



CMCS INSIGHTS • RECONSTRUCTION

Rebuilding Nations: PMWEB as the Reconstruction Control Tower

How governments, finance ministries, sovereign funds and development banks can run the reconstruction of a country after war or natural disaster from one PMWEB Control Tower: an asset-centric portfolio, funding followed from pledge to payment, governance built into every workflow, permits and grievances managed as risks, interfaces between investments, and the transparency that attracts co-investment.

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

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Reconstruction Is a Portfolio, Not a Project

Why governments, finance ministries, sovereign funds and development banks need one Control Tower before the first contract is signed

Bassam Samman, PMP, PSP, EVP, GPM | Chairman & CEO, CMCS FZCO | PMWEB Authorised Implementation Partner, GCC & MENA

Every reconstruction programme begins with a number. After Tropical Cyclone Winston struck Fiji in February 2016, the government-led Post-Disaster Needs Assessment put damage and losses at F\$1.99 billion, with 30,369 homes, 495 schools and 88 health facilities damaged or destroyed. The World Bank's 2025 assessment estimated Syria's reconstruction cost at US\$216 billion. Ukraine's fourth Rapid Damage and Needs Assessment put recovery and reconstruction needs at US\$524 billion over ten years. Beirut's 2020 port explosion caused US\$3.8–4.6 billion in physical damage in a single afternoon.

The number matters, because it is what donors pledge against. But the number is not the hard part. The hard part is what follows: hundreds of funders, ministries, municipalities, contractors and communities trying to turn that figure into rebuilt schools, hospitals, roads, power and homes — in the right order, at the right cost, with nothing lost on the way.

Reconstruction fails in the gaps between organisations

Fiji's Ministry of Economy described the problem plainly after Winston. It “struggled to assess the full extent of the damage. Projects and assets were managed department by department, with no central repository and no visibility into ongoing work or the resources tied to each.” That sentence could describe almost any country the day after a disaster or a war.

Post-conflict and post-disaster programmes share the same structural weaknesses:

- **Many funders, many rule books.** A finance ministry budget, a sovereign fund's equity, a World Bank loan, a regional development bank, Gulf bilateral grants and private co-investors each come with their own conditions, reporting formats and audit rights.
- **Many implementers.** Line ministries, municipalities, utilities, joint ventures and NGOs deliver in parallel, often using spreadsheets and email.
- **Assets, not just projects.** A destroyed school is an asset with a condition, a service it no longer provides and a community waiting for it. Projects come and go; the asset register is what the state actually owns.
- **Interfaces everywhere.** Housing without power, a hospital without water, or a port without an access road is capital locked in a finished but useless asset.
- **People on the ground.** Permits, land rights, relocation and grievances decide the pace of the work more often than engineering does.
- **Many nations, many languages.** Funders, investors, contractors and communities from different countries must work from the same facts.

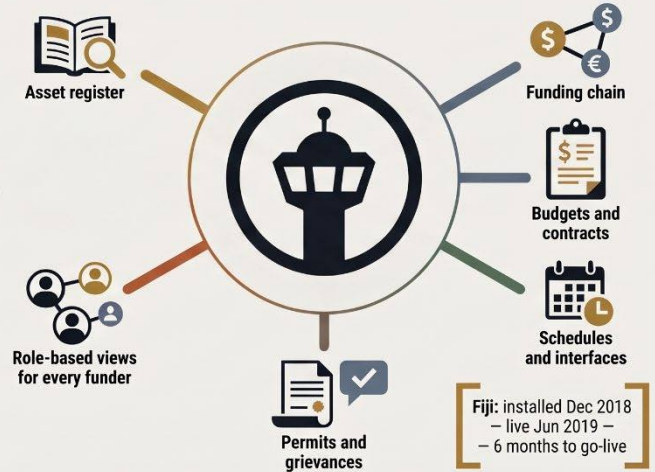
RECONSTRUCTION IS A PORTFOLIO, NOT A PROJECT

 **F\$1.99bn** — Cyclone Winston damage and losses, Fiji 2016 (PDNA)  **\$3.8–4.6bn** — Beirut port explosion physical damage, 2020 (RDNA)  **\$216bn** — Syria reconstruction cost, World Bank 2025  **\$524bn** — Ukraine recovery needs over 10 years (RDNA4, 2025)

WITHOUT A CONTROL TOWER



WITH PMWEB AS THE CONTROL TOWER



PUT THE CONTROL TOWER IN PLACE BEFORE THE MONEY STARTS TO FLOW.

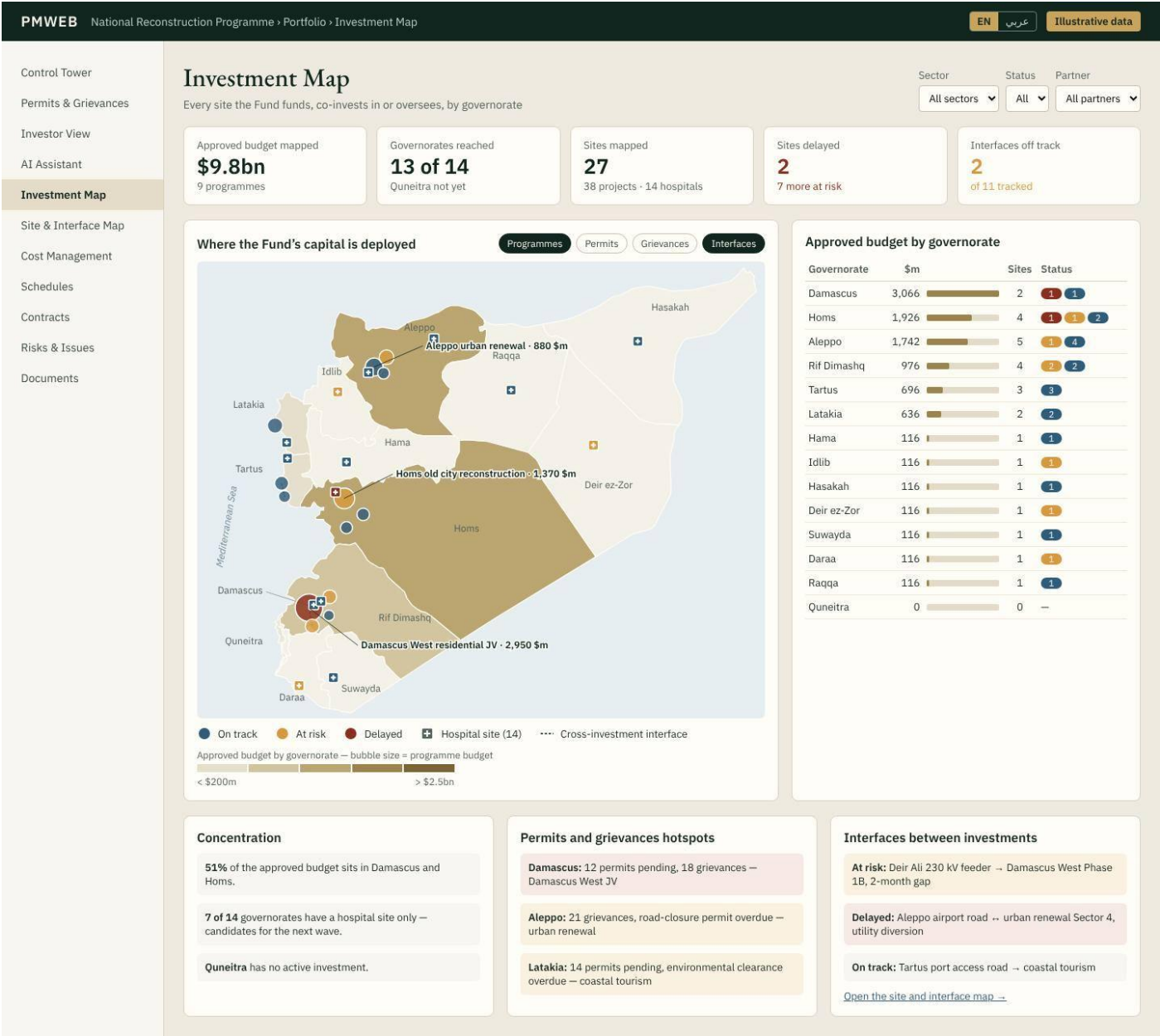
Figure 1: Reconstruction Is a Portfolio, Not a Project

One record, many views: the Control Tower

The answer is not another report template. It is a single system of record that every delivery entity feeds as part of its daily work, and from which each stakeholder sees what it is entitled to see. In the capital projects world, that system is a Project Management Information System (PMIS). PMWEB is built for exactly this role.

In a reconstruction programme, PMWEB becomes the Control Tower: the place where the asset register, the funding chain, the budget, the contracts, the schedules, the permits, the grievances and the documents live together and stay linked. The board, the finance ministry, the funders and the delivery teams all read from the same numbers.

Dashboard 1: Investment Map



Fiji showed it can be done quickly

Fiji did not wait for perfect conditions. The Ministry stood up a Construction Implementation Unit (CIU) and adopted an asset-centric approach to all capital works. PMWEB was installed on Ministry servers in December 2018, implementation began in January 2019, and the platform went live in June 2019 — six months to go-live. Today it is the central tool for CIU and the Ministry, and the model has been hailed as pioneering in Fiji, with universities and local government authorities keen to adopt the same framework.

The lesson for every reconstruction authority is simple: put the Control Tower in place before the money starts to flow, not after the first audit finding.

Who this series is for

This series is written for the people who carry the accountability for rebuilding: finance ministers and their capital budget teams, sovereign and reconstruction funds, reconstruction authorities and their PMOs, development banks and donor coordination units, and the boards that answer to presidents, parliaments and citizens. Over the next seven articles, we look at how PMWEB supports each part of the job:

- Article 2 — Start from the asset: from damage assessment to an asset-centric portfolio
- Article 3 — From pledges to projects: funding, budgets and conditional fund release
- Article 4 — Governance by design: delegation of authority, procurement and audit
- Article 5 — People first: permits, grievances and the social licence to rebuild
- Article 6 — Sequencing the rebuild: managing interfaces between investments
- Article 7 — Transparency that attracts capital: real-time reporting for funders and investors
- Article 8 — No data, no AI — and a six-month path to a working Control Tower

Where PMWEB 2026 AI Adds Value

The **PMWEB 2026 AI Assistant** lets a minister, a fund director or a PMO lead ask the Control Tower a plain question — which programmes are behind, which funders are waiting for reports, which districts have no active investment — and get an answer drawn from the live records, with the records cited.

Further AI capabilities being released through 2026, together with AI solutions that integrate with PMWEB, extend this to drafting funder reports, summarising agreements and spotting early warning signs across hundreds of projects. All of it depends on the same condition: the reconstruction data must already be held in structured form in one system. No data, no AI.

Questions to Settle Before You Start

Question	Why it matters
Who owns the Control Tower?	The reconstruction authority, fund or ministry that is accountable for the outcome — not a consultant, not a funder and not a contractor.
Which entities must work in it?	Every delivery entity that spends programme money: line ministries, municipalities, utilities, joint ventures and implementing agencies.
What is the unit of record?	The asset and the project that restores it, linked to the funding source and the contract — so every report can be traced back to a place and a payment.
When should it be in place?	Before the first fund release. Retrofitting a Control Tower after money has flowed means reconstructing history from email.

Question	Why it matters
How will funders see their money?	Through role-based views of the same records, not through separate reports assembled by hand.

What the Reconstruction PMO Must Put in Place

- A clear owner for the Control Tower: the reconstruction authority, fund or ministry accountable for the outcome
- A portfolio structure in PMWEB: programmes, projects and the asset register in one hierarchy
- Funding sources and agreements recorded before the first fund release
- A rule that every delivery entity spending programme money works in PMWEB
- Role-based views for the board, the finance ministry, each funder and the delivery teams
- A first set of executive dashboards on pilot programmes within four months

Key takeaway

Reconstruction is a portfolio of assets, funders, implementers and communities, not a single project. Without one system of record it fails in the gaps between organisations.

Put the Control Tower in place before the money flows. Fiji showed that a government can go from installation to a live, asset-centric PMWEB platform in six months.

Next in the series, Part 2: Start from the Asset: From Damage Assessment to an Asset-Centric Portfolio.

Where does your reconstruction or capital programme hold its single version of the truth today — and could every funder see its own money in it tomorrow?

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Dashboards, forms and portal screens in this article are PMWEB-style illustrations with illustrative data, prepared by CMCS for this series.

About the Author

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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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Start from the Asset: From Damage Assessment to an Asset-Centric Portfolio

How PMWEB turns a one-off needs assessment into a living asset register that decides what gets funded first

Bassam Samman, PMP, PSP, EVP, GPM | Chairman & CEO, CMCS FZCO | PMWEB Authorised Implementation Partner, GCC & MENA

A Post-Disaster Needs Assessment (PDNA) or a Rapid Damage and Needs Assessment (RDNA) is a remarkable piece of work. Within weeks, government and international teams estimate damage to physical assets and losses in economic flows, sector by sector, and set out immediate, medium-term and long-term recovery needs. It is the basis for the pledging conference.

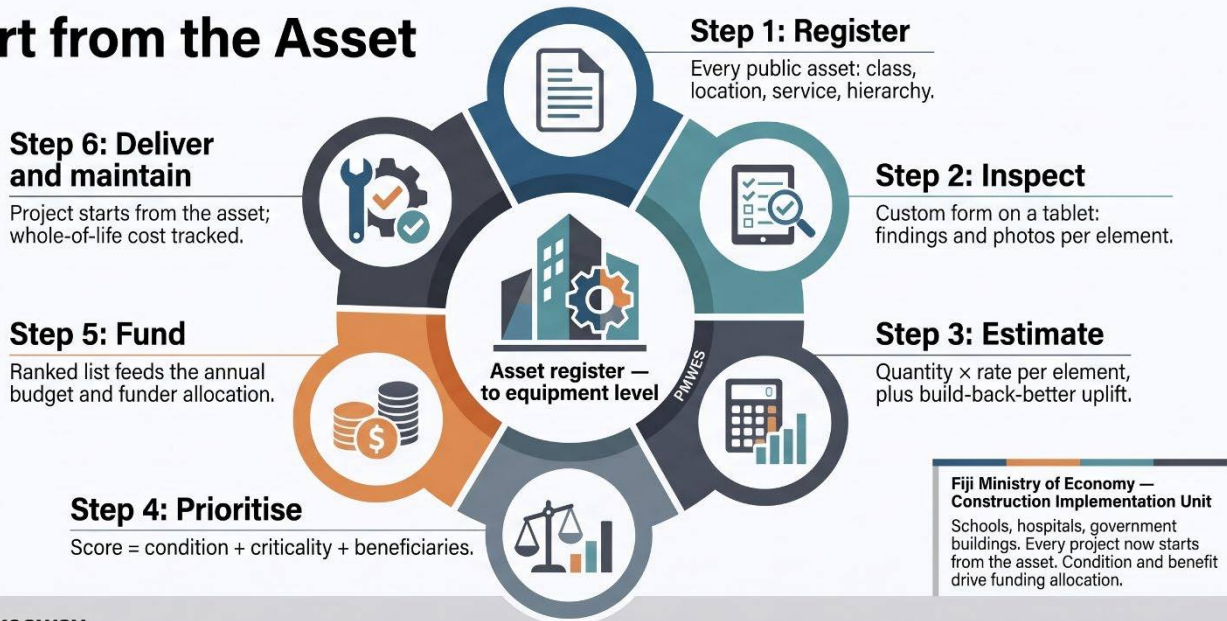
It is also a snapshot. The day after it is published, the data begins to age. Buildings are patched, further damage is found, priorities shift, and the spreadsheet behind the headline number stops matching reality. Reconstruction needs a register that stays current — and that starts from the asset, not from the project.

Fiji's pioneering idea: every project starts from the asset

Fiji's Ministry of Economy built its PMWEB solution around an asset-centric model. Its Construction Implementation Unit plans, delivers and maintains all ministry assets — schools, hospitals and government buildings. CIU built an extensive repository of all current assets, extended where applicable to the equipment level, to monitor project delivery, cost tracking, the pipeline and whole-of-life asset cost.

The decisive step came next. CIU now runs periodic facility inspections through a PMWEB custom form that records findings live and estimates each element, making it the central planning and prioritisation tool for yearly funding and budget decisions. Every project now starts from the asset, with its condition and benefit driving funding allocation.

Start from the Asset



Key Takeaway

**A needs assessment tells you what was lost.
An asset register tells you what to rebuild first — every year.**

Gemini Notebook

Figure 1: Start from the Asset

The asset register as the reconstruction backbone

In PMWEB, each asset carries its identity (class, location, GPS, owner, the service it provides), its hierarchy (site, building, system, equipment) and its history (inspections, projects, costs and documents). After a disaster or a conflict, the register answers the questions that matter on day one:

- What did the state own in this district, and what condition is it in now?
- Which damaged assets serve the most people, or provide services that cannot wait?
- What will it cost to repair or replace each one — element by element, not by guesswork?
- Which assets have already been funded, by whom, and through which project?

The inspection form: findings and estimates captured live

The engine of the model is a condition and damage assessment form built with PMWEB's Custom Form Builder. The inspector opens the asset on a tablet, records findings for each building element, rates its condition, sets the action (repair or replace), enters quantities and rates, and attaches photographs. PMWEB calculates the estimate, applies a build-back-better uplift where the policy requires it, and produces a priority score from condition, service criticality and the number of beneficiaries.

PMWEBAsset Register › SCH-ND-0142 › Inspections › FCA-2026-0418

Illustrative example

Dashboard

Asset Register

Inspections

Funding Agreements

Fund Release

Budget

Commitments

Schedules

Interface Agreements

Grievances

Permits

Documents

Custom Form: Facility Condition and Damage Assessment · Asset-centric capital works programme

Engineer review

Workflow: step 2 of 3 — engineer review, then CIU approval

MainNotesAttachmentsWorkflow

ASSET AND EVENT

Asset ID

SCH-ND-0142

Asset

Northern District Primary School — Block B

Asset class

School

District

Northern District

GPS

Captured on tablet at inspection

Event

Tropical cyclone — EV-01

Inspection date

04 Mar 2026

Inspector

CIU field engineer 07

Occupancy decision

Unsafe — closed

ELEMENT-BY-ELEMENT FINDINGS AND ESTIMATE (LINE ITEMS)

Element	Finding	Cond. 1–5	Damage	Action	Qty	Rate \$	Estimate \$
Roof structure and sheeting	Sheeting lost on 60% of roof; 4 trusses displaced	1	60%	Replace	410 m²	182	74,620
Structural frame	Hairline cracks at two columns; no displacement	3	10%	Repair	2 no.	6,400	12,800
Walls and partitions	Water damage to internal partitions, classrooms 3–6	2	35%	Replace	220 m²	96	21,120
Windows and doors	Most louvres broken; 3 doors missing	1	80%	Replace	46 no.	640	29,440
Electrical	Switchboard flooded; wiring to be tested	2	50%	Replace	1 lot	38,500	38,500
Water tanks and plumbing	Two 10 kL tanks destroyed	1	100%	Replace	2 no.	9,800	19,600
Sanitation block	Roof lost, fixtures intact	2	40%	Repair	1 lot	46,900	46,900
Furniture and equipment	Desks and books water-damaged	2	70%	Replace	1 lot	169,620	169,620

SCORING AND PRIORITISATION (CALCULATED)

Repair estimate

\$412,600

Build-back-better uplift (18%)

\$74,270

Total estimate

\$486,870

Overall condition score

2.1 — Poor

Service criticality (1–5)

4

Beneficiaries

620 pupils

Priority score

86 / 100

Rank in programme

4 of 1,286 assets needing works

Proposed funding

FY1 · Sovereign fund

Screenshot S1: Example of the output form — a PMWEB custom form for facility condition and damage assessment. Element-level findings and estimates roll up into a total estimate, a condition score and a priority score that ranks the asset across the programme. Illustrative example.

Because the form is a PMWEB record, it follows a workflow (inspector, engineer review, approval), keeps its photographs and notes in one place, and links to the asset and, later, to the project that repairs it. Nothing has to be re-typed into a report.

From inspection to prioritised funding list

Once inspections flow in, PMWEB’s prioritisation and business intelligence turn hundreds or thousands of records into a funding list. Assets are placed by damage severity and by benefit; those that are badly damaged and serve many people rise to the top of the first-year list. The same list feeds the annual budget submission and tells funders where their contribution makes the biggest difference.

Bassam Samman | CMCS | PMWEB Authorized Implementation Partner: GCC & MENA

Dashboard 1: Asset Condition and Damage



Dashboard 1: Asset Condition and Damage dashboard — condition by asset class, repair estimate by building element, the prioritisation matrix and the top of the funding list. Illustrative data.

Whole-of-life cost: rebuilding without creating tomorrow’s backlog

Reconstruction is also the moment to stop the cycle of build, neglect and rebuild. Because PMWEB keeps the asset alive after the project closes — maintenance, re-inspection, equipment replacement — the government can compare options on whole-of-life cost, not just capital cost. A slightly more expensive roof that survives the next cyclone is a better use of a donor’s money than a cheaper one that will be on next year’s damage list.

A needs assessment tells you what was lost. An asset register tells you what to rebuild first — and keeps telling you every year.

Where PMWEB 2026 AI Adds Value

With condition assessments held as structured PMWEB records, the **PMWEB 2026 AI Assistant** can answer questions such as “which damaged schools serving more than 500 pupils are not yet funded?” or “what is the repair estimate for health facilities in the northern district?” directly from the inspection data.

Document and file analysis capabilities being released through 2026 can help summarise inspection reports and photographs attached to each record, so engineers spend their time on judgement rather than transcription. The quality of every answer depends on the quality of the inspection form behind it.

Questions to Settle Before You Start

Question	Why it matters
Which assets are in scope?	All assets the entity owns or funds, not only those damaged — otherwise the register cannot show what was lost or what still works.
How deep does the hierarchy go?	To the equipment level where it drives cost or service, as Fiji did; to building level elsewhere.
Who inspects, and how often?	Trained inspectors on a defined cycle — after the event, then periodically — so the register never goes stale.
How is priority scored?	A written, published scoring model combining condition, service criticality and beneficiaries, weighted by government policy.
Is build-back-better funded?	A stated uplift in the estimate, so resilience is visible and priced rather than squeezed out later.

What the Reconstruction PMO Must Put in Place

- Asset classes and hierarchy (site > building > system > equipment) aligned with the needs assessment sectors
- A condition and damage assessment custom form with element line items, ratings, quantities, rates and photographs
- A scoring model for priority (condition, criticality, beneficiaries, policy weightings) calculated in the form
- An inspection cycle — after the event, then periodically — so the register never goes stale
- Dashboards for condition, estimate by element and the prioritised list, linked to the budget process

Key takeaway

A needs assessment is a snapshot. An asset register with a live inspection form is a planning tool that keeps working every year.

Start every project from the asset, let condition and benefit drive funding, and track whole-of-life cost so today’s reconstruction does not become tomorrow’s backlog.

Next in the series, Part 3: From Pledges to Projects: Funding, Budgets and Conditional Fund Release.

Could your organisation list every asset it owns today, its condition and what it would cost to restore — element by element?

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[#CapitalPlanning](#) [#PMO](#) [#Fiji](#)

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From Pledges to Projects: Funding, Budgets and Conditional Fund Release

How a finance ministry, sovereign fund or development bank follows every dollar from pledge to payment in PMWEB

Bassam Samman, PMP, PSP, EVP, GPM | Chairman & CEO, CMCS FZCO | PMWEB Authorised Implementation Partner, GCC & MENA

Pledging conferences produce headlines. Reconstruction produces invoices. Between the two lies a chain that most governments manage across spreadsheets, bank letters and email: pledged, signed, allocated, contracted, paid. When that chain is invisible, three things happen. Pledges are never converted into agreements. Agreed funds sit unused while projects wait. And funders lose confidence, because nobody can show them where their money went.

Five links in the funding chain

Link	What it means	Where it lives in PMWEB
Pledged	Announced intention by a funder	Funding source record with pledge amount and status
Signed	Legal agreement, loan or grant with conditions	Funding agreement linked to the source, with conditions and documents
Allocated	Money assigned to programmes and budget lines	Budget lines in the cost breakdown structure, tagged by funding source
Contracted	Committed to contractors and suppliers	Commitments (contracts and purchase orders) charged to those lines
Paid	Cash disbursed against certified work	Progress invoices and payments, posted to finance or ERP

From Pledge to Payment



Every budget line knows who pays for it

Reconstruction funding is rarely fungible. A World Bank loan may finance hospitals but not housing; a bilateral grant may be limited to schools in a given district; sovereign fund equity may go only to joint ventures. In PMWEB, each budget line carries its funding source, so commitments and invoices can only be charged to eligible lines. Ring-fencing becomes a property of the data, not a monthly reconciliation exercise.

The budget itself evolves through PMWEB budget requests — additions, transfers and drawdowns from contingency — each approved under the delegation of authority. The original budget, approved changes, commitments, actual costs and the forecast at completion are always visible, line by line.

Conditional fund release: money moves when conditions are met

Most reconstruction funding is released in tranches against conditions: utilisation of the previous tranche, procurement no-objections, environmental and social reporting, audit reports, grievance logs kept current. In PMWEB, the fund release request is an adaptive form that pulls the budget position from the budget module, lists the commitments the release will pay, and requires each condition precedent to be confirmed — with evidence attached — before the workflow allows the request to move to the finance ministry and the funder.

PMWEB

Funding > Fund Release > FRR-0231

Illustrative example

Dashboard

Asset Register

Inspections

Funding Agreements

Fund Release

Budget

Commitments

Schedules

Interface Agreements

Grievances

Permits

Documents

Adaptive Form: Fund Release Request - National hospitals programme

Finance review

Workflow: step 2 of 4 — PMO, finance review, funder confirmation, release

Main

Notes

Attachments

Workflow

REQUEST

Programme

National hospitals

Project

Hospital site 7

Funding agreement

FA-WB-003 · Investment project financing

Funder

World Bank

Budget line (CBS)

07.04.200 — MEP first fix

Release tranche

Tranche 3 of 6

Amount requested

\$14,200,000

Requested by

Programme PMO — finance lead

Date

12 Oct 2026

BUDGET POSITION (FROM PMWEB BUDGET)

Budget position — line 07.04.200	Amount \$
Approved budget	61,800,000
Released to date	29,400,000
Paid to date (82% of released)	24,108,000
This request	14,200,000
Remaining after this release	18,200,000

COMMITMENTS THIS RELEASE WILL PAY

Commitment	Contractor	Scope	Due within tranche \$
CO-07-114	MEP contractor A	HVAC first fix, levels 1–4	8,900,000
CO-07-121	Electrical contractor B	Containment and cabling	4,100,000
CO-07-130	Medical gases supplier	Pipework first fix	1,200,000

CONDITIONS PRECEDENT — ALL MUST BE MET BEFORE RELEASE

☒

Previous tranche at least 70% utilised (82%)

☒

Environmental and social monitoring report submitted (Q3)

☒

Interim audit report Q2 accepted

☒

Procurement no-objection on file for all three commitments

☒

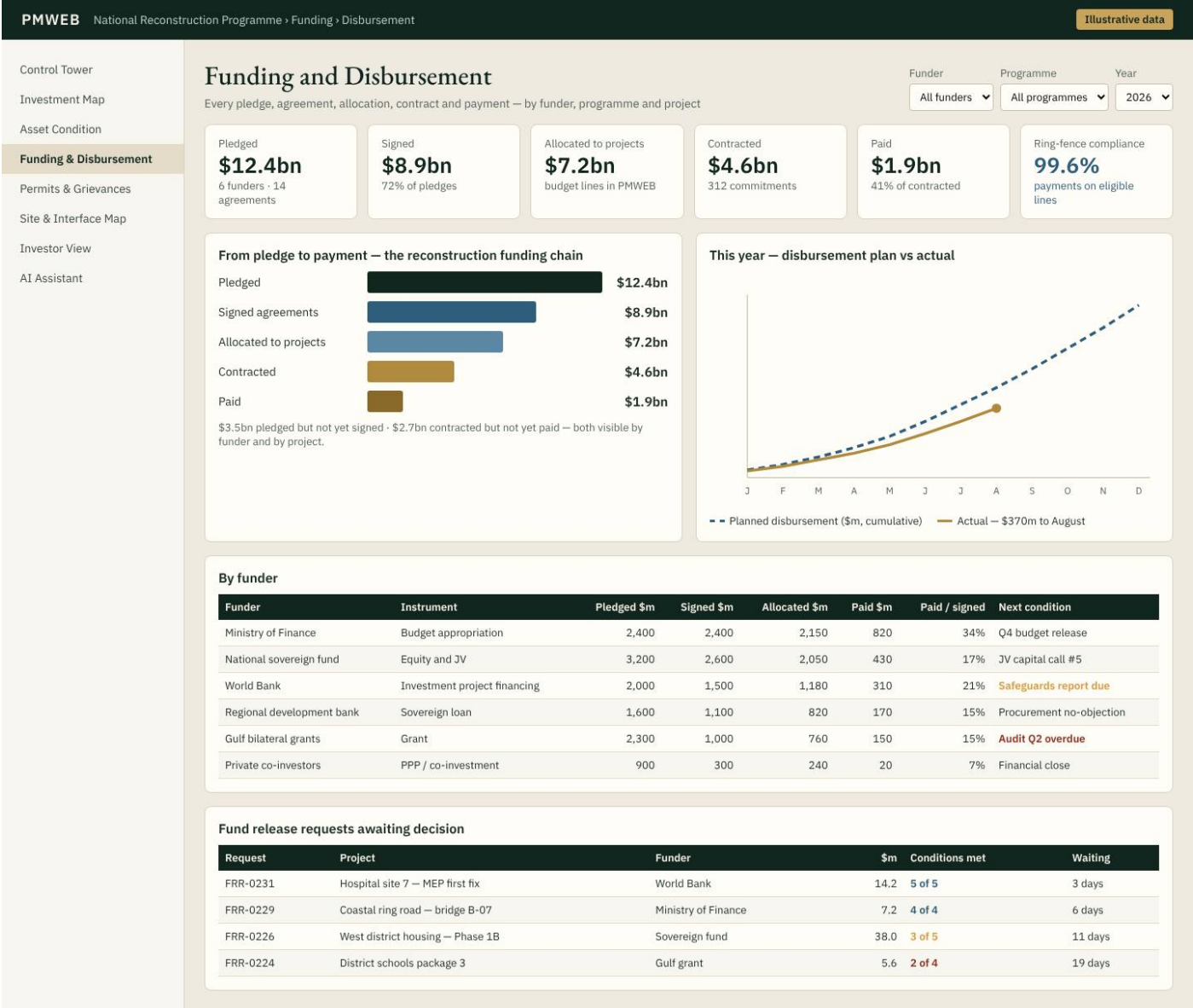
Grievance log current — no case past deadline on this site

Screenshot S1: Example of the output form — PMWEB adaptive form for a fund release request, showing the budget position, the commitments to be paid and the conditions precedent that must all be met before release. Illustrative example.

One dashboard for every funder

The funding dashboard reads the whole chain in one view: what each funder pledged, signed, allocated, contracted and paid; the disbursement plan against actuals; ring-fence compliance; and the fund release requests waiting for a decision with their conditions. A finance minister sees which agreements are lagging. A funder sees its own portfolio. A PMO sees which releases are stuck and why.

Dashboard 1: Funding and Disbursement



The same view supports the conversations finance ministries find hardest: re-allocating unused funds. When a funder's money is signed but not allocated, or allocated but not contracted, the dashboard shows it with the projects that could use it, so a re-allocation request can be made with evidence rather than anecdote.

Screenshot S2: PMWEB Budget – budget line detail showing original budget, approved budget requests, commitments, actuals and forecast at completion, with the funding source column

Logged into: All Levels > Costs > Commitments / الإلتزامات > Manager Page > 002 - GMP Contract

RV50104 - Boston Medical Center Submitted (Step 1 of 2)

New Record Print Recap

MainAdjustmentsAdditional InformationClauses3Variations (AVI)3Progress Invoices9PaymentsNotesAttachments79WorkflowStep 1 of 2Notifications

Currency/عملة*Type/نكتبCategory/فئةLegacy #/إيرت #USD - Dollar (United States of Am...Subcontract

WBS / جدول تقديم العملCommencement Date/تاريخ البدءDays/أيامRFP # / طلب تقديم عروض رقم:

Status / حالةRevision / مراجعةUse Unitsاستخدام الوحداتPaid In Full/مُكتمل بالكامل

User Defined FieldsContract MgrOriginal CompletionRevised CompletionProjected CompletionActual CompletionWork Packagetest delete\$0.00

Billing And Shipping

DetailsGroup by: NoneLayout: Dubai PoliceExport To ExcelPreview Conversions↗

Attach...	Cost Code/مكلفة	Description/وصف	UOM/وحدة	Quanti...	Unit C...	Currency/عملة	Comm...	Advan...	Total ...	Cost Period/فترة	WBS/جدول العمل
(0)	02-010002 - General Conditions	General Conditions	2	\$100,000.00	USD - Dollar (United States of America)	\$200,000.00	\$0.00	\$200,000.00	*Split*		
(0)	02-020000 - Existing Conditions	Existing Conditions	0.09	\$1,000,000.00	USD - Dollar (United States of America)	\$90,000.00	\$0.00	\$90,000.00	*Split*		

Where PMWEB 2026 AI Adds Value

The **PMWEB 2026 AI Assistant** can answer the questions finance ministries are asked every week: how much of each funder's pledge is signed, allocated, contracted and paid; which fund release requests are stuck and on which condition; which budget lines are close to their ring-fence limit.

As further AI capabilities are released, agreements and funding conditions held as documents in PMWEB can be summarised and their obligations surfaced against the dates they fall due — provided the funding chain is recorded in PMWEB from the start.

Questions to Settle Before You Start

Question	Why it matters
Which funds are ring-fenced?	Each funding agreement’s eligibility rules must be mapped to budget lines before the first commitment is charged.
Who releases funds?	A written delegation of authority for fund release by amount and funder, enforced in the workflow.
What are the conditions precedent?	A standard list per funder — utilisation, no-objections, safeguards, audit — held in the fund release form.
How is the ERP connected?	Payments posted from the finance system back to PMWEB, so paid amounts are never re-keyed.
How are unused funds re-allocated?	Through a recorded request, supported by the dashboard view of signed but unallocated or allocated but uncontracted funds.

What the Reconstruction PMO Must Put in Place

- Funding sources and funding agreements with pledged, signed and remaining amounts

- A cost breakdown structure where every budget line carries its funding source and eligibility rules
- Budget requests for transfers and drawdowns under the delegation of authority
- A fund release request adaptive form with conditions precedent, evidence and a four-step workflow
- Integration with the finance system or ERP for payments, so paid amounts are never re-keyed

Key takeaway

Follow every dollar through five links: pledged, signed, allocated, contracted and paid. When the chain is visible, pledges become projects faster and funders keep their confidence.

Hold the funding source on every budget line and release money only when the conditions are met and evidenced in a PMWEB fund release request.

Next in the series, Part 4: Governance by Design: Delegation of Authority, Procurement and Audit.

If a funder asked you today where its last tranche went, how long would it take you to answer — and from which system?

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Dashboards, forms and portal screens in this article are PMWEB-style illustrations with illustrative data, prepared by CMCS for this series.

About the Author

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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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and supports PMWEB for more than 60 enterprise clients across the UAE, Saudi Arabia, Qatar and Kuwait, helping capital project owners, PMC firms and contractors digitalise their project management processes on a single, governed platform. Contact: info@CMCS-MENA.com

Governance by Design: Delegation of Authority, Procurement and Audit

Why accountability in reconstruction must be built into the workflow, not checked after the fact

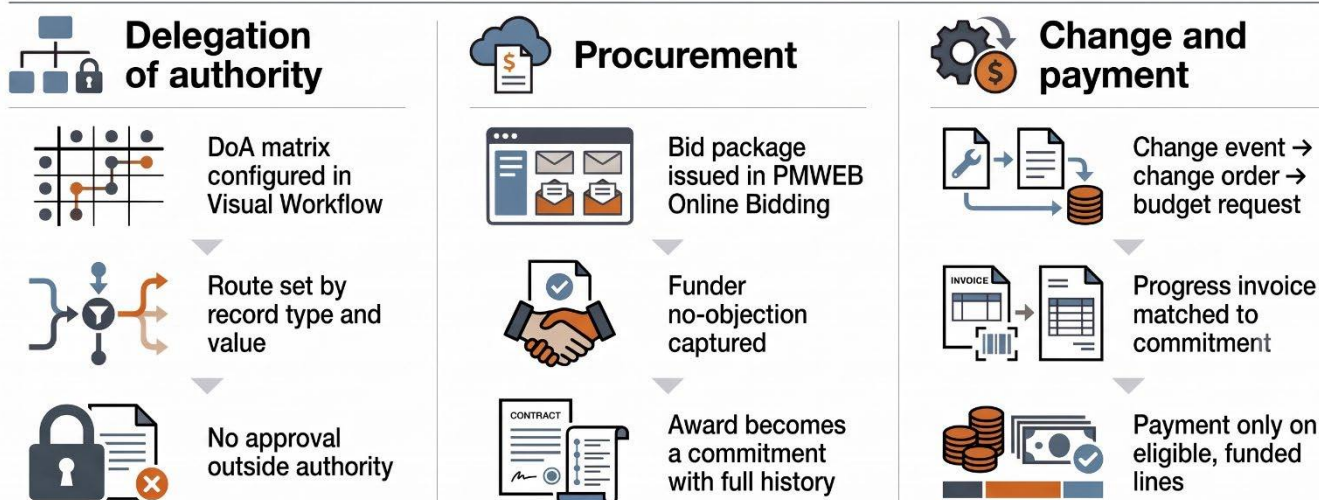
Bassam Samman, PMP, PSP, EVP, GPM | Chairman & CEO, CMCS FZCO | PMWEB Authorised Implementation Partner, GCC & MENA

Reconstruction money attracts scrutiny, and it should. Citizens who lost homes, funders who lent at concessional rates and auditors who must sign off the accounts all ask the same question: who decided, on what basis, and was it allowed? In most programmes, that answer is assembled after the fact from email trails and signed PDFs. In a well-run Control Tower, it is recorded at the moment the decision is made.

The delegation of authority, enforced

Every reconstruction authority has a delegation of authority (DoA) matrix: who may approve a budget transfer, a contract award, a variation or a payment, and up to what value. In PMWEB, the DoA is not a document on the intranet. It is configured into Visual Workflow, so each record — budget request, commitment, change order, progress invoice, fund release — follows the approval route its value and type require. A change order above a project manager's limit simply cannot be approved by the project manager.

Governance by Design



Audit trail that writes itself

Transparency is not a report you publish. It is how every decision is recorded.



Read-only access for auditors and funders

© Gemini Notebook

Figure 1: Governance by Design

Procurement that funders can trust

Development banks and many donors require procurement to follow their own rules and, above set thresholds, to receive their no-objection before award. PMWEB's Online Bidding brings bid packages, bidder questions, submissions and evaluation into the same system that later holds the contract. The no-objection becomes a document linked to the commitment, and the fund release form (Article 3) checks it is on file before money moves.

- Bid packages issued from PMWEB with the scope, drawings and bills of quantities
- Bidder clarifications answered once and visible to all bidders
- Evaluation records kept with the tender, not in a private folder
- Award converted into a PMWEB commitment, so the contract is born with its full history

An audit trail that writes itself

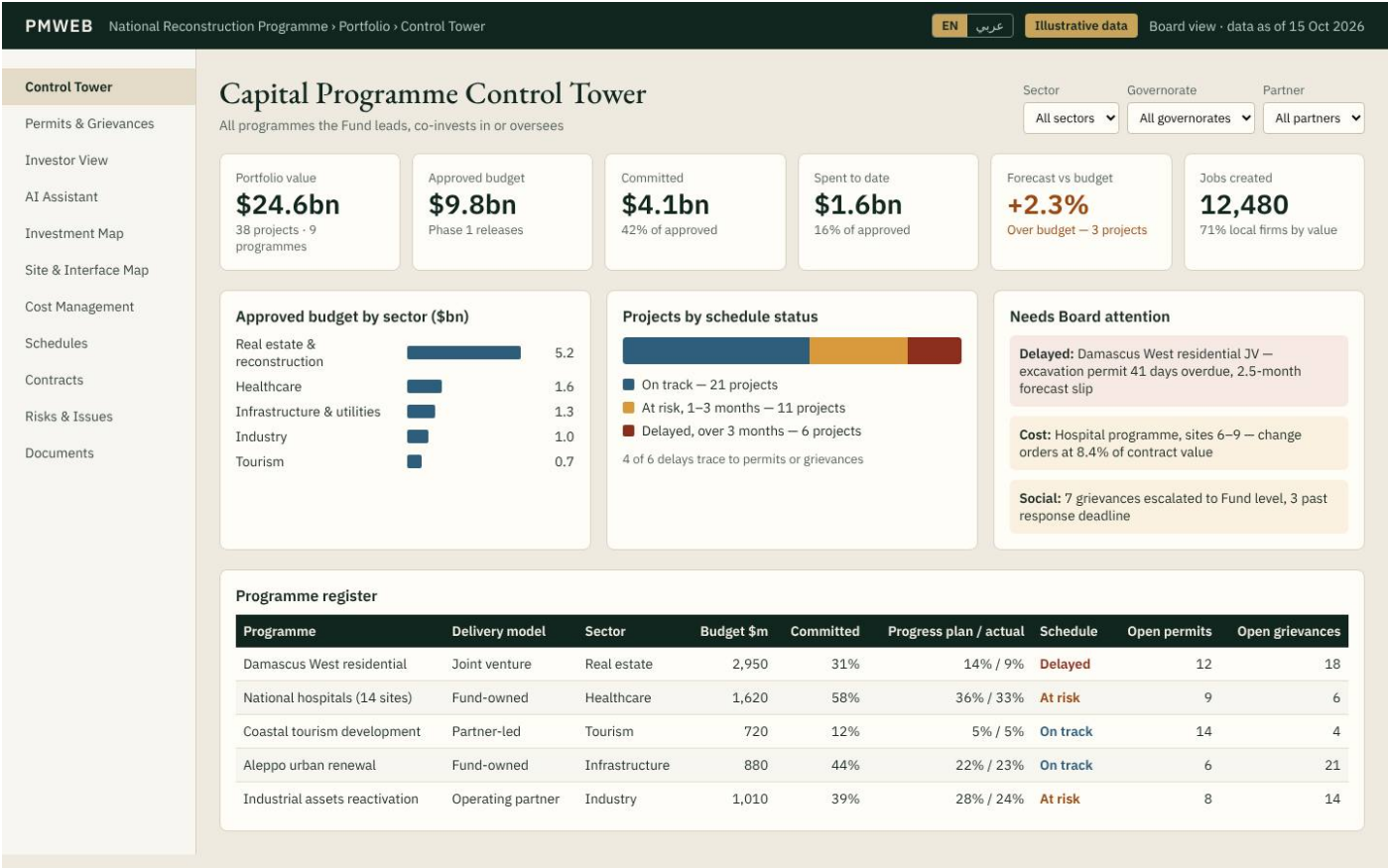
Every PMWEB record carries who created it, who changed what, who approved it and when, with the supporting documents attached. Auditors — internal, the national audit office or the funder's fiduciary team — can be given read-only access to the records they review. Instead of asking for evidence, they look at it.

In reconstruction, transparency is not a report you publish. It is a property of how every decision is recorded.

Variations and change: the biggest governance risk

Post-disaster and post-conflict works are full of unknowns: hidden damage, unexploded ordnance, missing records, prices that move every month. Change is unavoidable; uncontrolled change is not. PMWEB's change model — change events, potential change orders, change orders and budget requests — means every change starts as a recorded event, is priced, is approved under the DoA and is matched to an approved budget change before it becomes a commitment. The Control Tower always shows the forecast at completion, not last quarter's budget.

Dashboard 1: Executive Control Tower



Dashboard 1: Executive Control Tower — the board view of the whole programme: value, budget, commitments, spend, forecast, schedule status, items needing board attention and the programme register. Illustrative data.

Governance that the government owns

Because PMWEB is configured, not coded, the reconstruction authority’s own people can maintain the workflows, forms and DoA as the organisation changes — and it will change, as agencies are created, merged and given new mandates during a rebuild. Governance should not depend on a vendor’s release cycle.

Integrity risks that are specific to reconstruction

Emergency and post-conflict settings carry particular risks: quantities that are hard to verify, sites that are hard to visit, prices that move quickly and pressure to pay fast. PMWEB reduces the room for error and abuse by linking the evidence chain:

- Quantities in a progress invoice can be compared with the quantities in the inspection that justified the project (Article 2)
- Photographs and inspection records carry their date and location, so progress claims can be checked against the site
- Each payment is matched to a commitment and a certified progress invoice before it is released
- Budget lines carry their funding source, so a cost cannot quietly move to a funder that did not agree to pay it
- Every exception — a waiver, a direct award, an urgent payment — is a recorded decision with an approver and a reason

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

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

Select Template: D026 - GCC_RED_Commitment Co - Contractor

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

Visual Workflow

SHOW ROLES
 SHOW USER NAMES

SUBMITTER → WITHDRAW → PMT L2 → PMT L1 → COMMERCIAL MANAGER → ASSIGNEE → GM - PROJECTS → THE VALUE IS MORE TH... → FINAL APPROVE → REJECT

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		☒	☐

Screenshot S1: PMWEB Visual Workflow — workflow designer showing a value-based approval route (project manager > programme director > PMO > finance)

Logged into: All Levels | Plans > Bid Packages > Manager Page > 1 - Demo Package Completed

Main | Bid Items | BID RFIs | Additional Information | Scoring | Manage Bids | Notes | Attachments (3) | Clauses | Notifications

Program*: (Portfolio)
 Project*: RVS0104 - Boston Medical Center
 Procurement #: 1
 Package Name: Demo Package Completed
 Bid Category: General Trades
 Bidding Vendor:
 Commercial Rep.:
 Commitment Type: Contract
 Currency: USD - Dollar (United States of America)
 Revision Date: 05-Jul-2011 12:00:00 AM
 Status / Revision: Approved 0
 Bid RFI Cutoff Date:
 Bids Due Date:
 Bids Due Time:
 Pre-Bid:
 Estimate #:
 Commitment: 004 - Demo Package
 Contract:

OPTIONS

ALL ☐
 This is a Sealed Bid ☐
 Lock Online Bids After Bids Due ☐
 Include Days Column in Online Bids ☒
 Include MWDBE % Column in Online Bids ☒
 Include Manufacturer Columns in Online Bids ☐
 Include Bid Item UDFs in Online Bids ☒
 Require Acknowledgements ☒
 Require Nondisclosure Agreement ☐
 Show Bid Due Countdown Clock ☒
 Lock Quantity in Online Bids ☒
 Notify Bid Contact on Bid RFI Questions ☐

USER DEFINED FIELDS

Scope of Works

Tender Commencement Date
 Planned Site visits or Pre-Tender meeting
 Planned Tender Submission date
 Budget Classification

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

AWARD	VENDOR	INVITATION STATUS	BEST BID	NDA	BID STATUS	BID TOTAL	LEVELLED TOTAL	DAYS TOTAL	MWDBE %	ACKNOWLEDGEE	SCORE	CO FEE	AVAILABLE TO START	RATING
☐	Best Door and Window	Accepted	211	☐	Draft	\$0.00	\$0.00	0	0%	20.37%	0.00	0%		0.0
☐	Bright Developers	Accepted	174	☐	Draft	\$0.00	\$0.00	0	0%	0%	0.00	0%		0.0
☐	TCC Construction	Accepted	197	☐	Approved	\$0.00	\$0.00	0	0%	0%	0.00	0%		4.0

PAGE SIZE: 250

Screenshot S2: PMWEB Online Bidding — bid package with bidders, clarifications and evaluation summary

Where PMWEB 2026 AI Adds Value

A Visual Workflow Agent being released in PMWEB 2026 is intended to help configure and maintain workflows, while the **AI Assistant** can already surface approvals that have stalled beyond the agreed time and the exceptions — waivers, direct awards, urgent payments — recorded in a period.

For auditors and funders, AI over structured PMWEB records means evidence can be found and summarised in minutes. It does not replace the delegation of authority; it shows whether the delegation of authority was followed.

Questions to Settle Before You Start

Question	Why it matters
Is the DoA written and current?	Workflows can only enforce a delegation of authority that exists. Agree it before configuring PMWEB.
Which funder rules apply?	Procurement thresholds and no-objection requirements per funder, configured in the bidding and award steps.
Who may grant exceptions?	A named authority for waivers and urgent payments, with every exception recorded with a reason.
How is change controlled?	Every change starts as a change event, is priced, approved under the DoA and matched to a budget change before it becomes a commitment.
Who audits, and with what access?	Read-only roles for internal audit, the national audit office and funder fiduciary teams from day one.

What the Reconstruction PMO Must Put in Place

- The DoA matrix configured in Visual Workflow for every financial record type
- Online Bidding for packages above agreed thresholds, with funder no-objection captured
- The change event → change order → budget request chain with forecast at completion
- Read-only roles for internal audit, the national audit office and funder fiduciary teams
- Document Manager for contracts, approvals and evidence, linked to the records they support

Key takeaway

Accountability in reconstruction must be built into the workflow, not checked after the fact. The delegation of authority, procurement rules and change control should be enforced by the system that holds the records. When every decision is recorded with who, when and on what evidence, auditors and funders look at the evidence instead of asking for it.

Next in the series, Part 5: People First: Permits, Grievances and the Social Licence to Rebuild.

Could your auditors trace your last ten variations from the event that caused them to the payment that settled them — without asking anyone for a file?

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People First: Permits, Grievances and the Social Licence to Rebuild

Managing approvals and community concerns as programme risks, linked to the work they affect

Bassam Samman, PMP, PSP, EVP, GPM | Chairman & CEO, CMCS FZCO | PMWEB Authorised Implementation Partner, GCC & MENA

Ask any reconstruction programme director what delays the work, and the answer is rarely engineering. It is the excavation permit that sits with a governorate council for six weeks. It is the family whose only access to their home is blocked by the site hoarding. It is the land title nobody can find. Permits and grievances decide the pace of rebuilding — and in a post-conflict setting, they decide whether communities believe the reconstruction is for them.

Grievance mechanisms are a funding requirement, not an option

The World Bank's Environmental and Social Framework requires borrowers to “provide a grievance mechanism, process or procedure to receive and facilitate resolution of stakeholders’ concerns” and to respond to project-affected parties in a timely manner. Other development banks and many bilateral funders apply similar standards. A grievance log kept in a spreadsheet, disconnected from the works, does not meet the spirit of that requirement — and it cannot show a funder that concerns were resolved.



Figure 1: Permits and Grievances, Managed as Risks

Permits as schedule risks

In PMWEB, every permit is a record with its issuing authority, submission date, expected and actual approval dates, and — critically — the schedule activity it holds. When an excavation permit is overdue, the Control Tower shows not just that it is late, but which activity is waiting, how long the forecast slip is and what it will cost. That changes the conversation with the issuing authority from “please hurry” to “this is the impact”.

Grievances as cases with owners and deadlines

Each grievance becomes an adaptive form record: the channel it came through (the public portal described below, a field app, a call centre or a site visit), its category and severity, the project, location and schedule activity it relates to, the officer who owns it and the response deadline. The complainant’s identity can be restricted to the grievance officer. Actions are logged, and cases that exceed the project’s authority — compensation, for example — escalate through the workflow to the programme PMO and, where needed, to the Fund or Ministry.

PMWEB

Grievances > GRV-2026-0418

Illustrative example

Dashboard

Asset Register

Inspections

Funding Agreements

Fund Release

Budget

Commitments

Schedules

Interface Agreements

Grievances

Permits

Documents

Adaptive Form: Grievance Case - West district housing — Phase 1

GRV-2026-0418 — Access to home and shop blocked by works

Workflow: step 3 of 5 — escalated to Programme PMO

Escalated

Main

Notes

Attachments

Workflow

CASE

Channel

CMCS Grievance Portal — mobile (via PMWEB API)

Received

02 Oct 2026 · 09:14

Complainant

Protected — identity visible to GRM officer only

Category

Land and property rights

Sub-category

Access to plot blocked by works

Severity

High

Project

West district housing — Phase 1

Location

Plot B3, northern boundary

Linked schedule activity

RES-1-2210 Basement excavation B3

Response due (14-day standard)

16 Oct 2026

Assigned to

Community liaison officer

Escalation level

Programme PMO

GRIEVANCE

Description

Family states that hoarding and excavation spoil block the only access to their home and shop since 28 Sep. They request a temporary access path and compensation for lost trade.

ACTIONS TAKEN

Date	Action	By	Outcome
03 Oct	Site visit with complainant	Liaison officer	Access blocked confirmed
05 Oct	Instruction to contractor: temporary access path	Site engineer	Path open 07 Oct
09 Oct	Compensation assessment requested	Programme PMO	Pending valuation
12 Oct	Escalated — compensation exceeds project authority	Project manager	Awaiting PMO decision

RESOLUTION AND CLOSURE

Resolution summary

—

Complainant satisfied

—

Closed on

—

Days open

19

Repeat case

No

Screenshot S1: Example of the output form — PMWEB adaptive form for a grievance case, with the complainant protected, the linked schedule activity, the actions taken and the escalation level. Illustrative example.

Reaching people who will never log in to PMWEB

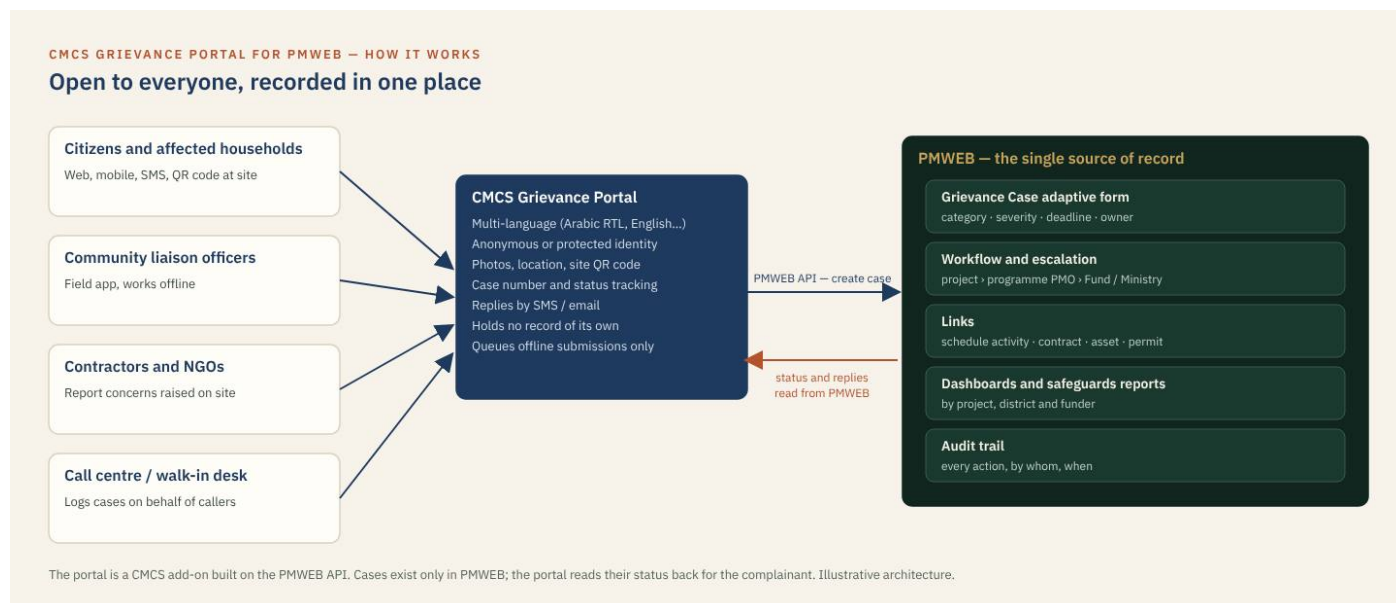
The people who raise grievances — households, shop owners, returning families, local workers — will never be PMWEB users, and they should not need to be. Yet if their concerns are captured in a separate app, a call-centre spreadsheet or a funder’s own system, the programme is back to two versions of the truth, and the grievance is cut off from the schedule, the contract and the asset it concerns.

CMCS builds add-on solutions on top of PMWEB — an extended procurement module, workflow task and performance dashboards, Power BI reporting integrated with PMWEB, and askAIRO, which connects AI models

Bassam Samman | CMCS | PMWEB Authorized Implementation Partner: GCC & MENA

to PMWEB through MCP. Using the same approach, CMCS can deliver a **Grievance Portal for PMWEB**: a simple, multi-language web and mobile front end for citizens, community liaison officers, contractors and call-centre staff, built on the PMWEB API.

- **PMWEB stays the single source of record.** Every submission creates a Grievance Case in PMWEB through the API; the portal keeps no case data of its own and only queues submissions made offline in the field.
- **Status comes from PMWEB.** When the case owner updates the case in PMWEB, the complainant sees the new status and the reply in the portal, by SMS or by email.
- **Open to everyone.** Arabic right to left, English and other languages; anonymous or protected identity; photographs; location by map pin or a QR code on the site hoarding.
- **Nothing is retyped.** Cases arrive already categorised, located and linked to the project, so the grievance officer starts with the facts, and the safeguards report counts every case.



Screenshot S2: How the CMCS Grievance Portal works with PMWEB — everyone can raise a concern, but every case is created, managed, escalated and closed in PMWEB. Illustrative architecture.

CMCS ADD-ON FOR PMWEB

Grievance Portal

For citizens, community liaison officers and contractors who do not use PMWEB. Every case is created, updated and closed in PMWEB — the portal keeps no record of its own.

Illustrative mock-up

Reconstruction Programme
Raise a concern

What is it about?
Access to my home or shop

Where?
Site QR code: WD-P1-B3 (scanned)

Tell us what happened
The site hoarding and soil block the only way into our house and shop since 28 September.

+ Add photo (2)

Contact me by SMS: +966 50 214
Submit anonymously

Submit

Powered by PMWEB · CMCS Grievance Portal

Reconstruction Programme
Concern received

Your case number
GRV-2026-0418

We will contact you within **3 working days** and reply in full by **16 Oct 2026**. Your identity is visible only to the grievance officer.

Keep this number to follow your case. We have also sent it by SMS.

Track my case

Powered by PMWEB · CMCS Grievance Portal

Reconstruction Programme
GRV-2026-0418

Access to home and shop · West district, Plot B3

In progress

- Received 02 Oct
- Assigned to liaison officer 02 Oct
- Site visit with you 03 Oct
- Temporary access path opened 07 Oct
- Compensation under review by programme** 12 Oct
- Resolved —

Latest reply: The temporary path is open. The programme office will confirm compensation by 16 Oct.

Powered by PMWEB · CMCS Grievance Portal

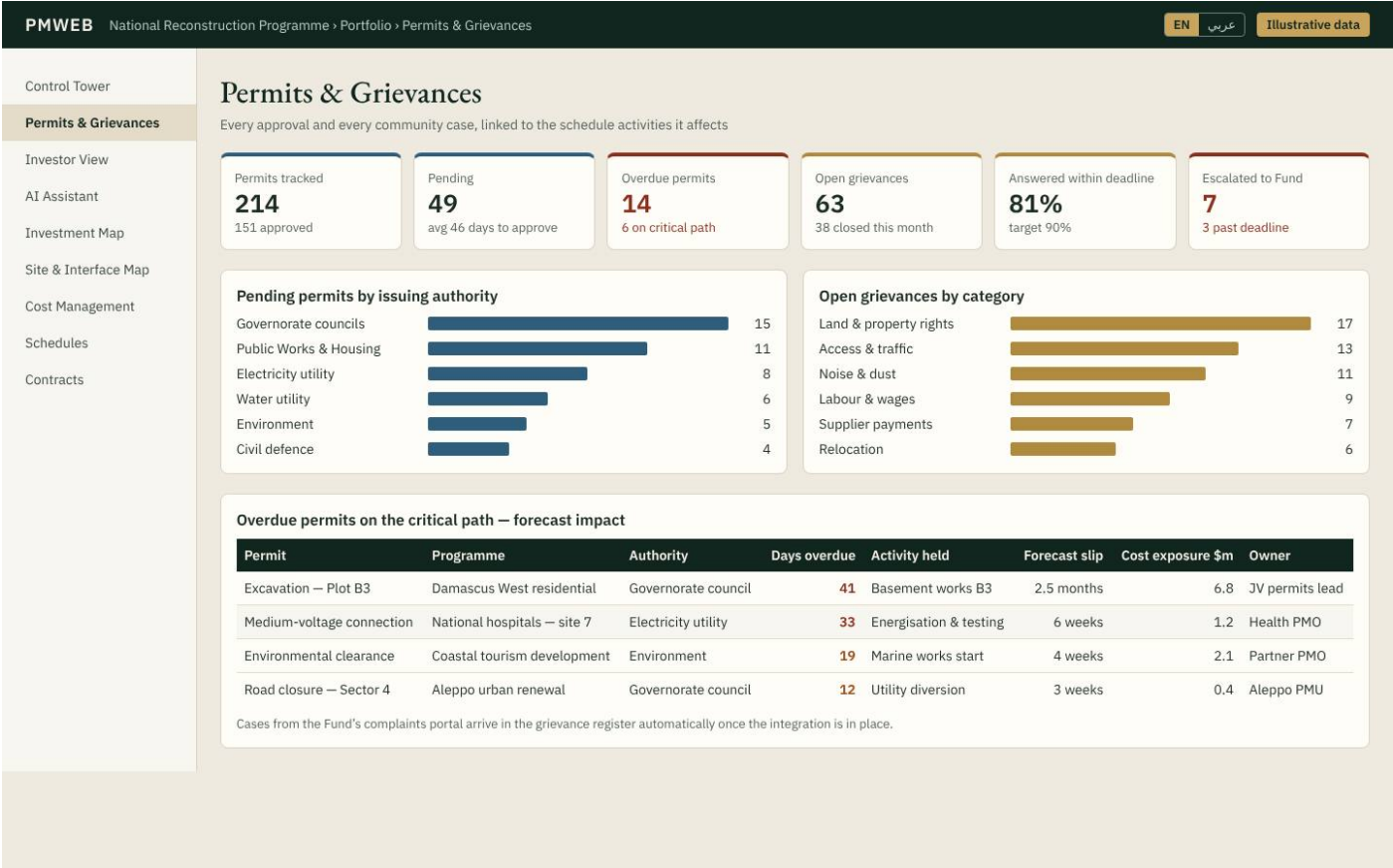
Screenshot S3: CMCS Grievance Portal — raising a concern, receiving a case number and tracking its progress. The status and replies shown are read from the PMWEB case record. Illustrative mock-up.

Open the door to everyone, but keep one record. That is how a grievance mechanism earns both community trust and funder confidence.

One dashboard for approvals and community cases

The permits and grievances dashboard shows pending permits by issuing authority, open grievances by category, response performance against the deadline, cases escalated to the Fund and — most important — the overdue permits on the critical path with their forecast impact on time and cost. Every number links back to the records behind it.

Dashboard 1: Permits and Grievances



Dashboard 1: Permits and Grievances dashboard — permits and community cases managed as programme risks, linked to the schedule activities they affect. Illustrative data.

A grievance answered on time is a community that keeps believing in the rebuild. A grievance lost in an inbox becomes a road blocked the next morning.

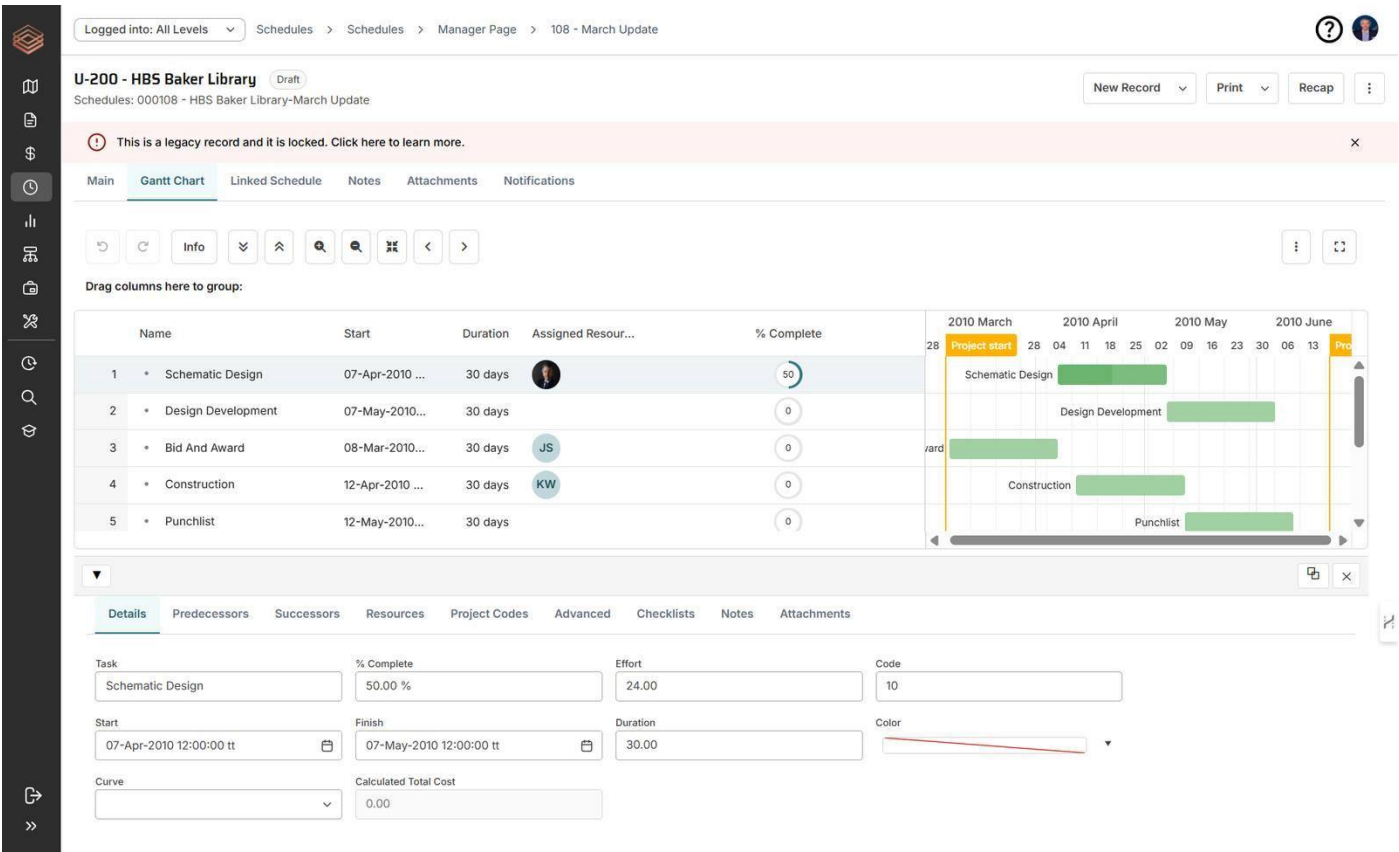
Evidence for funders and for the public

Because each case is a record with dates, owners and actions, PMWEB can produce the grievance statistics that safeguards reports require — received, resolved within the standard, escalated, repeat cases — by project, by district and by funder. The same data, anonymised, can be published for citizens.

Land, property and relocation

In post-conflict reconstruction, housing, land and property issues are often the deepest source of grievances: missing title records, secondary occupants, inherited claims and people returning to homes others now live in. Programmes need to know, plot by plot, which claims are open before work starts. In PMWEB, land and property cases can be recorded against the plot or asset they concern, with documents attached and a status that the schedule can see. A plot with an open claim is a constraint on the activity that needs it — visible to planners, not discovered by the excavator.

Relocation follows the same logic. Each affected household or business becomes a record with its entitlements, payments and the date it must move, linked to the works that require the move. When compensation is delayed, the Control Tower shows which activity it is holding.



Screenshot S4: PMWEB Schedule — Gantt view with a permit-dependent activity highlighted and its linked permit record

Where PMWEB 2026 AI Adds Value

Because permits and grievances are PMWEB records linked to the schedule, the **PMWEB 2026 AI Assistant** can answer “which projects are behind because of permits this quarter, and what is the exposure?” or “which districts have the most unresolved land cases?” from live data, citing the records.

Summarisation capabilities being released through 2026 can help grievance officers digest long case histories and draft responses for approval. The complainant’s protected identity stays protected: the AI sees only what the user is allowed to see.

Questions to Settle Before You Start

Question	Why it matters
Which grievance standard applies?	The funder’s requirements, such as the World Bank Environmental and Social Framework, and the government’s own complaints policy.

Question	Why it matters
How will non-users raise concerns?	Through the CMCS Grievance Portal or an existing complaints portal integrated with PMWEB — never through a separate database.
Who owns each case?	A named officer with a response deadline and an escalation path to the programme PMO and the Fund or Ministry.
How is identity protected?	Complainant details visible only to the grievance officer, with anonymous submission allowed.
Which permits are on the critical path?	Every permit linked to the activity it holds, so overdue approvals show their time and cost impact.

What the Reconstruction PMO Must Put in Place

- A permit register linked to schedule activities, with issuing authority and expected approval dates
- A grievance case adaptive form with categories, severity, deadlines, protected complainant data and escalation
- The CMCS Grievance Portal for non-PMWEB users — or integration with an existing government complaints portal — so every case is created in PMWEB automatically
- Alerts for permits and grievances approaching or past their deadline
- Safeguards reporting by project, district and funder

Key takeaway

Permits and grievances decide the pace of reconstruction and whether communities believe it is for them. Manage both as programme risks linked to the schedule, the contract and the asset.

Open the door to everyone through a simple portal, but keep one record: every case created, managed, escalated and closed in PMWEB.

Next in the series, Part 6: Sequencing the Rebuild: Managing Interfaces Between Investments.

How many of your open grievances could you link today to the activity, contract and asset they affect — and how many are past their response deadline?

Talk to us: info@CMCS-MENA.com

[#CMCS](#) [#PMWEB](#) [#GrievanceMechanism](#) [#StakeholderEngagement](#) [#Permits](#) [#Reconstruction](#) [#ESF](#) [#SocialLicence](#) [#PMO](#) [#CapitalProjects](#)

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Sequencing the Rebuild: Managing Interfaces Between Investments

Why a finished asset without power, water or access is capital locked away — and how PMWEB prevents it

Bassam Samman, PMP, PSP, EVP, GPM | Chairman & CEO, CMCS FZCO | PMWEB Authorised Implementation Partner, GCC & MENA

Reconstruction is delivered by many organisations at once. A housing joint venture builds homes; a utility rebuilds the substation; a ministry repairs the water network; a roads authority restores the access road; a health programme rebuilds the clinic. Each project can be on time and on budget — and the outcome can still fail, because the homes are finished before the power arrives.

These dependencies between separately funded investments are interfaces. In a reconstruction portfolio, managing them is what turns individual projects into a working town.

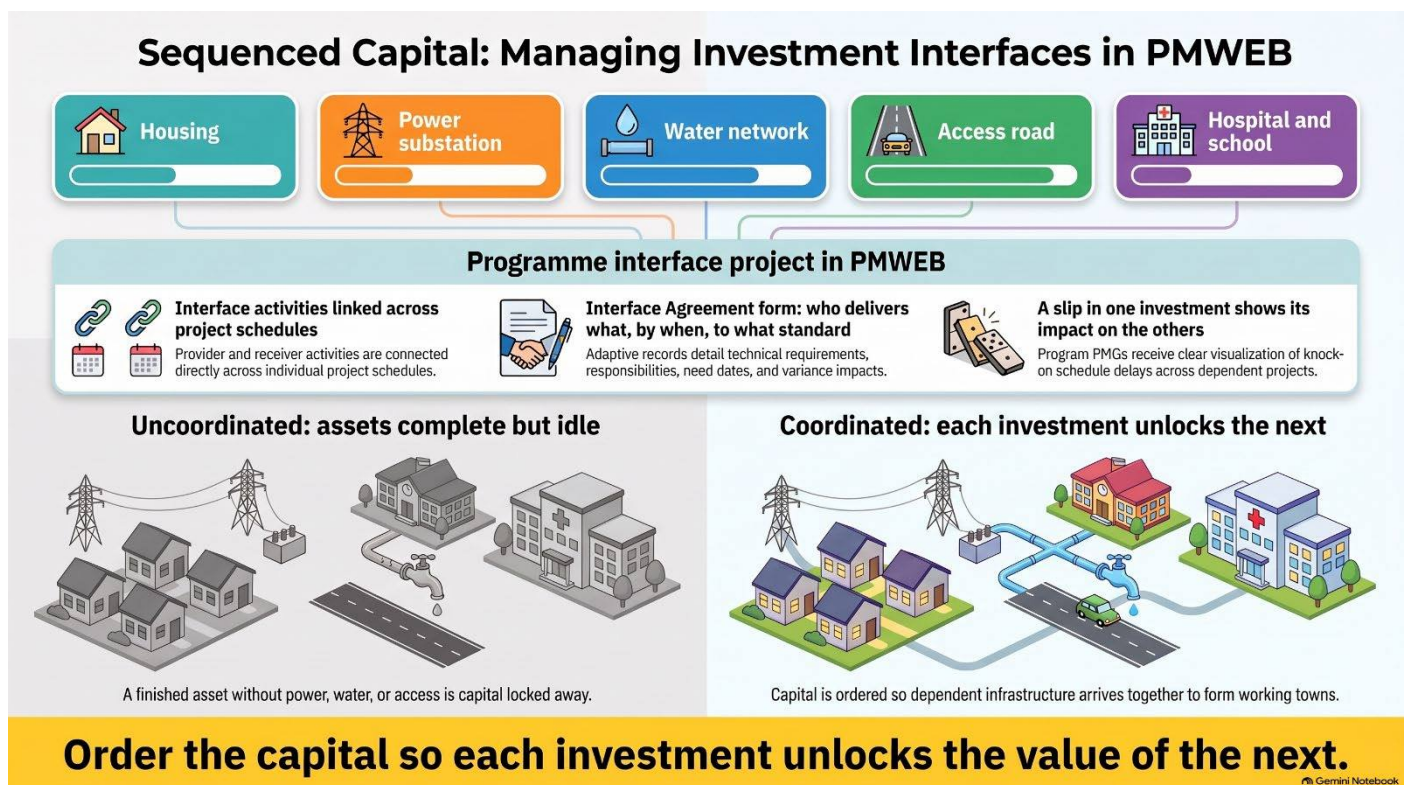


Figure 1: Managing the Interfaces Between Investments

How interfaces are modelled in PMWEB

An interface in PMWEB is not a line in a meeting minute. It is built in two parts:

- **Schedule activities across projects.** The provider's activity (for example, energise the 230 kV feeder) and the receiver's activity (energise and test Phase 1B) are linked across the two projects' schedules in the PMWEB Schedule module.

- **An Interface Agreement adaptive form** on the dependent project, referencing those activities and recording the technical requirements, responsibilities, need date, the provider’s forecast, the variance and the impact if the need date is missed.
- For national programmes, a separate PMWEB project can hold the programme’s interface milestones — a reconstruction interfaces project whose schedule links to the activities in every participating project. It gives the PMO one place to see every cross-investment dependency.

PMWEBInterface Agreements > IA-017

Illustrative example

Dashboard

Asset Register

Inspections

Funding Agreements

Fund Release

Budget

Commitments

Schedules

Interface Agreements

Grievances

Permits

Documents

Adaptive Form: Interface Agreement - West district housing — Phase 1B

IA-017 — 230 kV feeder to West district Phase 1B

Workflow: step 3 of 3 — signed by provider and receiver; monitoring

At risk

MainNotesAttachmentsWorkflow

INTERFACE

Interface type

Utility — power supply

Provider project

Power plant and grid programme

Receiver project

West district housing — Phase 1B

Provider activity (schedule)

PWR-1420 Energise 230 kV feeder

Receiver activity (schedule)

RES-1B-3100 Phase 1B energisation

Programme interface project

Reconstruction Interfaces 2026–2030

Need date

30 Jun 2027

Provider forecast

31 Aug 2027

Variance

–62 days

TECHNICAL REQUIREMENTS AND RESPONSIBILITIES

Requirement	Value	Responsible
Capacity at connection point	45 MVA	Provider
Connection point	Substation SS-1B, bay 2	Provider
Substation building and earthing ready	31 Mar 2027	Receiver
Line route easement	Permit PRM-0612 (pending 22 days)	Provider
Testing and commissioning witness	Joint	Both

IMPACT AND MITIGATION

Impact if not met

Phase 1B handover moves from Aug 2029 to Oct 2029; 1,240 homes complete without power

Cost exposure

\$3.4m (extended preliminaries and temporary power)

Mitigation

Temporary 11 kV supply for testing; accelerate easement through Governorate

Linked records

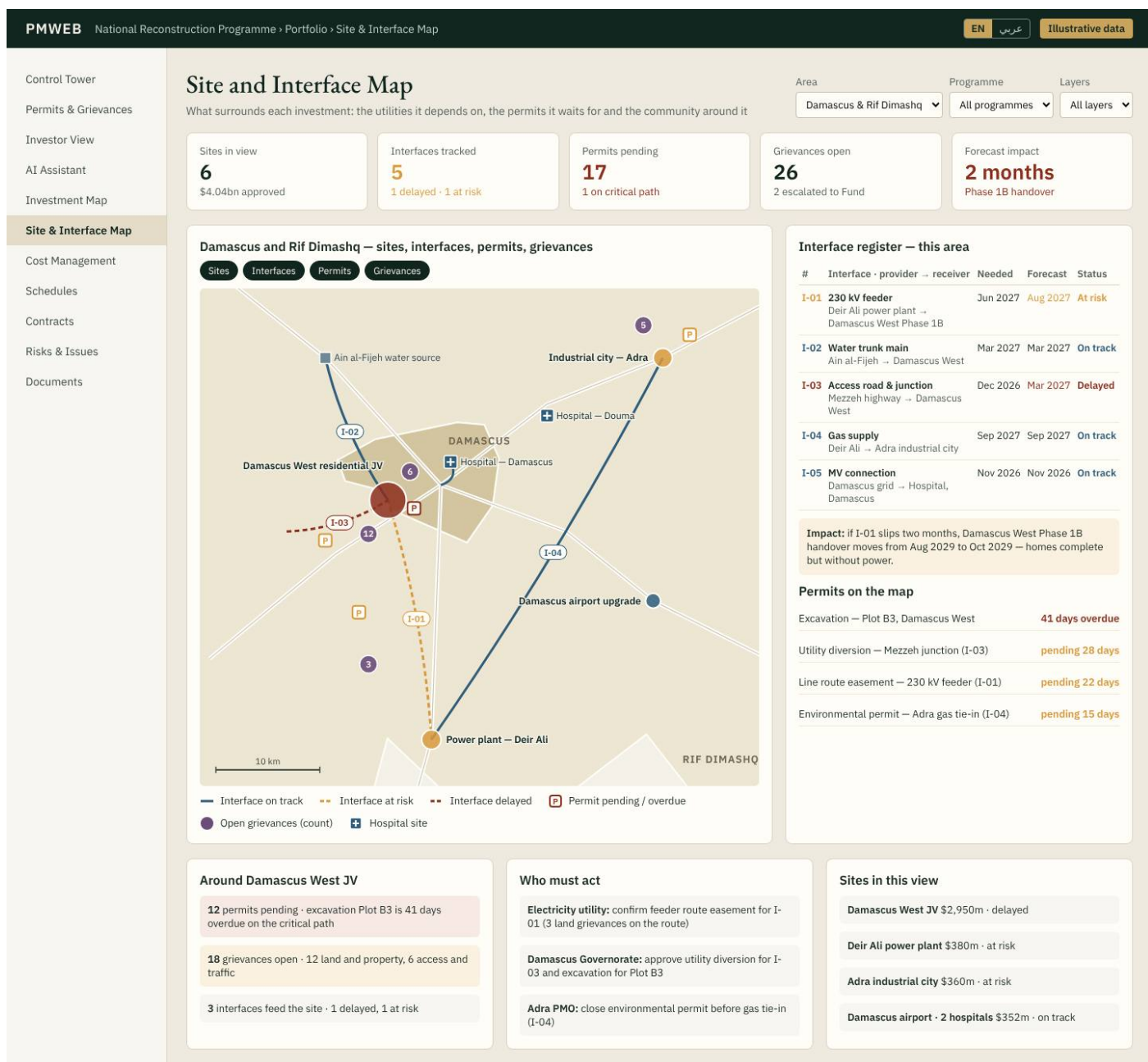
Risk RSK-0088 · Permit PRM-0612 · Grievances ×3 on route

Screenshot S1: Example of the output form — PMWEB Interface Agreement adaptive form linking the provider and receiver schedule activities, with requirements, responsibilities, variance and impact. Illustrative example.

Seeing interfaces on the map

Interfaces are geographic. The site and interface map shows each investment, the utilities and roads it depends on, the permits it is waiting for and the grievances around it. When an interface slips, the map and the interface register show the knock-on effect: in the example below, a two-month delay to a power feeder moves a housing phase’s handover by two months — 1,240 homes complete but without power.

Dashboard 1: Site and Interface Map



Dashboard 1: Site and Interface Map — sites, interfaces, permits and grievances in one view, with the interface register and its impact. Illustrative data for a post-conflict programme.

Order the capital so each investment unlocks the value of the next.

From individual projects to sequenced programmes

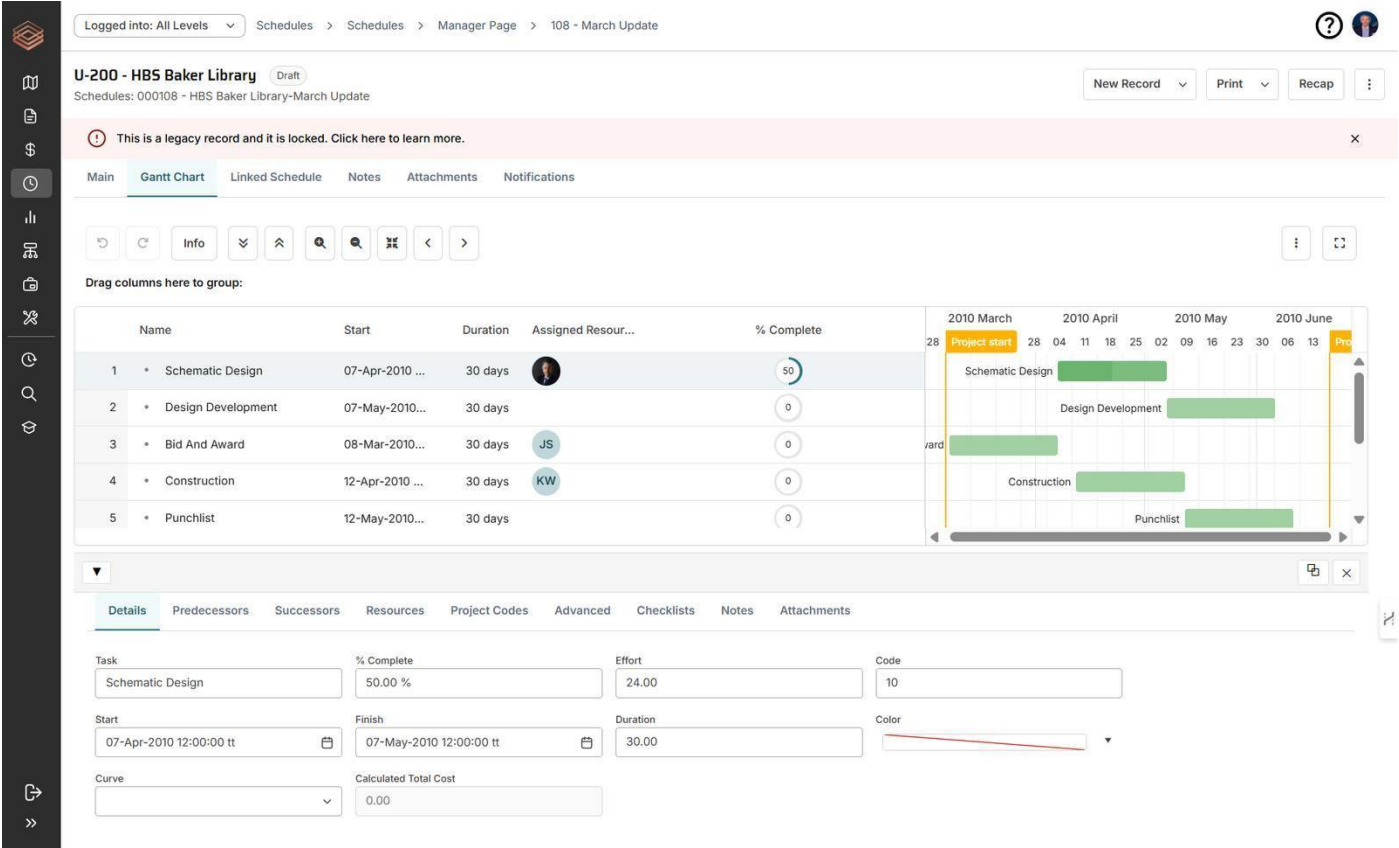
With interfaces in the system, the reconstruction authority can sequence funding and contracts so that dependent investments arrive together: the substation is funded before the housing phase it serves, the access road is awarded with the port works, the water connection is a condition of the hospital's handover. Funders can see that their asset will actually be used.

Running the interface review

Interfaces need a rhythm. A monthly interface review, chaired by the programme PMO, works through the register: interfaces whose provider forecast has moved past the need date, those whose requirements are not yet

agreed, and those waiting for a permit or a land decision. Because each interface is a PMWEB record linked to live schedules, the review starts from current forecasts rather than from what each party remembers.

Three indicators are enough to manage the portfolio: the number of interfaces at risk or delayed, the total days of negative variance, and the value of assets whose handover depends on an interface that is off track. Each can be broken down by provider, so the PMO knows which utility, ministry or contractor to call first.



Screenshot S2: PMWEB Schedule — cross-project relationship between the provider’s and the receiver’s interface activities

Where PMWEB 2026 AI Adds Value

With interfaces held as linked schedule activities and Interface Agreement records, the **PMWEB 2026 AI Assistant** can answer “which interfaces will miss their need date if current forecasts hold?” and “which completed assets are waiting for a utility connection?”

As risk analysis capabilities are released, slips in provider schedules can be flagged against receivers’ need dates automatically, giving the PMO weeks of warning instead of a surprise at handover.

Questions to Settle Before You Start

Question	Why it matters
Who owns the interface register?	The programme PMO, not any single project — interfaces cross project boundaries by definition.
How are interfaces identified?	From each project’s schedule and scope, reviewed jointly by providers and receivers at programme start.
Where do interface milestones live?	In a programme interfaces project in PMWEB, linked to the activities in every participating schedule.
What happens when a need date is missed?	A defined escalation, an impact assessment on the receiver and a recorded mitigation.
How is funding sequenced?	Providers funded and contracted ahead of the receivers that depend on them.

What the Reconstruction PMO Must Put in Place

- Interface activities in each project schedule, linked across projects
- An Interface Agreement adaptive form with requirements, responsibilities, need date, forecast, variance and impact
- A programme interfaces project for national or city-wide programmes
- Map-based dashboards (PMWEB with GIS integration) showing interfaces, permits and grievances by site
- Alerts when a provider forecast moves past the receiver's need date

Key takeaway

A finished asset without power, water or access is capital locked away. Interfaces between separately funded investments decide whether reconstruction delivers working towns.

Model interfaces in PMWEB as linked schedule activities plus an Interface Agreement form, review them monthly, and sequence capital so each investment unlocks the next.

Next in the series, Part 7: Transparency That Attracts Capital: Real-Time Reporting for Funders and Investors.

Which of your projects will be finished before the utility, road or service it depends on — and who would find out first?

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Transparency That Attracts Capital: Real-Time Reporting for Funders and Investors

How role-based, live reporting turns a reconstruction programme into one that investors want to join

Bassam Samman, PMP, PSP, EVP, GPM | Chairman & CEO, CMCS FZCO | PMWEB Authorised Implementation Partner, GCC & MENA

Reconstruction cannot be funded by governments alone. Sovereign funds, Gulf investors, development finance institutions and private developers will co-invest — if they can see what is happening to their money. The question every investment committee asks is the same: will we know, in time, if this project is going wrong?

A reconstruction programme that can answer “yes, here is the live view” has a structural advantage in attracting capital. Visible controls make capital cheaper and quicker to commit.

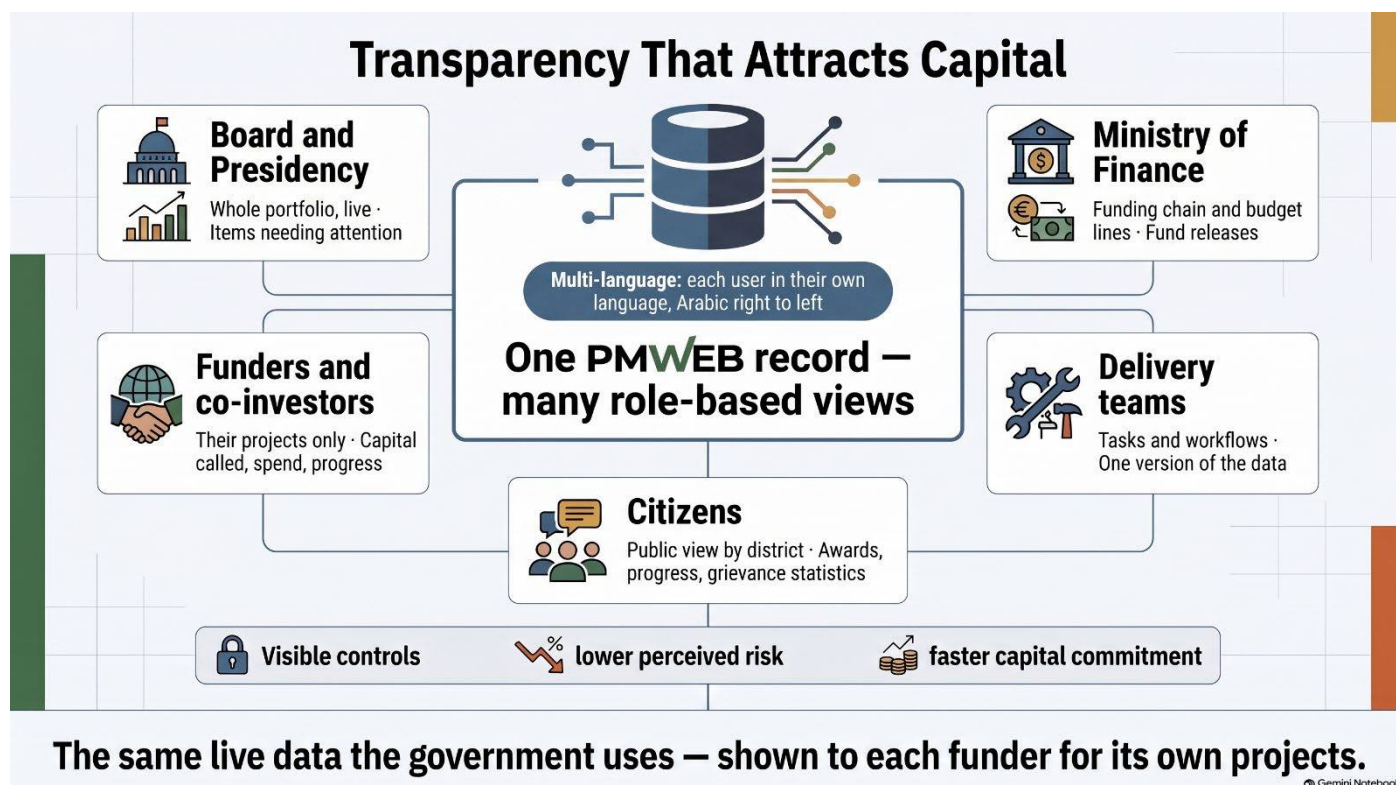


Figure 1: Transparency That Attracts Capital

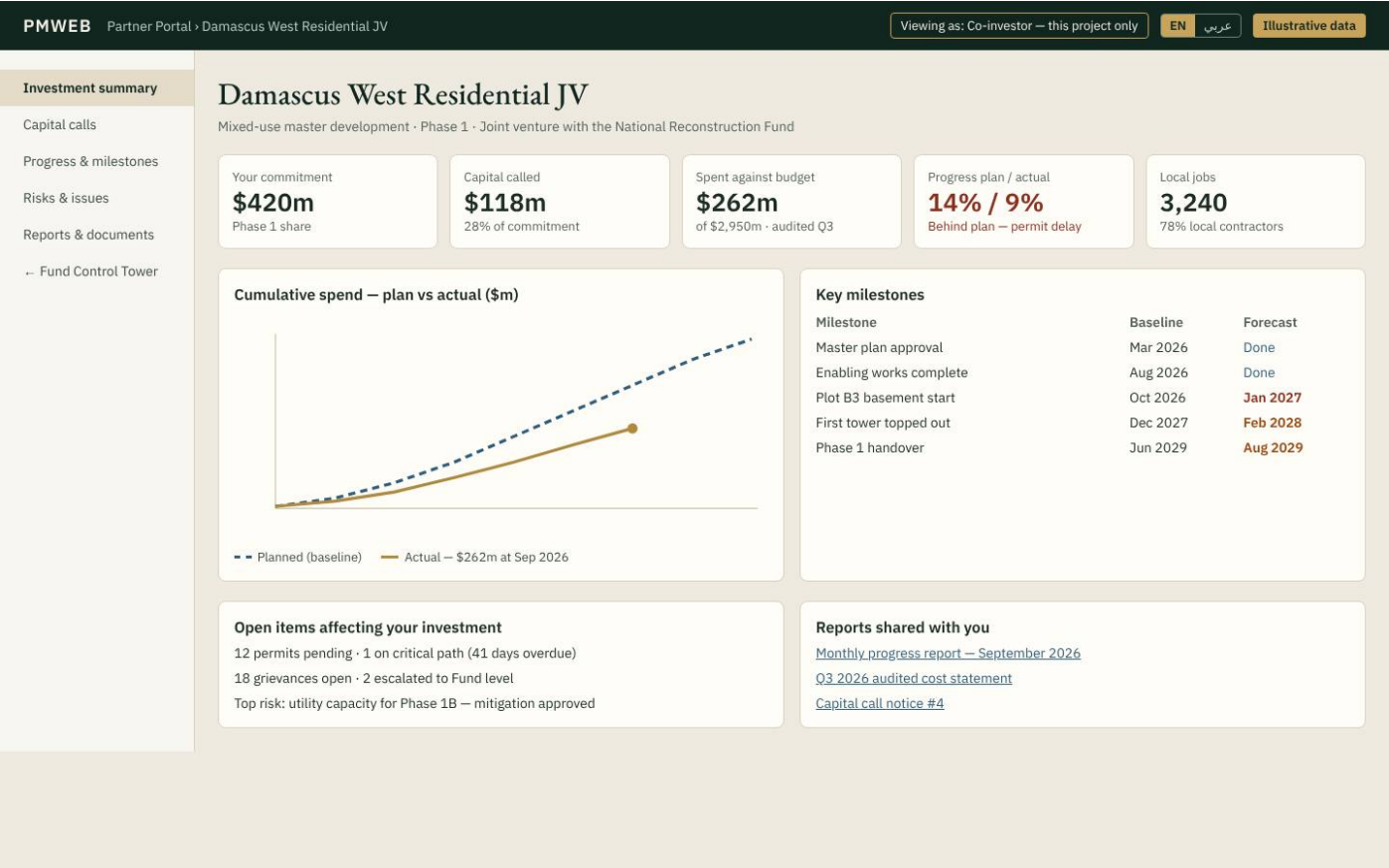
The same data, shown to each audience

PMWEB does not produce separate truths for separate audiences. It holds one set of records and presents role-based views of it:

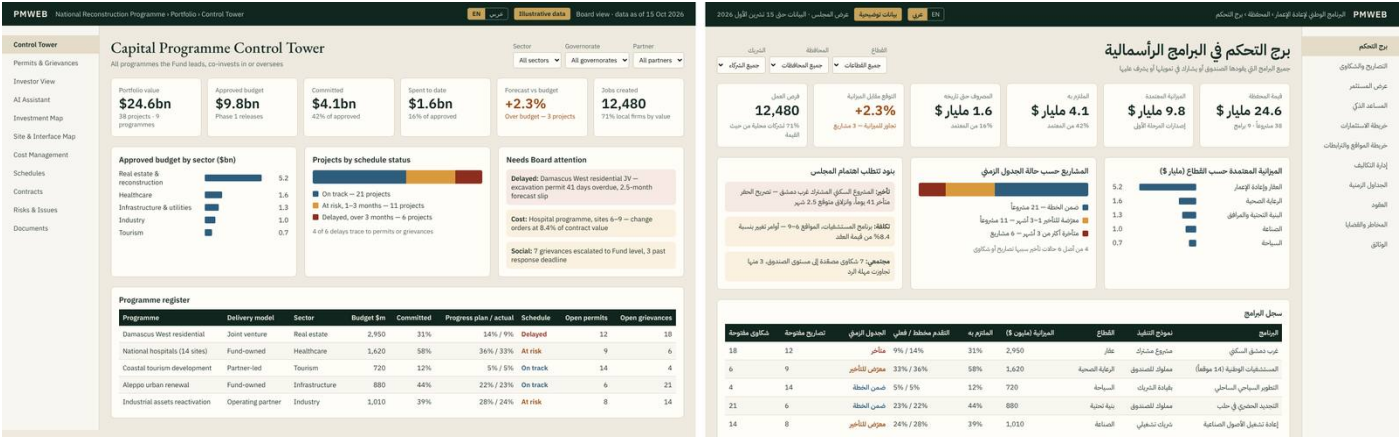
- **The board and the Presidency** see the whole portfolio: value, budget, commitments, spend, forecast, schedule status and items needing attention.
- **The finance ministry** sees the funding chain, budget lines and fund releases.
- **Each funder or co-investor** sees its own projects only: commitment, capital called, spend against budget, progress, milestones, open permits and grievances, and the reports shared with it.

- **Delivery teams** see their projects, tasks and workflows.
- **Citizens**, where the government chooses, see a public summary by district.

Dashboard 1: Investor and Partner View



Dashboard 2: The same PMWEB Control Tower in English and in Arabic, switched by the user



Dashboard 2: The same PMWEB Control Tower in English and in Arabic, switched by the user — one set of records, read left to right or right to left. Illustrative data.

One record, read in every language the programme needs — that is what makes a Control Tower work across nations.

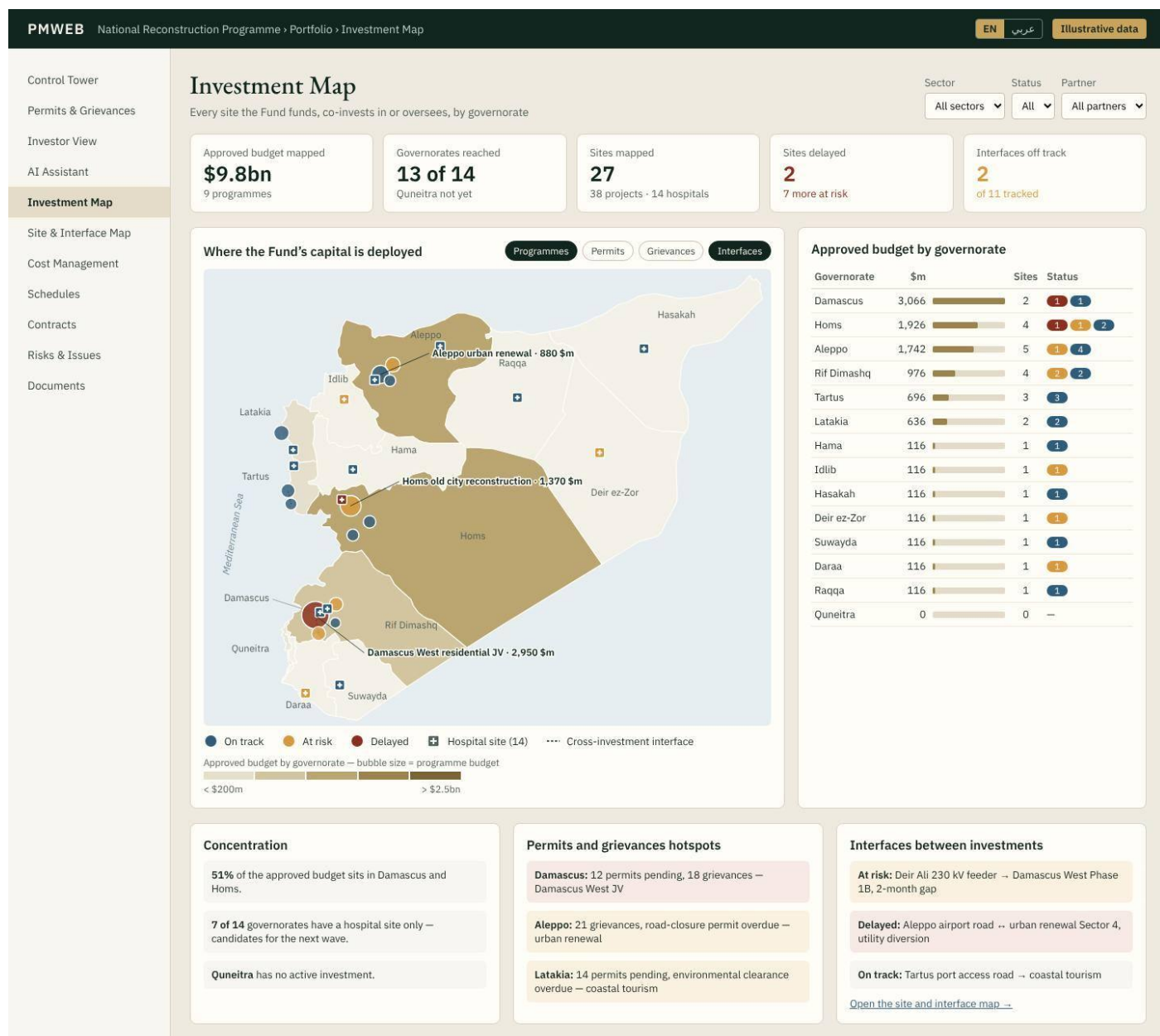
Real time means no reporting season

In most programmes, the monthly report takes two weeks to compile and is out of date when it arrives. When every delivery entity works in PMWEB, the report is a view of the records, not a separate product. Monthly, quarterly and Presidency report packs are generated from live data, and the time saved goes into acting on what the data shows.

Location as a reporting dimension

Reconstruction is reported geographically: by governorate, district, municipality. With PMWEB’s GIS integration — CMCS has delivered PMWEB with Primavera P6 and ESRI GIS — investments, funding and status can be shown on the map, and every dot opens the project behind it. Funders can see whether their money reached the districts that needed it most.

Dashboard 3: Investment Map



Dashboard 3: Investment Map — approved budget by governorate, sites by status and the concentration, hotspot and interface cards. Illustrative data.

Investors already working on PMWEB at home will recognise the same discipline in your programme on day one.

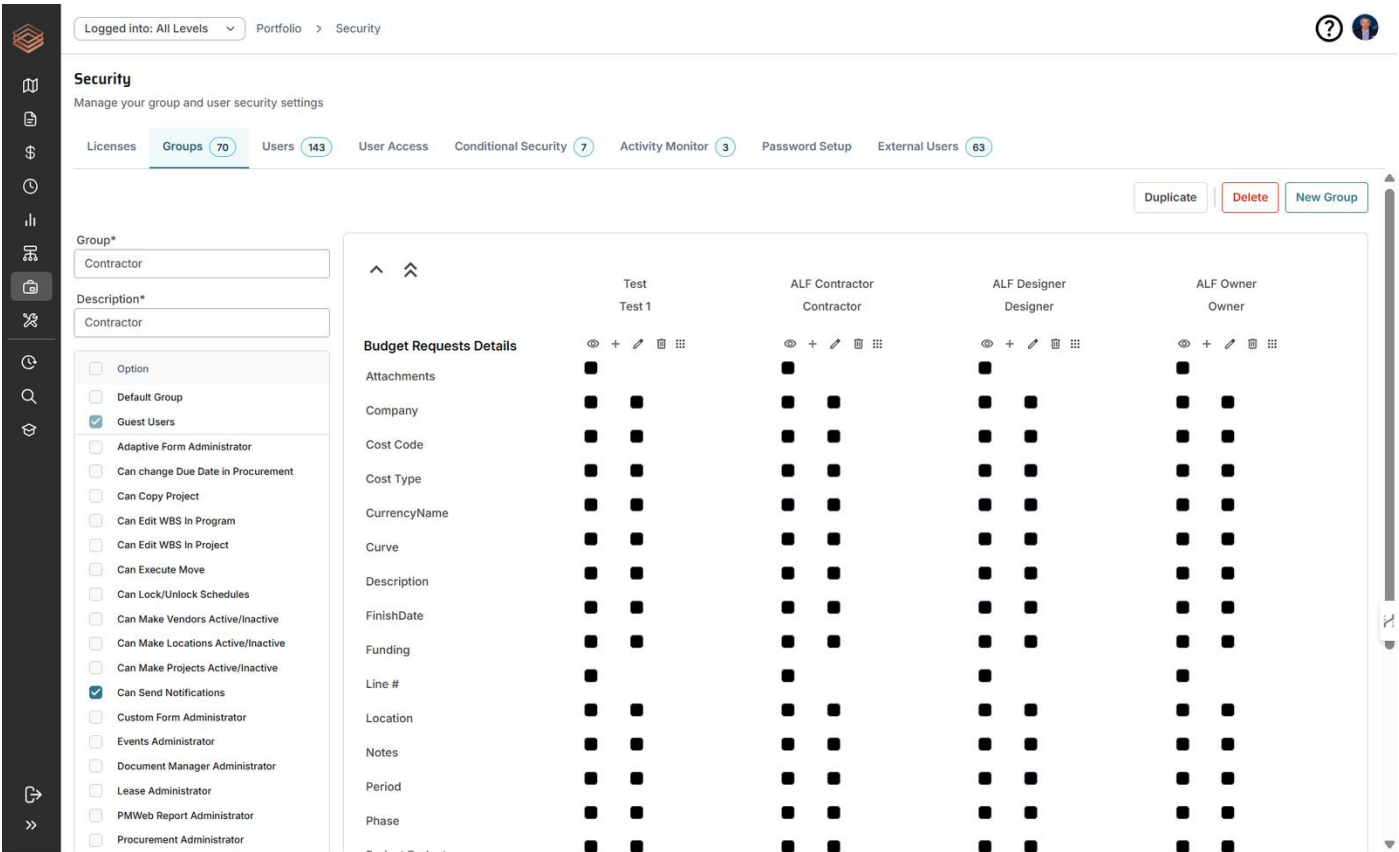
A familiar standard for Gulf investors

Many of the developers and government entities leading investment in the region already deliver their own capital programmes on PMWEB — master developers such as Eagle Hills, ROSHN and DAMAC, and public owners such as Dubai Municipality, Hamad Medical Corporation, the Royal Commission for Riyadh City and the Kuwait National Guard. When they co-invest in a reconstruction programme, the controls and reports they see are ones they already trust.

Disclosure and citizen trust

Citizens are the final stakeholders in any reconstruction. Many governments now publish contract awards and project progress as part of open-contracting commitments, and development banks increasingly expect it. When the data already lives in PMWEB, a public view by district — projects, budgets, awarded contractors, progress and anonymised grievance statistics — can be published without a separate reporting effort, and it always matches what the board sees.

Disclosure has a practical benefit too. When communities can see that the clinic in their district is funded, contracted and 40% complete, fewer people need to ask, and the grievances that do arrive are about real problems.



Screenshot S1: PMWEB user and role administration — a co-investor role limited to one project, with read-only access to selected modules

Where PMWEB 2026 AI Adds Value

The **PMWEB 2026 AI Assistant** answers within each user’s access rights, so a co-investor can ask about its own project and receive an answer from the same live records the government uses — without seeing anyone else’s data.

Reporting capabilities being released through 2026 can draft board, Cabinet and funder report packs from those records, in the language of each audience, for a person to review and approve.

Questions to Settle Before You Start

Question	Why it matters
Who sees what?	A role matrix agreed with each funder and investor before access is granted.
Which languages are needed?	Every language used by the board, the funders, the contractors and the field teams, with report templates in each.

Question	Why it matters
What will be published?	A public disclosure policy by district: projects, budgets, awards, progress and anonymised grievance statistics.
How is location captured?	GIS coordinates on assets and sites from the start, so map reporting does not need a second data set.
How often are reports issued?	Continuously as live views, with formal packs at set dates generated from the same data.

What the Reconstruction PMO Must Put in Place

- Role-based security so each funder, investor and partner sees its own projects only
- Language settings per user, with Arabic right-to-left and English as standard, and report templates in each audience's language
- Executive, funder, investor and public dashboards from the same data, embedded in PMWEB through Power BI
- Report packs for the board, the Presidency or Cabinet, parliament and funders, generated from live records
- GIS integration for map-based reporting by governorate and district
- A document area per funder for shared reports, audits and capital call notices

Key takeaway

Visible controls make capital cheaper and faster to commit. A reconstruction programme that can show each funder a live view of its own money has a structural advantage in attracting co-investment.

Hold one set of records and present role-based, multi-language views of it to every audience — from the Presidency to the citizen.

Next in the series, Part 8: No Data, No AI — and a Six-Month Path to a Working Control Tower.

If a new investor asked to see the live status of the project it is considering, what would you show it today?

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