



CMCS INSIGHTS • OWNERS • COST

The Approved Estimate

An owner's guide to protecting the investment. Twelve articles that follow the approved estimate from tender award to final account, and show how a PMIS keeps it intact.

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

IN THIS SERIES

12 articles

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- 01 Execution Is the Real Tender Evaluation
 - 02 Building a Baseline You Can Defend
 - 03 The Leading Indicators of Overrun
 - 04 Change Before It Becomes Cost
 - 05 Risk and the Contingency Reserve
 - 06 Claims and Extension of Time
 - 07 Payments, Cash Flow and Currency
 - 08 The Cost Estimate at Completion
 - 09 Final Account and Closeout
 - 10 The Owner's Real-Time Commercial Dashboard
 - 11 Committing the Budget
 - 12 The Cost of Time
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THE APPROVED ESTIMATE · AN OWNER'S GUIDE TO PROTECTING THE INVESTMENT

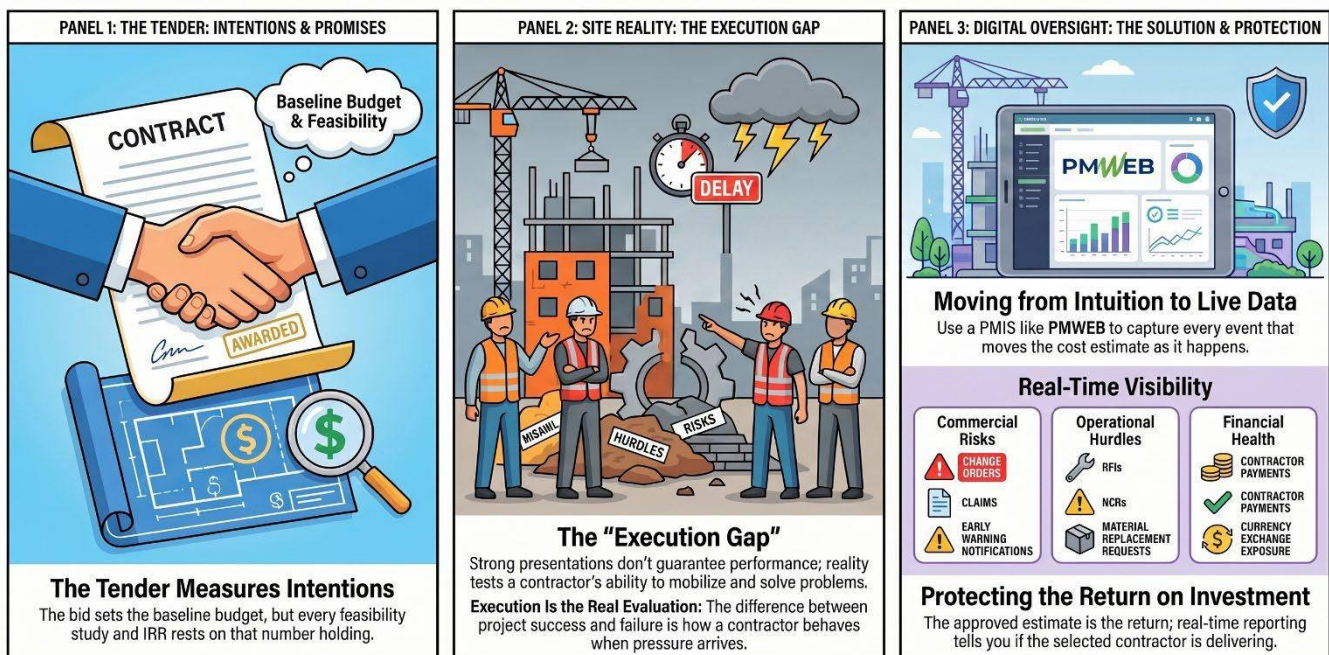
Execution Is the Real Tender Evaluation

A tender evaluation scores intentions. The approved cost estimate is only protected — or lost — by what happens the day after award.

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

For a project owner, the final tender evaluation is more than a procurement milestone. It is the moment the approved cost estimate becomes real. The selected contractor's price, once accepted, sets the baseline budget — and together with the contingency and other allowances, it becomes the most realistic number the project will ever have. Every feasibility study, every IRR calculation, every board approval rests on that number holding.

Execution: The Real Tender Evaluation



So the tender evaluation deserves all the rigor it receives. But it is worth being honest about what a tender evaluation can and cannot measure.

It measures intentions. It cannot measure execution.

Before award, every contractor looks capable. The presentations are strong. The pricing is competitive. The methodology is impressive. The proposed team, subcontractors and suppliers are confident and credentialed. Everything looks controlled, and there is no obvious reason the final cost should drift from the estimate.

Then the project begins. And reality starts its own evaluation.

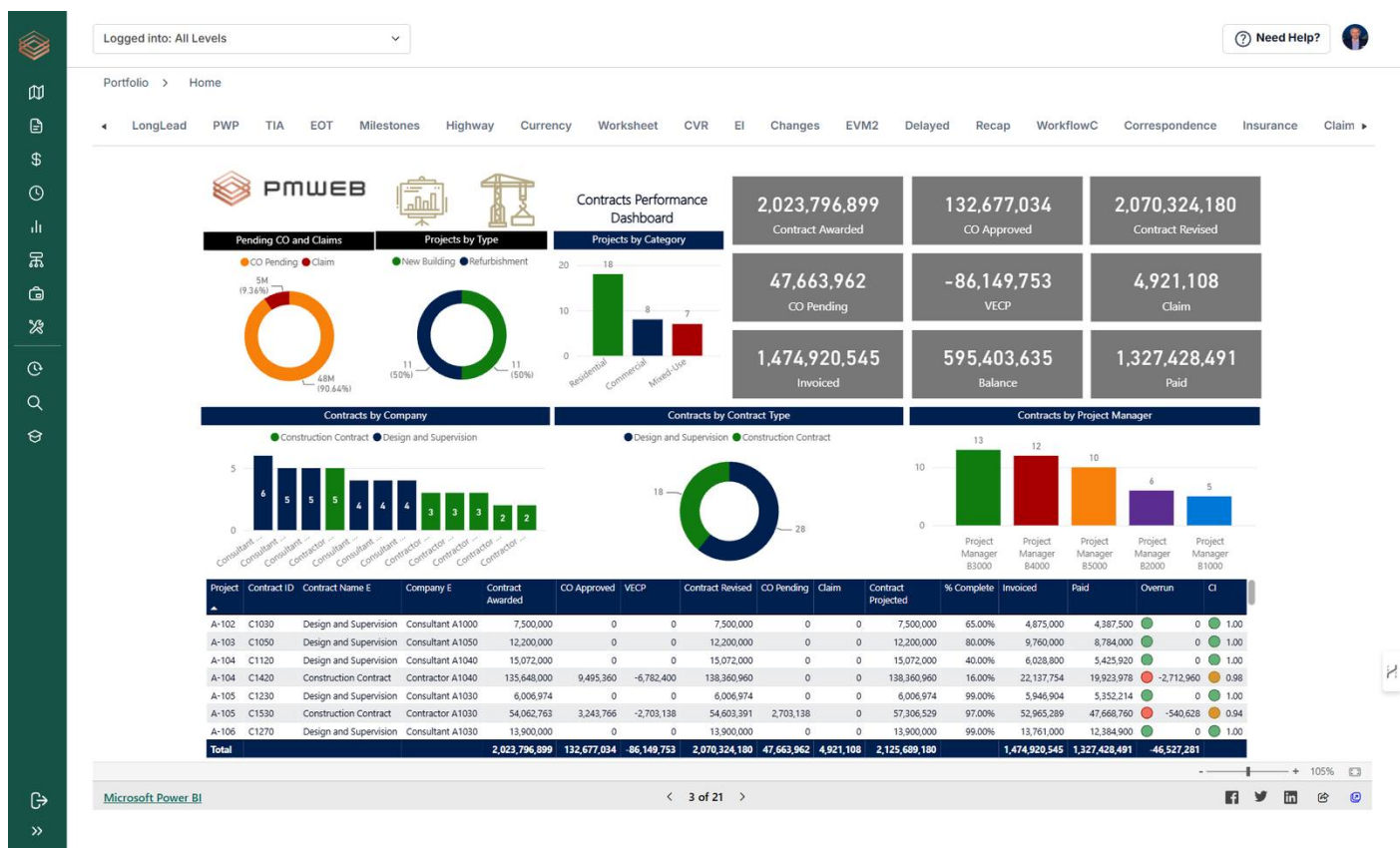
Can they mobilize on time? Can they retain their key personnel? Can they solve problems without creating new ones? Can they hold their cashflow — receivables in, payments out — without it showing up on site? Can they manage the interfaces between their own subcontractors and suppliers? Can they absorb a delayed decision without turning it into a claim? Will the baseline schedule still be a workable schedule in month four?

Because the pressure always arrives.

The difference was never the bid. It was execution.

We have watched contractors win with outstanding submissions and struggle from the first week. We have watched contractors with modest presentations become exceptional partners. The difference was never the bid. It was not even the track record on similar projects. The difference was execution.

This is why mature contract and commercial teams evaluate more than price and methodology. They evaluate how a contractor behaves when things get difficult — and they keep evaluating, every day, long after the award. Winning the tender is not proof of capability. Delivering the project is.



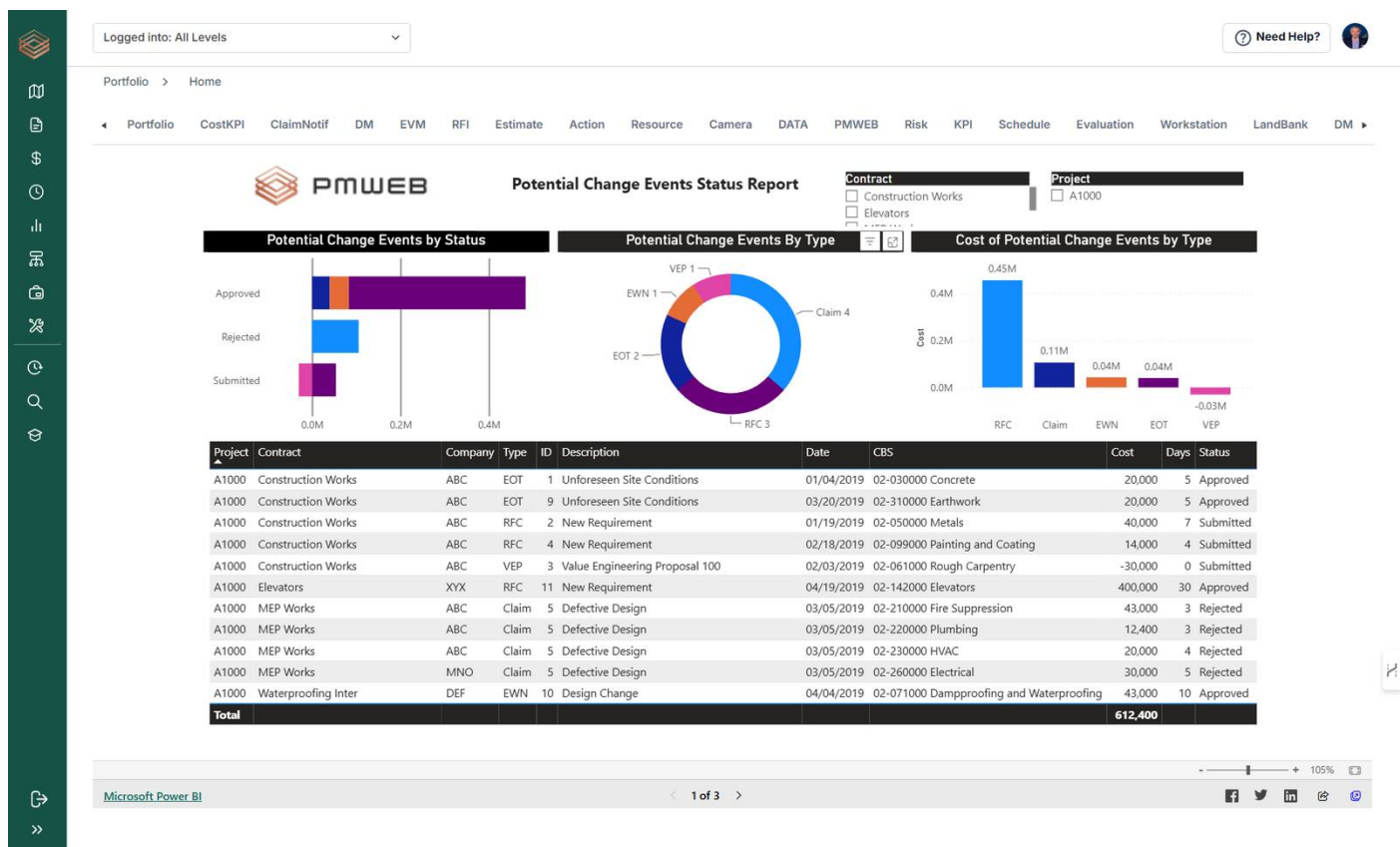
The evaluation that never stops

An owner cannot run that daily evaluation on intuition, site gossip, or a report that arrives three weeks after the events it describes. It requires a single system of record where every event that could move the

cost estimate is captured the day it happens — and reported in real time. That is the role a PMIS like PMWEB plays for the commercial and contract management function.

With PMWEB, the owner's team has live visibility into:

- Delayed decisions and approvals, and the cost and time they are exposing the project to
- Identified and emerging risks, with their quantified impact on cost and schedule
- Early warning notifications, change order requests, change orders, claims and extension-of-time records as they are raised
- RFIs, NCRs, material replacement requests and submittals that carry commercial consequences
- Payments due to the contractor, and payments the contractor owes its subcontractors and suppliers down the chain
- Currency exchange exposure on projects with international procurement and services
- Predefined checklists for mobilization, demobilization, initial and final acceptance, and final account — so the processes that quietly drag are completed to an agreed standard, not left to memory



None of this replaces a good tender evaluation. It does something the tender evaluation never could: it tells the owner, while there is still time to act, whether the contractor they selected is actually the contractor they evaluated.

Because the approved estimate is not just a budget. On a real estate investment, it is the return. And the return is protected — or lost — in execution.

The question for you

What is the strongest indicator of future performance you look for during a tender evaluation — and once the contract is signed, how do you keep watching it?

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.

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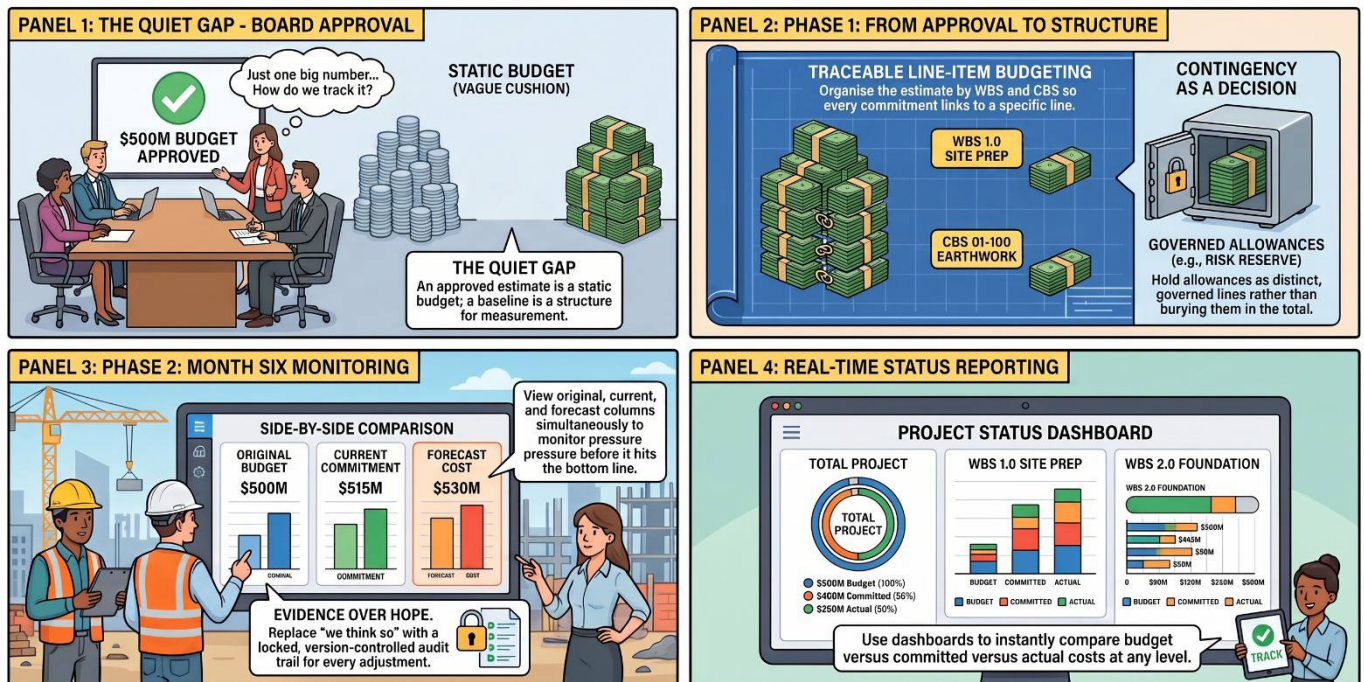
Building a Baseline You Can Defend

An approved number is not a baseline. The baseline is the structure that lets you prove, every month, whether the investment is still on track.

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

The day the estimate is approved, it stops being a forecast and becomes the budget. The board has signed off, the IRR is locked to that figure, and from here on the project will be judged against it. But there is a quiet gap between an approved number and a baseline you can actually defend — and most cost surprises live in that gap.

Beyond the Number: Building a Defensible Project Baseline



A number in a board paper tells you the total. It does not tell you, six months in, whether you are on track. For that, the estimate has to be broken into a structure you can measure against: a budget every future cost can be traced back to, with contingency and allowances held as deliberate, visible decisions rather than a vague cushion buried in the total.

Without that structure, the honest answer to "are we still on budget?" is usually "we think so." With it, the answer is a number — and the evidence behind it.

A budget you can trace

A defensible baseline is organised so that every commitment, every invoice and every change links back to a specific line. When the estimate is structured by work breakdown and cost breakdown, you can see not just the total position but where the pressure is building — long before it reaches the bottom line. That traceability is what turns a static budget into a living one.

This is exactly the discipline a PMIS like PMWEB is built to enforce. The approved estimate is loaded as a structured budget, and from that point every pound, riyal or dirham of commitment and cost has a place to land.

Contingency is a decision, not a cushion

Contingency and allowances are part of the approved estimate for a reason — and they deserve to be tracked as deliberately as the rest of it. Held as distinct, governed lines rather than absorbed into the general budget, they stay visible: you always know how much remains and what it is protecting. Lose sight of them and they are the first part of the investment to quietly drain away.

A number you cannot trace is a number you cannot defend.

With PMWEB, the owner's team has a baseline that holds up to scrutiny:

- The approved estimate loaded as a structured budget by work breakdown and cost breakdown
- Original, current and forecast columns visible side by side from day one
- Contingency and allowances tracked as distinct, governed lines
- Every commitment and actual cost linked back to its budget line
- A locked, version-controlled baseline so changes are visible, not silent
- A full audit trail behind every budget adjustment
- Real-time budget versus committed versus actual, at any level of detail

Group by: None

Currency: SAR - Saudi Arabia Riyal

Project Default

Add

Edit

Export To Excel

Group1	Cost Code	Budget Description	Actual Costs - C...	Actual Costs - C...	Actual Costs - Non-Co...	Actual Costs - No...	Forecasts - A...	Forecasts - Pending
00 - Sales	00-000000	Sales	0.00	0.00	0.00	7,349.08	0.00	0.00
01 - Land Costs	01-000001	Land Acquisition	0.00	3,749.53	4,500,000.00	0.00	0.00	0.00
01 - Land Costs	01-000002	Land Permits and Fees	0.00	0.00	225,000.00	0.00	0.00	0.00
02 - Hard Costs	02-010002	General Conditions	700,312.50	155,825.00	0.00	674.92	0.00	0.00
02 - Hard Costs	02-020000	Existing Conditions	3,375,000.00	0.00	0.00	675.00	0.00	0.00
02 - Hard Costs	02-030000	Concrete	2,868,900.00	2,147,825.00	0.00	0.00	0.00	3,187,101.61
02 - Hard Costs	02-050000	Metals	1,856,250.00	0.00	0.00	0.00	0.00	0.00
02 - Hard Costs	02-061000	Rough Carpentry	371,250.00	0.00	0.00	0.00	0.00	0.00
02 - Hard Costs	02-071000	Dampproofing and Waterpro...	0.00	0.00	0.00	0.00	0.00	0.00
02 - Hard Costs	02-080000	Openings	0.00	22,875.00	0.00	0.00	0.00	0.00
02 - Hard Costs	02-099000	Painting and Coating	375,000.00	421,875.00	0.00	0.00	0.00	0.00
02 - Hard Costs	02-142000	Elevators	0.00	0.00	0.00	0.00	0.00	0.00
02 - Hard Costs	02-210000	Fire Suppression	637,500.00	657,812.50	0.00	0.00	0.00	0.00
02 - Hard Costs	02-220000	Plumbing	375,000.00	450,000.00	0.00	30,236.78	0.00	0.00
02 - Hard Costs	02-230000	HVAC	375,000.00	749,906.26	0.00	2,250.00	0.00	0.00
02 - Hard Costs	02-260000	Electrical	0.00	0.00	0.00	0.00	0.00	0.00
02 - Hard Costs	02-310000	Earthwork	0.00	0.00	225.00	0.00	0.00	0.00
03 - Soft Costs	03-003000	Design Architect	1,593,750.00	0.00	0.00	0.00	0.00	0.00
			106,277,962.50	57,103,218.29	5,156,475.00	21,185.78	0.00	3,187,101.61

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250 Rows

The question for you

When the board asks "are we still on budget?" in month six, can you answer with a structure that proves it — or with a spreadsheet and a hope?

About the Author

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The Leading Indicators of Overrun

Cost overruns announce themselves long before they appear in a cost report. The early signals just look administrative.

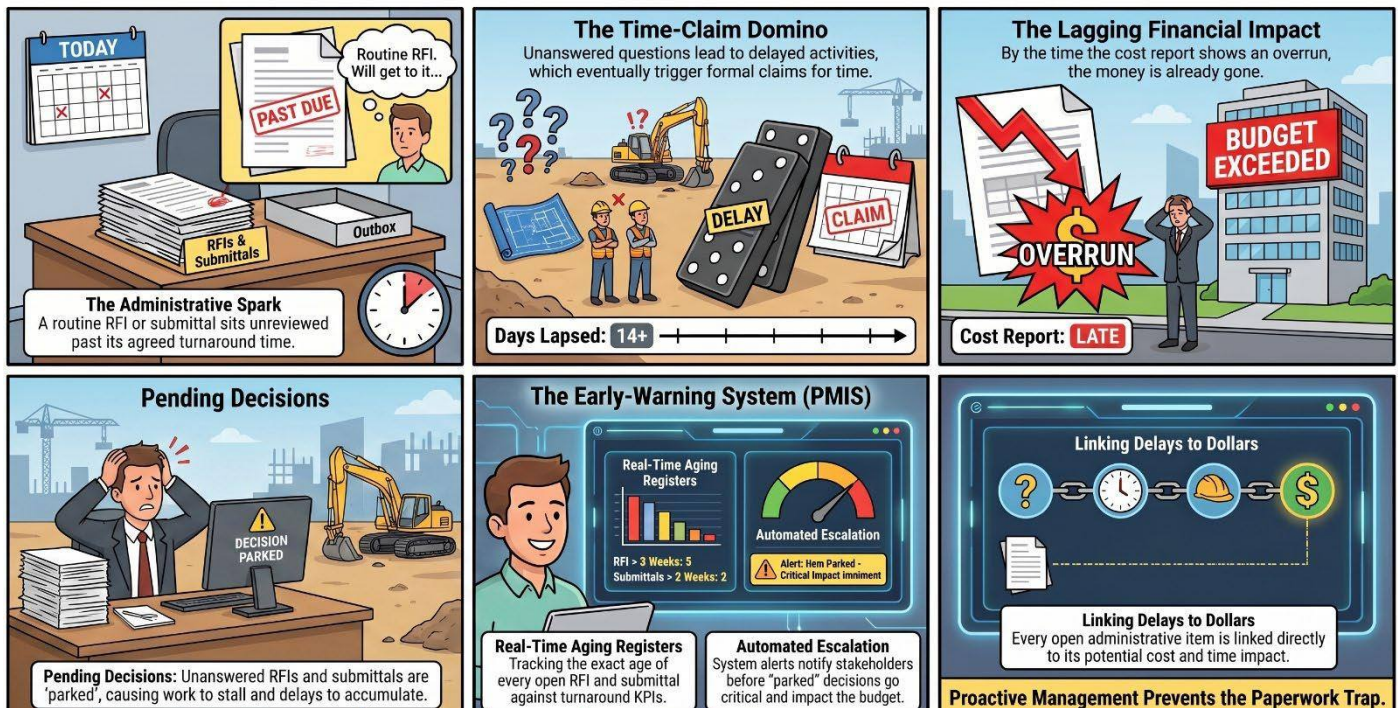
By Bassam Samman, PMP, PSP, EVP, GPM — CEO & Chairman, CMCS

By the time an overrun shows up in the cost report, the money is already spent. The cost report is a lagging indicator — it tells you where the project has been, not where it is heading. The signals that would have warned you arrived months earlier, and they rarely looked like cost at all.

They looked administrative. An RFI waiting three weeks for an answer. A submittal sitting in review past its turnaround. A decision parked on someone's desk. An early warning raised and quietly filed. Individually, each looks like routine project correspondence. Together, they are the leading indicators of an estimate about to slip.

The owner who watches them acts while there is still time. The owner who waits for the cost report acts when the only options left are expensive ones.

The Paperwork Trap: How Small Delays Become Big Overruns



By the time it's cost, it's late

Every unanswered question and every late approval is potential cost in waiting. A delayed response becomes a delayed activity; a delayed activity becomes a claim for time; a claim for time becomes a claim

for money. The chain is predictable — which is exactly why catching it at the first link is so much cheaper than meeting it at the last.

This is where a PMIS earns its place. PMWEB does not just store the correspondence — it tracks how long each item has been open, whether response times are improving or slipping, and what each one could cost if it stalls.

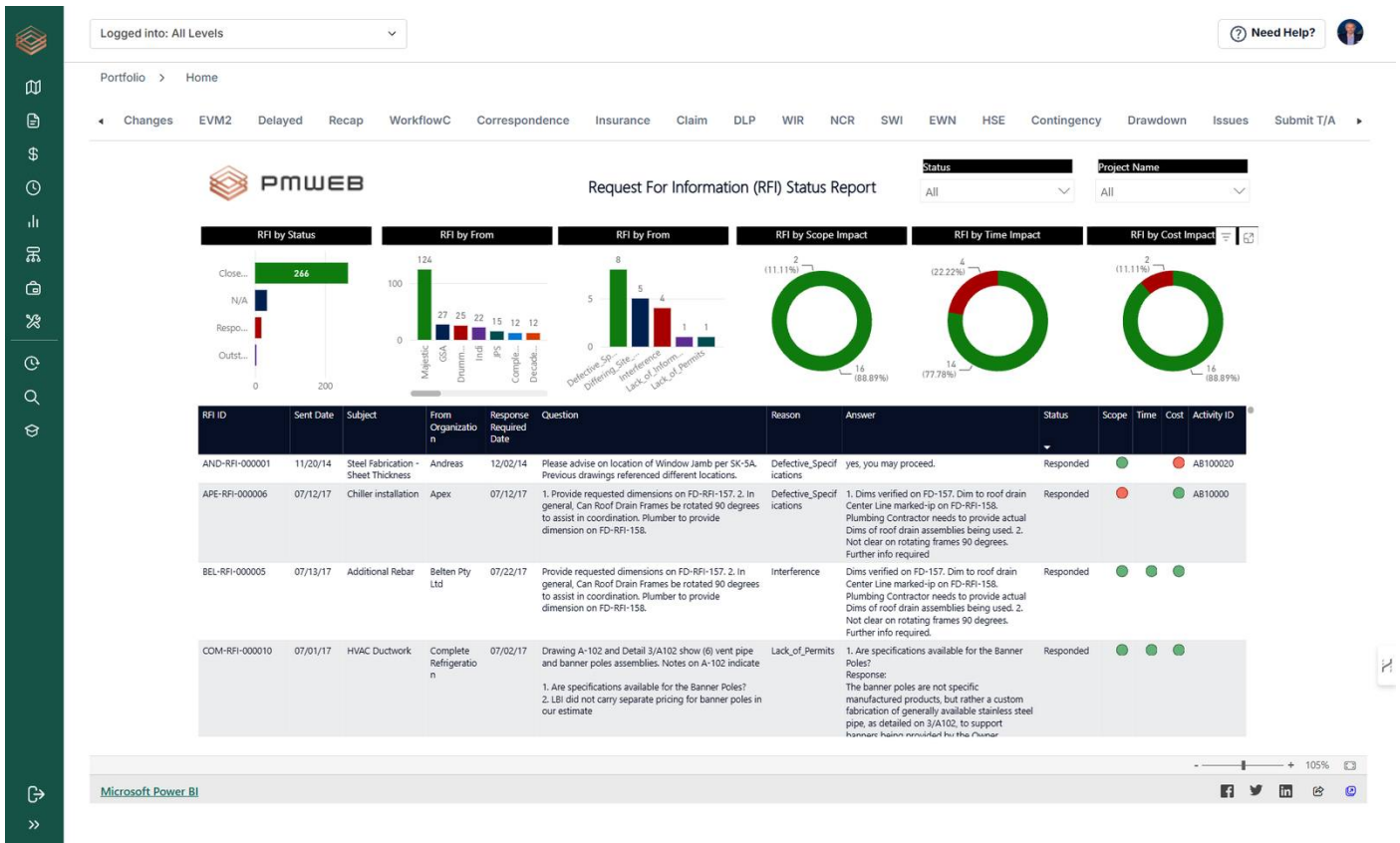
The signals hiding in plain sight

What changes an owner's position is seeing these signals together, in real time, instead of discovering them one by one when they have already turned into cost. A register that ages every open item and trends the project's responsiveness turns a pile of routine paperwork into an early-warning system.

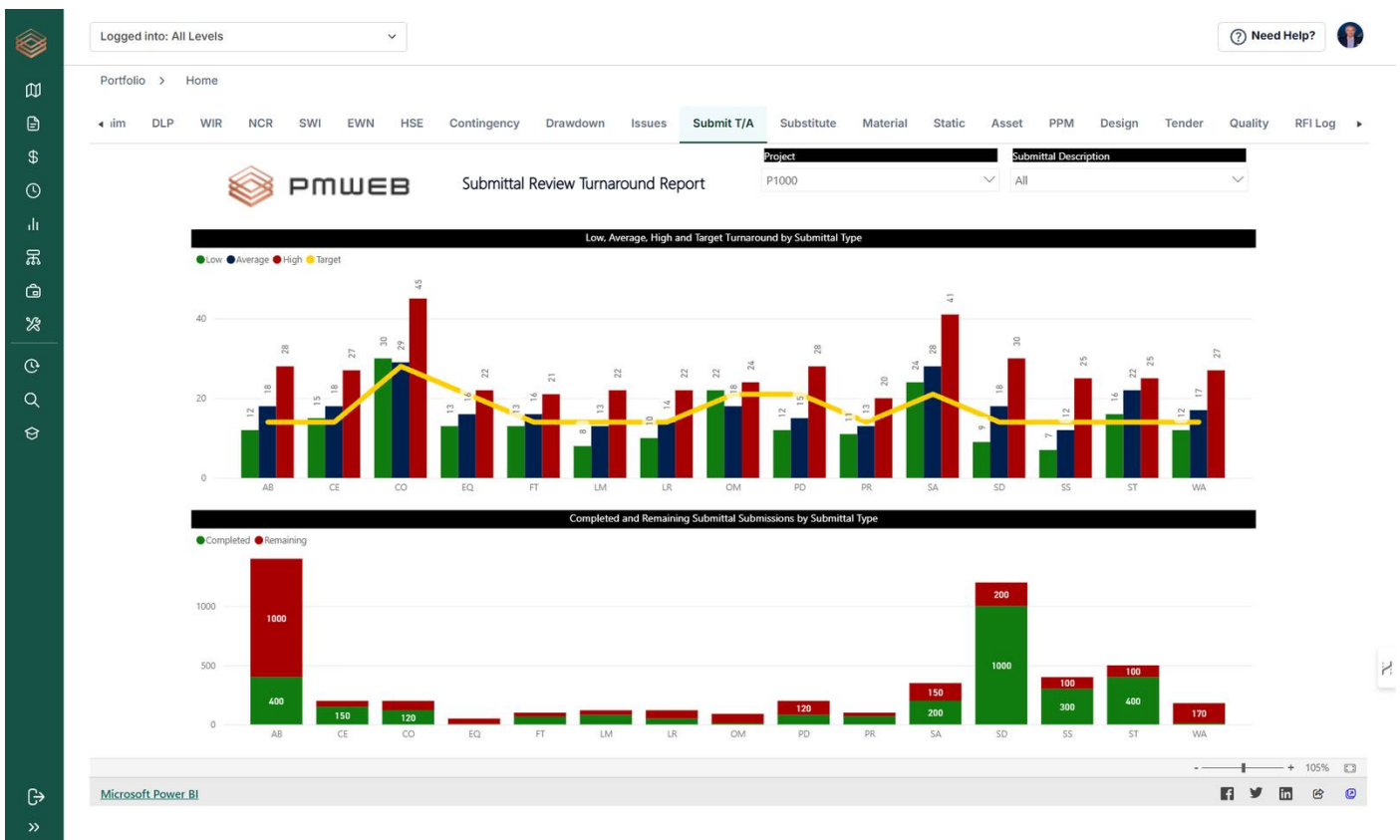
By the time it shows up in the cost report, the money is already gone.

With PMWEB, the leading indicators are visible while they still lead:

- An RFI register that ages every open item and tracks response times
- A submittal log with turnaround KPIs against agreed timeframes
- Early warning notifications captured and tracked from the day they are raised
- Pending decisions and approvals logged with days outstanding
- Trend dashboards showing whether the project is getting faster or slower
- Automated alerts and escalation before items go critical
- Each open item linked to its potential cost and time impact



The estimate is rarely lost in one big event. It is lost in dozens of small delays that no one was watching until they added up.



The question for you

Which leading indicator would have warned you earliest on your last project — and was anyone actually watching it?

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Change Before It Becomes Cost

Change is not the enemy of the estimate. Uncontrolled change is.

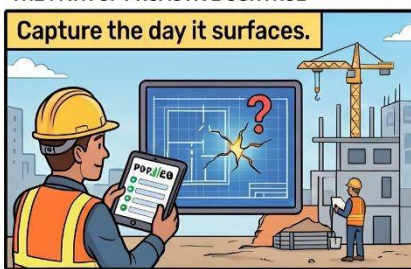
By Bassam Samman, PMP, PSP, EVP, GPM — CEO & Chairman, CMCS

Every construction project changes. Conditions differ from assumptions, requirements evolve, and the design that looked complete at tender meets the reality of the site. Change itself is normal and expected. What separates a protected estimate from an overrun is whether change is seen early and decided deliberately — or discovered late, at the final account, when the room to negotiate is gone.

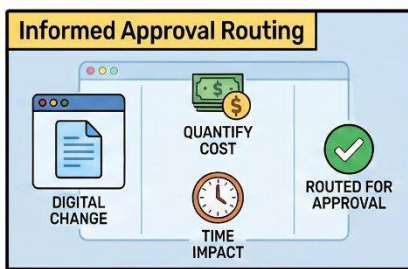
Uncontrolled change is the single biggest threat to the approved estimate. Not because each change is large, but because changes that are not captured, priced and decided on time accumulate quietly — and arrive all at once, as cost the owner never agreed to.

From Decision to Dispute: Managing Change Before it Becomes Cost

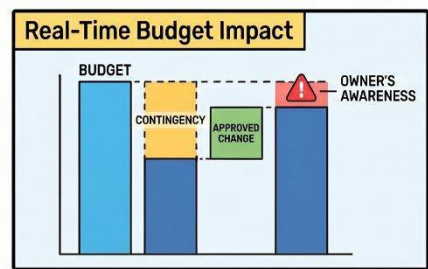
THE PATH OF PROACTIVE CONTROL



Capture the day it surfaces.
Log potential changes in a PMIS like PMWEB the moment they appear, before they become formal requests.

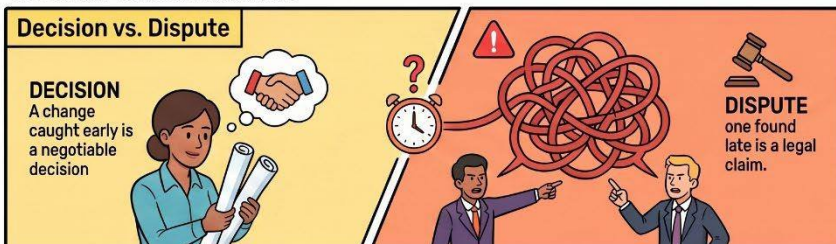


Informed Approval Routing
Quantify cost and time impacts early to route changes through a structured, automated workflow.



Real-Time Budget Impact
Approved changes draw down contingency immediately, ensuring the budget never gets ahead of the owner.

THE RISK OF DELAYED DISCOVERY



DECISION

A change caught early is a negotiable decision

DISPUTE

one found late is a legal claim.



Uncaptured changes accumulate quietly and arrive all at once as costs the owner never agreed to.

Capture it the day it's raised

The cheapest moment to deal with a change is the moment it appears. A potential change spotted early can be scoped, priced and approved — or rejected — while options still exist. The same change discovered months later is already built, already disrupting the programme, and already the basis of a claim.

A PMIS like PMWEB gives change somewhere to go the instant it surfaces. A potential change is logged before it is even a formal request, its cost and time impact captured, and its effect on the budget made visible immediately rather than at month end.

Decide before it's a number

Control is not about resisting every change — it is about deciding on each one with eyes open. When every change carries its quantified impact and routes through a clear approval path, the owner is making informed decisions, not absorbing surprises. And because each approved change draws down against the budget and contingency in real time, the cumulative picture never gets ahead of you.

A change you didn't see coming is a claim waiting to happen.

With PMWEB, change stays under the owner's control:

- A potential change log that captures change before it becomes a formal request
- A structured change order request and change order workflow with approvals
- Cost and time impact recorded on every change
- Budget and contingency impact reflected in real time
- Full audit trail and approval routing on every item
- Cumulative approved change tracked against the original budget
- A clear line of sight from each change back to its cause

Logged into: All Levels Need Help?

Costs > Commitment COs / التزامات الإيداع > Manager Page > 001 - Office Modifications

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

Commitment COs / 001 التزامات الإيداع - Office Modifications

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

Header Fields

Project* / مشروع* RV50104 - Boston Medical Center Commitment* / التزامات 002 - Boston Contractors - GMP... Vendor / بائع Boston Contractors Commitment Type Subcontract

Record #* 001 Subject / موضوع Office Modifications Currency* USD - Dollar (United States of Am... Post As Revised Scope

WBS / هيكل تقديم العمل Claims Category Phase 1 Cause Unforeseen Conditions

EOI / CI Reference # Requested By Assigned To AVI Date 30-Sep-2011 12:00:00 tt

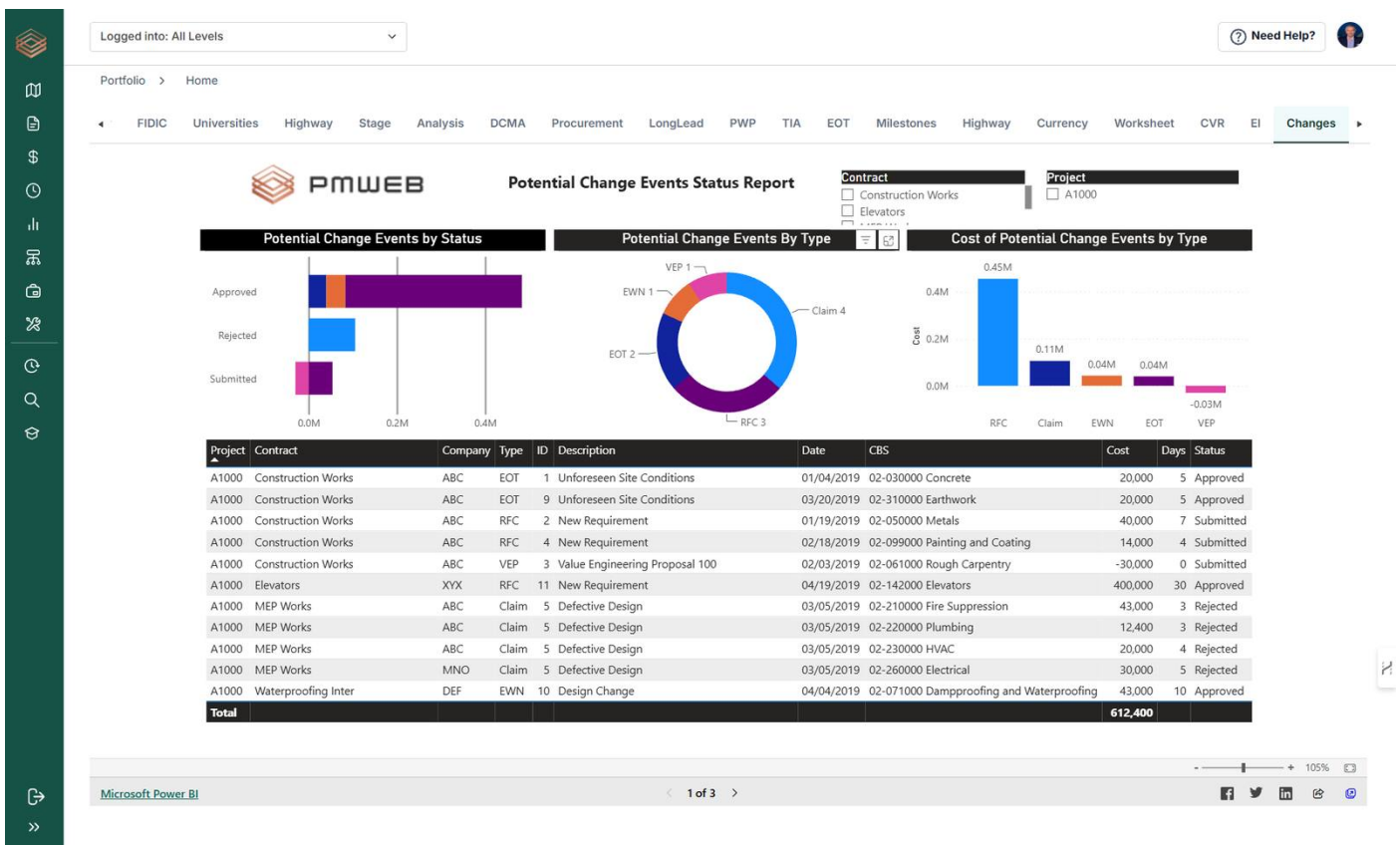
Effective Date 30-Sep-2011 12:00:00 tt Days 0.00 Status / حالة Submitted Revision 0

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User Defined Fields

Work Description Probability For Time 0.00 Probability For Cost 0.00

The goal is simple: no change should ever reach the final account as a surprise. By then it is not a decision – it is a dispute.



The question for you

How much of your last project's overrun was change you approved — and how much was change you only discovered at the end?

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Risk and the Contingency Reserve

Contingency is part of the approved estimate. Spent without discipline, it's the first place the investment leaks.

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

Every approved estimate carries a contingency. It exists for a specific purpose: to absorb the risks the project will inevitably meet. Yet on too many projects, contingency is treated as a general convenience — drawn on for anything that strains the budget, with no link to the risks it was meant to cover. By the time the serious risks arrive, the reserve is gone.

Risk and contingency are two sides of one coin. The contingency is only adequate if it is held against the risks still ahead. Spend it early, on issues that were never really risks at all, and the project faces its hardest moments with nothing left to draw on. That is how an investment with a healthy buffer ends up over budget.

Protecting the Investment: The Lifecycle of a Contingency Reserve

Contingency is a disciplined part of an approved estimate meant to absorb inevitable project risks. When managed poorly as a 'slush fund,' it leaks away on non-risk issues, leaving the project vulnerable; when managed through a PMIS (like PMWeb), it is drawn down deliberately against quantified risks.

THE 'SLUSH FUND' TRAP (HABITUAL MANAGEMENT)

THE CONVENIENCE LEAK

Supporting Detail: Using the reserve for habits or budget strains unrelated to identified risks depletes the buffer.

THE MID-PROJECT CRISIS

Supporting Detail: Reserve gone before serious risks arrive. Spending early on non-risks leaves the project with nothing to draw on later.

THE UNPROTECTED INVESTMENT

Supporting Detail: Healthy buffers and up over budget. A project de-risks too slowly while consuming contingency too quickly.

THE GOVERNED PATH (RISK-BASED MANAGEMENT)

RISK-LINKED DRAWDOWN

Supporting Detail: Connect the Risk Register to the Reserve. Draw down contingency only against quantified probability, impact, and approved changes.

REAL-TIME VISIBILITY

Supporting Detail: Compare remaining reserve to remaining exposure. Owners can act early if drawdown outpaces the project's de-risking progress.

THE GOVERNED INVESTMENT

Supporting Detail: Contingency disappears only against managed risk. A tracked, governed line item ensures the reserve does exactly what it was approved to do.

A reserve, not a slush fund

The discipline that protects the estimate is simple to state and hard to maintain without the right system: draw down contingency only against identified risks or approved changes, and always know how much remains relative to how much risk is left. That requires the risk register and the contingency to be connected, not managed in separate worlds.

This is where a PMIS like PMWEB changes the picture. Risks are registered with their probability, impact and cost exposure, and contingency drawdown is linked to specific risk events — so the reserve is spent deliberately, against something real, and always visibly.

Draw down against risk, not against habit

The number that matters most is not how much contingency you have spent — it is how much remains compared with the exposure still in front of you. When that comparison is live, an owner can see a reserve being consumed faster than the project is de-risking, and act before the buffer is empty rather than after.

Spend the contingency early and you face the late risks with nothing left.

With PMWEB, the reserve stays governed:

- A risk register with probability, impact and quantified cost and schedule exposure
- Contingency held as a tracked, governed line rather than absorbed into the budget
- Drawdown linked to specific risk events or approved changes
- Remaining contingency shown against remaining risk exposure
- Mitigation actions with owners and due dates
- The trend of contingency consumption over the life of the project
- Alerts when drawdown is outpacing progress

Logged into: All Levels Need Help?

Tools > Risk Analysis > Manager Page > Jan - Project Risk

Main Additional Information Notes Attachments Clauses Notifications

Project* JCWECS08 - Escala
 Phase
 Analysis #* Jan
 Description Project Risk
 Analysis Date
 Change Request
 Change Event 3 - Project Risk
 Status / Revision Draft 0
 Date 27-Oct-2010 12:00:00 AM
 Update higher level risk cost ☒
 Update higher level risk delay ☒
 Update higher level risk impact ☐

Risk Analysis

USER DEFINED FIELDS
 RBS Level 1*

Drag a column header and drop it here to group by that column

Edit Selected Lines Add Delete Refresh Layouts

LINE #	ATTACHME	RISK	TYPE	RESPONSIBLE	PROBABILITY	IMPACT	PROBABILITY VALUE	IMPACT VALUE	COST	DELAY	RISK IMPACT	RISK COST	RISK DELAY	UOM	TASK	NOTES	ACTION
1	(0)	Late Furniture Deliv	Construction	Contractor	40%	Minor	0.50	0.10	\$4,000.00	10.00	0.05	\$2,000.00	5.00		1 - Pre-construction		Accept
2	(0)	Late Equipment Deliv	Construction		50%		0.50	0.50	\$5,000.00	5.00	0.25	\$2,500.00	2.50				
3	(0)	Fail to capitalize 25%	Construction		50%		0.50	0.50	\$5,000.00	10.00	0.25	\$2,500.00	5.00				
4	(0)	Delay in completing	Construction		30%		0.30	0.50	\$5,000.00	10.00	0.15	\$1,500.00	3.00				
5	(0)	Delays in permits	Pre-Design		30%		0.30	0.30	\$2,000.00	30.00	0.09	\$600.00	9.00				
6	(0)	Interferences in ser	Design		20%		0.20	0.40	\$4,000.00	6.00	0.08	\$800.00	1.20				
7	(0)	Design solution ove	Design		40%		0.40	0.50	\$5,000.00	10.00	0.20	\$2,000.00	4.00				
8	(0)	Design information	Design		20%		0.10	1.00	\$3,000.00	5.00	0.10	\$300.00	0.50				
9	(0)	Weather Conditions	Construction		60%	Major	0.50	0.20	\$1,000.00	2.00	0.10	\$500.00	1.00				
									\$34,000.00	88.00	1.27	\$12,700.00	31.20				

PAGE SIZE: 250 9 items in 1 pages

A contingency that disappears without a trace was never really protecting the investment. A contingency drawn down against managed risk is doing exactly what it was approved to do.

Logged into: All Levels Need Help?

Portfolio > Home

Currency Worksheet CVR EI Changes EVM2 Delayed Recap WorkflowC Correspondence Insurance Claim DLP WIR NCR SWI EWN HSE Contingency

PMWEB Project Schedule Activities Aligned Risk Register Dashboard With Contingency Drawdown

Phase
☐ 4 Construction

Contingency Drawdown By Month

Mitigated Risk by Response Strategy

Pre Mitigation

Post Mitigation

Project Name	First Category	Pre-Mitigation Likelihood	Pre-Mitigation Impact	Pre-Mitigation Score	First Action	First Response	Post-Mitigation Likelihood	Post-Mitigation Impact	Post-Mitigation Score	First Responsible	First Status	Earliest Closed
Boston Medical Hospital												
1.01 WBS Level												
1.01.01 Master Activity												
01 Detail of Identified Risk	Organizational	1	1	1	What Actions To Be Taken to Reduce the Risk Exposure	Accept	1	1	1	RESP A	Open	
02 Detail of Identified Risk	Organizational	1	1	1	What Actions To Be Taken to Reduce the Risk Exposure	Accept	1	1	1	RESP A	Open	
1.01.02 Master Activity												
01 Detail of Identified Risk	Technical	2	2	4	What Actions To Be Taken to Reduce the Risk Exposure	Accept	2	2	4	RESP A	Closed	04/02/2022
02 Detail of Identified Risk	Technical	2	2	4	What Actions To Be Taken to Reduce the Risk Exposure	Accept	2	2	4	RESP A	Closed	04/02/2022
1.01.03 Master Activity												
01 Detail of Identified Risk	Contract Acquisition	3	3	9	What Actions To Be Taken to Reduce the Risk Exposure	Mitigate	2	3	6	RESP D	Open	
02 Detail of Identified Risk	Contract Acquisition	3	3	9	What Actions To Be Taken to Reduce the Risk Exposure	Mitigate	2	3	6	RESP D	Open	
1.02 WBS Level												
1.02.01 Master Activity												

Microsoft Power BI

4 of 4

The question for you

At your project's halfway point, do you know how much contingency is left — and how much risk is still ahead of it?

About the Author

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THE APPROVED ESTIMATE · AN OWNER'S GUIDE TO PROTECTING THE INVESTMENT

Claims and Extension of Time

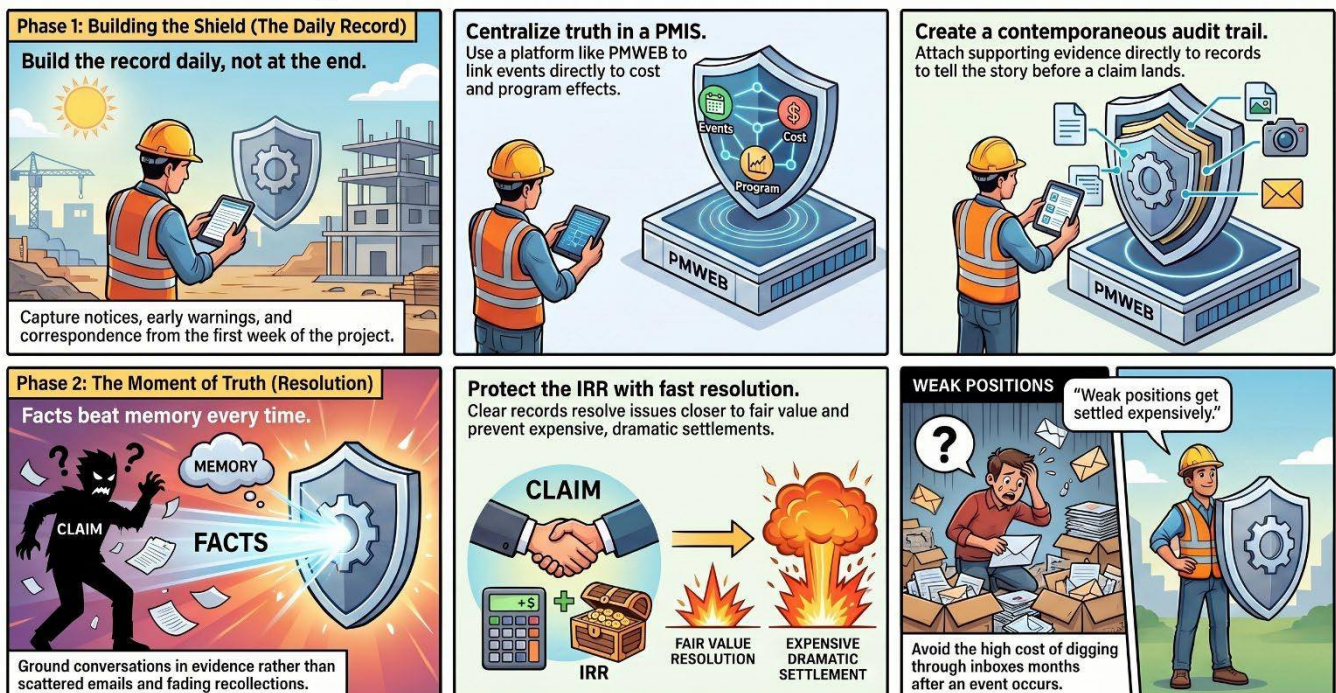
Claims are resolved on the record — and the record is built every day, not reconstructed at the end.

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

On any sizeable project, claims and extension-of-time requests are a normal part of delivery, not a sign that something has gone wrong. Conditions change, decisions take time, events interrupt the plan. What determines how these are resolved — and what they ultimately cost the investment — is rarely who is right in principle. It is who has the clearer record of what actually happened, and when.

The owner with a complete, contemporaneous record is in a strong, calm position. Entitlement can be assessed on facts, fairly and quickly, and the estimate is protected without drama. The owner reconstructing events months later, from scattered emails and fading memories, is in a weak one — and weak positions get settled expensively.

Winning the Claim: The Power of the Real-Time Record



The record is built daily

A good record is not assembled when a claim lands. It accumulates from the first week of the project: notices raised on time, early warnings logged with dates, correspondence kept in one place, events linked to their effect on cost and programme. None of it is dramatic. All of it is decisive when entitlement is in question.

This is the unglamorous work a PMIS like PMWEB does quietly in the background. Every notice, every early warning, every relevant communication is captured with its date and its supporting documents — so the timeline tells itself when it needs to.

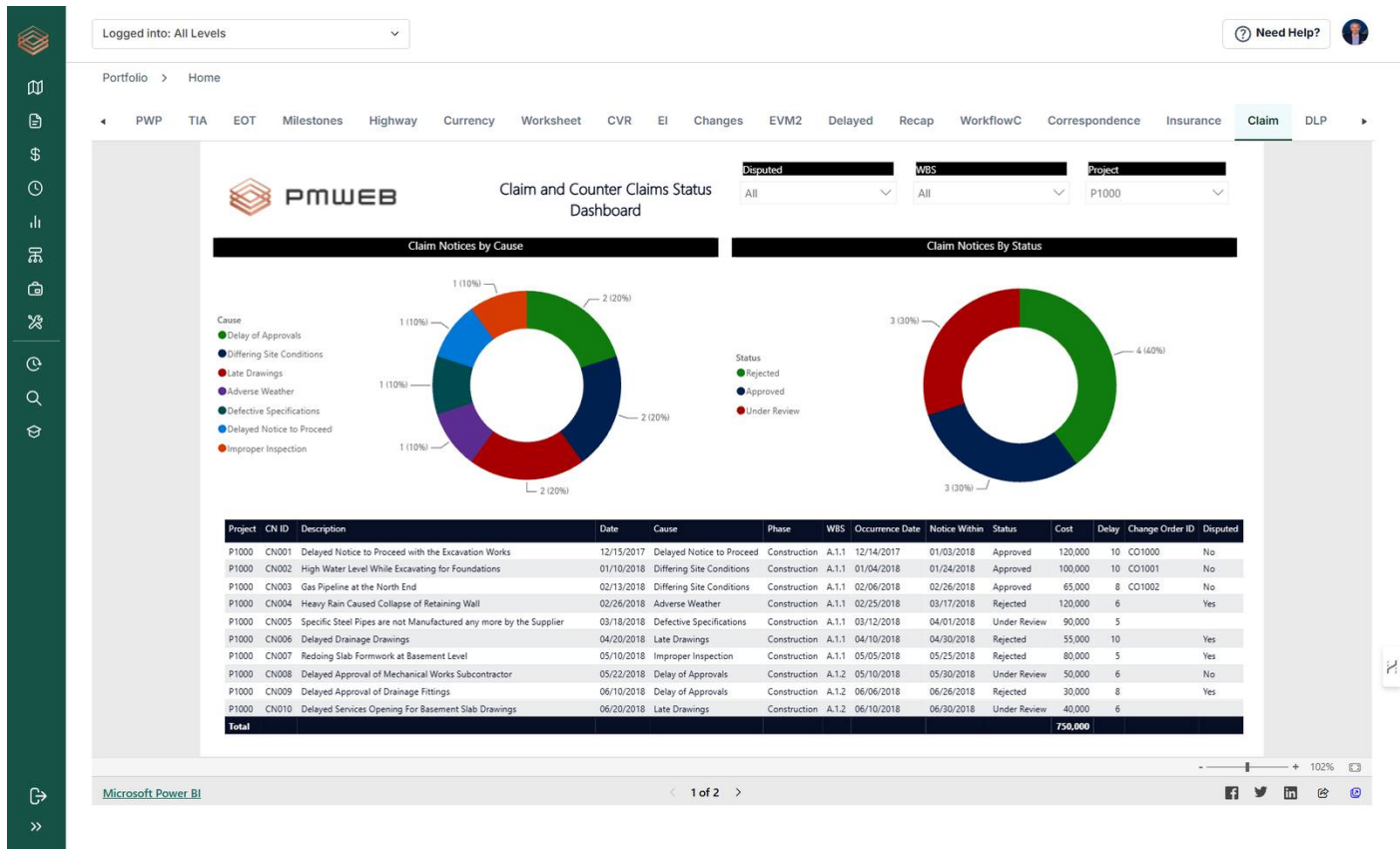
Facts beat memory

Approaching claims well is not about being adversarial. It is about both sides being able to see the same facts, so the conversation stays grounded in evidence rather than recollection. That is better for the relationship and better for the estimate. A clear record tends to resolve issues faster and closer to what is fair — which is exactly what an owner protecting an IRR wants.

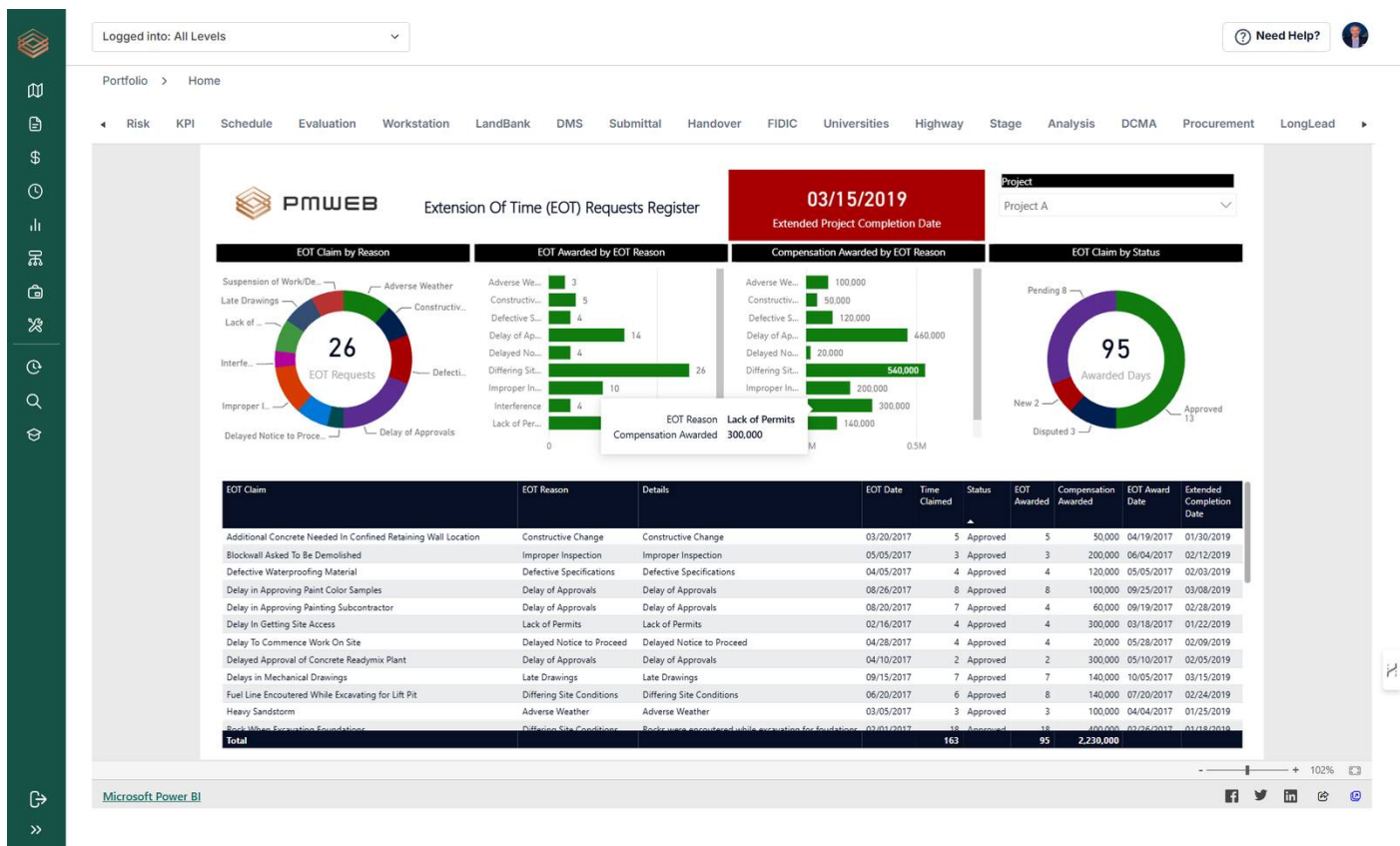
The strongest position in any claim is a complete record kept in real time.

With PMWEB, the record is ready before it is ever needed:

- A contemporaneous log of correspondence, all in one place
- Early warnings and notices tracked with their dates
- A claims register with status, value and supporting documents
- Extension-of-time records linked to the events and delays behind them
- Cost and time impact tracked for each claim
- Supporting evidence attached directly to each record
- A full timeline and audit trail for every entitlement discussion



The best time to build the record that resolves a claim is long before the claim exists. After it lands is the most expensive time to start looking for it.



The question for you

If a claim landed today, would your project record be ready — or would your team start digging through inboxes?

About the Author

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THE APPROVED ESTIMATE · AN OWNER'S GUIDE TO PROTECTING THE INVESTMENT

Payments, Cashflow and Currency

The approved estimate is also a payment plan. It leaks through over-certification, lost retention, and currency no one was watching.

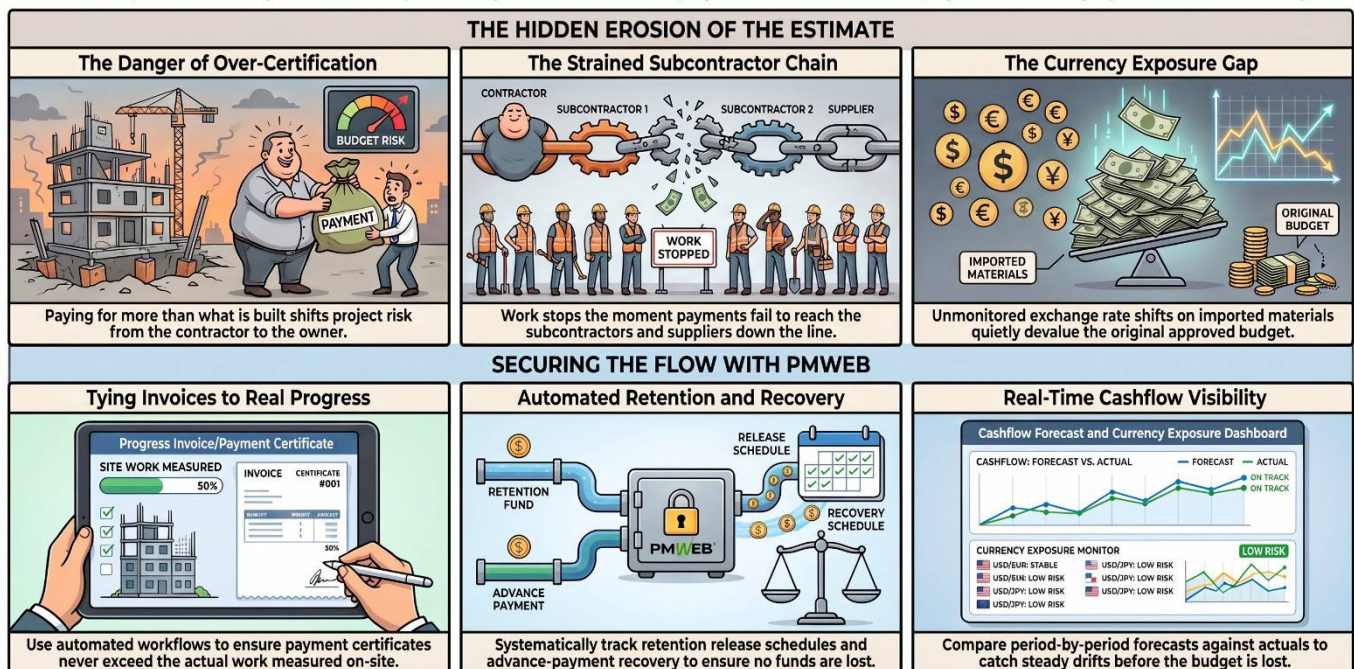
By Bassam Samman, PMP, PSP, EVP, GPM — CEO & Chairman, CMCS

Protecting the estimate is not only about scope, change and risk. It is also about the point where money actually leaves the project: payment. An estimate can be perfectly managed everywhere else and still erode, quietly, through certifying more than has been earned, mishandling retention, failing to recover advance payments, or ignoring the currency moves on imported materials and services.

Each of these is small in isolation and significant in total. And several of them sit outside the owner's direct payments altogether — in the health of the payment chain running down to subcontractors and suppliers, where a problem can surface on site long before it surfaces in a report.

Protecting the Investment: A Guide to Smarter Project Payments

How to prevent budget erosion by moving from “claimed” payments to “earned” payments using systematic tracking.



Certify what's earned, not what's claimed

The discipline at the heart of payment is straightforward: pay for work actually done, against the budget, with retention held and advances recovered as agreed. Where certification drifts ahead of real progress, the owner is funding the project faster than it is being built — and carrying risk that belongs to the contractor. A PMIS like PMWEB ties each progress certificate to measured progress and to the budget, so over-certification has nowhere to hide.

Watch the chain and the currency

On projects with international procurement, the approved estimate was set at certain exchange rates — and the market does not hold still for the convenience of a budget. Visibility into currency exposure is part of protecting the number. So is visibility into whether the contractor is paying its own subcontractors and suppliers, because a strained payment chain becomes the owner's problem the moment it stops work.

You can lose the estimate one over-certified payment at a time.

With PMWEB, the money side of the estimate stays in view:

- A progress invoice and payment-certificate workflow tied to actual progress
- Retention tracked with a clear release schedule
- Advance-payment recovery tracked to completion
- Cumulative certification checked against the budget to flag over-certification
- Visibility into payments due down the chain to subcontractors and suppliers
- Currency exchange exposure on international procurement and services
- Cashflow forecast against actual, period by period

Logged into: All Levels Need Help?

Costs > Progress Invoices / فواتير مرحلية > Manager Page > IPC03 - Payment No.3

RVS0104 - Boston Medical Center Approved

Progress Invoices / فواتير مرحلية / IPC03 - Payment No.3

New Record Print Recap

Main Adjustments Additional Information Checklists Clauses Payments Notes Attachments Workflow Notifications

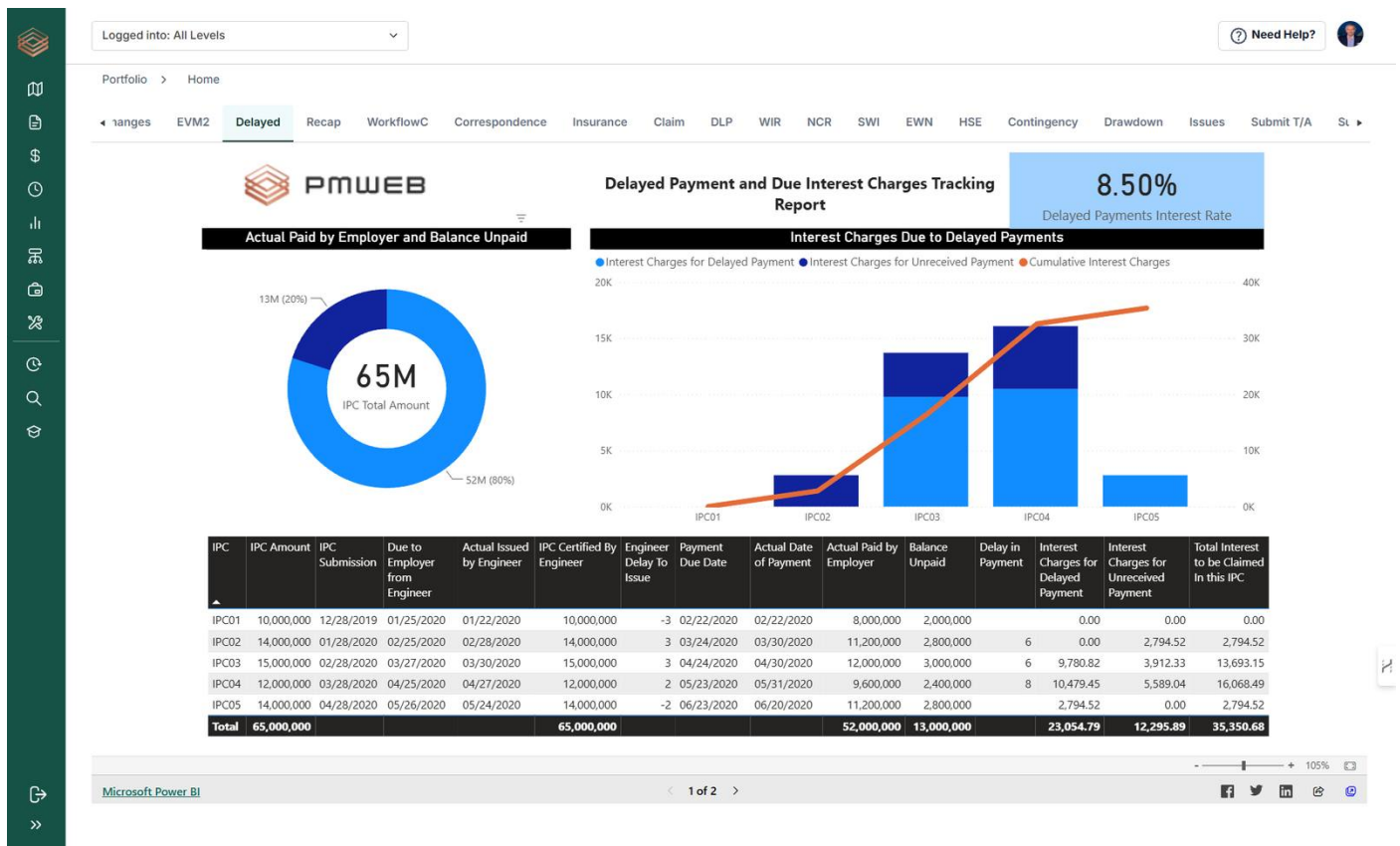
Header Fields

Project* / مشروع*	Commitment* / التزام*	Vendor / بائع	Invoice #
RVS0104 - Boston Medical Center	017 - Suez Sample Contract		3
Description	Record #*	Currency*	Reference
Payment No.3	IPC03	USD - Dollar (United States of Am...	
Category	Cost Period	WBS / هيكل تقديم العمل	Invoice/Certificate Date
			28-Feb-2020 12:00:00 tt
Billing Terms	Invoice Due	Invoice Type	Status / حالة
	23-Mar-2020 12:00:00 tt	Progress	Approved
Revision	Contact	Comment	☐ Signed Waiver Attached
0			
☐ Paid In Full	☐ Use Units / استخدام الوحدات		

User Defined Fields

Document Reference	Swift Code	Bank Name	Account Name
IBAN No	Recommendation No	☐ Time Impact	

The estimate is rarely lost in a single bad payment. It is lost through a steady drift that no one was tracking — until the cashflow no longer matches the plan.



The question for you

On your last project, did you certify what was actually earned – and did anyone watch the currency?

About the Author

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THE APPROVED ESTIMATE · AN OWNER'S GUIDE TO PROTECTING THE INVESTMENT

The Cost Estimate at Completion

The final cost shouldn't be a surprise. It should be a forecast you've watched move every single month.

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

The entire purpose of everything in this series is one outcome: that the final cost matches the approved estimate, so the investment delivers the return it promised. The mistake owners make is treating that as something they will find out at the end. The final cost is not a result to wait for. It is a forecast to watch — and the watching is where the protection happens.

The estimate at completion is the single most important number an owner can see during delivery. It answers the only question that ultimately matters: given everything that has happened and everything still committed, where will this project land? The gap between that forecast and the approved estimate is your early warning — and it is most useful long before it closes.

Forecast the Landing: Protecting Your Project Investment

1. THE RISK OF REACTIVE REPORTING

The Most Expensive Moment
The costliest time to learn your final cost is the day you reach it.

2. THE "SURPRISE" TRAP

The "Surprise" Trap
Owners who wait for final accounts are almost always surprised by late-stage costs.

3. PROACTIVE FORECASTING - LIVE DATA INTEGRATION

Live Data Integration
Merge budgets, commitments, and claims into a single, honest, real-time forecast.

4. THE GAP IS THE EARLY WARNING

The Gap is the Early Warning
A widening gap between forecast and budget signals the need for immediate action.

5. TREND TRACKING FOR SAFETY

Trend Tracking
Monitoring the direction of the EAC gives owners time to act while it's cheap.

Forecast the landing, don't wait for it

A live estimate at completion pulls together the budget, the commitments made, the costs incurred, and the changes and claims in play, into a single honest forecast of the final number. Updated continuously, it turns cost management from a backward-looking report into a forward-looking instrument. You stop asking "where have we been?" and start asking "where are we going, and is it still where we approved?"

This is precisely what a PMIS like PMWEB maintains. As every commitment, change and claim is recorded, the estimate at completion moves with it — so the forecast is never more than a moment out of date.

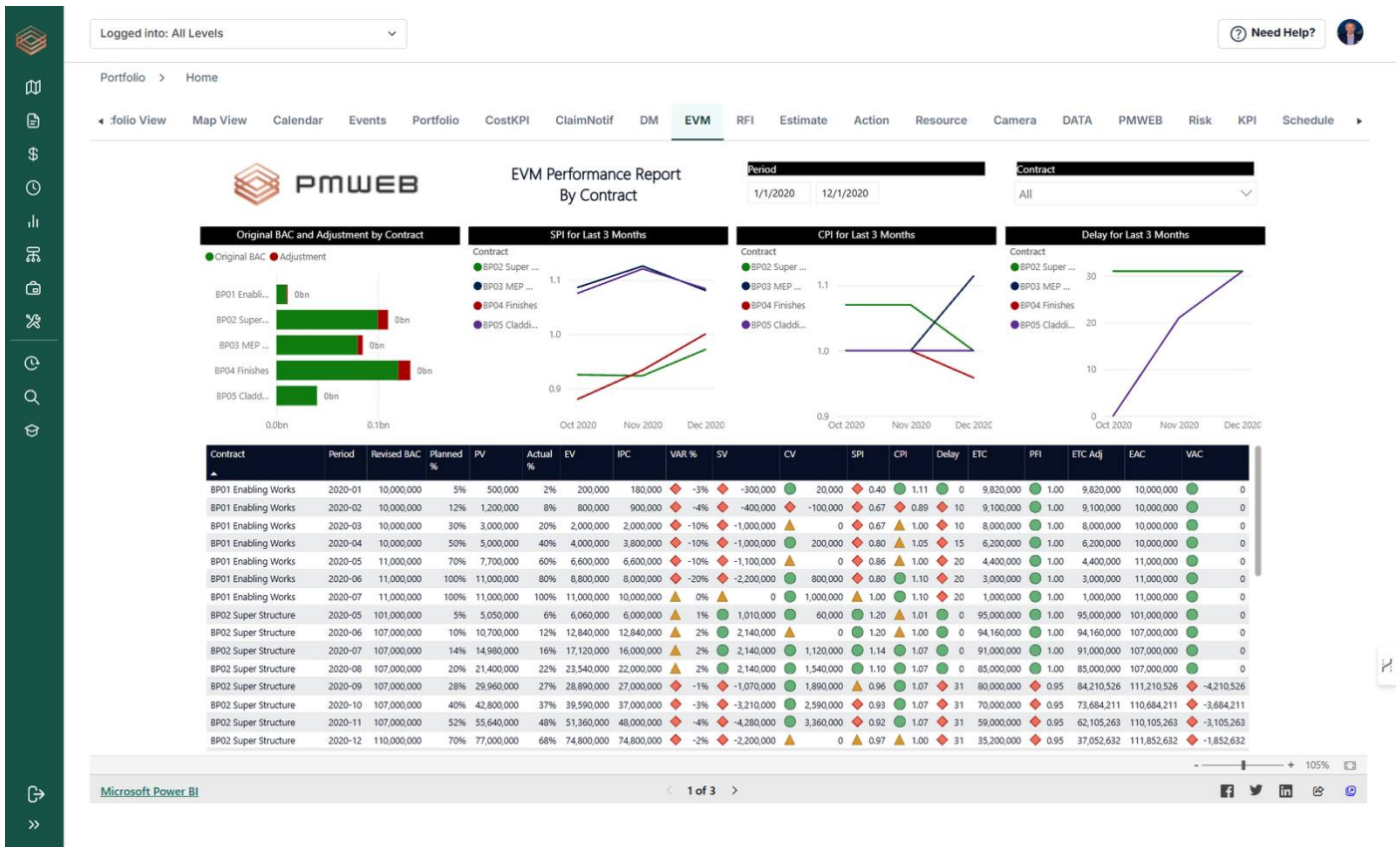
The gap is the early warning

What matters is not just today's forecast but its direction. A gap to the approved estimate that is steady can be managed. A gap that widens month after month is telling you something the cost report will only confirm later, at far greater expense. Watching the trend is what gives an owner the time to act while acting is still cheap.

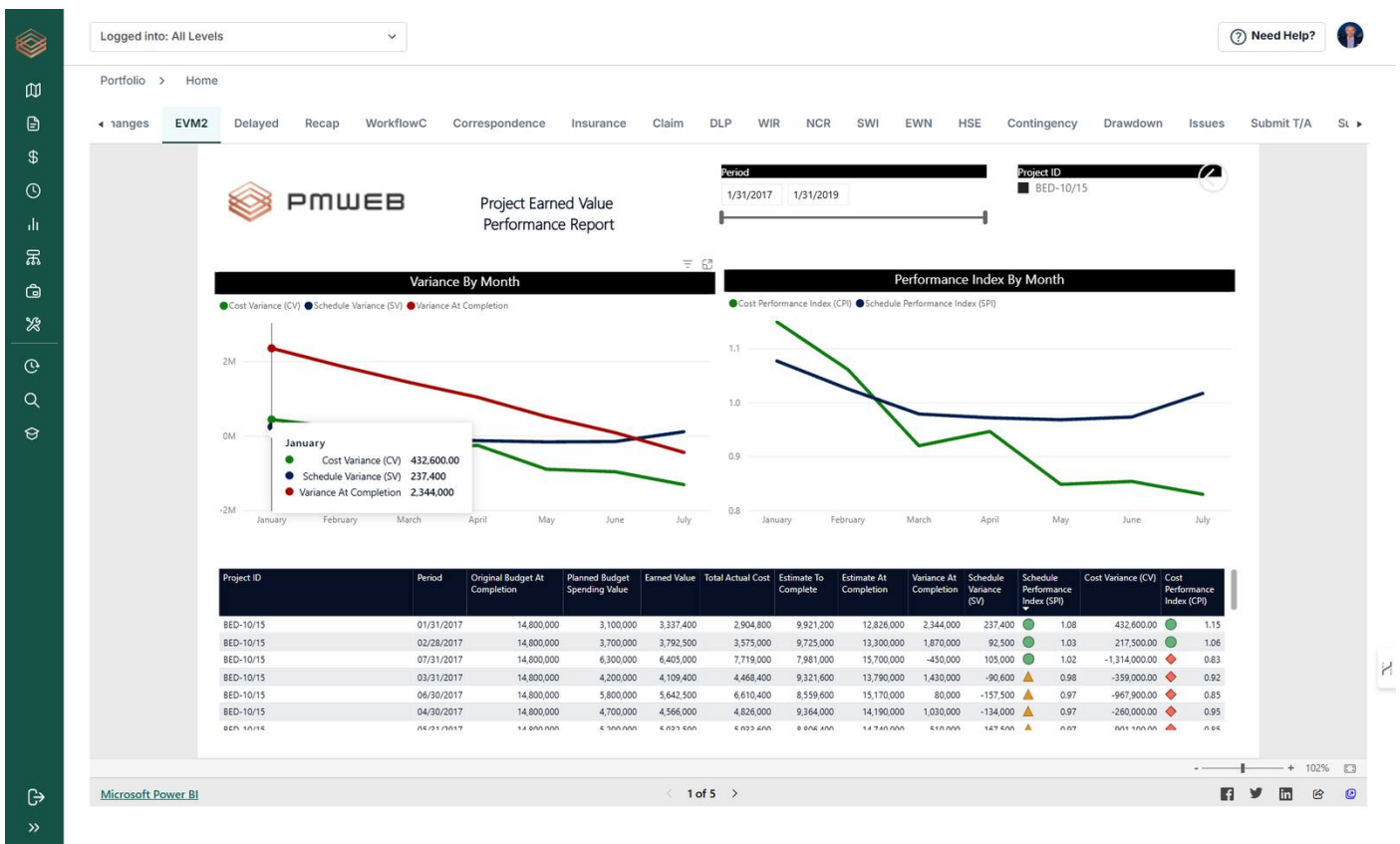
The most expensive moment to learn your final cost is the day you reach it.

With PMWEB, the landing point is always in view:

- Original budget, committed, actual and forecast in a single view
- A live estimate at completion that updates with every change, claim and commitment
- Variance to the approved estimate highlighted continuously
- The trend of the estimate at completion over time — is the gap widening?
- Forecast-to-complete by cost element, not just in total
- Drill-down from the headline number to the events behind it
- Early visibility of the final position while there is still room to act



An owner who forecasts the final cost every month is rarely surprised by it. An owner who waits for the final account is surprised almost every time – and surprises, at that stage, only ever cost money.



The question for you

Right now, today, do you know where your project will land — or only where it has been?

About the Author

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THE APPROVED ESTIMATE · AN OWNER'S GUIDE TO PROTECTING THE INVESTMENT

Final Account and Closeout

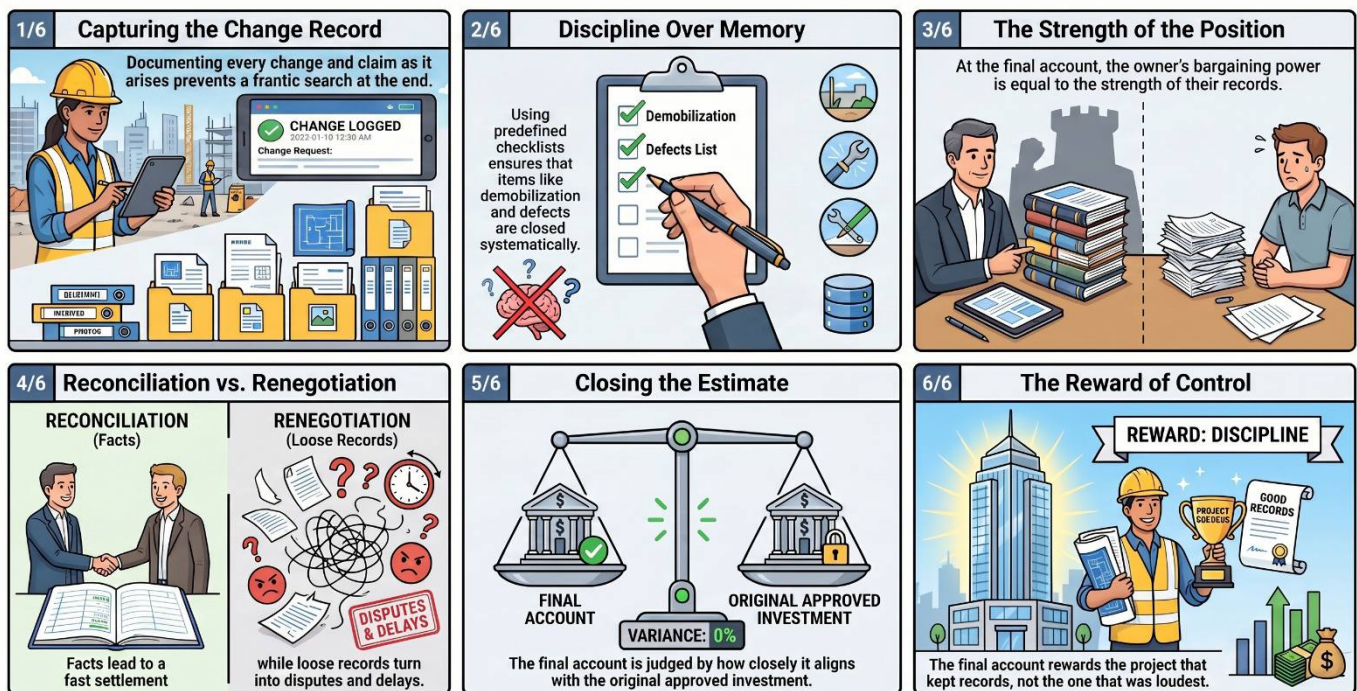
The final account is where the estimate is judged — and where loose records turn into disputes.

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

The final account is the moment of truth for the approved estimate. Everything the project did, decided and deferred arrives here to be reconciled against the number the investment was built on. For a well-managed project, it is a confirmation. For a loosely-managed one, it is where months of postponed loose ends, undocumented changes and incomplete records all come due at once — and turn into dispute and delay.

Closeout has a way of revealing how the whole project was run. The discipline that felt optional in month three — capturing each change, keeping the record, closing items as they arose — is exactly what makes the final account a reconciliation rather than a renegotiation.

The Final Account: From Project Execution to the Moment of Truth



Closeout is a process, not a scramble

The projects that close cleanly treat closeout as a defined process with clear steps, not a frantic search at the end. Substantial and final acceptance, the final account, demobilisation, retention release, outstanding defects — each has its checklist, and each is worked to completion. The processes that quietly drag when left to memory are the ones that hold up settlement and erode the estimate.

A PMIS like PMWEB makes closeout repeatable. Predefined checklists ensure nothing is missed, and because the change and claim record has been building all along, the final account assembles from facts already captured rather than evidence hastily reconstructed.

The record decides the final number

At final account, the strength of the record is the strength of the owner's position. Every documented change, every resolved claim, every closed item is one less thing to argue about. The owner who reaches this point with a complete record settles faster, closer to the approved estimate, and with the relationship intact — which is its own kind of return.

Every loose end you left open arrives at the final account at the same time.

With PMWEB, closeout is controlled to the end:

- Predefined checklists for substantial and final acceptance, final account and demobilisation
- A complete change and claim record feeding the final account
- An outstanding-items log tracked to closure
- Retention release tracked against its schedule
- Defects and snags tracked through to sign-off
- Document-completeness checks before closeout
- Final account reconciled against the approved estimate

The final account does not reward the project that was loudest at the end. It rewards the one that kept its record all the way through.

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The question for you

When you reach final account, will it be a reconciliation — or a renegotiation?

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THE APPROVED ESTIMATE · AN OWNER'S GUIDE TO PROTECTING THE INVESTMENT

The Owner's Real-Time Commercial Dashboard

Protecting the estimate isn't one report. It's one real-time picture of everything that can move it.

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

Across this series, one thread has run through every article. Protecting the approved estimate — and with it the IRR the whole investment depends on — is not a single task done once. It is the sum of many: watching the leading indicators, controlling change, governing contingency, keeping the record, certifying payment carefully, forecasting the final cost, closing out cleanly. No owner can do all of that on monthly PDFs and intuition. It requires seeing the whole picture, in real time, in one place.

That is what a commercial dashboard delivers, and it is the capability that ties everything else together. Leading and lagging indicators side by side. The signals that warn early and the results that confirm late, on one screen, updated continuously — so the owner is never the last to know, and always has time to act.

The Owner's Real-Time Commercial Dashboard: From Hindsight to Foresight

THE HINDSIGHT TRAP (AUDITING A LOSS)

Hindsight vs. Foresight: Monthly reports tell you what already happened.

I'M ALWAYS THE LAST TO KNOW!

Real-time visibility is the difference between auditing a loss and protecting the estimate.

THE SIGNAL CHAIN (EARLY WARNINGS)

The Signal Chain: Aging RFIs and submittals warn that costs are forming before they hit the budget.

Monitor aging RFIs and pending decisions to spot early warnings.

REAL-TIME FORESIGHT (PROTECTING THE ESTIMATE)

The Power of Early Visibility: Dashboards tell you where you are heading.

Measure risk exposure against remaining contingency to ensure the buffer lasts. Proactive management protects the estimate and IRR.

Leading and lagging, in one place

The value of a real dashboard is not prettier reporting. It is the combination of indicators that, separately, each tell only part of the story. Aging RFIs warn that cost is forming. The estimate at completion shows where the project will land. Contingency against remaining risk shows whether the buffer will last. Cashflow shows whether the money matches the plan. Together, in real time, they let an owner manage the investment rather than audit it after the fact.

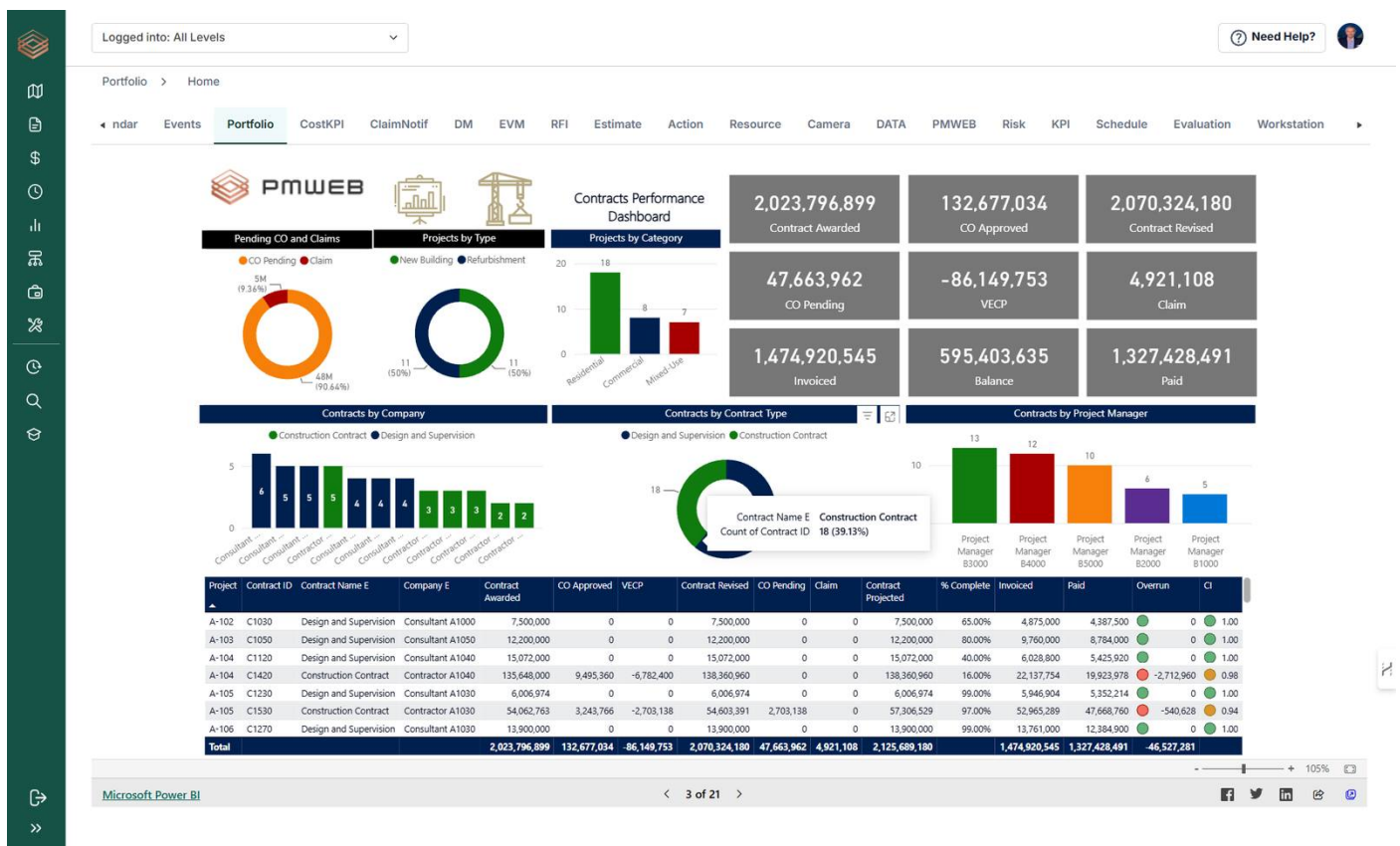
From hindsight to foresight

The difference a PMIS like PMWEB makes is the shift from hindsight to foresight. A monthly report tells you what already happened. A live dashboard tells you what is happening and where it is heading, while there is still room to change the outcome. For an owner whose return depends on the final cost matching the approved estimate, that shift is the entire game.

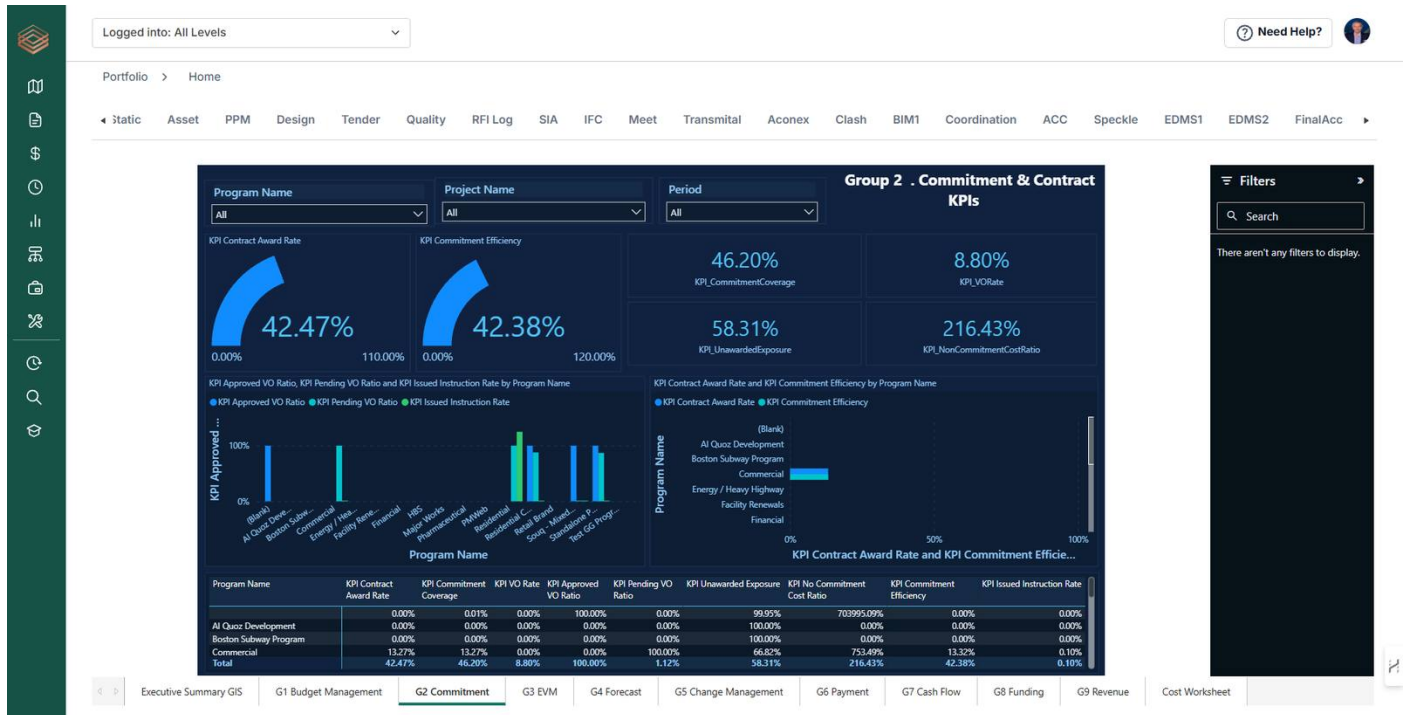
The owner who can see everything in real time is the owner who still has time to act.

With PMWEB, the whole commercial picture lives on one dashboard:

- Live cost: budget, committed, actual and estimate at completion
- Change and contingency status against the original budget
- Risk exposure measured against remaining contingency
- Aging RFIs, submittals and pending decisions — the leading indicators
- Claims and extension-of-time status and value
- Cashflow and currency exposure against the plan
- Closeout readiness as the project nears completion
- Role-based views for the owner, the project manager and the delivery teams



Every article in this series was, in the end, about the same thing: visibility early enough to do something about it. The dashboard is where that visibility becomes a daily habit — and where protecting the estimate stops being a hope and becomes a discipline.



The question for you

If you could see only one dashboard every morning, what would have to be on it to protect your investment?

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.

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THE APPROVED ESTIMATE · AN OWNER'S GUIDE TO PROTECTING THE INVESTMENT

Committing the Budget

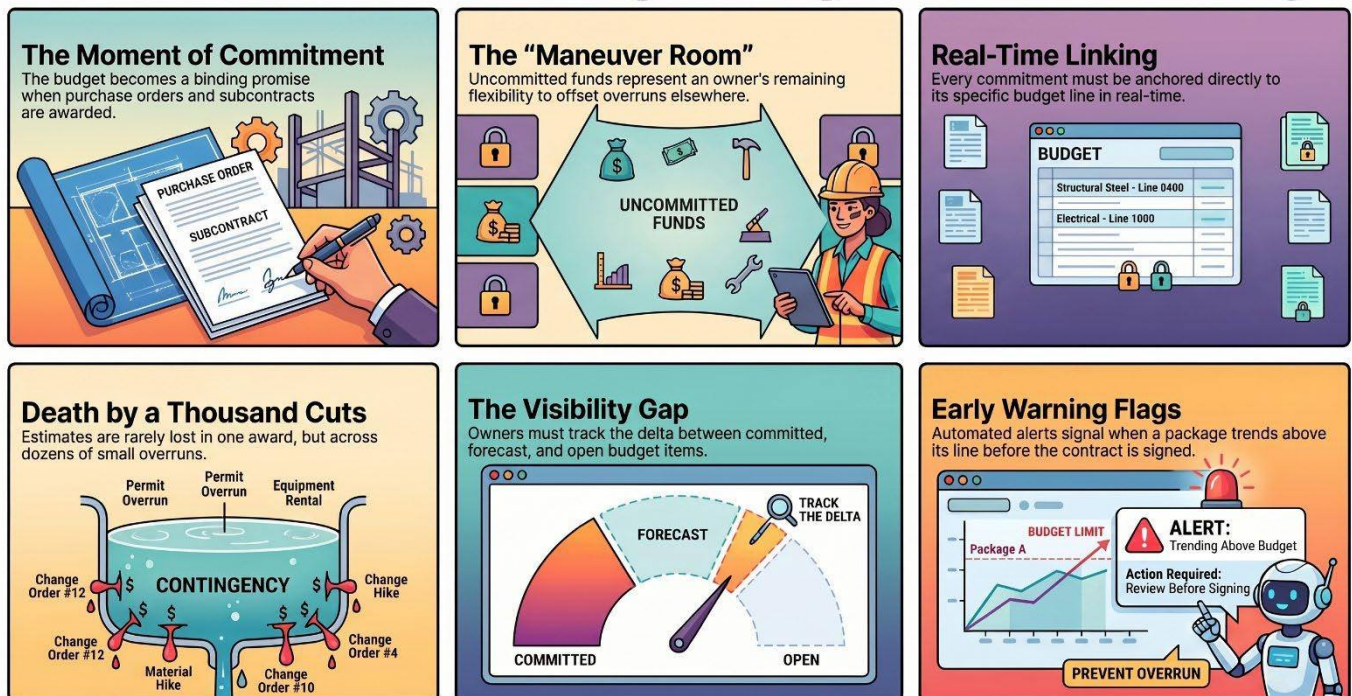
An approved budget is only a plan. It becomes real — and either protected or exposed — at the moment you commit it to purchase orders and subcontracts.

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

The baseline sets the budget, but money is not spent at the baseline. It is spent — committed — when packages are procured: when purchase orders are placed, subcontracts are awarded, and agreements are signed. That moment of commitment is where the approved estimate is genuinely put at risk, because a commitment is a promise the budget now has to keep.

Between the approved budget and the final cost sits a layer that often receives less attention than it deserves: commitment management. The gap between what has been committed and what remains uncommitted is one of the clearest early reads on whether the estimate will hold — and one of the easiest to lose sight of without the right system.

From Plan to Promise: Mastering the Budget Commitment Journey



Commitment is where the estimate meets reality

Each package procured at or under its budget line protects the estimate. Each one awarded above it quietly erodes the contingency before the work has even begun. Owners who track commitments against the budget package by package see that pressure building while there is still room to rebalance — rather than discovering it once the invoices start to arrive.

This is precisely the link a PMIS like PMWEB is built to maintain. Every purchase order and subcontract is tied back to its budget line, so committed cost is visible against the plan in real time, not reconstructed at month end.

The uncommitted budget is your room to manoeuvre

The portion of the budget not yet committed is the owner's flexibility. While it remains, an overrun on one package can be offset against savings elsewhere. Once it is gone, the options narrow sharply and every further pressure lands straight on the contingency. Knowing, at any moment, how much of the estimate is committed, how much is forecast, and how much is still genuinely open is what keeps an owner ahead of the number instead of reacting to it.

A budget is only a plan until you commit it. After that, it is a promise.

With PMWEB, every commitment stays anchored to the budget:

- Purchase orders and subcontracts linked directly to their budget lines
- Committed cost tracked against the budget in real time, package by package
- The gap between committed, forecast and uncommitted budget always in view
- Procurement status for every package, from tender through to award
- Commitment changes and variations captured against the original order
- Approval routing and a full audit trail on every commitment
- Early flags when a package is trending above its budget line

Commitment Log (by Cost Code)



Project	Code	Description	Date	Original Amt	Approved CO	Pending CO	Revised Amt	Invoice Amt	Balance Amt	Total Retainage
01-00000 - Land Acquisition										
Boston Medical Center	027		17-May-2023 10:56:44 AM	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
02-01000 - General Conditions										
Boston Medical Center	002	GMP Contract	23-Sep-2011 10:04:51 PM	\$200,000.00	\$0.00	\$0.00	\$200,000.00	\$228,250.00	\$-28,250.00	\$22,825.00
02-02000 - Existing Conditions										
Boston Medical Center	002	GMP Contract	23-Sep-2011 10:04:51 PM	\$90,000.00	\$0.00	\$0.00	\$90,000.00	\$90,000.00	\$-10,000.00	\$90,000.00
Boston Medical Center	027		17-May-2023 10:56:44 AM	\$0.00	\$0.00	\$0.00	\$0.00	\$900,000.00	\$-900,000.00	\$90,000.00
02-03000 - Concrete										
Boston Medical Center	002	GMP Contract	23-Sep-2011 10:04:51 PM	\$3,400,000.00	\$0.00	\$0.00	\$3,400,000.00	\$1,071,400.00	\$2,328,600.00	\$76,500.00
Boston Medical Center	006	Contrato prue	06-Mar-2018 11:34:17 AM	\$360.00	\$0.00	\$0.00	\$360.00	\$1,071,400.00	\$-1,071,040.00	\$76,500.00
Boston Medical Center	010	Concrete	20-Aug-2018 5:50:29 PM	\$1,000,000.00	\$0.00	\$0.00	\$1,000,000.00	\$1,071,400.00	\$-71,400.00	\$76,500.00
Boston Medical Center	014		26-Sep-2019 2:39:28 AM	\$14,000.00	\$0.00	\$0.00	\$14,000.00	\$1,071,400.00	\$-1,061,400.00	\$76,500.00
Boston Medical Center	027		17-May-2023 10:56:44 AM	\$0.00	\$0.00	\$0.00	\$0.00	\$1,071,400.00	\$-1,071,400.00	\$76,500.00
02-05000 - Metals										
Boston Medical Center	002	GMP Contract	23-Sep-2011 10:04:51 PM	\$825,000.00	\$0.00	\$0.00	\$825,000.00	\$495,000.00	\$330,000.00	\$49,500.00
02-06100 - Rough Carpentry										
Boston Medical Center	002	GMP Contract	23-Sep-2011 10:04:51 PM	\$165,000.00	\$0.00	\$0.00	\$165,000.00	\$99,000.00	\$66,000.00	\$9,900.00
02-08000 - Openings										
Boston Medical Center	006	Contrato prue	06-Mar-2018 11:34:17 AM	\$1,500.00	\$0.00	\$0.00	\$1,500.00	\$100.00	\$1,400.00	\$0.00
02-09000 - Painting and Coating										
Boston Medical Center	002	GMP Contract	23-Sep-2011 10:04:51 PM	\$250,000.00	\$0.00	\$0.00	\$250,000.00	\$212,500.00	\$37,500.00	\$21,250.00
02-21000 - Fire Suppression										
Boston Medical Center	002	GMP Contract	23-Sep-2011 10:04:51 PM	\$425,000.00	\$0.00	\$0.00	\$425,000.00	\$318,750.00	\$106,250.00	\$31,875.00
02-32000 - Plumbing										
Boston Medical Center	002	GMP Contract	23-Sep-2011 10:04:51 PM	\$400,000.00	\$0.00	\$0.00	\$400,000.00	\$228,000.00	\$180,000.00	\$22,000.00
Boston Medical Center	010	Concurso Inst	13-Nov-2018 11:45:59 AM	\$8,000.00	\$0.00	\$0.00	\$8,000.00	\$228,000.00	\$-212,000.00	\$22,000.00
02-33000 - HVAC										
Boston Medical Center	002	GMP Contract	23-Sep-2011 10:04:51 PM	\$400,000.00	\$0.00	\$0.00	\$400,000.00	\$100,000.00	\$300,000.00	\$10,000.00
Boston Medical Center	005	Architectural	09-May-2014 10:21:33 AM	\$25,054,500.00	\$0.00	\$0.00	\$25,054,500.00	\$100,000.00	\$24,954,500.00	\$10,000.00

1 of 2 Printed on 25-Jun-2026 6:43:47 PM

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Commitment Log (by Cost Code)

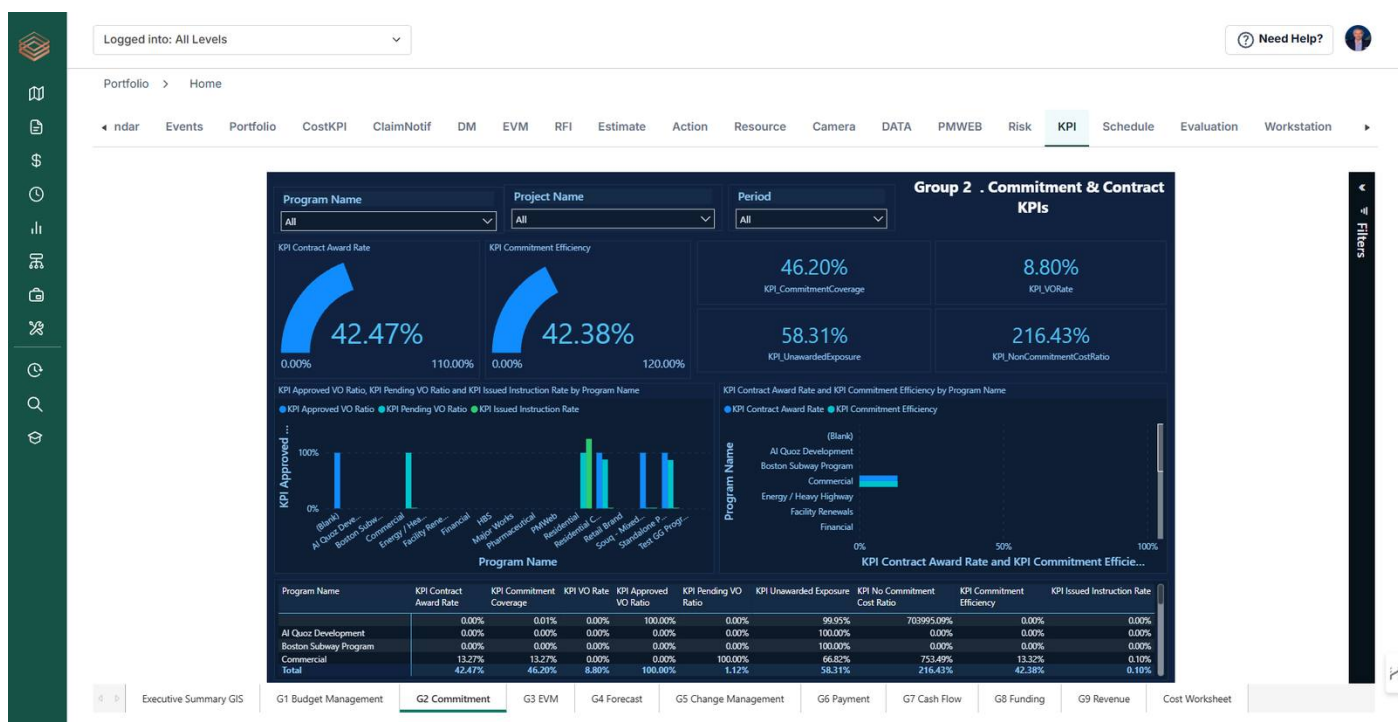


Project	Code	Description	Date	Original Amt	Approved CO	Pending CO	Revised Amt	Invoice Amt	Balance Amt	Total Retainage
Boston Medical Center	015	Concurso Inst	13-Nov-2018 11:45:59 AM	\$9,000.00	\$0.00	\$0.00	\$9,000.00	\$100,000.00	\$-91,000.00	\$10,000.00
02-20000 - Electrical										
Boston Medical Center	002	GMP Contract	23-Sep-2011 10:04:51 PM	\$500,000.00	\$0.00	\$0.00	\$500,000.00	\$0.00	\$500,000.00	\$0.00
Boston Medical Center	006	Electrico	09-Mar-2018 4:37:37 PM	\$180.00	\$0.00	\$0.00	\$180.00	\$0.00	\$180.00	\$0.00
Boston Medical Center	013		09-Sep-2019 12:30:18 PM	\$5,000.00	\$0.00	\$0.00	\$5,000.00	\$0.00	\$5,000.00	\$0.00
Boston Medical Center	015	Concurso Inst	13-Nov-2018 11:45:59 AM	\$5,250.00	\$0.00	\$0.00	\$5,250.00	\$0.00	\$5,250.00	\$0.00
02-31000 - Earthwork										
Boston Medical Center	002	GMP Contract	23-Sep-2011 10:04:51 PM	\$480,000.00	\$0.00	\$0.00	\$480,000.00	\$0.00	\$480,000.00	\$0.00
03-01000 - Design Architect										
Boston Medical Center	001	Design Servic	23-Sep-2011 10:00:57 PM	\$500,000.00	\$0.00	\$0.00	\$500,000.00	\$1,700,000.00	\$-1,200,000.00	\$0.00
03-03000 - Structural Engineer										
Boston Medical Center	003	Structural En	27-Sep-2011 1:31:17 PM	\$200,000.00	\$0.00	\$0.00	\$200,000.00	\$25,000.00	\$175,000.00	\$0.00
03-03030 - Landscape Architect										
Boston Medical Center	027		17-May-2023 10:56:44 AM	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
03-03050 - Blueprinting										
Boston Medical Center	007	Prueba valida	07-Mar-2018 11:28:30 AM	\$30,000.00	\$0.00	\$0.00	\$30,000.00	\$0.00	\$30,000.00	\$0.00

2 of 2 Printed on 25-Jun-2026 6:43:47 PM

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The estimate is rarely lost in a single award. It is lost across dozens of packages, each a little over its line, with no one watching the cumulative effect until the uncommitted budget has quietly run out.



The question for you

How much of your project's budget is already committed — and do you know whether each commitment came in under its line?

About the Author

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THE APPROVED ESTIMATE · AN OWNER'S GUIDE TO PROTECTING THE INVESTMENT

The Cost of Time

On a real estate investment, every day of delay is a day of delayed return. Time is not just schedule — it is cost.

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

It is tempting to treat cost and time as separate disciplines — managed by separate teams, reported in separate documents. For a project owner, they are the same conversation. A real estate investment earns its return when it opens: when tenants move in, when units hand over, when the asset finally starts working. Every day that moment slips, the return slips with it, and the IRR the whole investment was approved on quietly weakens.

This is the cost of time, and it rarely appears in the cost report. It shows up instead as prolongation, as extended financing, as delayed revenue, and as escalation on materials and labour that were priced for an earlier completion. The approved estimate assumed a date. Miss the date, and the estimate was never quite the estimate.

THE COST OF TIME: Why Every Day of Delay Erodes Your Investment

In real estate investment, time and cost are inseparable; every day a project is delayed is a day of lost revenue and weakened Internal Rate of Return (IRR). This narrative explores how schedule slippage creates a ripple effect of hidden costs and how integrated monitoring can protect the original investment estimate.

- 1. THE BASELINE COMMITMENT**
The Baseline Schedule is a Financial Commitment.
Every activity carries a cost, and the timing determines when capital is recovered.
- 2. SLIPPAGE TRIGGER**
Slippage Triggers Hidden "Cost of Time" Escalations.
Extended Financing Fees, Material Price Hikes, Costly Labor Prolongation.
- 3. LOST REVENUE**
Late Openings Equal Irrecoverable Revenue.
COMING SOON... LATE.
- 4. INTEGRATED STRATEGY: EARLY DETECTION**
Late Opening Equal Irrecoverable Revenue. Catch Slippage in the First Weeks.
A day of delayed tenant move-in is a day of return never regained. The cheapest delay to recover from is the one identified early in progress.
- 5. BREAKING SILOS**
Break the Silos Between Time and Cost.
REAL-TIME DASHBOARD: SLIPPAGE IMPACT + COST CONSEQUENCES.
View slippage alongside its specific cost consequences in a single, real-time dashboard.
- 6. PROTECTED RETURN**
Protect the Date to Protect the Return.
PROTECTED IRR.
Managing cost without managing time only protects half of the total investment.

The programme is a cost document

The baseline schedule is not only a sequencing tool — it is a financial commitment. Every activity carries cost, and the order and timing of activities determine when money is spent and when it is recovered. An

owner who reads the programme as a cost document sees slippage for what it really is: an early signal of cost still to come.

A PMIS like PMWEB connects the programme to the commercial picture, so a slipping schedule is visible alongside its cost consequences — rather than sitting in a separate report that lands too late to do anything about.

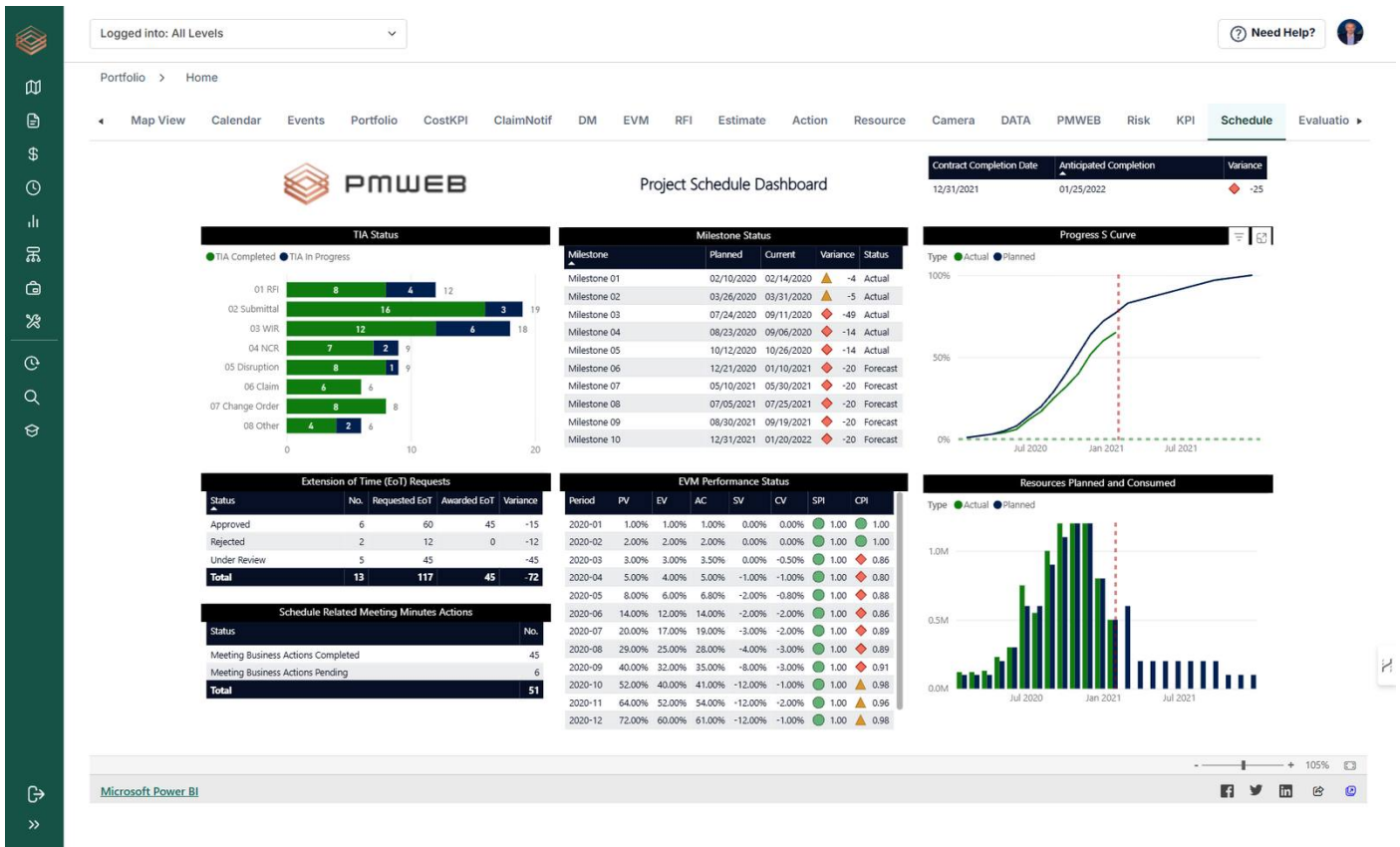
Protect the date to protect the return

Protecting the completion date is one of the most direct ways an owner protects both the estimate and the IRR. That means watching progress against the baseline continuously, catching slippage in its first weeks, and understanding the cost of a delay before it compounds. The cheapest delay to recover from is always the one caught early; the most expensive is the one acknowledged at handover.

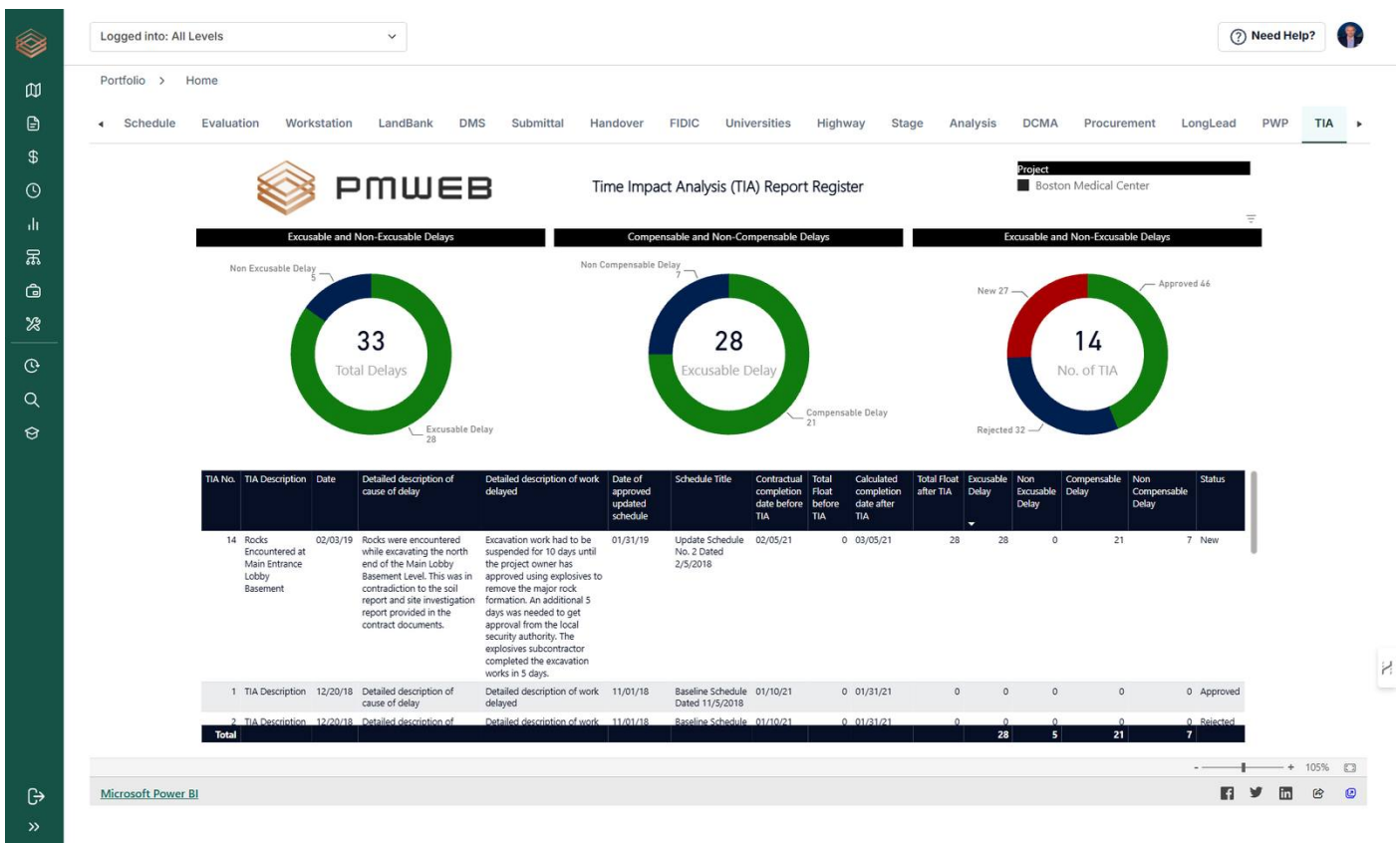
Every day the asset opens late is a day of return the investment never gets back.

With PMWEB, time and cost are watched together:

- Progress monitored against the baseline schedule in real time
- Slippage shown alongside its cost consequences, in one place
- Delay events and their impact linked back to the programme
- Prolongation and time-related cost exposure tracked as it accrues
- Early warning when key activities or milestones begin to drift
- A completion forecast updated continuously, not only at month end
- Time and cost reported together, not in separate silos



An owner who manages cost without managing time is protecting only half the investment. The estimate and the date stand or fall together — and the return depends on both.



The question for you

If your project slipped a month today, do you know what it would cost the investment — and would you see it in time to recover?

About the Author

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