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

IN THIS SERIES

8 articles

01 Reconstruction Is a Portfolio, Not a Project

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

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

04 Governance by Design: Delegation of Authority, Procurement and Audit

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

06 Sequencing the Rebuild: Managing Interfaces Between Investments

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

08 No Data, No AI, and a Six-Month Path to a Working Control Tower

PMWEB FOR RECONSTRUCTION | PART 1 OF 8 | RECONSTRUCTION CONTROL TOWER

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.

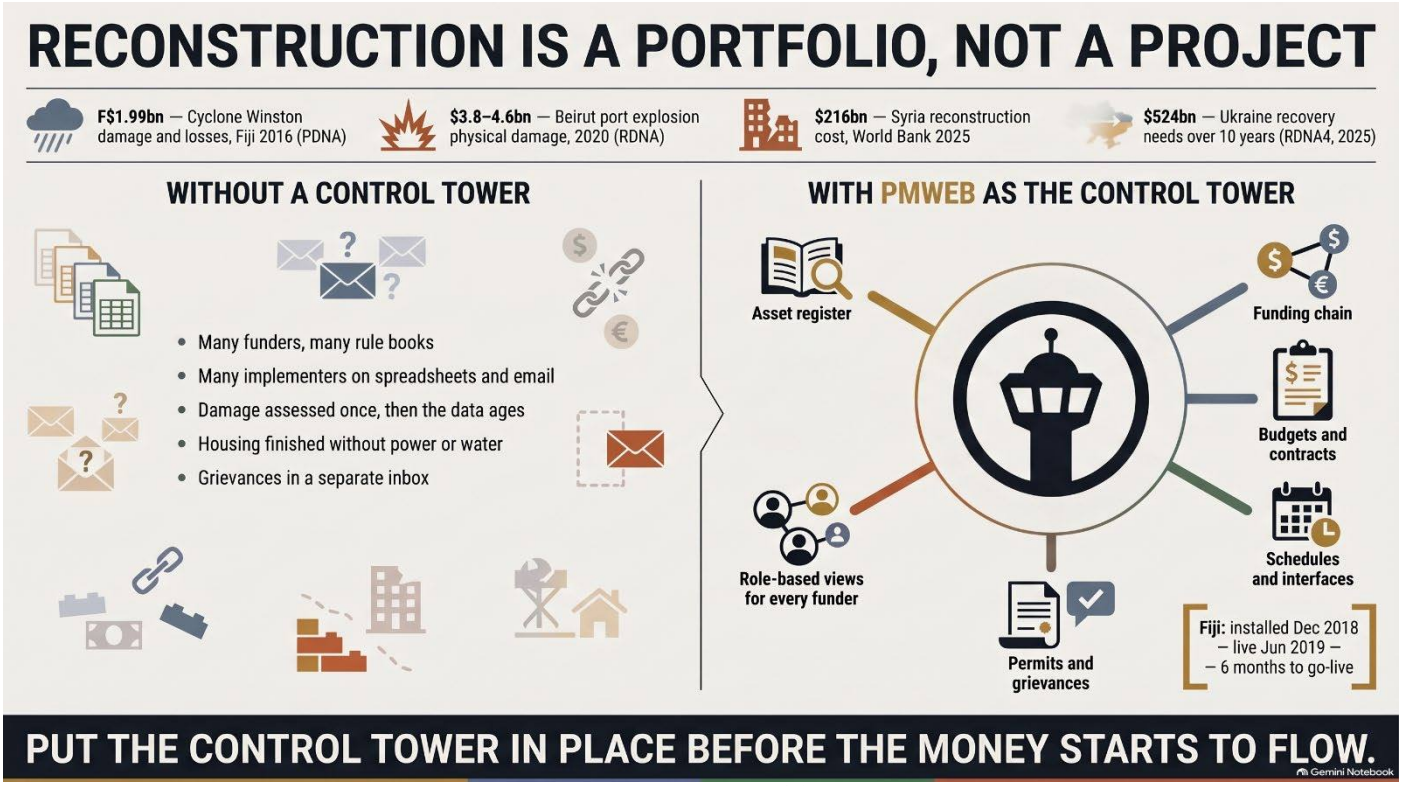


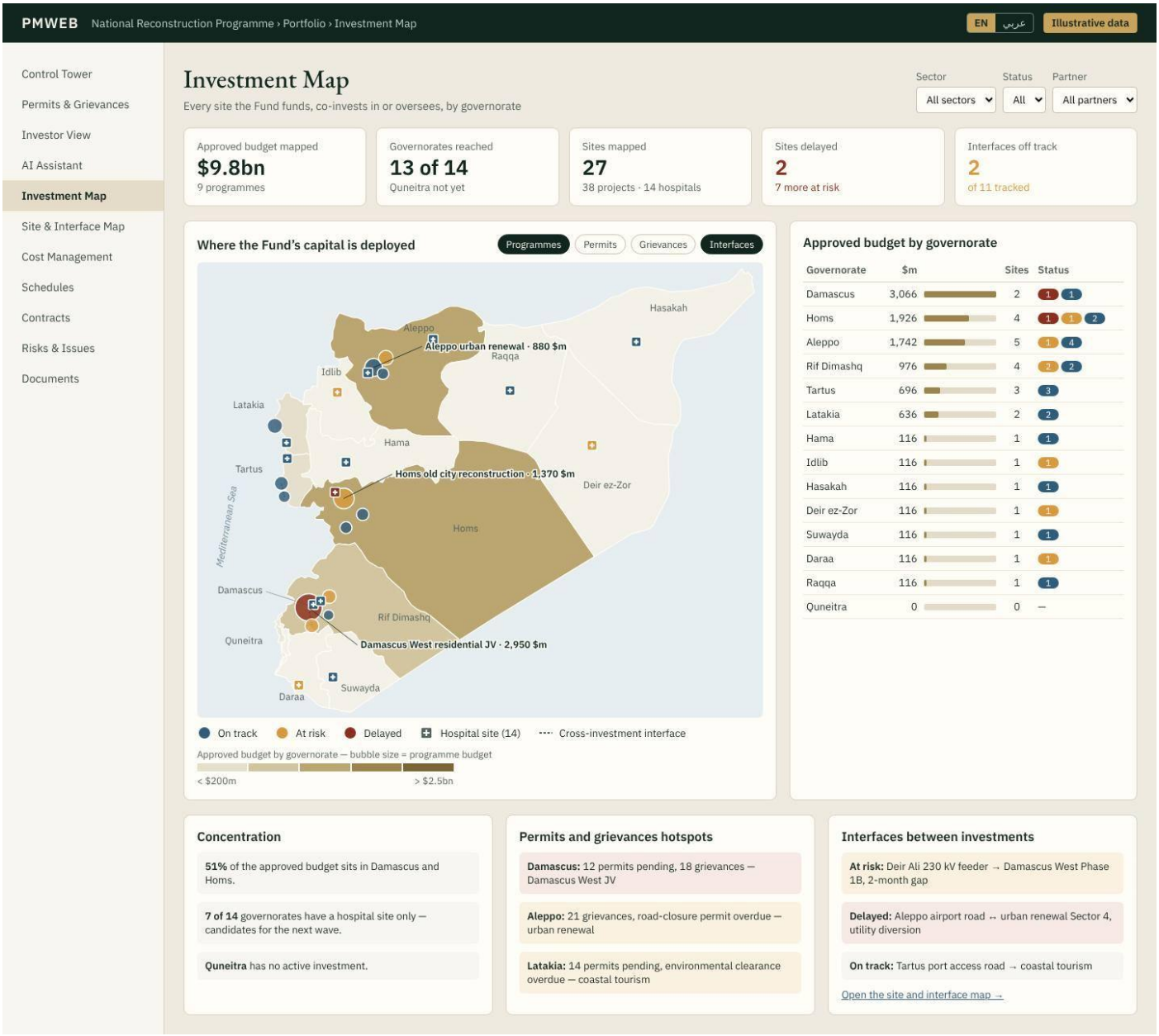
Figure 1: Reconstruction Is a Portfolio, Not a Project

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



Dashboard 1: PMWEB Investment Map — where the programme's capital is deployed by governorate, each site sized by budget and coloured by schedule status, with interfaces that are off track flagged. Illustrative data for a post-conflict programme.

What changes when the Control Tower exists

Without a Control Tower	With PMWEB as the Control Tower
Each funder receives a different report, assembled by hand	Each funder sees its own projects, live, from the same data
Damage is assessed once, then the spreadsheet ages	Assets are re-inspected and re-prioritised every cycle
Fund releases depend on who chases whom	Releases follow conditions checked in the system
Delays are discovered at the monthly meeting	Overdue permits and interfaces raise alerts the day they slip
Community complaints sit in a separate inbox	Grievances are linked to the activity and the contract they affect
Each nation's team keeps its own spreadsheet in its own language	Every user works in their own language on the same records

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?

Talk to us: info@CMCS-MENA.com

#CMCS #PMWEB #Reconstruction #ControlTower #PublicFinance #SovereignFunds #DevelopmentFinance #CapitalProjects #PMO #BuildBackBetter

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

About the Author

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

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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PMWEB FOR RECONSTRUCTION | PART 2 OF 8 | ASSET-CENTRIC RECONSTRUCTION

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.



Figure 1: Start from the Asset

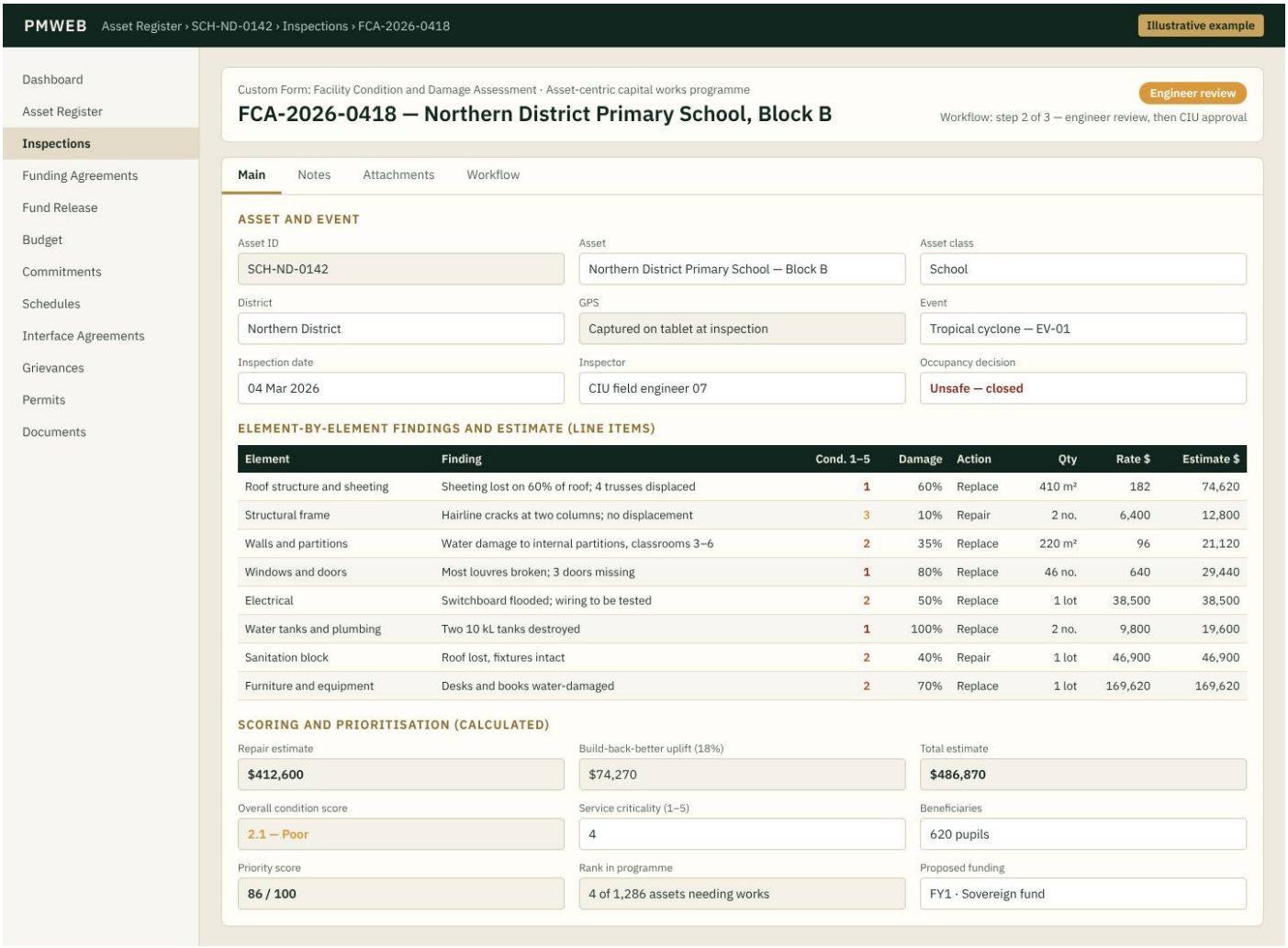
The asset register as the reconstruction backbone

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.



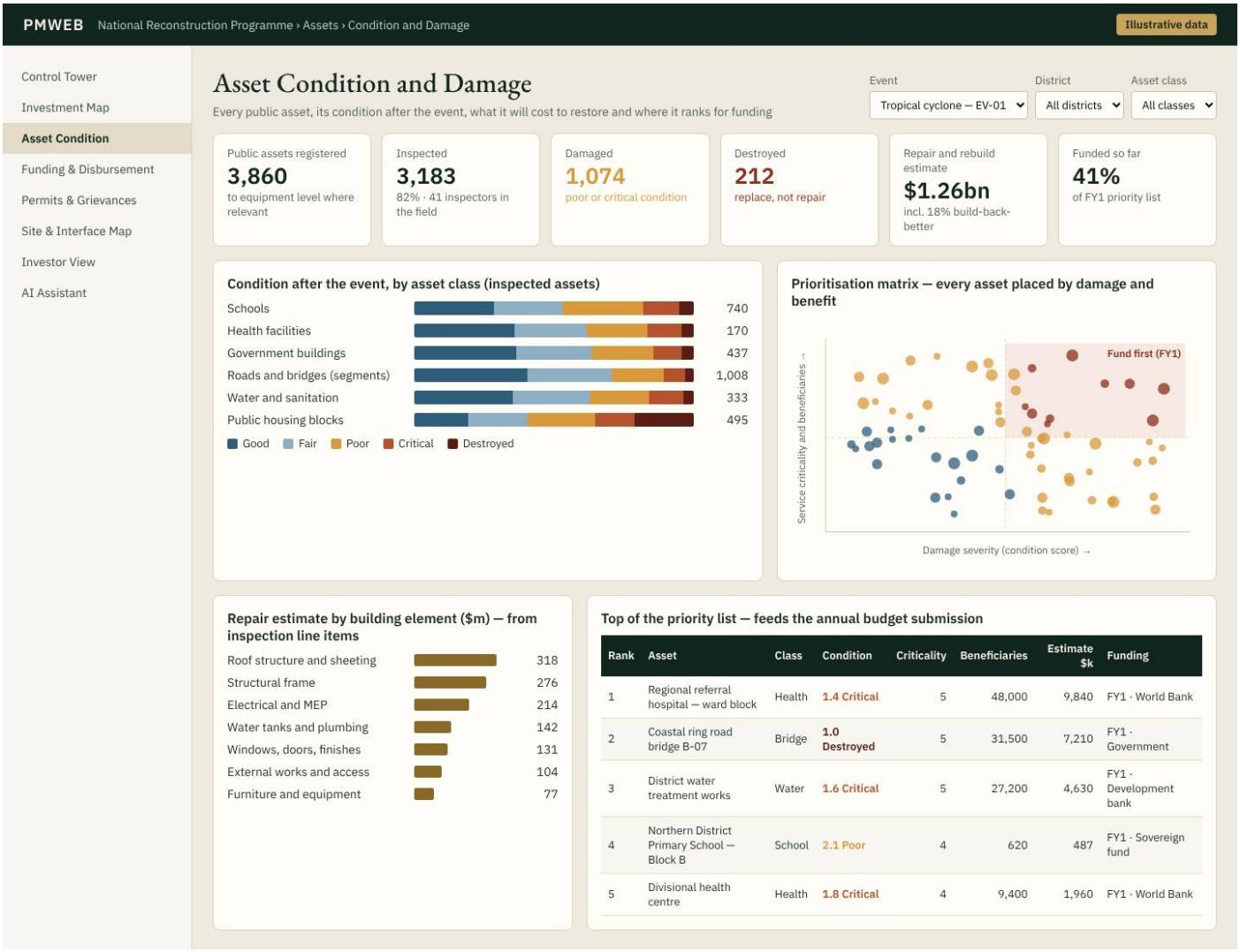
Screenshot S1: Example of the output form — a PMWEB custom form for facility condition and damage assessment. Element-level findings and estimates roll up into a total estimate, a condition score and a priority score that ranks the asset across the programme. Illustrative example.

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.

Dashboard 1: Asset Condition and Damage

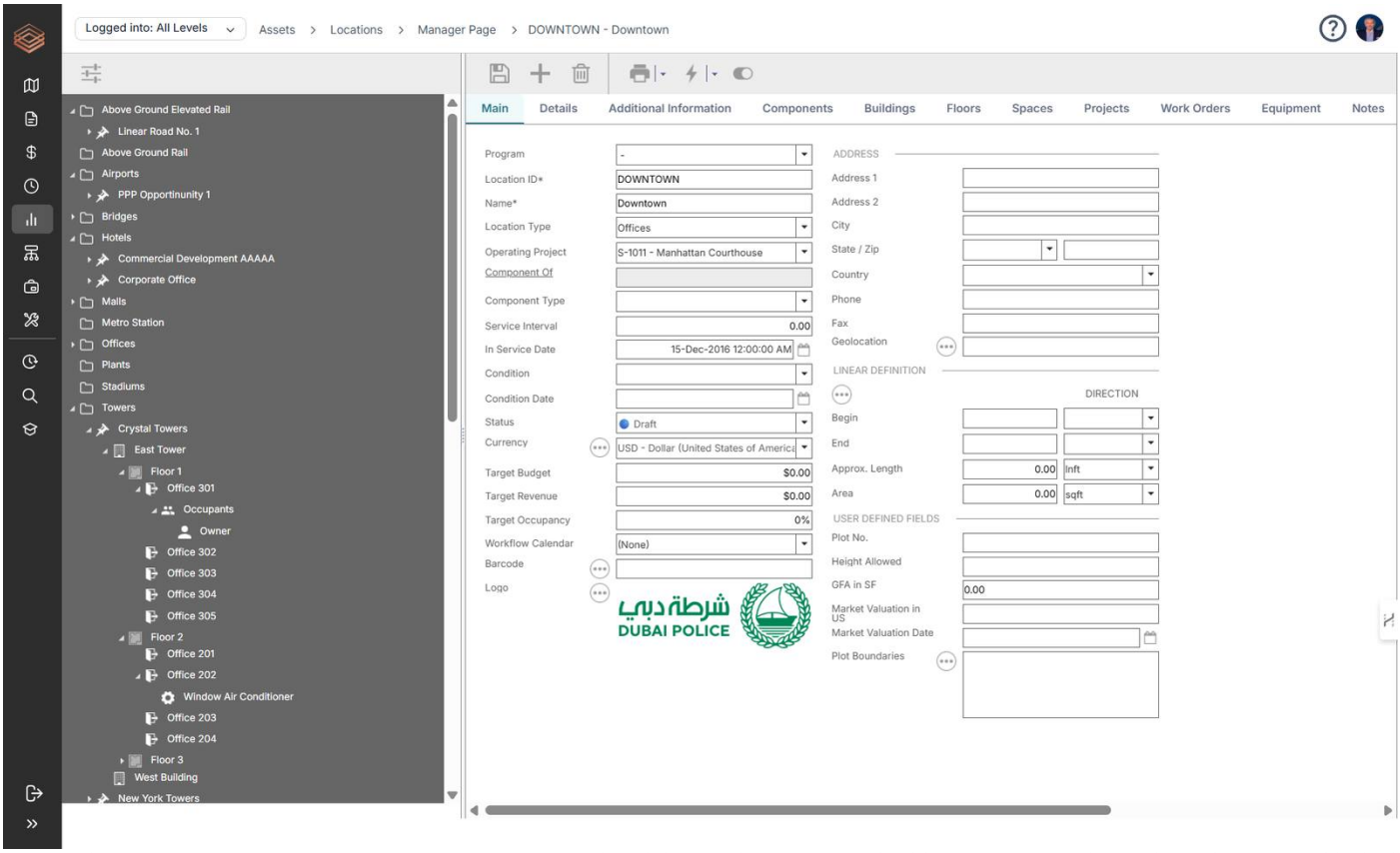


Dashboard 1: Asset Condition and Damage dashboard — condition by asset class, repair estimate by building element, the prioritisation matrix and the top of the funding list. Illustrative data.

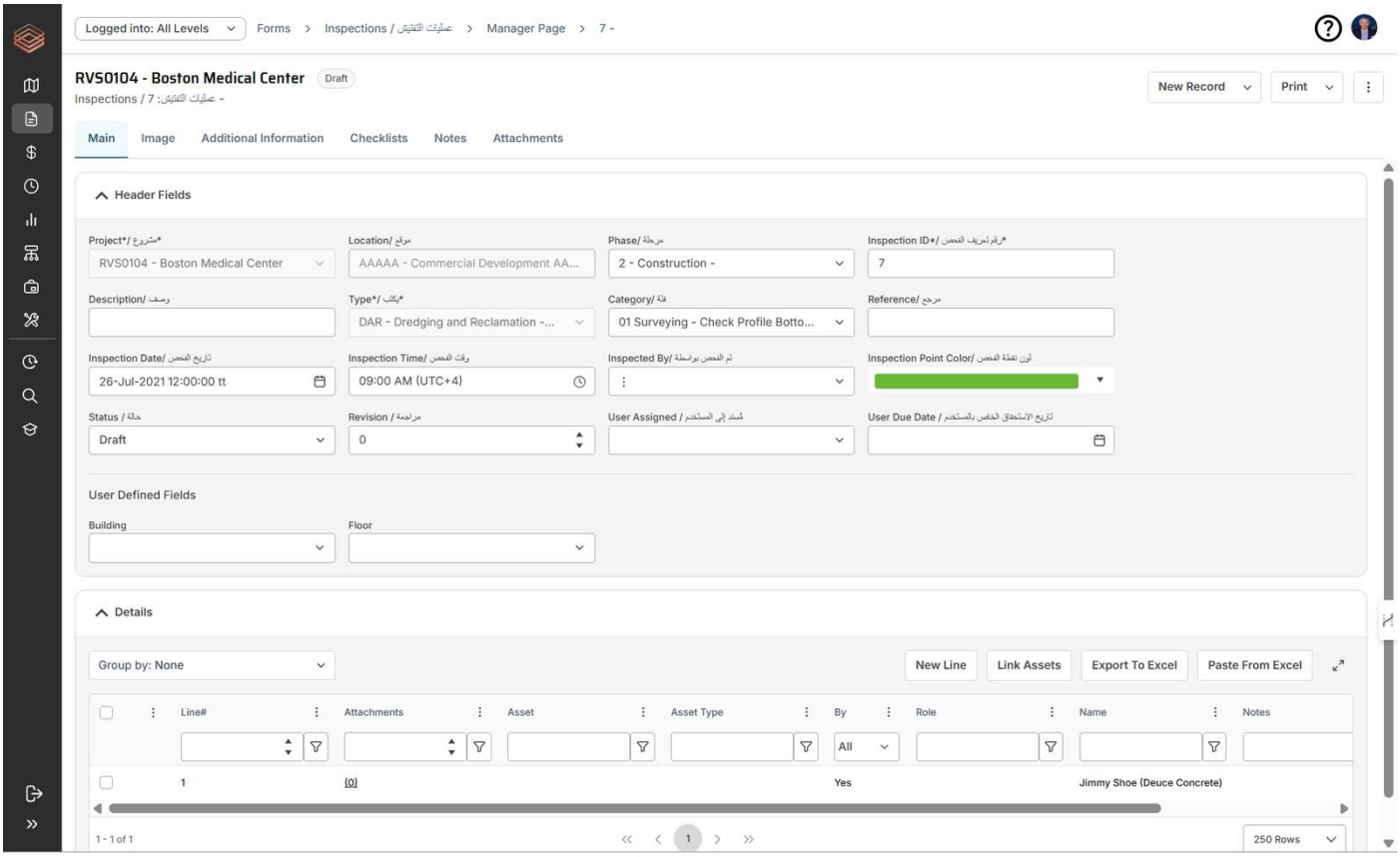
Whole-of-life cost: rebuilding without creating tomorrow's backlog

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.*



Screenshot S2: PMWEB Asset Management — asset record with hierarchy tree (site › building › equipment), condition history and linked projects



Screenshot S3: PMWEB Inspection Form — design view of the condition assessment form showing the element line-item grid and calculated fields

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?

Talk to us: info@CMCS-MENA.com

#CMCS #PMWEB #AssetManagement #Reconstruction #DisasterRecovery #BuildBackBetter #PublicAssets #CapitalPlanning #PMO #Fiji

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PMWEB FOR RECONSTRUCTION | PART 3 OF 8 | FUNDING AND FUND RELEASE

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

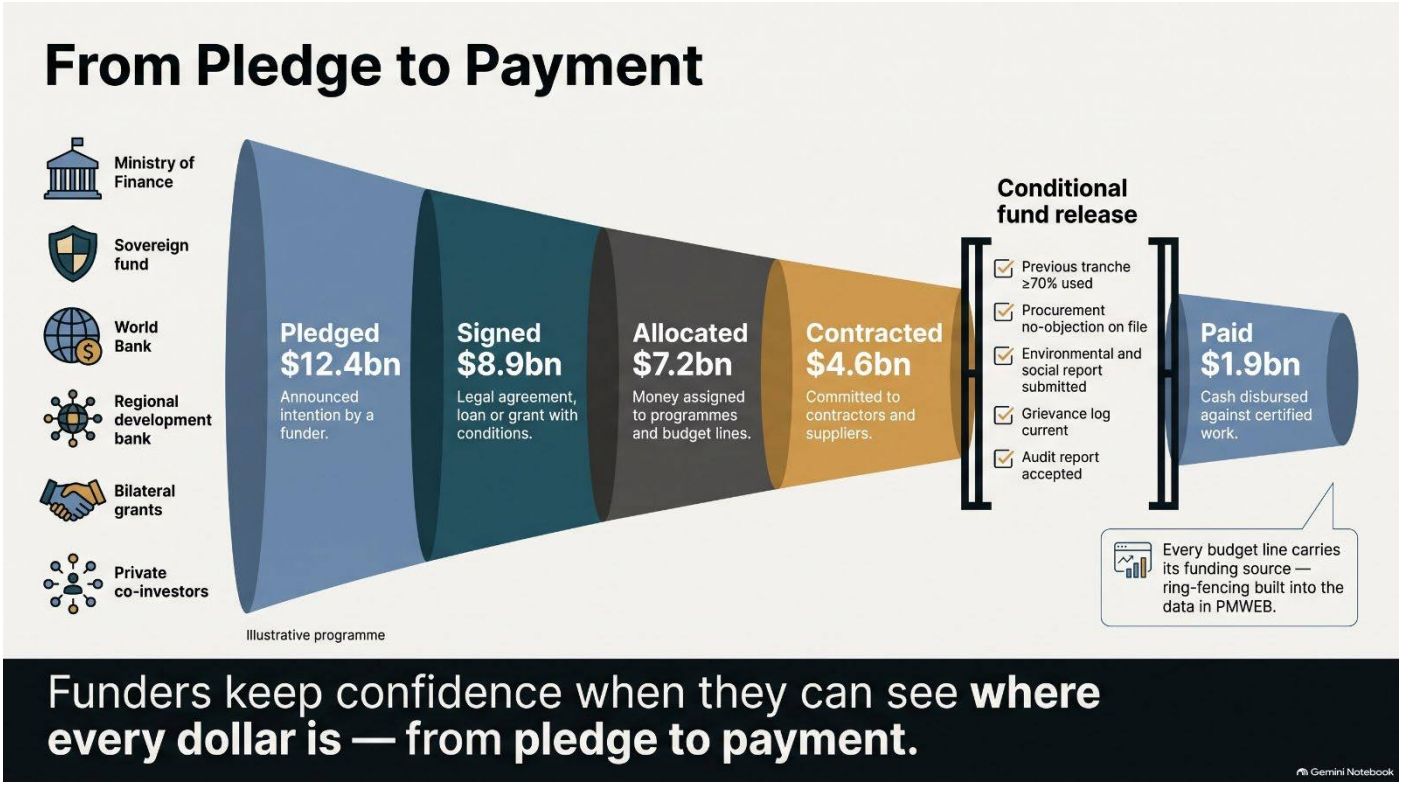


Figure 1: From Pledge to Payment

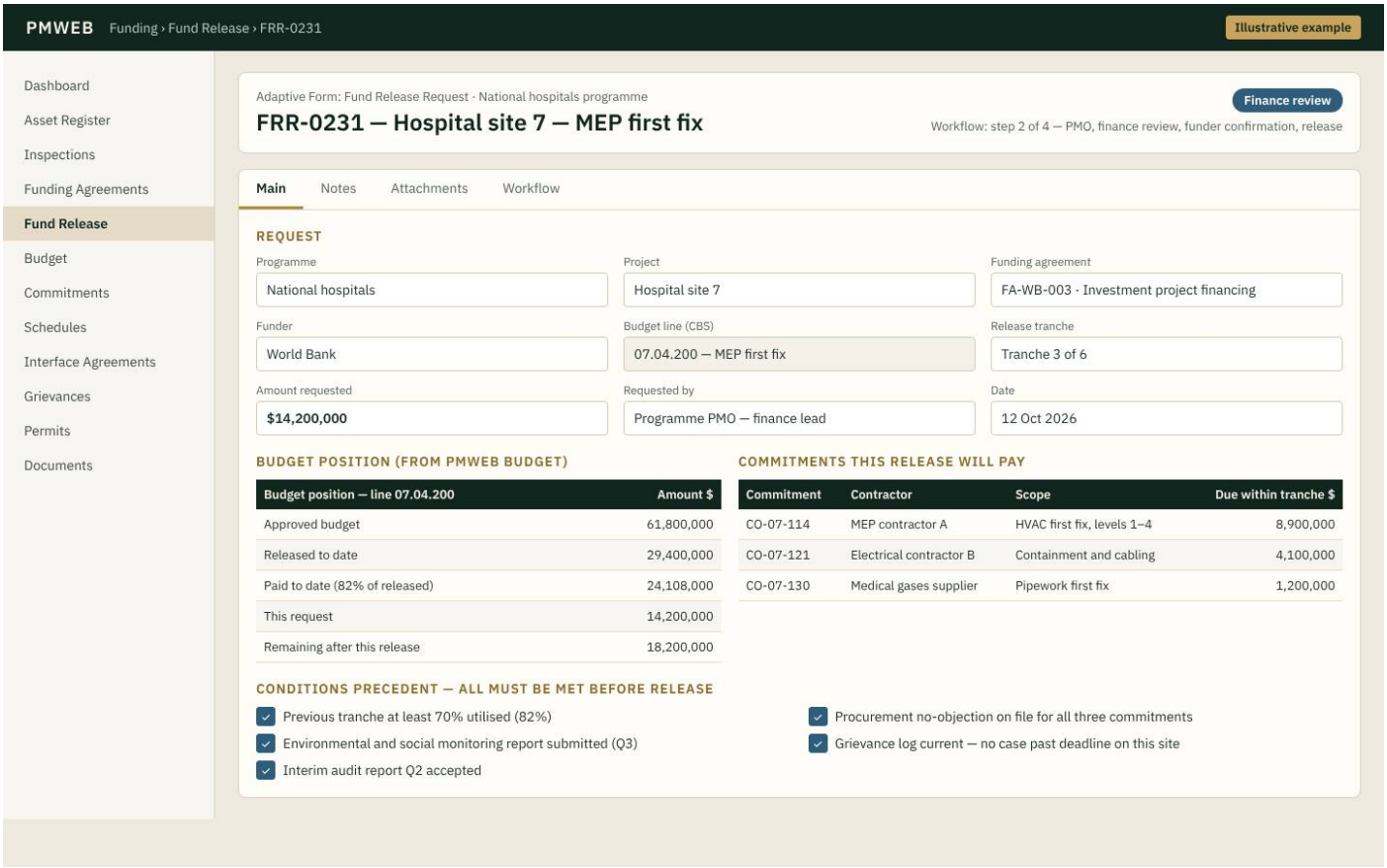
Every budget line knows who pays for it

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.

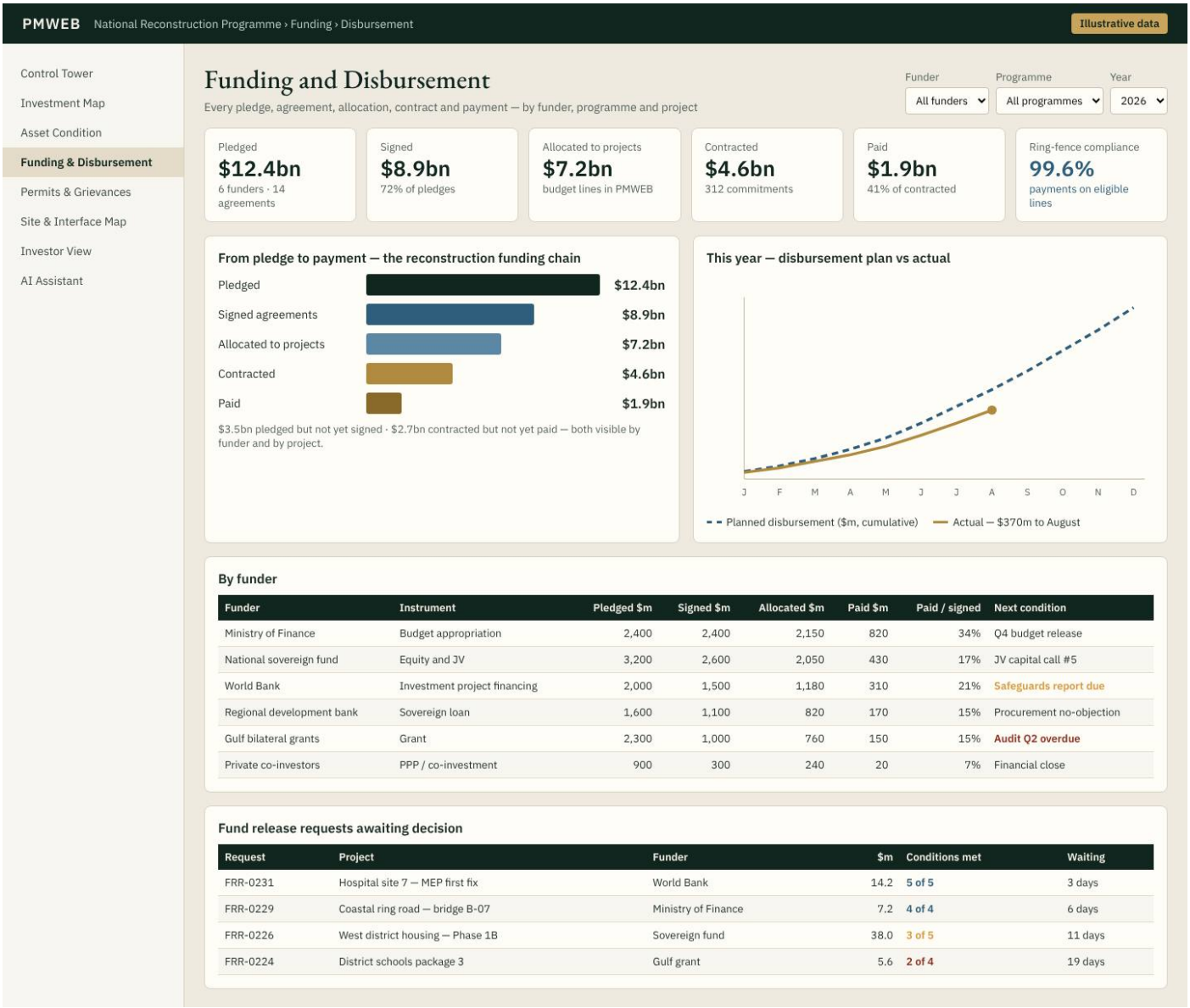


Screenshot S1: Example of the output form — PMWEB adaptive form for a fund release request, showing the budget position, the commitments to be paid and the conditions precedent that must all be met before release. Illustrative example.

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



Dashboard 1: Funding and Disbursement dashboard — the pledge-to-payment chain, plan versus actual disbursement, the position by funder and fund release requests awaiting decision. Illustrative data.

Capital calls, co-investment and joint ventures

Sovereign and reconstruction funds increasingly co-invest with private developers and Gulf investors through joint ventures. The same model applies: each partner's commitment, capital called and spend are tracked against the joint venture's budget, and each partner sees only its own investment through a role-based view (Article 7 shows this view). Capital calls become PMWEB records with the same workflow and evidence as any fund release.

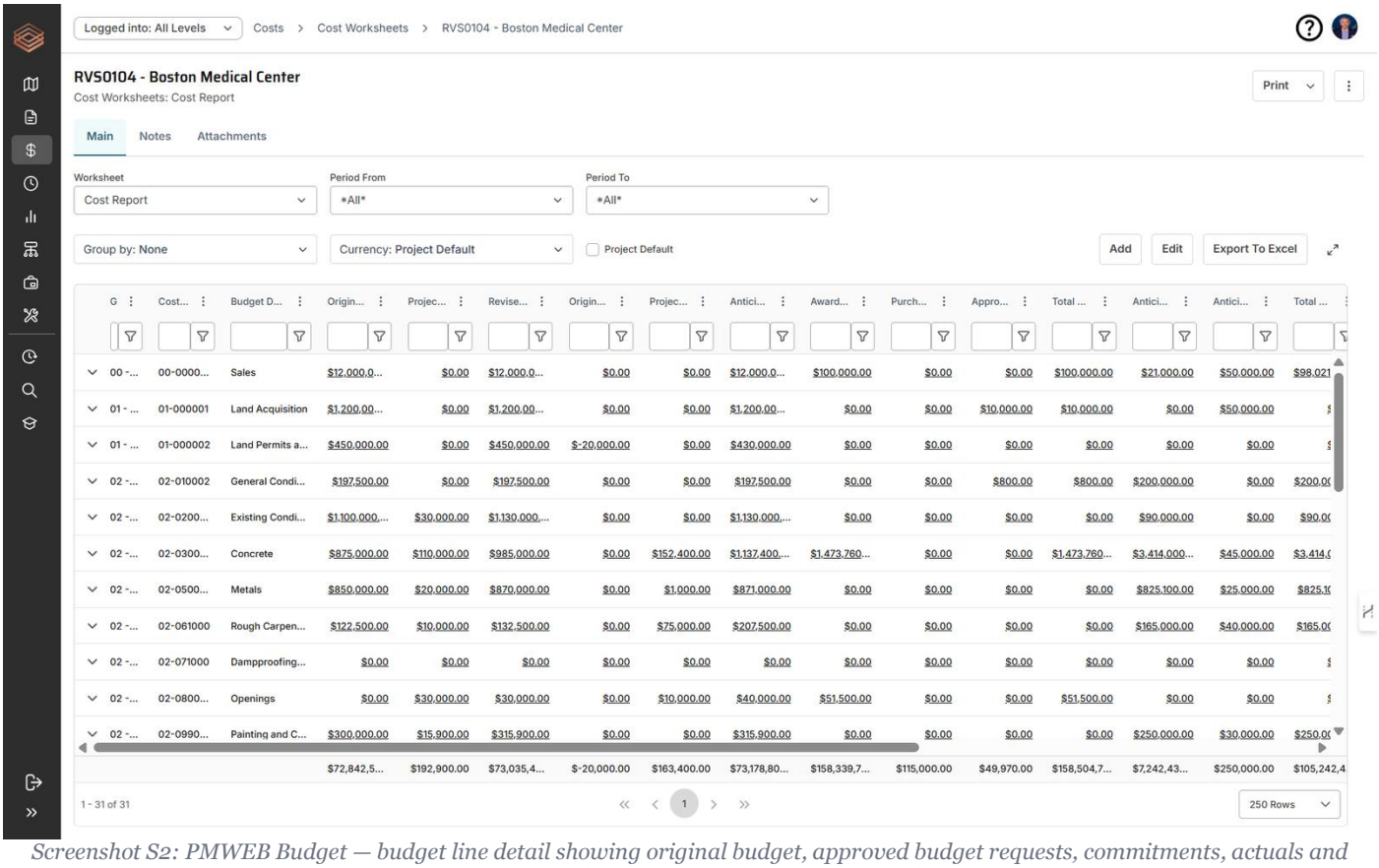
> *Funders do not lose confidence because a project is late. They lose confidence when nobody can tell them why — or where their money is.*

One funding map for the whole country

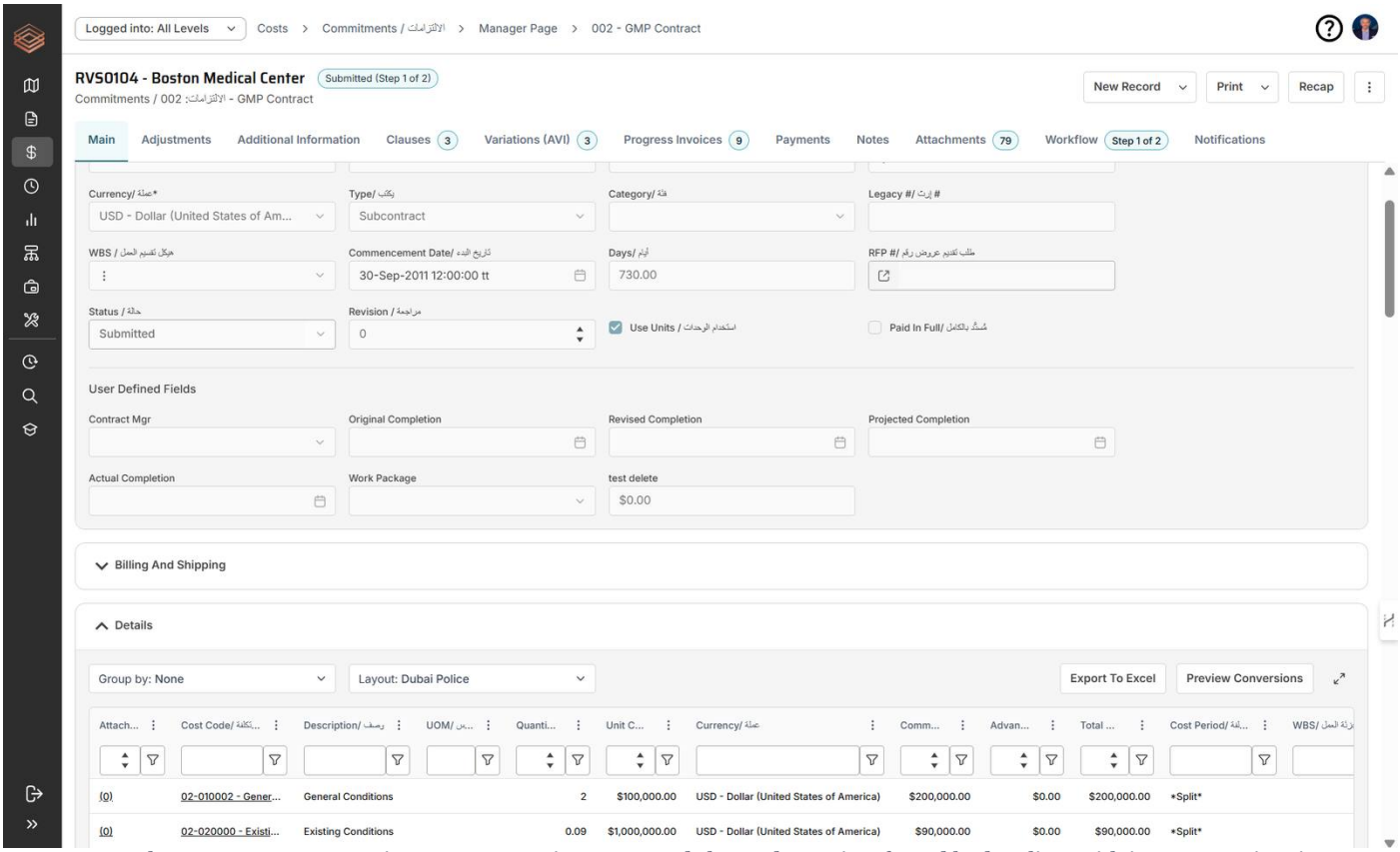
Reconstruction attracts many funders to the same places. Without a shared record, two funders can end up financing the same school while the clinic next door waits, or a project can report the same costs to two donors. Because PMWEB links every project to the assets it restores (Article 2) and every budget line to its funding

source, the reconstruction authority can see, asset by asset, who is paying for what. Duplicate funding shows up before the second agreement is signed, and gaps are visible to the donor coordination unit when it meets funders.

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



Screenshot S3: PMWEB Commitments — commitment record charged to a ring-fenced budget line, with its progress invoices

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?

Talk to us: info@CMCS-MENA.com

#CMCS #PMWEB #PublicFinance #DevelopmentFinance #Reconstruction #FundRelease #SovereignFunds #CapitalProjects #PMO #Transparency

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

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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.

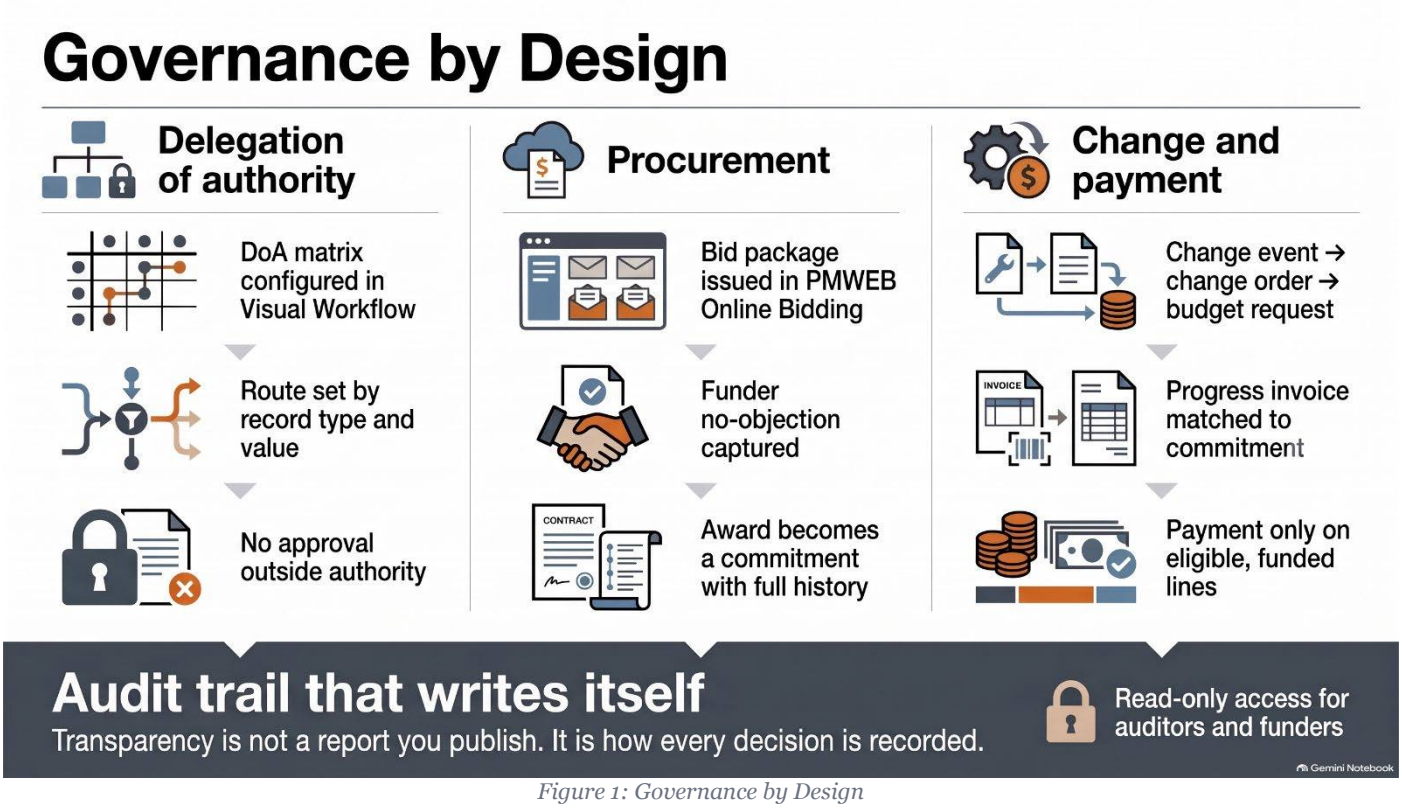


Figure 1: Governance by Design

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

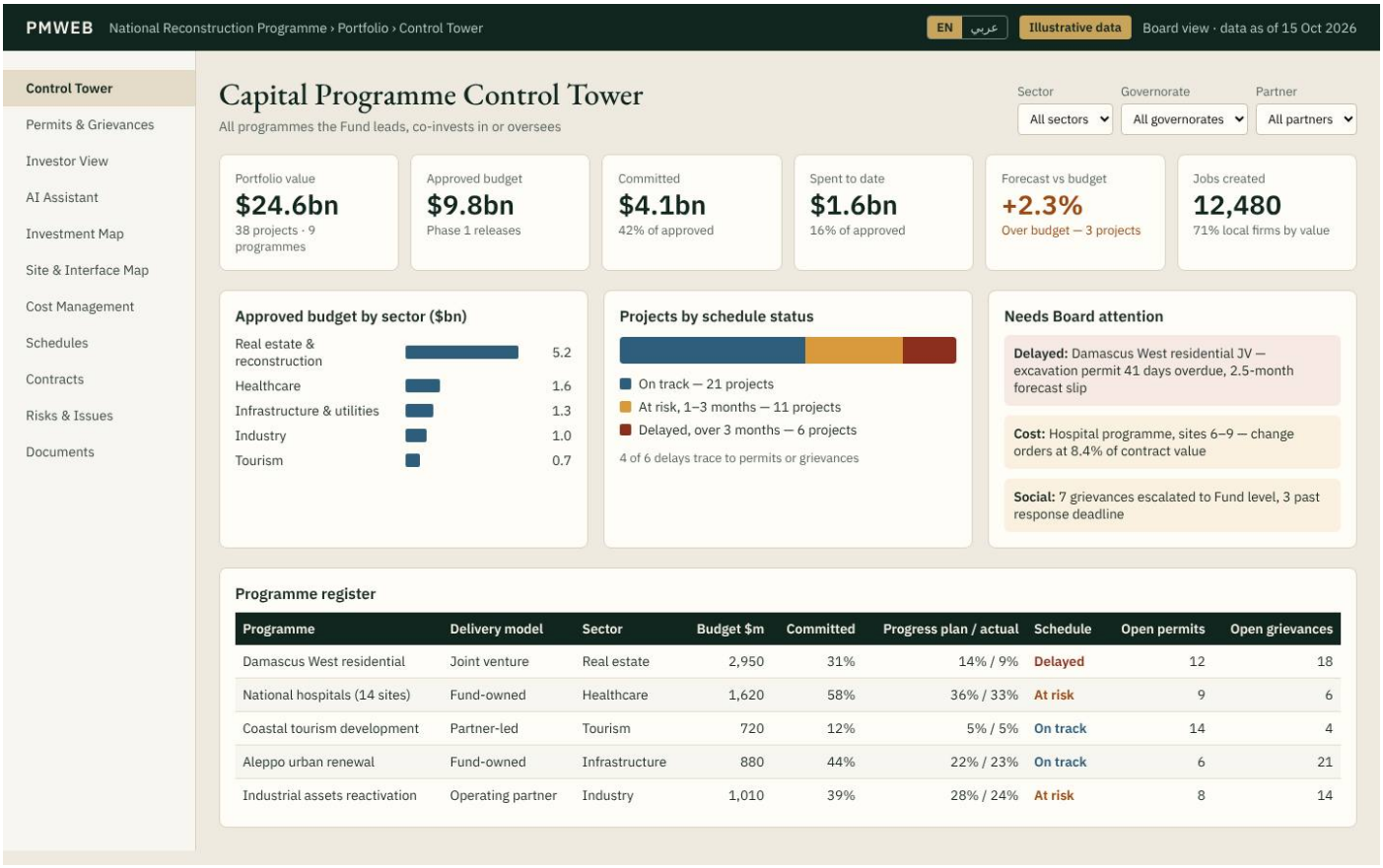
Every PMWEB record carries who created it, who changed what, who approved it and when, with the supporting documents attached. Auditors — internal, the national audit office or the funder's fiduciary team — can be given read-only access to the records they review. Instead of asking for evidence, they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

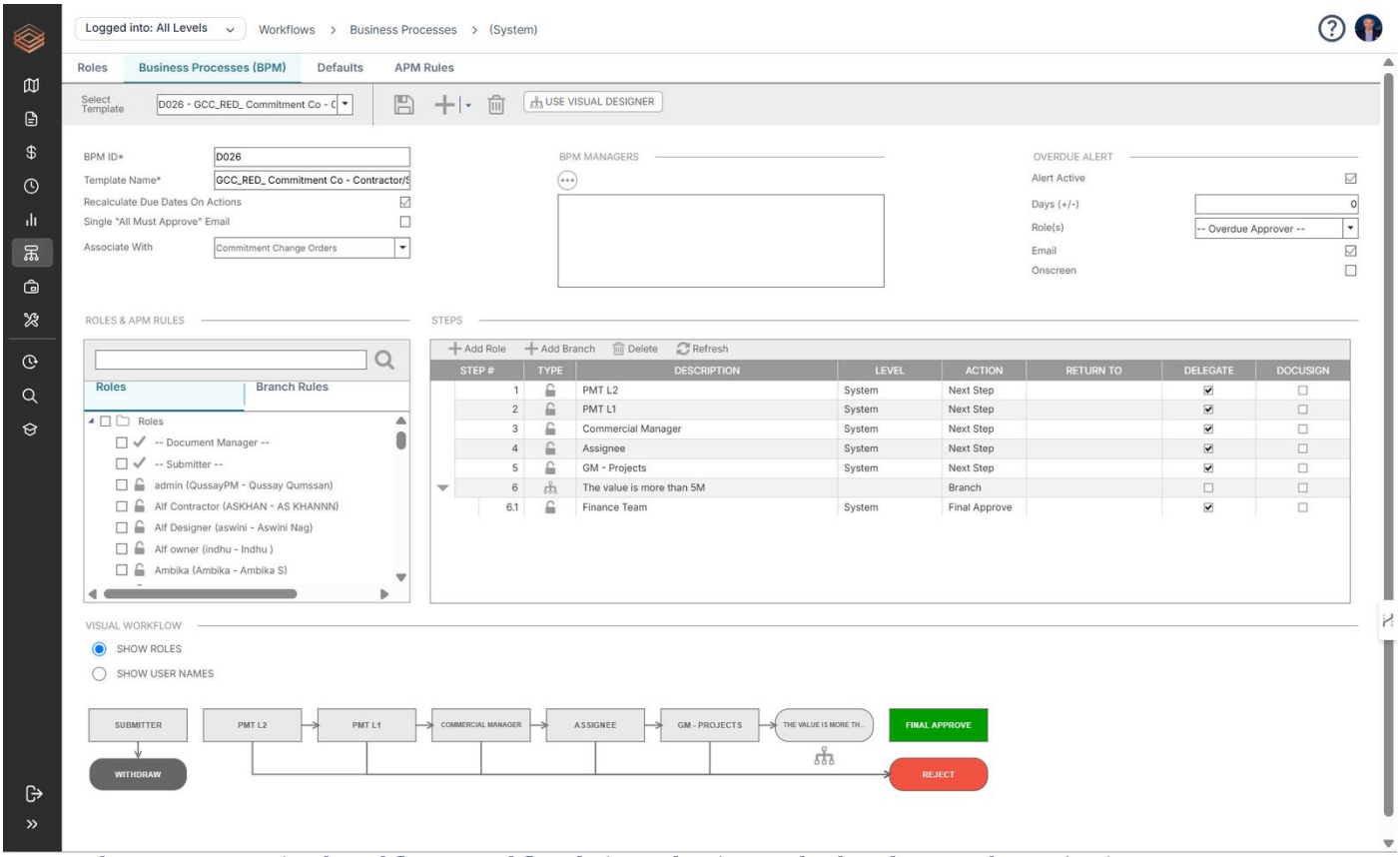
Governance that the government owns

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.

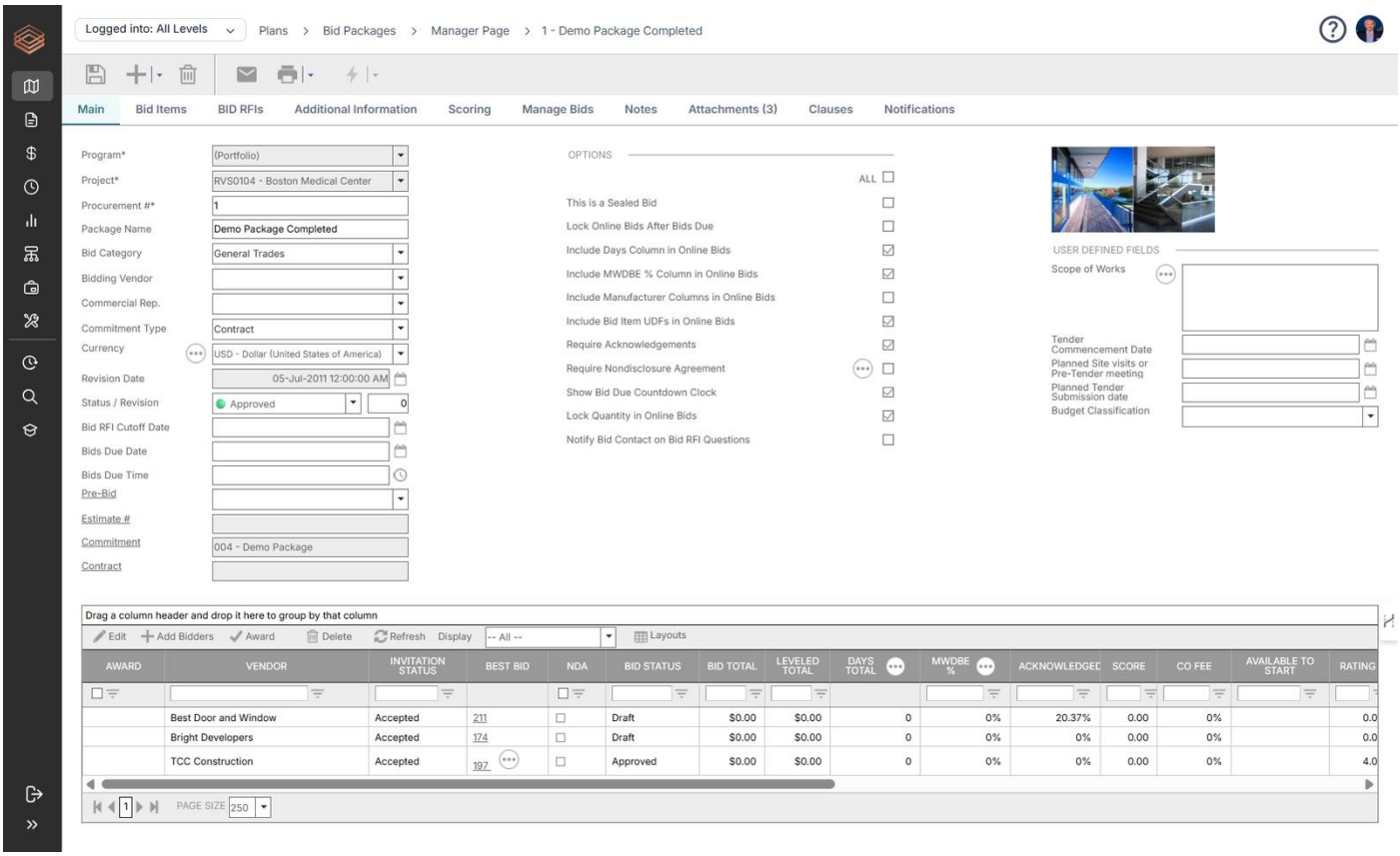
Integrity risks that are specific to reconstruction

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



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



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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PMWEB FOR RECONSTRUCTION | PART 5 OF 8 | PERMITS AND GRIEVANCES

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.



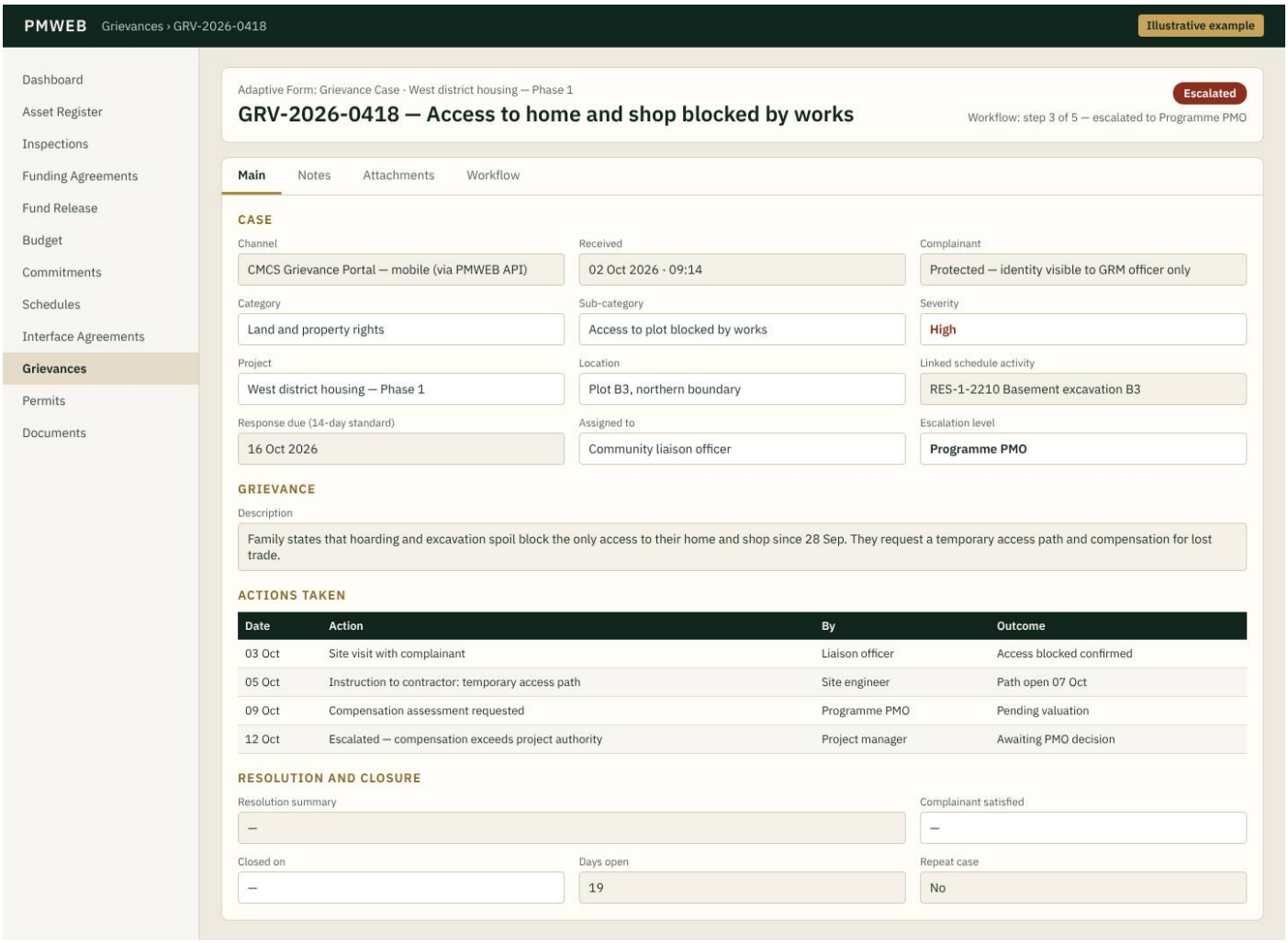
Figure 1: Permits and Grievances, Managed as Risks

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.



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.

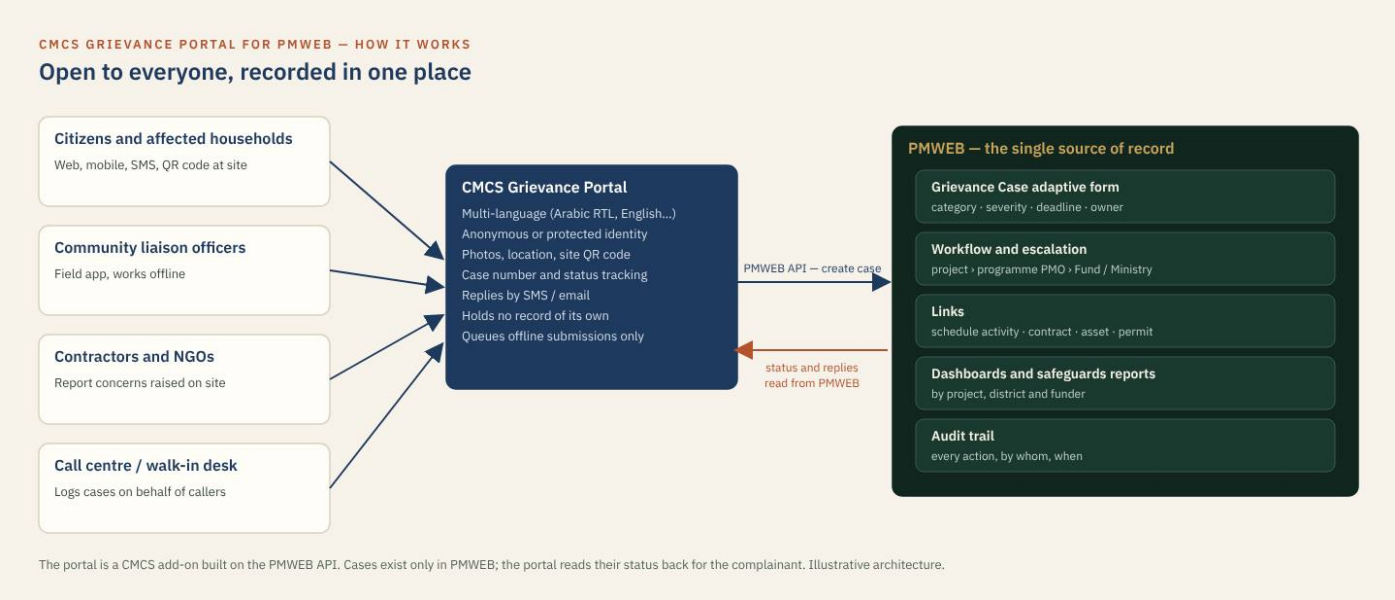
Reaching people who will never log in to PMWEB

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.

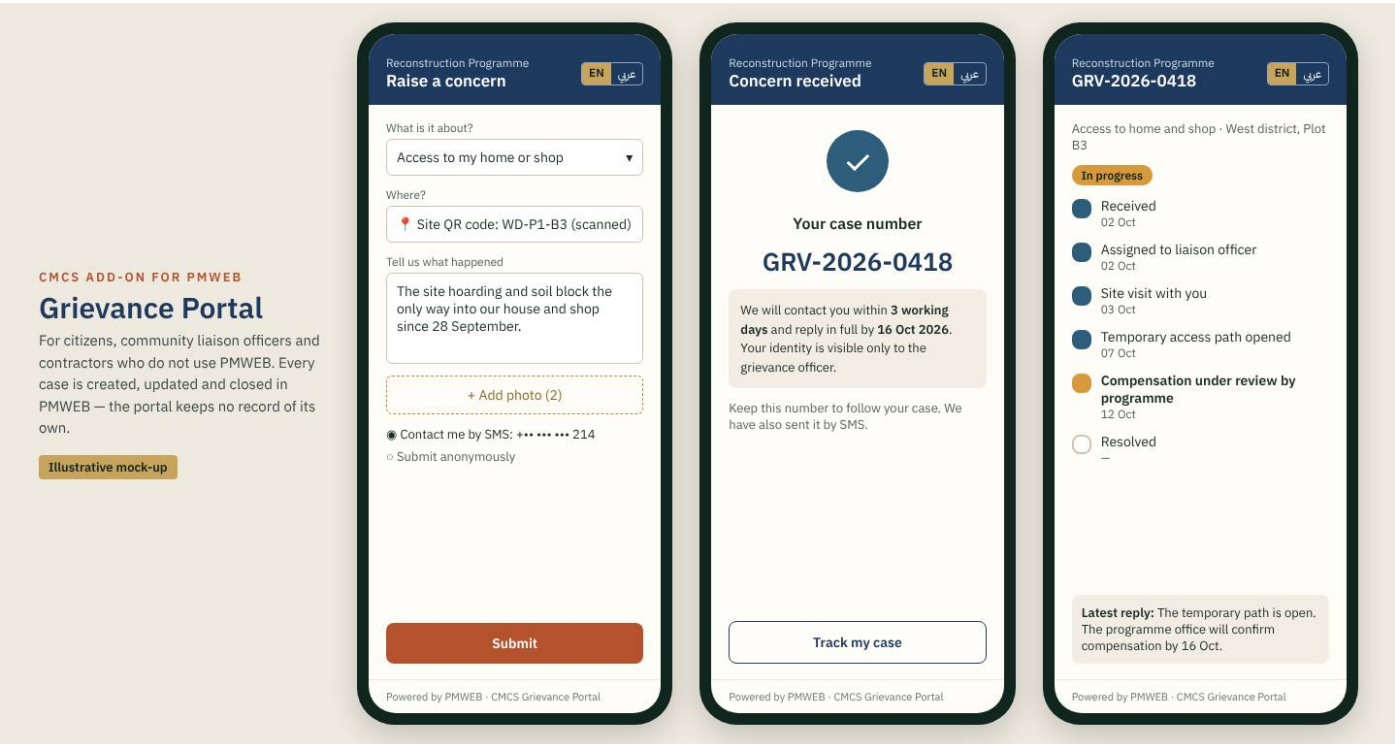
CMCS builds add-on solutions on top of PMWEB — an extended procurement module, workflow task and performance dashboards, Power BI reporting integrated with PMWEB, and askAIRO, which connects AI models

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.



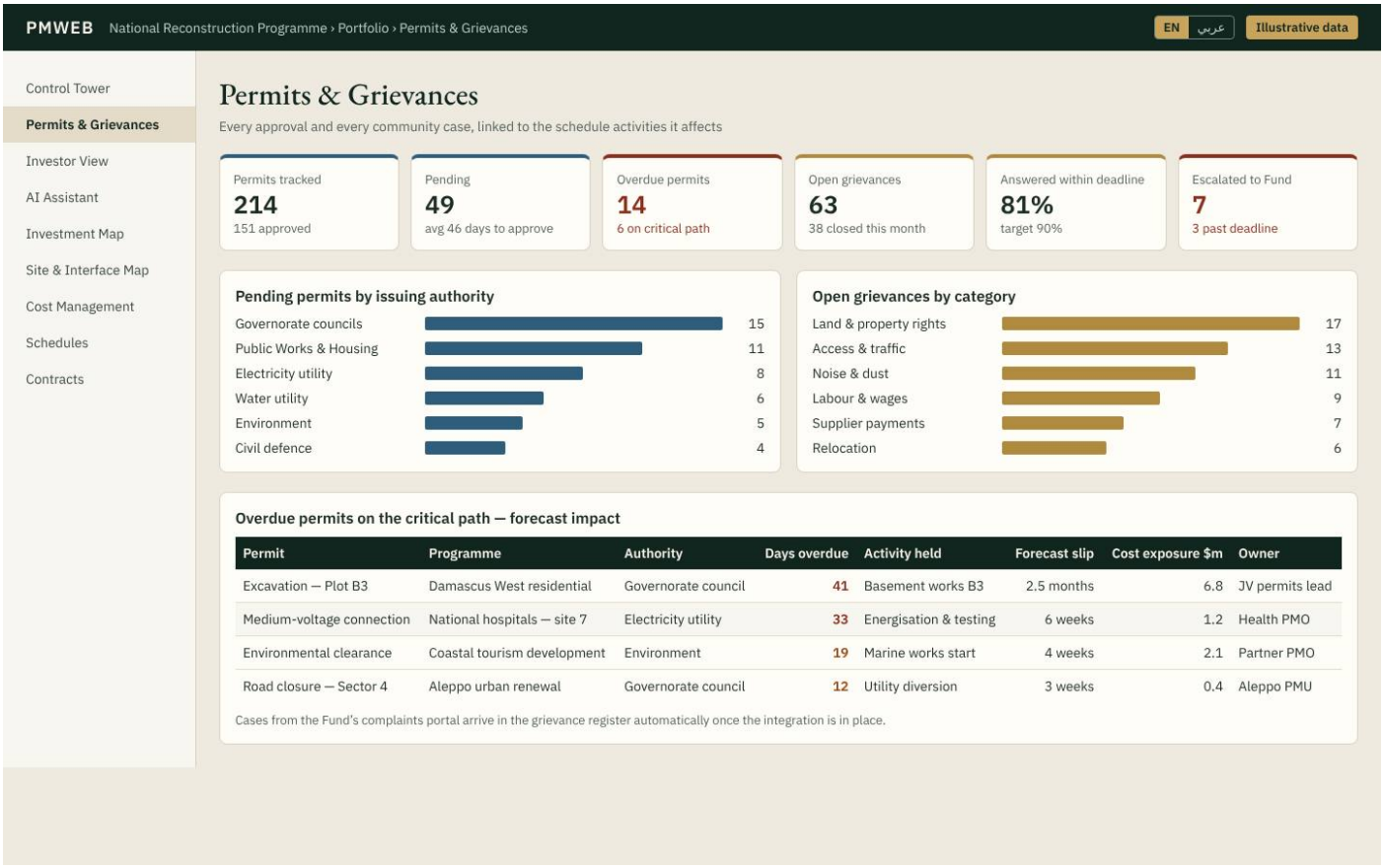
Screenshot S3: CMCS Grievance Portal — raising a concern, receiving a case number and tracking its progress. The status and replies shown are read from the PMWEB case record. Illustrative mock-up.

> *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.*

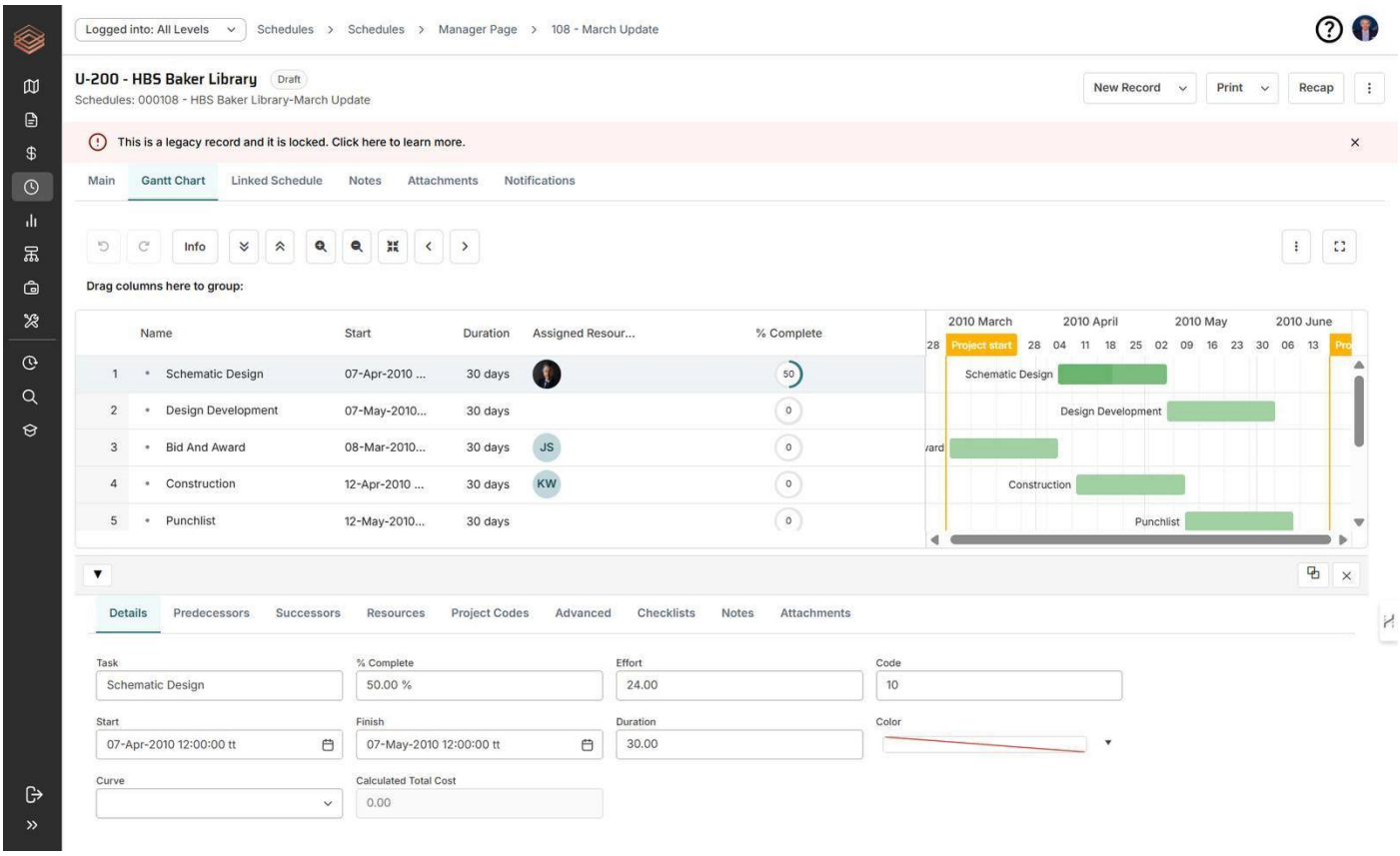
Evidence for funders and for the public

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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PMWEB FOR RECONSTRUCTION | PART 6 OF 8 | INTERFACE MANAGEMENT

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.

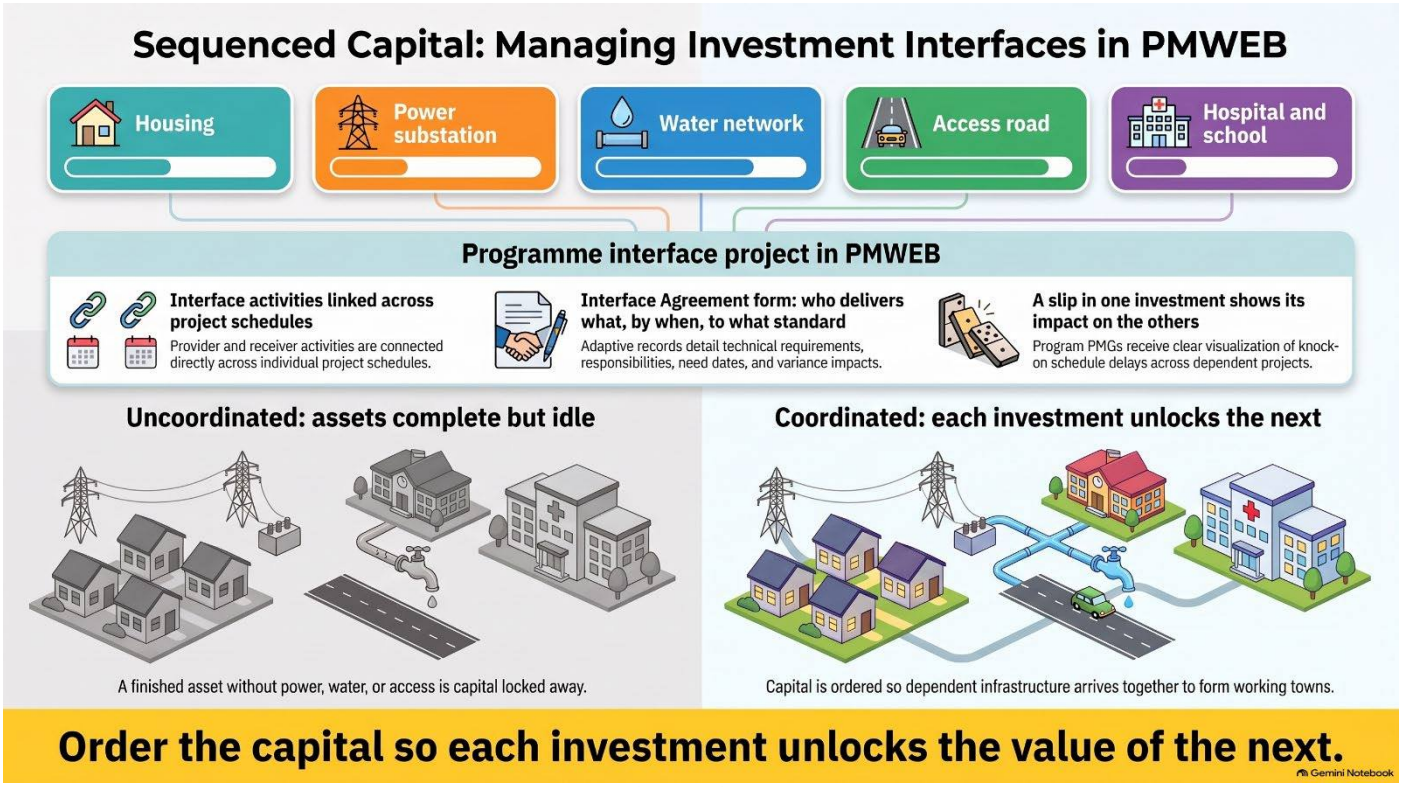


Figure 1: Managing the Interfaces Between Investments

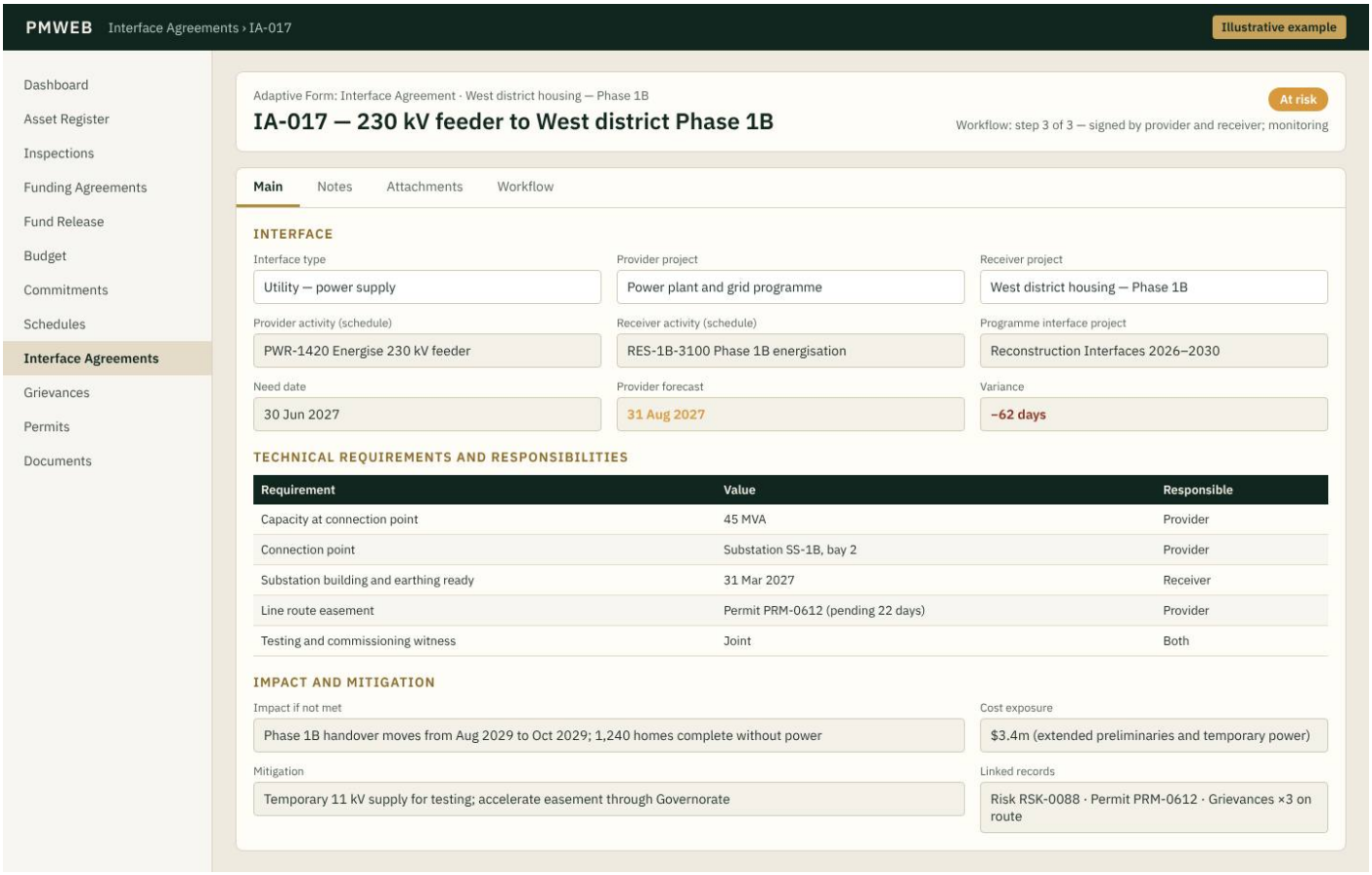
How interfaces are modelled in PMWEB

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.

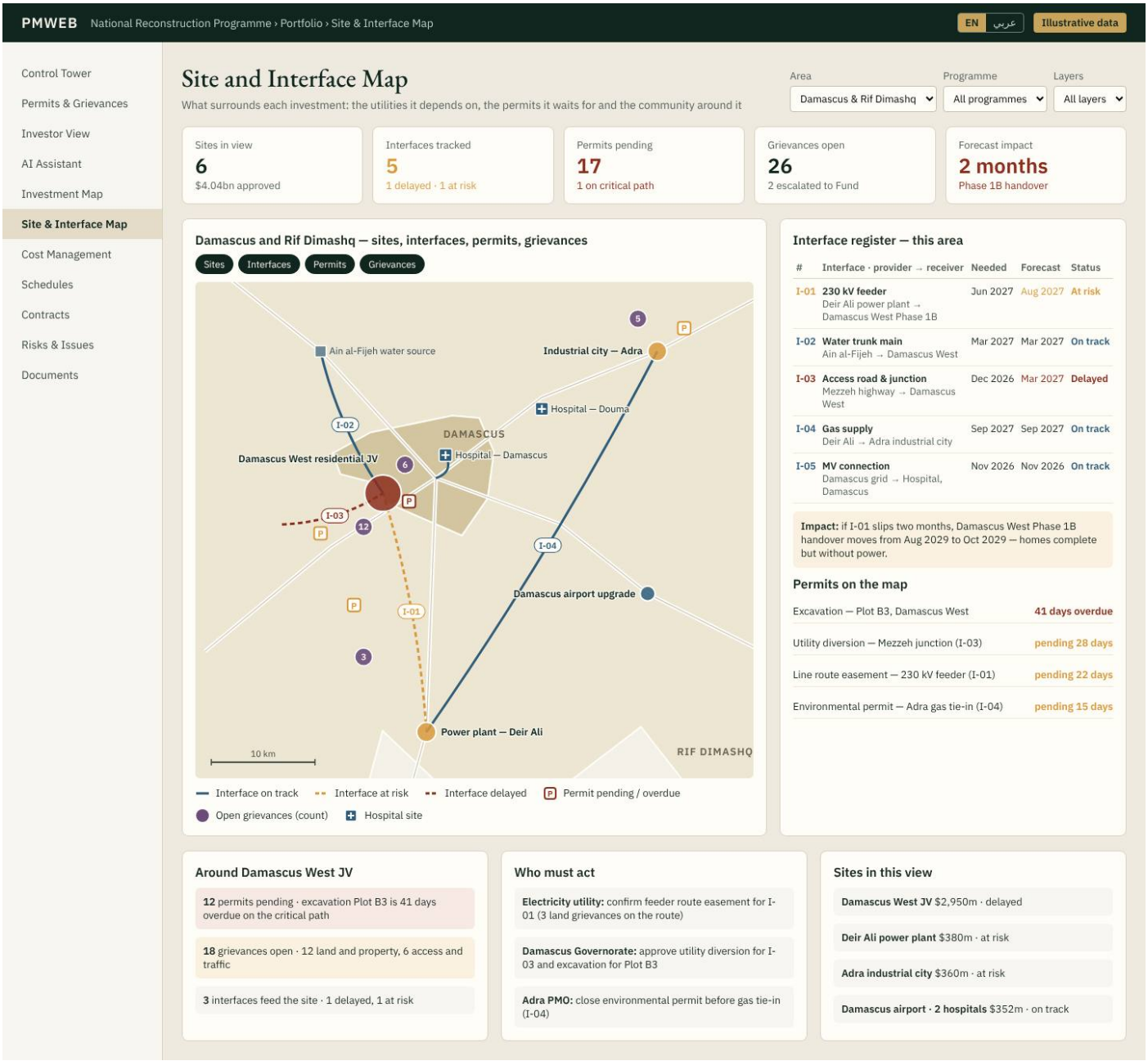


Screenshot S1: Example of the output form — PMWEB Interface Agreement adaptive form linking the provider and receiver schedule activities, with requirements, responsibilities, variance and impact. Illustrative example.

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

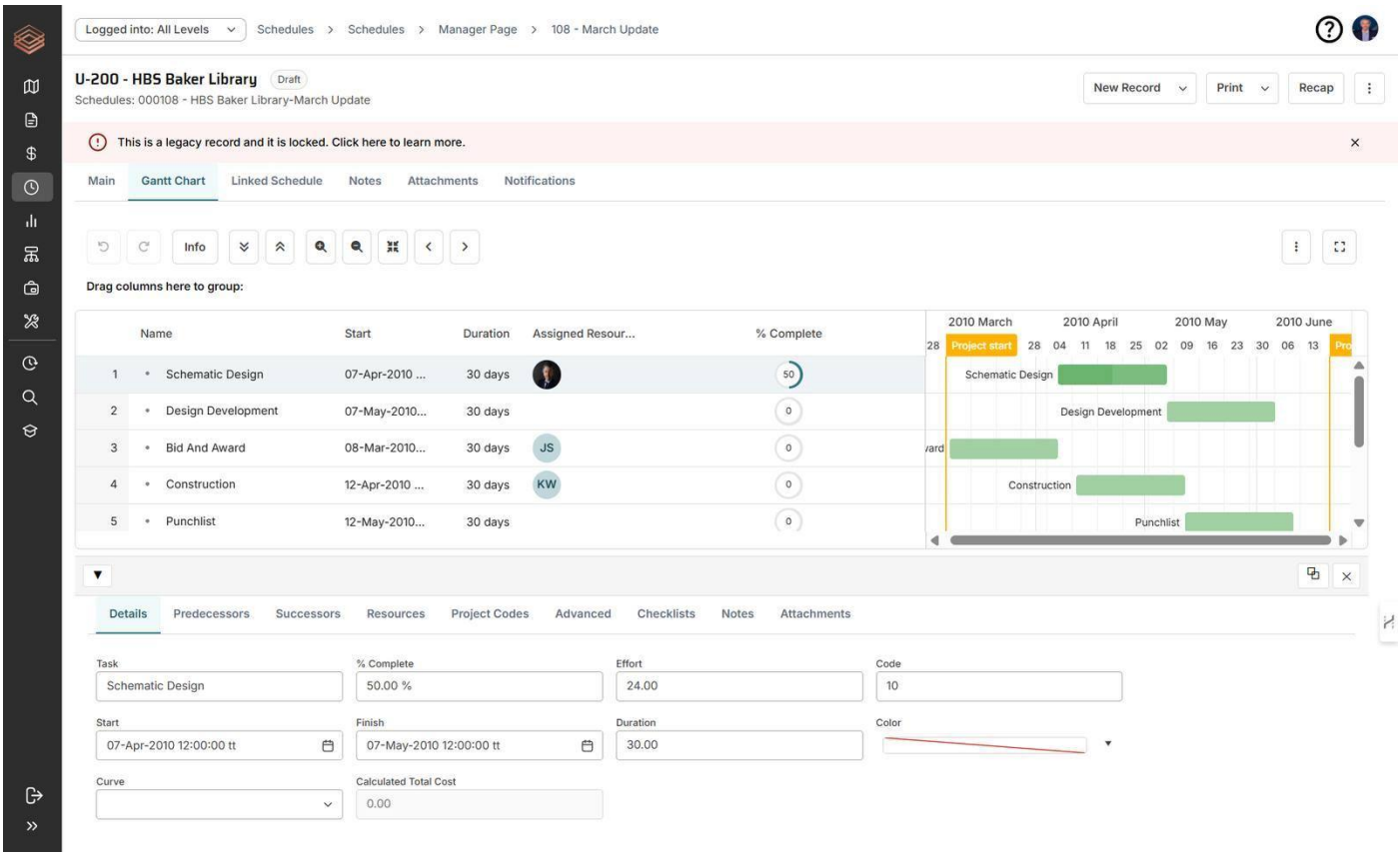
With interfaces in the system, the reconstruction authority can sequence funding and contracts so that dependent investments arrive together: the substation is funded before the housing phase it serves, the access road is awarded with the port works, the water connection is a condition of the hospital's 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?

Talk to us: info@CMCS-MENA.com

#CMCS #PMWEB #InterfaceManagement #ProgrammeManagement #Reconstruction #Infrastructure #Scheduling #PMO #CapitalProjects #Utilities

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

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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.

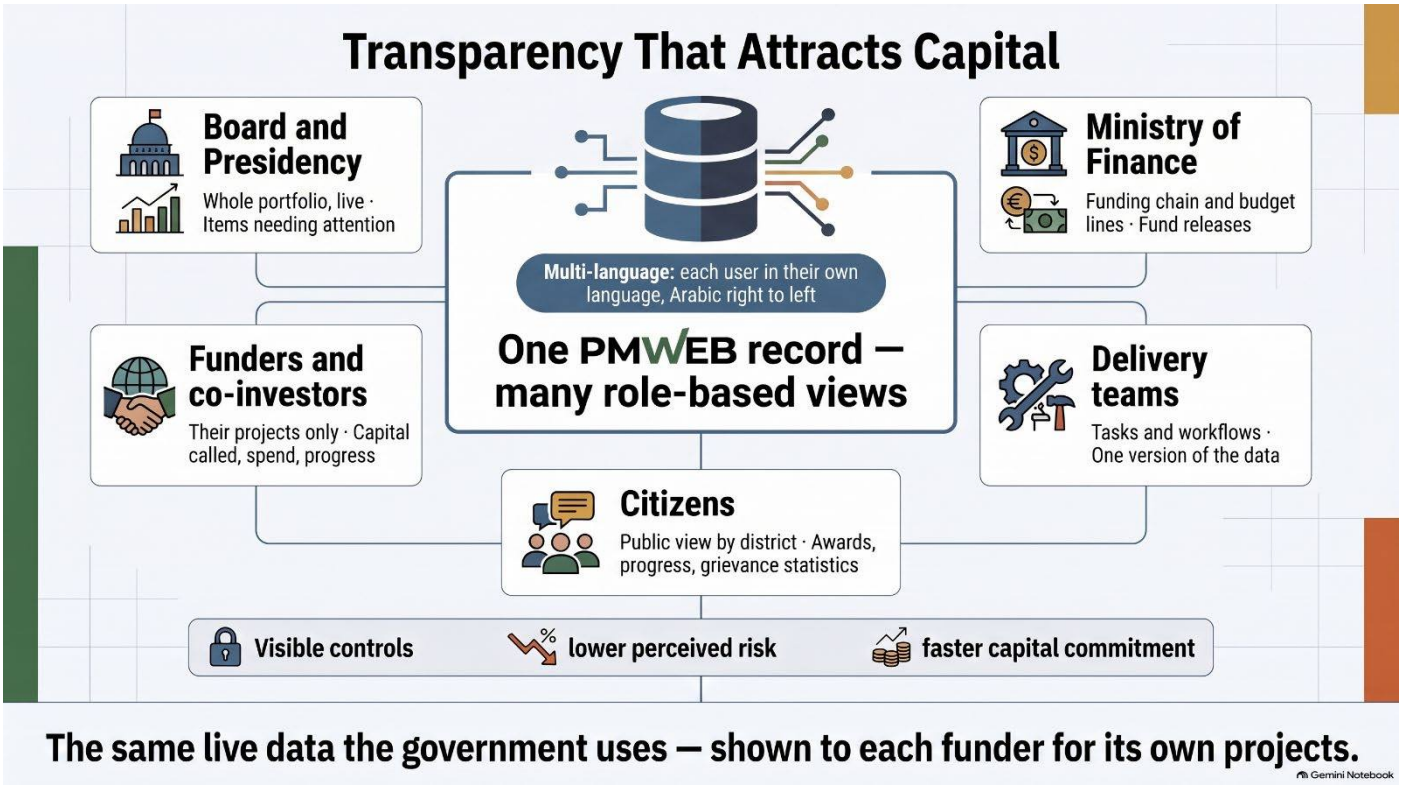


Figure 1: Transparency That Attracts Capital

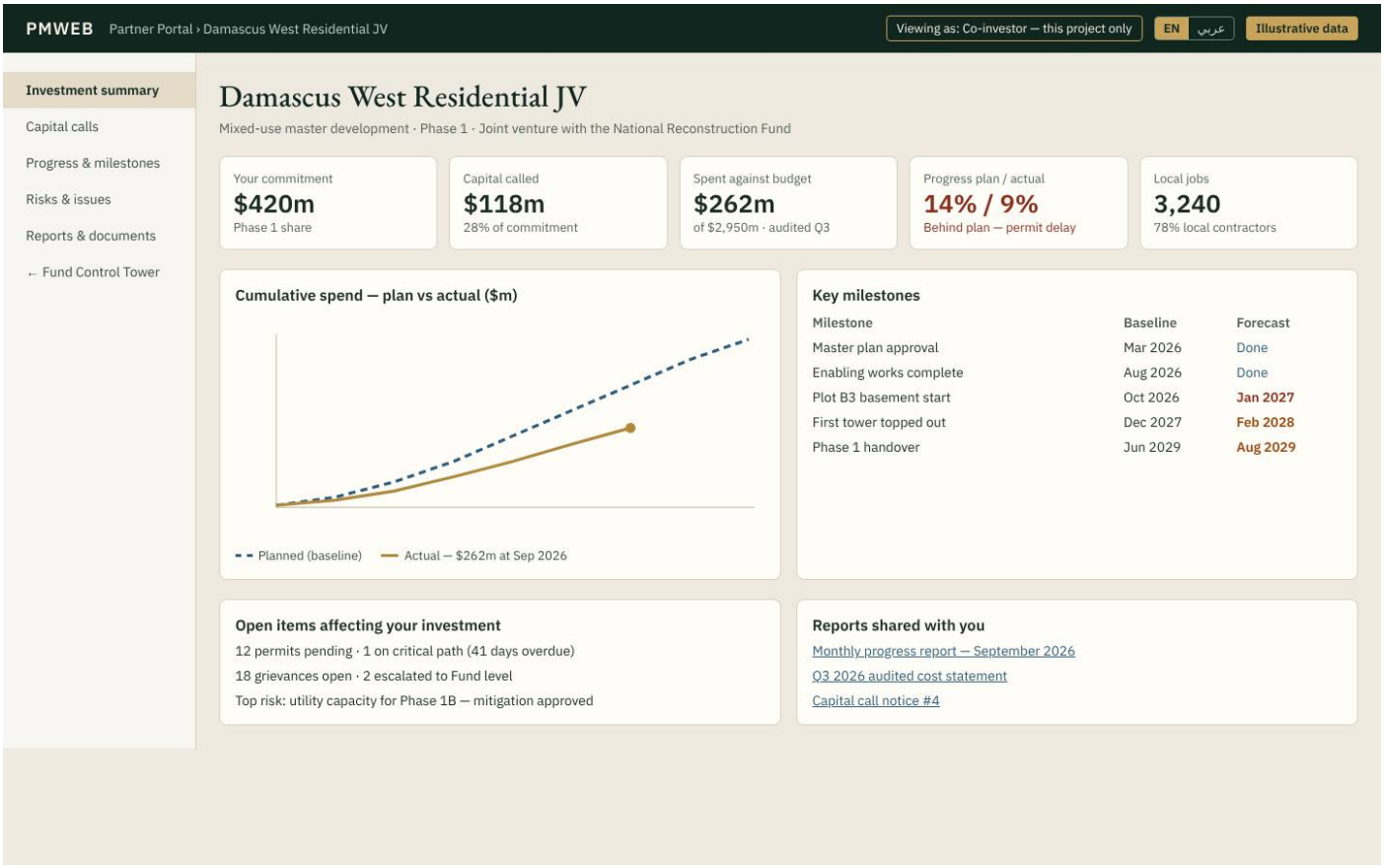
The same data, shown to each audience

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



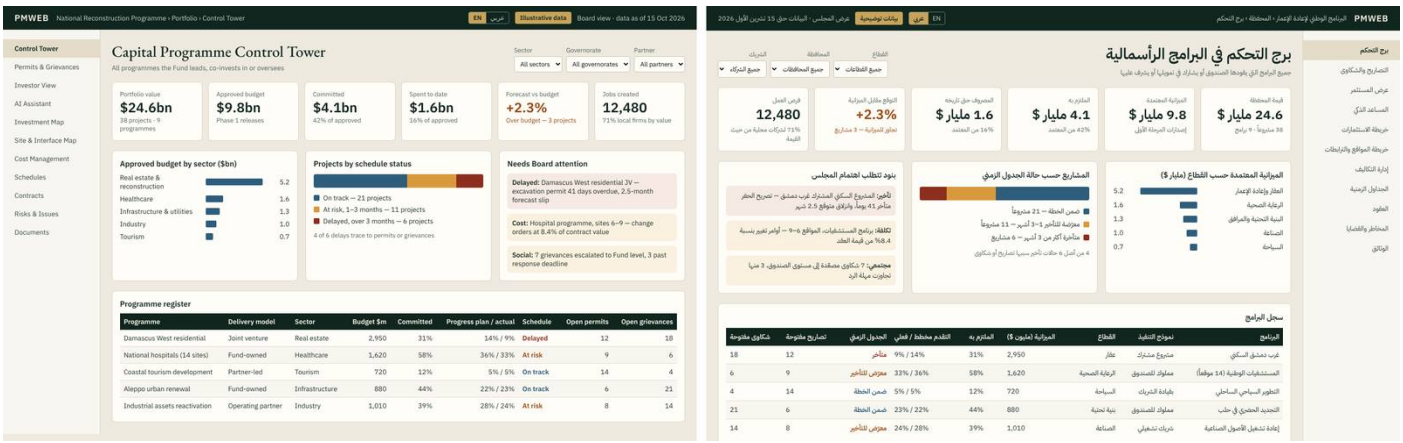
Dashboard 1: Investor and Partner View — what a co-investor sees for its own project: commitment, capital called, spend, progress, milestones, open items and shared reports. Illustrative data.

One programme, many languages

Reconstruction brings nations together. A programme in Syria may be funded by Saudi, Emirati and Qatari investors, a development bank in Washington and a European donor, and delivered by Syrian, Turkish and Chinese contractors. A sovereign fund from Indonesia may own and develop assets in Makkah. Everyone needs to work in the same system — but not necessarily in the same language.

PMWEB's multi-language interface lets each user work in their own language on the same records. An Arabic-speaking board member reads the Control Tower right to left in Arabic; a funder's analyst opens the same dashboard in English; a site engineer enters an inspection in the language of the field team. Nobody maintains a translated copy of the data, so nothing drifts between versions — and reports can be issued in the language each audience expects.

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.*

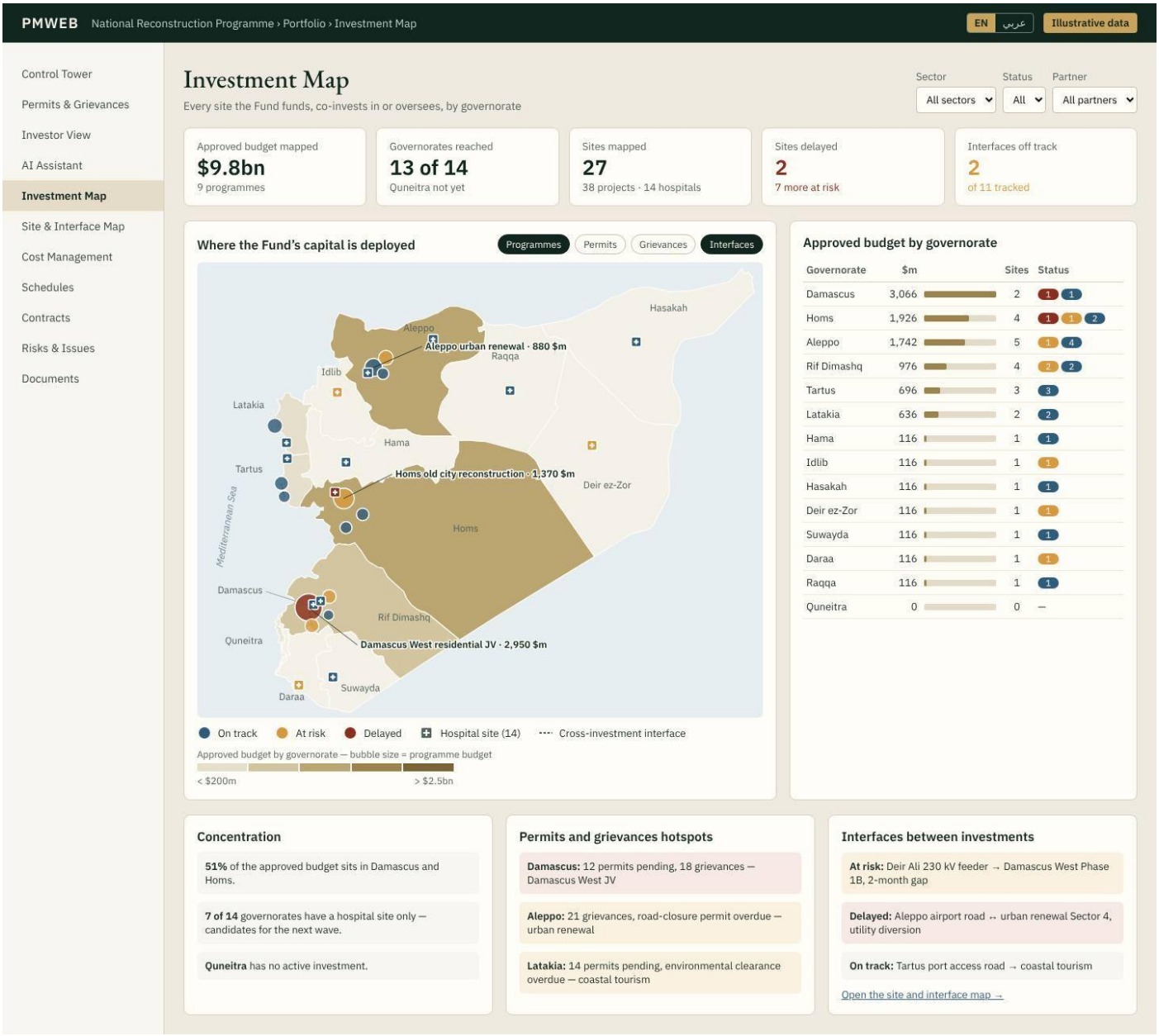
Real time means no reporting season

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.*

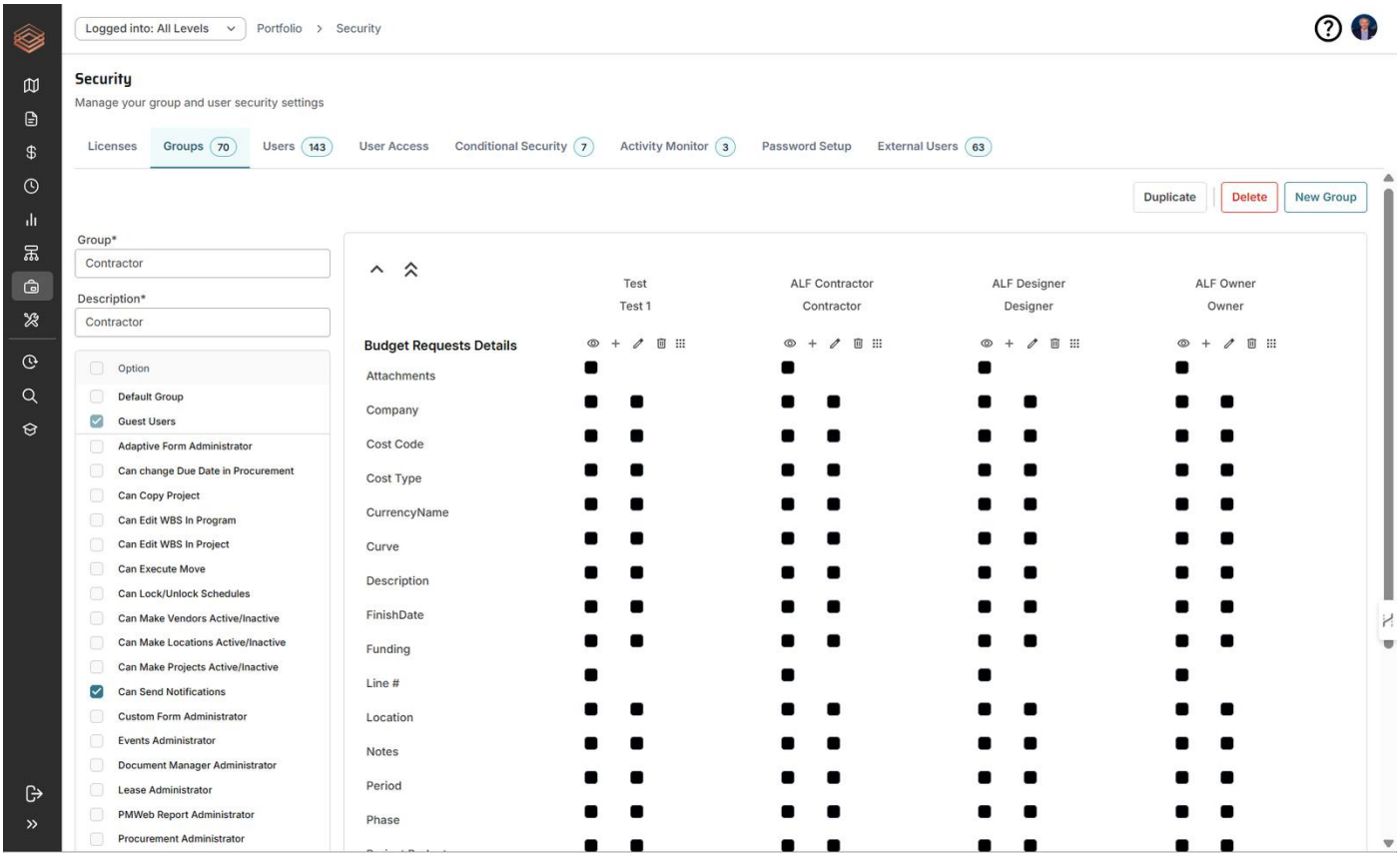
A familiar standard for Gulf investors

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?

Talk to us: info@CMCS-MENA.com

#CMCS #PMWEB #Transparency #InvestorReporting #SovereignFunds #Reconstruction #OpenContracting #GIS #PMO #CapitalProjects

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PMWEB FOR RECONSTRUCTION | PART 8 OF 8 | AI AND IMPLEMENTATION ROADMAP

No Data, No AI — and a Six-Month Path to a Working Control Tower

How PMWEB 2026 AI helps a reconstruction PMO, why it depends on structured records, and how to get started

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

Every reconstruction authority will be offered artificial intelligence. Some offers will promise to read thousands of scanned documents and tell the minister what is going wrong. The honest answer is that AI is only as good as the records it reads. Reconstruction programmes that run on email and spreadsheets will get confident answers from incomplete data. Programmes that run on a Control Tower will get answers they can act on.

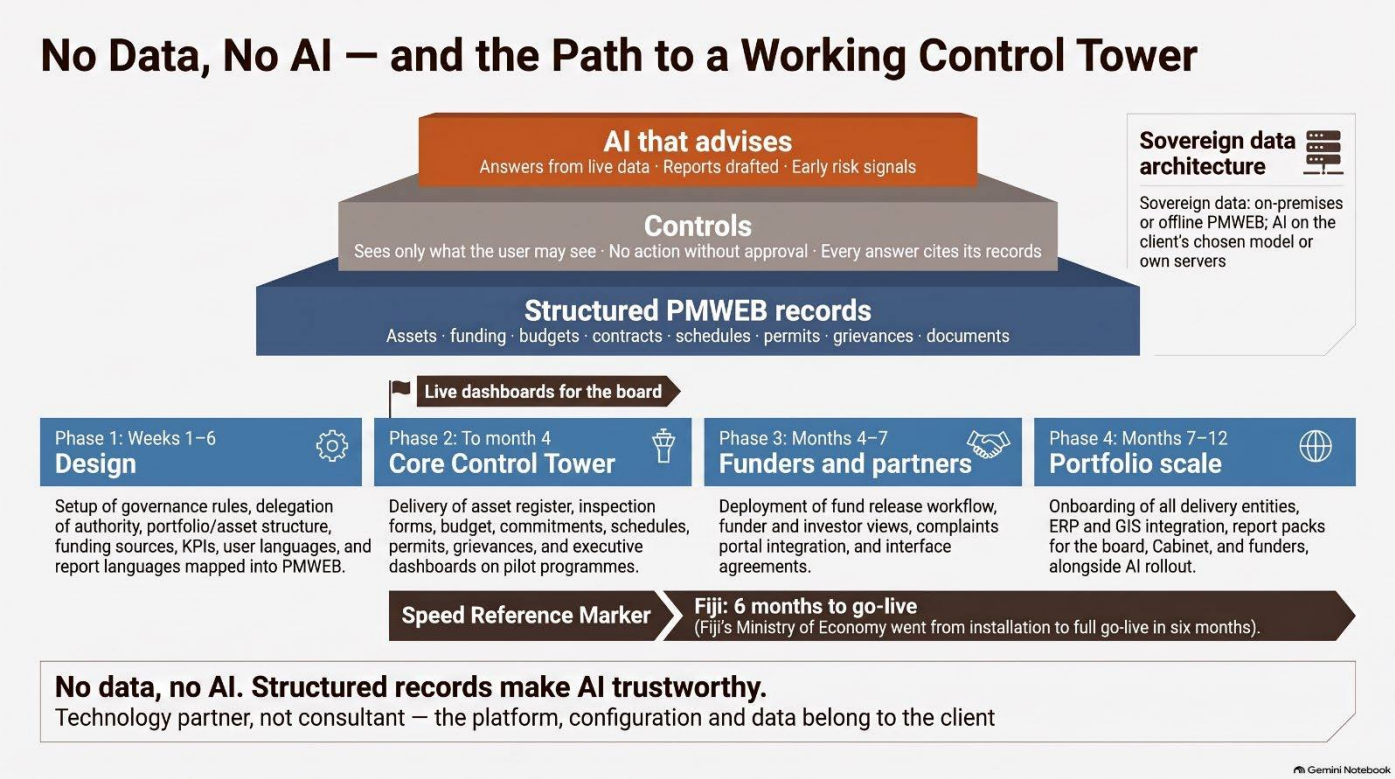


Figure 1: No Data, No AI — and the Path to a Working Control Tower

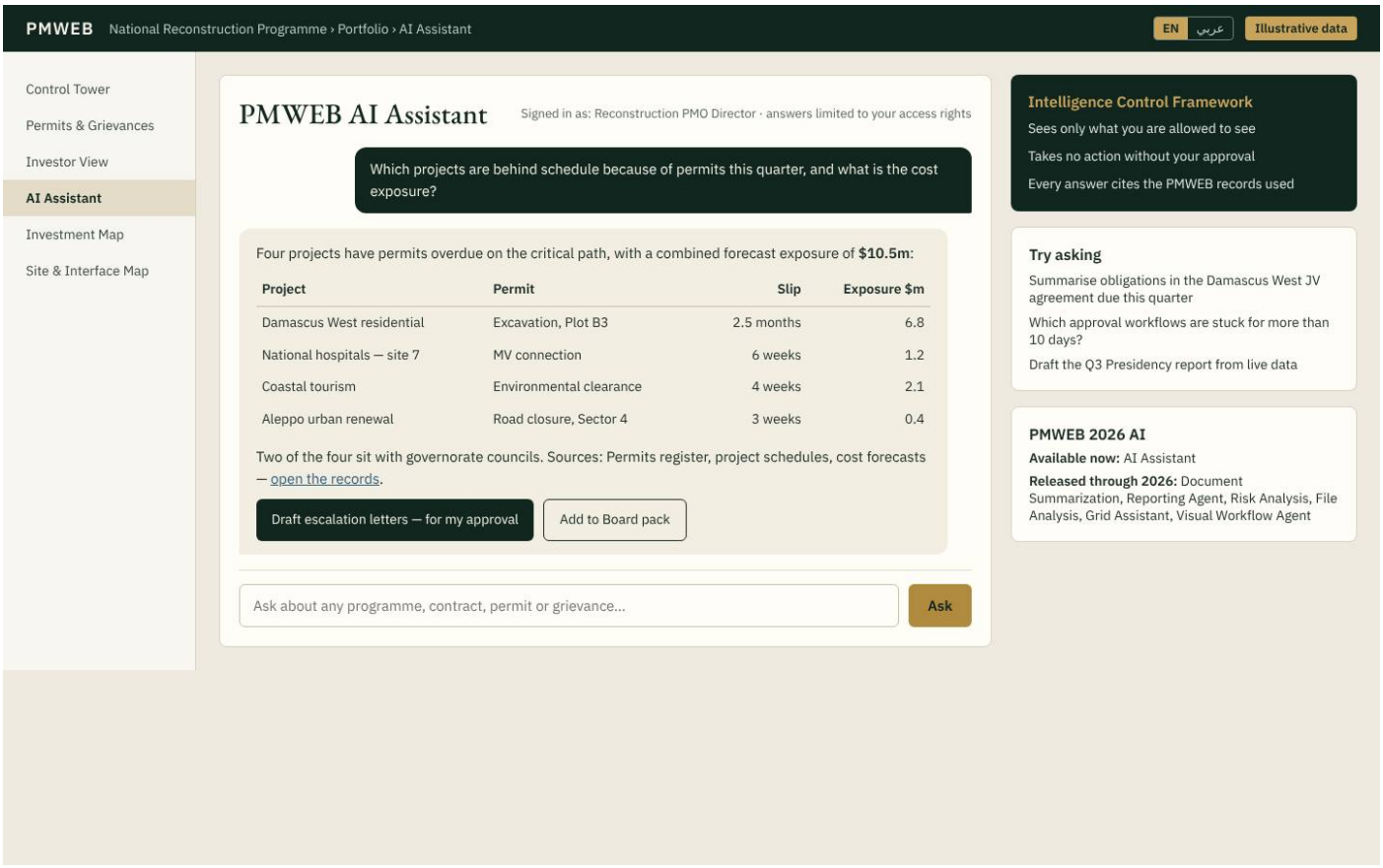
What PMWEB 2026 AI does for a reconstruction PMO

PMWEB 2026 brings AI into the platform under clear controls: the AI sees only what the user is allowed to see, takes no action without the user's approval, and cites the PMWEB records behind every answer. The AI Assistant is available now; Document Summarization, a Reporting Agent, Risk Analysis, File Analysis, a Grid Assistant and a Visual Workflow Agent are being released through 2026.

- **For leadership:** answers from live data without waiting for the next report — "Which projects are behind because of permits this quarter, and what is the exposure?" — and Presidency or board reports drafted from the records.
- **For the PMO:** early risk signals, obligations surfaced from agreements, contracts and permits, and approval workflows that have stalled.

- **For funders:** faster, evidenced answers to due-diligence and safeguards questions.

Dashboard 1: AI Assistant



Dashboard 1: PMWEB AI Assistant — answering a board-level question from live data, citing the records used and drafting escalation letters for the user's approval. Illustrative data.

Sovereign data stays sovereign

Reconstruction data is sensitive: asset locations, contractor payments, land disputes. PMWEB can run on the government's own servers, as Fiji's does, and can even run fully offline as an intranet application. For AI, CMCS's askAIRO connects AI models to PMWEB through MCP and works with on-premises PMWEB instances and any language model the client chooses — including models on the client's own GPU servers, so data never has to leave the country.

The Control Tower must also work for every nation involved. PMWEB's multi-language interface means the government's own teams, foreign funders, international contractors and local communities all use the same platform in their own language — Arabic right to left, English and others — without separate systems or translated copies of the data.

Getting started: what Fiji teaches about speed

Fiji's Ministry of Economy went from installation to go-live in six months. That pace is possible because PMWEB is configured, not coded: the processes, forms, workflows and dashboards are set up in the product, not built from scratch. A reconstruction Control Tower can follow the same path.

Phase	Timing	What is delivered
Design	Weeks 1–6	Governance rules, delegation of authority, portfolio and asset structure, funding sources, KPIs mapped into PMWEB, user languages and report languages

Phase	Timing	What is delivered
Core Control Tower	To month 4	Asset register and inspection form, budget and commitments, schedules, permits and grievances, executive dashboards on pilot programmes
Funders and partners	Months 4–7	Fund release workflow, funder and investor views, complaints portal integration, interface agreements
Portfolio scale	Months 7–12	All delivery entities onboarded, ERP and GIS integration, report packs for the board, Cabinet and funders, AI rollout

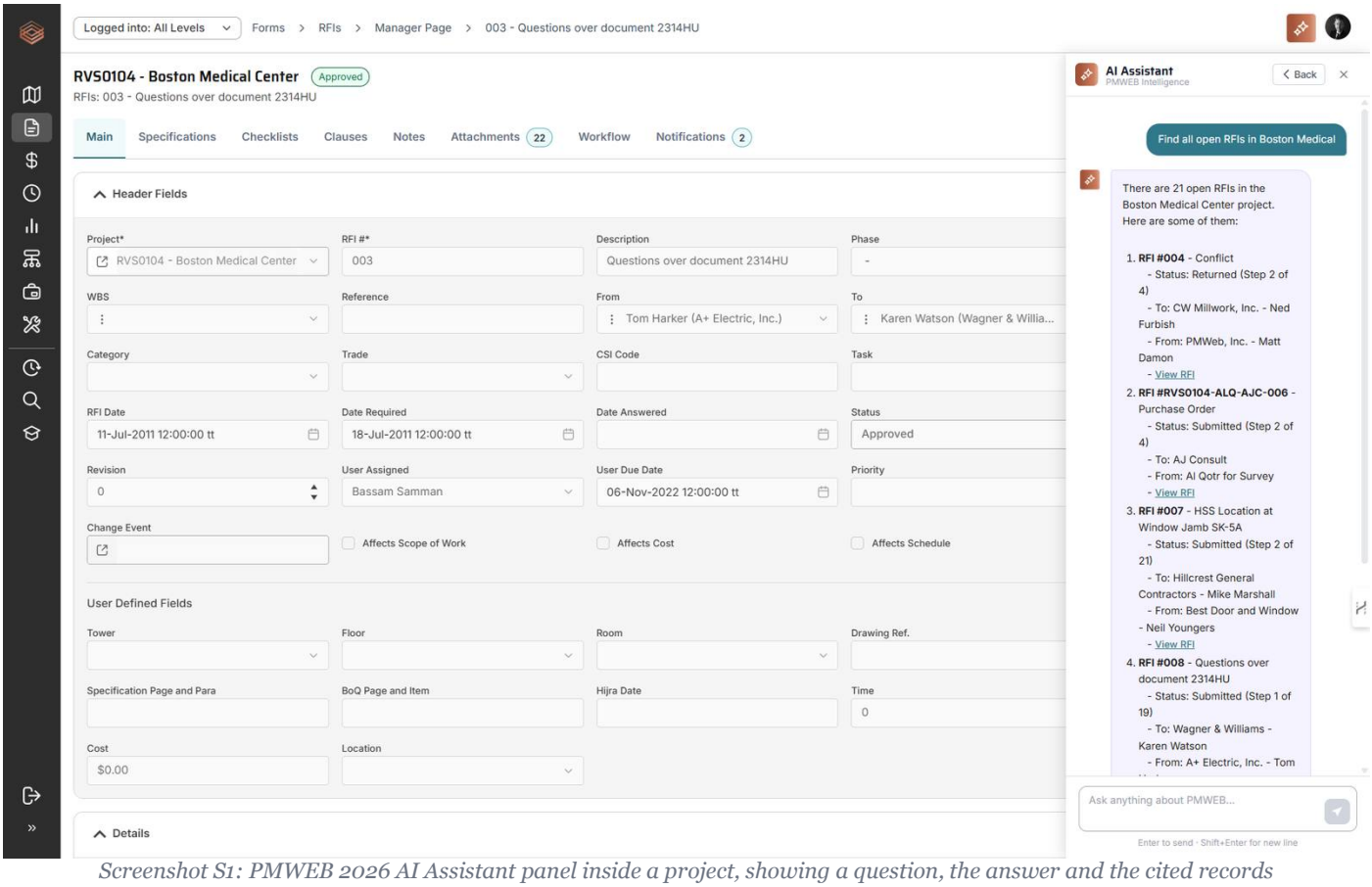
A technology partner, not a consultant

The reconstruction authority should own its Control Tower. CMCS's role is to provide the PMWEB technology and implement it side by side with the client's PMO, configuring it around the client's governance. Our leadership has spent more than 40 years managing capital construction programmes and setting up PMOs, and that experience goes into how PMWEB is configured — not into a consulting contract. We strongly believe PMWEB should be owned by the client: the platform, its configuration and its data belong to the government, the fund or the authority that is accountable for the rebuild.

> *Rebuilding a country is a generational task. The system that records it should belong to the country.*

The series in one page

- Reconstruction is a portfolio: put one Control Tower in place before the money flows (Article 1)
- Start from the asset, and let condition and benefit drive funding (Article 2)
- Follow every dollar from pledge to payment, and release funds against conditions (Article 3)
- Build governance into the workflow (Article 4)
- Manage permits and grievances as risks linked to the work (Article 5)
- Sequence investments through managed interfaces (Article 6)
- Give every funder and investor a live view of its own money — in its own language (Article 7)
- Use AI on structured records, keep data sovereign and go live in months, not years (Article 8)



Screenshot S1: PMWEB 2026 AI Assistant panel inside a project, showing a question, the answer and the cited records

Questions to Settle Before You Start

Question	Why it matters
Where will the data be hosted?	On the government's own servers, offline as an intranet if required, or in a hosting option that meets national rules.
Which AI model will be used?	A model of the client's choice — including models on its own GPU servers through askAIRO — so data need not leave the country.
Who configures and maintains PMWEB?	The client's own team, trained during implementation, because PMWEB is configured rather than coded.
What goes live first?	The asset register, budget and commitments, schedules, permits and grievances for pilot programmes, with executive dashboards.
How is success measured?	Board dashboards live by month four, all delivery entities onboarded by month twelve, and funder reports generated from live data.

What the Reconstruction PMO Must Put in Place

- A hosting decision that meets national data rules: on-premises, offline intranet or approved hosting
- Structured records first: assets, funding, budgets, contracts, schedules, permits and grievances in PMWEB
- AI access rules that mirror PMWEB security, with no AI action taken without user approval
- A choice of AI model, including the option of models on the client's own servers through askAIRO
- An implementation team from the client's PMO trained to configure and maintain PMWEB
- The four-phase roadmap with board dashboards live by month four

> **Key takeaway**
>
> AI is only as good as the records it reads. A reconstruction programme that runs on a PMWEB Control Tower gets AI answers it can act on; one that runs on email and spreadsheets does not.
>
> Go live in months, not years, as Fiji did. Keep the platform, its configuration and its data owned by the country, with CMCS as the technology partner that implements it alongside your PMO.

If your programme switched on AI tomorrow, which records would it read — and would you trust the answer?

Talk to us: info@CMCS-MENA.com

#CMCS #PMWEB #PMWEB2026 #AI #askAIRO #Reconstruction #DataSovereignty #ControlTower #PMO #CapitalProjects

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