMWEB is how that control is exercised, from financial close to COD and through decades of operation. And because every record is structured from the start, the SPV is also the company best placed to benefit from AI, today through the PMWEB 2026 AI Assistant and, as AI matures, through every analysis its data makes possible.

Key takeaway

COD is not the finish line. It is the moment the SPV's records start earning their keep for the next 25 years.

Series complete: *this is the final part of The SPV Control Platform series.*

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