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9 ANNEXURES

9.1 Annexure 1 : Questionnaire Sample

Questionnaire

Dear All,

This is an academic questionnaire which is distributed with the intention of obtaining financial management practices of your project. It is known fact that the construction industry is difficult to be standardized or fit into any regular procedures or frameworks which originates from its characteristics. Hence risk associated with the industry is higher. This affects the stakeholders of the industry significantly and becomes a concern when considering the stability and the continuity of the industry.

Analyzing the culture of the industry in Sri Lanka, Contractor's role is important in the successful execution of the construction project and also Contractor becomes the party who has to bear the major portion of the risk. The capacity of contractors to bear all these risks and stay in business is not only important from the side of the contractor but also from the industry perspective as well. Hence practices like financial management are important.

It is important to improve the financial management practices of contractors but before that it would help to get a knowledge of how the contractors cope up with large projects in the present scenario. This questionnaire is intended to capture the qualitative aspects of project management practices with regard to financial management.

Declaration

I hereby declare that this information is used for academic purposes only and by no account be revealed to a third party who can affect your business competitiveness and be harmful to you socially or politically.

.....

S.C.R.K. Rambukwella (118437T)

QUESTIONNAIRE REGARDING PROJECT FINANCIAL MANAGEMENT

Project Number: _____

Project Scope: _____

Contract value: _____

Respondent Name (Optional): _____

Designation: _____

Please tick (√) the appropriate answer / answers where applicable

1.0 General project details

Description	Yes	No
Do you realize the project as a separate profit center?		
Have you done the initial planning documents of the project?		
Do you have a monitoring and controlling mechanism established in the project?		
Did you have a structured mechanism to manage stakeholders of the project		

How was the decision making authority and project representing capability of the staff delegated?

Fully Delegated	Partially Delegated	Not Delegated	Delegated as and when necessary

What was the major interest of the company in undertaking the project?

Profit making	Social recognition	Maintaining qualification	Survival	Other

2.0 Project Financial Management

What is the financial arrangement of the project?

Arrangement	Description	√
Separate financing	Individual arrangement, none other than only the specifically allocated resources are used for the project	
Integrated financing	Project financing and resources are not separately identified. As and when the requirement occurs fulfil it with any resource the company possess.	
Separate account keeping	Account keeping is separate for each project	
Integrated account keeping	Single profit and loss account is prepared for the company	

What is the financing structure, cost of finance and profit treatment method of the project?

Financing method	√	Cost of finance (%)	Profit treatment method	√
Retained profit			Re invest in construction projects	
Bank loans			Re invest in another trade	
Advance payment and project revenue			Distribute as dividend	

Tick the average period until an investment produced returns for this project (Payment lag for work done)

Less than 1 month	1 month	2 month	3 months	More than 3 months

Did you have financial management practices involved with the project?

Question	Yes	No
Was financial planning executed to the project?		
Were the financial performance measurement procedures established?		
Were the financial statements done periodically for the project?		
Did the project achieve the planned return?		

3.0 Project risk management

Stage of Risk Identification and Impact Recognition

Item	Risk description	Identified project stage			Project goal impacted by the risk			Quantified the risk
		Initiation	Execution	Closure	Time	Cost	Quality	
1	Financial							
1.1	<i>Inflation</i>							
1.2	<i>Funding</i>							
1.3	<i>Delayed payment</i>							
1.4	<i>Cash flow</i>							
1.5	<i>Currency risk</i>							
1.6	<i>Credit risk</i>							
1.7	<i>Liquidity risk</i>							
2	Operational							
2.1	<i>Unforeseen site conditions</i>							
2.2	<i>Safety</i>							
2.3	<i>Unavailability of resources</i>							
2.4	<i>Unskilled staff</i>							
2.5	<i>Lack of technology</i>							
3	Management							
3.1	<i>Decision making</i>							
3.2	<i>Planning and controlling</i>							
3.3	<i>Communication</i>							
4	Engineering							
4.1	<i>Design errors and changes</i>							
4.2	<i>Scheduling</i>							
4.3	<i>Approval delays</i>							
5	External							
5.1	<i>Project stakeholders</i>							
5.2	<i>Environmental issues</i>							
5.3	<i>Government regulations</i>							
5.4	<i>Social and political issues</i>							

Developing Risk Response

- Accept - Accept the risk and make allowances to absorb impact
- Mitigate - Risk elimination or reduce risk impact on to an acceptable level
- Transfer - Transfer the risk to another party who is better equipped at handling it
- Avoid - Total avoidance either through planning or omitting part performance
- Monitor - Allow the risk to occur and monitor it

Item	Risk description	Risk response				
		Accept	Mitigate	Transfer	Avoid	Monitor
1	Financial					
1.1	<i>Inflation</i>					
1.2	<i>Funding</i>					
1.3	<i>Delayed payment</i>					
1.4	<i>Cash flow</i>					
1.5	<i>Currency risk</i>					
1.6	<i>Credit risk</i>					
1.7	<i>Liquidity risk</i>					
2	Operational					
2.1	<i>Unforeseen site conditions</i>					
2.2	<i>Safety</i>					
2.3	<i>Unavailability of resources</i>					
2.4	<i>Unskilled staff</i>					
2.5	<i>Lack of technology</i>					
3	Management					
3.1	<i>Decision making</i>					
3.2	<i>Planning and controlling</i>					
3.3	<i>Communication</i>					
4	Engineering					
4.1	<i>Design errors and changes</i>					
4.2	<i>Scheduling</i>					
4.3	<i>Approval delays</i>					
5	External					
5.1	<i>Project stakeholders</i>					
5.2	<i>Environmental issues</i>					
5.3	<i>Government regulations</i>					
5.4	<i>Social and political issues</i>					

Risk Management Measure Adopted

Item	Risk description	Attempt at risk management				
		Transfer or share by contract or agreement	Insure against	Plan and control against	Design against	Make allowances by budget
1	Financial					
1.1	<i>Inflation</i>					
1.2	<i>Funding</i>					
1.3	<i>Delayed payment</i>					
1.4	<i>Cash flow</i>					
1.5	<i>Currency risk</i>					
1.6	<i>Credit risk</i>					
1.7	<i>Liquidity risk</i>					
2	Operational					
2.1	<i>Unforeseen site conditions</i>					
2.2	<i>Safety</i>					
2.3	<i>Unavailability of resources</i>					
2.4	<i>Unskilled staff</i>					
2.5	<i>Lack of technology</i>					
3	Management					
3.1	<i>Decision making</i>					
3.2	<i>Planning and controlling</i>					
3.3	<i>Communication</i>					
4	Engineering					
4.1	<i>Design errors and changes</i>					
4.2	<i>Scheduling</i>					
4.3	<i>Approval delays</i>					
5	External					
5.1	<i>Project stakeholders</i>					
5.2	<i>Environmental issues</i>					
5.3	<i>Government regulations</i>					
5.4	<i>Social and political issues</i>					

9.2 Annexure 2 : Project Income Expenses Statements

		INCOME EXPENDITURE STATEMENT				
		Ref. No.				
PROJECT / ACTIVITY CENTRE		Project 1				
NO	DESCRIPTION		UP TO END OF LAST MONTH	THIS MONTH	UP TO END OF THIS MONTH	
	INCOME (EXCLUDING TAXES)					
01	ADVANCE PAYMENT RECEIVED		353,305,514.40		353,305,514.40	
02	PROGRESS PAYMENT RECEIVED		1,681,545,328.74		1,681,545,328.74	
03	OTHER INCOME RECEIVED (INSURANCE CLAIM)		2,027,074.00		2,027,074.00	
04	TOTAL RECEIVED	1+2+3 +3A	2,036,877,917.14	-	2,036,877,917.14	
05	COST OF MATERIALS SUPPLIED BY CLIENT				-	
06	TOTAL RECEIVED WITH MATERIALS SUPPLIED BY CLIENT	4+5	2,036,877,917.14	-	2,036,877,917.14	
	EXPENDITURE					
07	PAYMENT BY CASH OR CHEQUE		1,275,489,487.40	58,362.03	1,275,547,849.43	
08	MACHINARY,ASSETS,SCAFFOLDING,TRANSPORTS & OTHER CHARGES		49,372,139.75	-	49,372,139.75	
09	COST OF MATERIALS RECEIVED FROM OTHER SITE OR HEAD OFFICE		354,678,713.83	-	354,678,713.83	
10	LESS: COST OF MATERIALS TRANSFERRED TO OTHER SITE OR HEAD OFFICE		28,423,408.83	-	28,423,408.83	
11	TOTAL EXPENDITURE	7+8+9- 10	1,651,116,932.15	58,362.03	1,651,175,294.18	
12	HEAD OFFICE OVERHEAD		105,984,691.50	-	105,984,691.50	
13	FINANCE COST			-	-	
14	TOTAL EXPENDITURE WITH HEAD OFFICE OVERHEAD & FINANCE COST	11+12 +13	1,757,101,623.66	58,362.03	1,757,159,985.69	
15	ADD: BILLS PAYABLE		1,101,324.36	-	1,101,324.36	
16	TOTAL EXPENDITURE WITH BILLS PAYABLE	14+15	1,758,202,948.02	58,362.03	1,758,261,310.05	
17	COST OF MATERIALS SUPPLIED BY CLIENT		-	-	-	
18	TOTAL EXPENDITURE WITH MATERIAL SUPPLIED BY CLIENT	16+17	1,758,202,948.02	58,362.03	1,758,261,310.05	
19	ACTUAL VALUE OF WORK DONE (EXCLUDING MATERIALS SUPPLIED BY CLIENT)		1,766,411,525.02	-	1,766,411,525.02	
20	COST OF MATERIALS SUPPLIED BY CLIENT		-	-	-	
21	ACTUAL VALUE OF WORK DONE (INCLUDING MATERIALS SUPPLIED BY CLIENT)	19+20	1,766,411,525.02	-	1,766,411,525.02	
22	ADD: PRICE ESCALATION (IF NOT INCLUDED IN ITEM NO.19)		268,439,318.22	-	268,439,318.22	
23	TOTAL VALUE OF WORK DONE	21+22	2,034,850,843.24	-	2,034,850,843.24	
24	VALUE OF UNUSED MATERIAL AT SITE		316,830.73		316,830.73	
25	TOTAL VALUE OF WORK DONE & UNUSED MATERIALS AT SITE	23+24	2,035,167,673.97	-	2,035,167,673.97	
26	CASH FLOW	4-14	279,776,293.48	(58,362.03)	279,717,931.45	
27	COST OVERRUN / SURPLUS	25-18	276,964,725.95	(58,362.03)	276,906,363.92	
28	CAPITAL ASSETS PURCHASED		15,953,998.26		15,953,998.26	
29	LESS: REPAYMENT AS INDICATED IN ITEM NO. 08 B		15,953,998.26	-	15,953,998.26	
30	ADVANCE PAYMENT MADE BUT NOT RECOVERD				-	
31	VAT INPUT REIMBURSEMENT AVAILABLE				-	
	Prepared By	Checked By	Checked By Head Office	Approved By		
	Signature					
	Date					
	Name					
	Designation					

				INCOME EXPENDITURE STATEMENT		
				Ref. No.		
PROJECT / ACTIVITY CENTRE		Project 2				
NO	DESCRIPTION			UP TO END OF LAST MONTH	THIS MONTH	UP TO END OF THIS MONTH
INCOME (EXCLUDING TAXES)						
01	ADVANCE PAYMENT RECEIVED			1,278,230,830.78		1,278,230,830.78
02	PROGRESS PAYMENT RECEIVED			6,717,438,380.55		6,717,438,380.55
03	OTHER INCOME RECEIVED (INSURANCE CLAIM)					-
04	TOTAL RECEIVED			1+2+3 +3A 7,995,669,211.33	-	7,995,669,211.33
05	COST OF MATERIALS SUPPLIED BY CLIENT					-
06	TOTAL RECEIVED WITH MATERIALS SUPPLIED BY CLIENT			4+5 7,995,669,211.33	-	7,995,669,211.33
EXPENDITURE						
07	PAYMENT BY CASH OR CHEQUE			4,116,170,812.95	3,873,705.75	4,120,044,518.70
08	MACHINERY, ASSETS, SCAFFOLDING, TRANSPORTS & OTHER CHARGES			540,726,137.12	392,500.00	541,118,637.12
09	COST OF MATERIALS RECEIVED FROM OTHER SITE OR HEAD OFFICE			2,633,175,181.69	-	2,633,175,181.69
10	LESS: COST OF MATERIALS TRANSFERRED TO OTHER SITE OR HEAD OFFICE			1,050,184,012.11	-	1,050,184,012.11
11	TOTAL EXPENDITURE			7+8+9- 10 6,239,888,119.65	4,266,205.75	6,244,154,325.40
12	HEAD OFFICE OVERHEAD			557,360,126.89	-	557,360,126.89
13	FINANCE COST			-	-	-
14	TOTAL EXPENDITURE WITH HEAD OFFICE OVERHEAD & FINANCE COST			11+12 +13 6,797,248,246.54	4,266,205.75	6,801,514,452.29
15	ADD: BILLS PAYABLE			7,038,754.11	(264,757.28)	6,773,996.83
16	TOTAL EXPENDITURE WITH BILLS PAYABLE			14+15 6,804,287,000.65	4,001,448.47	6,808,288,449.12
17	COST OF MATERIALS SUPPLIED BY CLIENT			-	-	-
18	TOTAL EXPENDITURE WITH MATERIAL SUPPLIED BY CLIENT			16+17 6,804,287,000.65	4,001,448.47	6,808,288,449.12
19	ACTUAL VALUE OF WORK DONE (EXCLUDING MATERIALS SUPPLIED BY CLIENT)			8,654,185,539.02	-	8,654,185,539.02
20	COST OF MATERIALS SUPPLIED BY CLIENT			-	-	-
21	ACTUAL VALUE OF WORK DONE (INCLUDING MATERIALS SUPPLIED BY CLIENT)			19+20 8,654,185,539.02	-	8,654,185,539.02
22	ADD: PRICE ESCALATION (IF NOT INCLUDED IN ITEM NO.19)			635,149,909.12	-	635,149,909.12
23	TOTAL VALUE OF WORK DONE			21+22 9,289,335,448.14	-	9,289,335,448.14
24	VALUE OF UNUSED MATERIAL AT SITE			12,093,886.12	-	12,093,886.12
25	TOTAL VALUE OF WORK DONE & UNUSED MATERIALS AT SITE			23+24 9,301,429,334.26	-	9,301,429,334.26
26	CASH FLOW			4-14 1,198,420,964.79	(4,266,205.75)	1,194,154,759.04
27	COST OVERRUN / SURPLUS			25-18 2,497,142,333.61	(4,001,448.47)	2,493,140,885.14
28	CAPITAL ASSETS PURCHASED			122,169,666.03		122,169,666.03
29	LESS: REPAYMENT AS INDICATED IN ITEM NO. 08 B			122,169,666.03	-	122,169,666.03
30	ADVANCE PAYMENT MADE BUT NOT RECOVERED					-
31	VAT INPUT REIMBURSEMENT AVAILABLE			12,258,485.12		12,258,485.12
		Prepared By	Checked By	Checked By Head Office	Approved By	
Signature						
Date						
Name						
Designation						

		INCOME EXPENDITURE STATEMENT			
		Ref. No.			
PROJECT / ACTIVITY CENTRE		Project 3			
NO	DESCRIPTION		UP TO END OF LAST MONTH	THIS MONTH	UP TO END OF THIS MONTH
INCOME (EXCLUDING TAXES)					
01	ADVANCE PAYMENT RECEIVED		686,064,787.43		686,064,787.43
02	PROGRESS PAYMENT RECEIVED		2,620,502,682.20	89,472,552.02	2,709,975,234.22
03	OTHER INCOME RECEIVED (INSURANCE CLAIM)		1,948,224.32	683,916.73	2,632,141.05
04	TOTAL RECEIVED	1+2+3 +3A	3,308,515,693.95	90,156,468.75	3,398,672,162.70
05	COST OF MATERIALS SUPPLIED BY CLIENT				-
06	TOTAL RECEIVED WITH MATERIALS SUPPLIED BY CLIENT	4+5	3,308,515,693.95	90,156,468.75	3,398,672,162.70
EXPENDITURE					
07	PAYMENT BY CASH OR CHEQUE		1,685,842,655.74	17,257,216.90	1,703,099,872.64
08	MACHINERY, ASSETS, SCAFFOLDING, TRANSPORTS & OTHER CHARGES		175,963,225.33	1,874,772.04	177,837,997.37
09	COST OF MATERIALS RECEIVED FROM OTHER SITE OR HEAD OFFICE		1,256,820,642.17	9,779,065.86	1,266,599,708.03
10	LESS: COST OF MATERIALS TRANSFERRED TO OTHER SITE OR HEAD OFFICE		531,676,725.17	9,553,057.67	541,229,782.84
11	TOTAL EXPENDITURE	7+8+9- 10	2,586,949,798.07	19,357,997.13	2,606,307,795.20
12	HEAD OFFICE OVERHEAD		224,284,483.72	1,385,362.00	225,669,845.72
13	FINANCE COST		-	-	-
14	TOTAL EXPENDITURE WITH HEAD OFFICE OVERHEAD & FINANCE COST	11+12 +13	2,811,234,281.79	20,743,359.13	2,831,977,640.92
15	ADD: BILLS PAYABLE		9,403,270.39	(952,744.52)	8,450,525.87
16	TOTAL EXPENDITURE WITH BILLS PAYABLE	14+15	2,820,637,552.18	19,790,614.61	2,840,428,166.79
17	COST OF MATERIALS SUPPLIED BY CLIENT		-	-	-
18	TOTAL EXPENDITURE WITH MATERIAL SUPPLIED BY CLIENT	16+17	2,820,637,552.18	19,790,614.61	2,840,428,166.79
19	ACTUAL VALUE OF WORK DONE (EXCLUDING MATERIALS SUPPLIED BY CLIENT)		3,566,558,531.77	23,089,366.61	3,589,647,898.38
20	COST OF MATERIALS SUPPLIED BY CLIENT		-	-	-
21	ACTUAL VALUE OF WORK DONE (INCLUDING MATERIALS SUPPLIED BY CLIENT)	19+20	3,566,558,531.77	23,089,366.61	3,589,647,898.38
22	ADD: PRICE ESCALATION (IF NOT INCLUDED IN ITEM NO.19)		171,516,196.86	-	171,516,196.86
23	TOTAL VALUE OF WORK DONE	21+22	3,738,074,728.63	23,089,366.61	3,761,164,095.24
24	VALUE OF UNUSED MATERIAL AT SITE		6,263,381.23	1,042,043.97	7,305,425.20
25	TOTAL VALUE OF WORK DONE & UNUSED MATERIALS AT SITE	23+24	3,744,338,109.86	24,131,410.58	3,768,469,520.44
26	CASH FLOW	4-14	497,281,412.16	69,413,109.62	566,694,521.78
27	COST OVERRUN / SURPLUS	25-18	923,700,557.68	4,340,795.97	928,041,353.65
28	CAPITAL ASSETS PURCHASED		24,805,891.48		24,805,891.48
29	LESS: REPAYMENT AS INDICATED IN ITEM NO. 08 B		24,805,891.48	-	24,805,891.48
30	ADVANCE PAYMENT MADE BUT NOT RECOVERED				-
31	VAT INPUT REIMBURSEMENT AVAILABLE		8,596,727.90		8,596,727.90
Prepared By		Checked By	Checked By Head Office	Approved By	
Signature					
Date					
Name					
Designation					

		INCOME EXPENDITURE STATEMENT			
		Ref. No.			
PROJECT / ACTIVITY CENTRE		Project 4			
NO	DESCRIPTION		UP TO END OF LAST MONTH	THIS MONTH	UP TO END OF THIS MONTH
INCOME (EXCLUDING TAXES)					
01	ADVANCE PAYMENT RECEIVED		251,946,232.07		251,946,232.07
02	PROGRESS PAYMENT RECEIVED		1,606,945,021.29		1,606,945,021.29
03	OTHER INCOME RECEIVED (INSURANCE CLAIM)		97,851,378.28		97,851,378.28
04	TOTAL RECEIVED	1+2+3 +3A	1,956,742,631.64	-	1,956,742,631.64
05	COST OF MATERIALS SUPPLIED BY CLIENT				-
06	TOTAL RECEIVED WITH MATERIALS SUPPLIED BY CLIENT	4+5	1,956,742,631.64	-	1,956,742,631.64
EXPENDITURE					
07	PAYMENT BY CASH OR CHEQUE		1,307,116,975.26		1,307,116,975.26
08	MACHINERY, ASSETS, SCAFFOLDING, TRANSPORTS & OTHER CHARGES		41,236,762.14		41,236,762.14
09	COST OF MATERIALS RECEIVED FROM OTHER SITE OR HEAD OFFICE		740,213,438.22	8,477,241.72	748,690,679.94
10	LESS: COST OF MATERIALS TRANSFERRED TO OTHER SITE OR HEAD OFFICE		11,799,693.67		11,799,693.67
11	TOTAL EXPENDITURE	7+8+9- 10	2,076,767,481.95	8,477,241.72	2,085,244,723.67
12	HEAD OFFICE OVERHEAD		112,751,213.39	(3,025,562.33)	109,725,651.06
13	FINANCE COST		-	-	-
14	TOTAL EXPENDITURE WITH HEAD OFFICE OVERHEAD & FINANCE COST	11+12 +13	2,189,518,695.34	5,451,679.39	2,194,970,374.73
15	ADD: BILLS PAYABLE			35,000.00	35,000.00
16	TOTAL EXPENDITURE WITH BILLS PAYABLE	14+15	2,189,518,695.34	5,486,679.39	2,195,005,374.73
17	COST OF MATERIALS SUPPLIED BY CLIENT		-	-	-
18	TOTAL EXPENDITURE WITH MATERIAL SUPPLIED BY CLIENT	16+17	2,189,518,695.34	5,486,679.39	2,195,005,374.73
19	ACTUAL VALUE OF WORK DONE (EXCLUDING MATERIALS SUPPLIED BY CLIENT)		1,886,728,157.40	(50,426,038.83)	1,836,302,118.57
20	COST OF MATERIALS SUPPLIED BY CLIENT		-	-	-
21	ACTUAL VALUE OF WORK DONE (INCLUDING MATERIALS SUPPLIED BY CLIENT)	19+20	1,886,728,157.40	(50,426,038.83)	1,836,302,118.57
22	ADD: PRICE ESCALATION (IF NOT INCLUDED IN ITEM NO.19)			-	-
23	TOTAL VALUE OF WORK DONE	21+22	1,886,728,157.40	(50,426,038.83)	1,836,302,118.57
24	VALUE OF UNUSED MATERIAL AT SITE				-
25	TOTAL VALUE OF WORK DONE & UNUSED MATERIALS AT SITE	23+24	1,886,728,157.40	(50,426,038.83)	1,836,302,118.57
26	CASH FLOW	4-14	(232,776,063.70)	(5,451,679.39)	(238,227,743.09)
27	COST OVERRUN / SURPLUS	25-18	(302,790,537.94)	(55,912,718.22)	(358,703,256.16)
28	CAPITAL ASSETS PURCHASED		2,606,559.76		2,606,559.76
29	LESS: REPAYMENT AS INDICATED IN ITEM NO. 08 B		2,606,559.76	-	2,606,559.76
30	ADVANCE PAYMENT MADE BUT NOT RECOVERED				-
31	VAT INPUT REIMBURSEMENT AVAILABLE		41,110,286.52		41,110,286.52
Prepared By		Checked By	Checked By Head Office	Approved By	
Signature					
Date					
Name					
Designation					

		INCOME EXPENDITURE STATEMENT			
		Ref. No.			
PROJECT / ACTIVITY CENTRE		Project 5			
NO	DESCRIPTION		UP TO END OF LAST MONTH	THIS MONTH	UP TO END OF THIS MONTH
INCOME (EXCLUDING TAXES)					
01	ADVANCE PAYMENT RECEIVED		388,808,729.10		388,808,729.10
02	PROGRESS PAYMENT RECEIVED		4,074,483,441.94		4,074,483,441.94
03	OTHER INCOME RECEIVED (INSURANCE CLAIM)		1,747,512.50		1,747,512.50
04	TOTAL RECEIVED	1+2+3 +3A	4,465,039,683.54	-	4,465,039,683.54
05	COST OF MATERIALS SUPPLIED BY CLIENT				-
06	TOTAL RECEIVED WITH MATERIALS SUPPLIED BY CLIENT	4+5	4,465,039,683.54	-	4,465,039,683.54
EXPENDITURE					
07	PAYMENT BY CASH OR CHEQUE		3,132,480,751.69	3,060,942.83	3,135,541,694.52
08	MACHINERY, ASSETS, SCAFFOLDING, TRANSPORTS & OTHER CHARGES		196,658,031.98		196,658,031.98
09	COST OF MATERIALS RECEIVED FROM OTHER SITE OR HEAD OFFICE		1,267,940,188.89	1,573,569.99	1,269,513,758.88
10	LESS: COST OF MATERIALS TRANSFERRED TO OTHER SITE OR HEAD OFFICE		35,228,709.59		35,228,709.59
11	TOTAL EXPENDITURE	7+8+9- 10	4,561,850,262.97	4,634,512.82	4,566,484,775.79
12	HEAD OFFICE OVERHEAD		241,341,629.46		241,341,629.46
13	FINANCE COST		-	-	-
14	TOTAL EXPENDITURE WITH HEAD OFFICE OVERHEAD & FINANCE COST	11+12 +13	4,803,191,892.43	4,634,512.82	4,807,826,405.25
15	ADD: BILLS PAYABLE		5,607,740.41	(3,595,712.41)	2,012,028.00
16	TOTAL EXPENDITURE WITH BILLS PAYABLE	14+15	4,808,799,632.84	1,038,800.41	4,809,838,433.25
17	COST OF MATERIALS SUPPLIED BY CLIENT		-	-	-
18	TOTAL EXPENDITURE WITH MATERIAL SUPPLIED BY CLIENT	16+17	4,808,799,632.84	1,038,800.41	4,809,838,433.25
19	ACTUAL VALUE OF WORK DONE (EXCLUDING MATERIALS SUPPLIED BY CLIENT)		4,821,487,872.41		4,821,487,872.41
20	COST OF MATERIALS SUPPLIED BY CLIENT		-	-	-
21	ACTUAL VALUE OF WORK DONE (INCLUDING MATERIALS SUPPLIED BY CLIENT)	19+20	4,821,487,872.41	-	4,821,487,872.41
22	ADD: PRICE ESCALATION (IF NOT INCLUDED IN ITEM NO.19)		106,602,301.11	-	106,602,301.11
23	TOTAL VALUE OF WORK DONE	21+22	4,928,090,173.52	-	4,928,090,173.52
24	VALUE OF UNUSED MATERIAL AT SITE				-
25	TOTAL VALUE OF WORK DONE & UNUSED MATERIALS AT SITE	23+24	4,928,090,173.52	-	4,928,090,173.52
26	CASH FLOW	4-14	(338,152,208.89)	(4,634,512.82)	(342,786,721.71)
27	COST OVERRUN / SURPLUS	25-18	119,290,540.68	(1,038,800.41)	118,251,740.27
28	CAPITAL ASSETS PURCHASED		2,606,559.76		2,606,559.76
29	LESS: REPAYMENT AS INDICATED IN ITEM NO. 08 B		2,606,559.76	-	2,606,559.76
30	ADVANCE PAYMENT MADE BUT NOT RECOVERED				-
31	VAT INPUT REIMBURSEMENT AVAILABLE		41,110,286.52		41,110,286.52
Prepared By		Checked By	Checked By Head Office	Approved By	
Signature					
Date					
Name					
Designation					

		INCOME EXPENDITURE STATEMENT			
		Ref. No.			
PROJECT / ACTIVITY CENTRE		Project 6			
NO	DESCRIPTION		UP TO END OF LAST MONTH	THIS MONTH	UP TO END OF THIS MONTH
	INCOME (EXCLUDING TAXES)				
01	ADVANCE PAYMENT RECEIVED		473,122,594.08		473,122,594.08
02	PROGRESS PAYMENT RECEIVED		905,766,455.15		905,766,455.15
03	OTHER INCOME RECEIVED (INSURANCE CLAIM)		453,559,095.10		453,559,095.10
04	TOTAL RECEIVED	1+2+3 +3A	1,832,448,144.33	-	1,832,448,144.33
05	COST OF MATERIALS SUPPLIED BY CLIENT				-
06	TOTAL RECEIVED WITH MATERIALS SUPPLIED BY CLIENT	4+5	1,832,448,144.33	-	1,832,448,144.33
	EXPENDITURE				
07	PAYMENT BY CASH OR CHEQUE		932,228,313.58	438,089.57	932,666,403.15
08	MACHINERY, ASSETS, SCAFFOLDING, TRANSPORTS & OTHER CHARGES		85,760,049.94		85,760,049.94
09	COST OF MATERIALS RECEIVED FROM OTHER SITE OR HEAD OFFICE		825,634,744.57	833,200.62	826,467,945.19
10	LESS: COST OF MATERIALS TRANSFERRED TO OTHER SITE OR HEAD OFFICE		323,749,638.02		323,749,638.02
11	TOTAL EXPENDITURE	7+8+9- 10	1,519,873,470.07	1,271,290.19	1,521,144,760.26
12	HEAD OFFICE OVERHEAD		120,729,937.60		120,729,937.60
13	FINANCE COST		-	-	-
14	TOTAL EXPENDITURE WITH HEAD OFFICE OVERHEAD & FINANCE COST	11+12 +13	1,640,603,407.67	1,271,290.19	1,641,874,697.86
15	ADD: BILLS PAYABLE		2,028,414.75		2,028,414.75
16	TOTAL EXPENDITURE WITH BILLS PAYABLE	14+15	1,642,631,822.42	1,271,290.19	1,643,903,112.61
17	COST OF MATERIALS SUPPLIED BY CLIENT		-	-	-
18	TOTAL EXPENDITURE WITH MATERIAL SUPPLIED BY CLIENT	16+17	1,642,631,822.42	1,271,290.19	1,643,903,112.61
19	ACTUAL VALUE OF WORK DONE (EXCLUDING MATERIALS SUPPLIED BY CLIENT)		1,874,234,057.06		1,874,234,057.06
20	COST OF MATERIALS SUPPLIED BY CLIENT		-	-	-
21	ACTUAL VALUE OF WORK DONE (INCLUDING MATERIALS SUPPLIED BY CLIENT)	19+20	1,874,234,057.06	-	1,874,234,057.06
22	ADD: PRICE ESCALATION (IF NOT INCLUDED IN ITEM NO.19)		137,931,569.60	-	137,931,569.60
23	TOTAL VALUE OF WORK DONE	21+22	2,012,165,626.66	-	2,012,165,626.66
24	VALUE OF UNUSED MATERIAL AT SITE				-
25	TOTAL VALUE OF WORK DONE & UNUSED MATERIALS AT SITE	23+24	2,012,165,626.66	-	2,012,165,626.66
26	CASH FLOW	4-14	191,844,736.66	(1,271,290.19)	190,573,446.47
27	COST OVERRUN / SURPLUS	25-18	369,533,804.24	(1,271,290.19)	368,262,514.05
28	CAPITAL ASSETS PURCHASED		1,305,207.15		1,305,207.15
29	LESS: REPAYMENT AS INDICATED IN ITEM NO. 08 B		1,305,207.15	-	1,305,207.15
30	ADVANCE PAYMENT MADE BUT NOT RECOVERED				-
31	VAT INPUT REIMBURSEMENT AVAILABLE		46,112,946.37		46,112,946.37
	Prepared By	Checked By	Checked By Head Office	Approved By	
	Signature				
	Date				
	Name				
	Designation				

				INCOME EXPENDITURE STATEMENT		
				Ref. No.		
PROJECT / ACTIVITY CENTRE		Project 7				
NO	DESCRIPTION			UP TO END OF LAST MONTH	THIS MONTH	UP TO END OF THIS MONTH
INCOME (EXCLUDING TAXES)						
01	ADVANCE PAYMENT RECEIVED			80,926,995.70		80,926,995.70
02	PROGRESS PAYMENT RECEIVED			320,463,125.08		320,463,125.08
03	OTHER INCOME RECEIVED (INSURANCE CLAIM)					-
04	TOTAL RECEIVED			1+2+3 +3A 401,390,120.78	-	401,390,120.78
05	COST OF MATERIALS SUPPLIED BY CLIENT					-
06	TOTAL RECEIVED WITH MATERIALS SUPPLIED BY CLIENT			4+5 401,390,120.78	-	401,390,120.78
EXPENDITURE						
07	PAYMENT BY CASH OR CHEQUE			414,810,411.99	17,822.17	414,828,234.16
08	MACHINERY, ASSETS, SCAFFOLDING, TRANSPORTS & OTHER CHARGES			49,534,707.90		49,534,707.90
09	COST OF MATERIALS RECEIVED FROM OTHER SITE OR HEAD OFFICE			135,118,753.38	212,977.10	135,331,730.48
10	LESS: COST OF MATERIALS TRANSFERRED TO OTHER SITE OR HEAD OFFICE			34,862,714.07		34,862,714.07
11	TOTAL EXPENDITURE			7+8+9- 10 564,601,159.20	230,799.27	564,831,958.47
12	HEAD OFFICE OVERHEAD			28,084,513.37		28,084,513.37
13	FINANCE COST			-	-	-
14	TOTAL EXPENDITURE WITH HEAD OFFICE OVERHEAD & FINANCE COST			11+12 +13 592,685,672.57	230,799.27	592,916,471.84
15	ADD: BILLS PAYABLE			3,870,510.25		3,870,510.25
16	TOTAL EXPENDITURE WITH BILLS PAYABLE			14+15 596,556,182.82	230,799.27	596,786,982.09
17	COST OF MATERIALS SUPPLIED BY CLIENT					-
18	TOTAL EXPENDITURE WITH MATERIAL SUPPLIED BY CLIENT			16+17 596,556,182.82	230,799.27	596,786,982.09
19	ACTUAL VALUE OF WORK DONE (EXCLUDING MATERIALS SUPPLIED BY CLIENT)			439,805,399.20		439,805,399.20
20	COST OF MATERIALS SUPPLIED BY CLIENT					-
21	ACTUAL VALUE OF WORK DONE (INCLUDING MATERIALS SUPPLIED BY CLIENT)			19+20 439,805,399.20	-	439,805,399.20
22	ADD: PRICE ESCALATION (IF NOT INCLUDED IN ITEM NO.19)			28,269,823.62		28,269,823.62
23	TOTAL VALUE OF WORK DONE			21+22 468,075,222.82	-	468,075,222.82
24	VALUE OF UNUSED MATERIAL AT SITE					-
25	TOTAL VALUE OF WORK DONE & UNUSED MATERIALS AT SITE			23+24 468,075,222.82	-	468,075,222.82
26	CASH FLOW			4-14 (191,295,551.79)	(230,799.27)	(191,526,351.06)
27	COST OVERRUN / SURPLUS			25-18 (128,480,960.00)	(230,799.27)	(128,711,759.27)
28	CAPITAL ASSETS PURCHASED			1,179,510.72		1,179,510.72
29	LESS: REPAYMENT AS INDICATED IN ITEM NO. 08 B			1,179,510.72		1,179,510.72
30	ADVANCE PAYMENT MADE BUT NOT RECOVERED			39,989,580.09		-
31	VAT INPUT REIMBURSEMENT AVAILABLE			10,253,815.00		10,253,815.00
Prepared By		Checked By		Checked By Head Office		Approved By
Signature						
Date						
Name						
Designation						

		INCOME EXPENDITURE STATEMENT				
		Ref. No.				
PROJECT / ACTIVITY CENTRE		Project 8				
NO	DESCRIPTION		UP TO END OF LAST MONTH	THIS MONTH	UP TO END OF THIS MONTH	
INCOME (EXCLUDING TAXES)						
01	ADVANCE PAYMENT RECEIVED		1,631,876,172.63		1,631,876,172.63	
02	PROGRESS PAYMENT RECEIVED		3,117,759,514.26	248,837,512.92	3,366,597,027.18	
03	OTHER INCOME RECEIVED (INSURANCE CLAIM)		48,246,216.03		48,246,216.03	
04	TOTAL RECEIVED	1+2+3 +3A	4,797,881,902.92	248,837,512.92	5,046,719,415.84	
05	COST OF MATERIALS SUPPLIED BY CLIENT				-	
06	TOTAL RECEIVED WITH MATERIALS SUPPLIED BY CLIENT	4+5	4,797,881,902.92	248,837,512.92	5,046,719,415.84	
EXPENDITURE						
07	PAYMENT BY CASH OR CHEQUE		3,260,565,678.56	143,148,996.49	3,403,714,675.05	
08	MACHINERY, ASSETS, SCAFFOLDING, TRANSPORTS & OTHER CHARGES		259,864,832.59	17,324,026.57	277,188,859.16	
09	COST OF MATERIALS RECEIVED FROM OTHER SITE OR HEAD OFFICE		1,498,422,995.66	128,027,701.68	1,626,450,697.34	
10	LESS: COST OF MATERIALS TRANSFERRED TO OTHER SITE OR HEAD OFFICE		640,988,469.57	22,873,517.03	663,861,986.60	
11	TOTAL EXPENDITURE	7+8+9- 10	4,377,865,037.24	265,627,207.71	4,643,492,244.95	
12	HEAD OFFICE OVERHEAD		340,500,384.20	20,395,677.81	360,896,062.01	
13	FINANCE COST		-	-	-	
14	TOTAL EXPENDITURE WITH HEAD OFFICE OVERHEAD & FINANCE COST	11+12 +13	4,718,365,421.44	286,022,885.52	5,004,388,306.96	
15	ADD: BILLS PAYABLE		-	70,944,699.11	70,944,699.11	
16	TOTAL EXPENDITURE WITH BILLS PAYABLE	14+15	4,718,365,421.44	356,967,584.63	5,075,333,006.07	
17	COST OF MATERIALS SUPPLIED BY CLIENT		-	-	-	
18	TOTAL EXPENDITURE WITH MATERIAL SUPPLIED BY CLIENT	16+17	4,718,365,421.44	356,967,584.63	5,075,333,006.07	
19	ACTUAL VALUE OF WORK DONE (EXCLUDING MATERIALS SUPPLIED BY CLIENT)		5,710,177,343.70	341,685,188.41	6,051,862,532.11	
20	COST OF MATERIALS SUPPLIED BY CLIENT		-	-	-	
21	ACTUAL VALUE OF WORK DONE (INCLUDING MATERIALS SUPPLIED BY CLIENT)	19+20	5,710,177,343.70	341,685,188.41	6,051,862,532.11	
22	ADD: PRICE ESCALATION (IF NOT INCLUDED IN ITEM NO.19)		(35,170,940.40)	(1,757,224.95)	(36,928,165.35)	
23	TOTAL VALUE OF WORK DONE	21+22	5,675,006,403.30	339,927,963.46	6,014,934,366.76	
24	VALUE OF UNUSED MATERIAL AT SITE			145,048,303.56	145,048,303.56	
25	TOTAL VALUE OF WORK DONE & UNUSED MATERIALS AT SITE	23+24	5,675,006,403.30	484,976,267.02	6,159,982,670.32	
26	CASH FLOW	4-14	79,516,481.48	(37,185,372.60)	42,331,108.88	
27	COST OVERRUN / SURPLUS	25-18	956,640,981.86	128,008,682.39	1,084,649,664.25	
28	CAPITAL ASSETS PURCHASED		166,732,366.68		166,732,366.68	
29	LESS: REPAYMENT AS INDICATED IN ITEM NO. 08 B		166,732,366.68	-	166,732,366.68	
30	ADVANCE PAYMENT MADE BUT NOT RECOVERED				-	
31	VAT INPUT REIMBURSEMENT AVAILABLE		23,677,304.57		23,677,304.57	
Prepared By		Checked By	Checked By Head Office	Approved By		
Signature						
Date						
Name						
Designation						

				INCOME EXPENDITURE STATEMENT		
				Ref. No.		
PROJECT / ACTIVITY CENTRE		Project 9				
NO	DESCRIPTION			UP TO END OF LAST MONTH	THIS MONTH	UP TO END OF THIS MONTH
INCOME (EXCLUDING TAXES)						
01	ADVANCE PAYMENT RECEIVED			304,486,149.31		304,486,149.31
02	PROGRESS PAYMENT RECEIVED			1,533,248,689.03		1,533,248,689.03
03	OTHER INCOME RECEIVED (INSURANCE CLAIM)			2,814,084.39		2,814,084.39
04	TOTAL RECEIVED			1+2+3 +3A 1,840,548,922.73	-	1,840,548,922.73
05	COST OF MATERIALS SUPPLIED BY CLIENT					-
06	TOTAL RECEIVED WITH MATERIALS SUPPLIED BY CLIENT			4+5 1,840,548,922.73	-	1,840,548,922.73
EXPENDITURE						
07	PAYMENT BY CASH OR CHEQUE			1,324,865,752.63	197,963.02	1,325,063,715.65
08	MACHINERY, ASSETS, SCAFFOLDING, TRANSPORTS & OTHER CHARGES			142,813,206.79		142,813,206.79
09	COST OF MATERIALS RECEIVED FROM OTHER SITE OR HEAD OFFICE			473,623,460.44	19,099.00	473,642,559.44
10	LESS: COST OF MATERIALS TRANSFERRED TO OTHER SITE OR HEAD OFFICE			467,411,856.40		467,411,856.40
11	TOTAL EXPENDITURE			7+8+9- 10 1,473,890,563.46	217,062.02	1,474,107,625.48
12	HEAD OFFICE OVERHEAD			103,546,923.91	483,780.45	104,030,704.36
13	FINANCE COST			-	-	-
14	TOTAL EXPENDITURE WITH HEAD OFFICE OVERHEAD & FINANCE COST			11+12 +13 1,577,437,487.37	700,842.47	1,578,138,329.84
15	ADD: BILLS PAYABLE			277,696.04		277,696.04
16	TOTAL EXPENDITURE WITH BILLS PAYABLE			14+15 1,577,715,183.41	700,842.47	1,578,416,025.88
17	COST OF MATERIALS SUPPLIED BY CLIENT					-
18	TOTAL EXPENDITURE WITH MATERIAL SUPPLIED BY CLIENT			16+17 1,577,715,183.41	700,842.47	1,578,416,025.88
19	ACTUAL VALUE OF WORK DONE (EXCLUDING MATERIALS SUPPLIED BY CLIENT)			1,725,782,065.19	8,063,007.50	1,733,845,072.69
20	COST OF MATERIALS SUPPLIED BY CLIENT					-
21	ACTUAL VALUE OF WORK DONE (INCLUDING MATERIALS SUPPLIED BY CLIENT)			19+20 1,725,782,065.19	8,063,007.50	1,733,845,072.69
22	ADD: PRICE ESCALATION (IF NOT INCLUDED IN ITEM NO.19)			208,616,240.33	(4,147,854.60)	204,468,385.73
23	TOTAL VALUE OF WORK DONE			21+22 1,934,398,305.52	3,915,152.90	1,938,313,458.42
24	VALUE OF UNUSED MATERIAL AT SITE			7,807,841.16	(169,007.80)	7,638,833.36
25	TOTAL VALUE OF WORK DONE & UNUSED MATERIALS AT SITE			23+24 1,942,206,146.68	3,746,145.10	1,945,952,291.78
26	CASH FLOW			4-14 263,111,435.36	(700,842.47)	262,410,592.89
27	COST OVERRUN / SURPLUS			25-18 364,490,963.27	3,045,302.63	367,536,265.90
28	CAPITAL ASSETS PURCHASED			15,056,452.27		15,056,452.27
29	LESS: REPAYMENT AS INDICATED IN ITEM NO. 08 B			15,056,452.27	-	15,056,452.27
30	ADVANCE PAYMENT MADE BUT NOT RECOVERED					-
31	VAT INPUT REIMBURSEMENT AVAILABLE					-
		Prepared By	Checked By	Checked By Head Office	Approved By	
Signature						
Date						
Name						
Designation						

		INCOME EXPENDITURE STATEMENT				
		Ref. No.				
PROJECT / ACTIVITY CENTRE		Project 10				
NO	DESCRIPTION		UP TO END OF LAST MONTH	THIS MONTH	UP TO END OF THIS MONTH	
INCOME (EXCLUDING TAXES)						
01	ADVANCE PAYMENT RECEIVED		43,777,098.42		43,777,098.42	
02	PROGRESS PAYMENT RECEIVED		532,841,849.35	14,061,225.00	546,903,074.35	
03	OTHER INCOME RECEIVED (INSURANCE CLAIM)				-	
04	TOTAL RECEIVED	1+2+3 +3A	576,618,947.77	14,061,225.00	590,680,172.77	
05	COST OF MATERIALS SUPPLIED BY CLIENT				-	
06	TOTAL RECEIVED WITH MATERIALS SUPPLIED BY CLIENT	4+5	576,618,947.77	14,061,225.00	590,680,172.77	
EXPENDITURE						
07	PAYMENT BY CASH OR CHEQUE		683,397,871.88	13,835,170.53	697,233,042.41	
08	MACHINERY, ASSETS, SCAFFOLDING, TRANSPORTS & OTHER CHARGES		76,168,200.12	1,999,813.00	78,168,013.12	
09	COST OF MATERIALS RECEIVED FROM OTHER SITE OR HEAD OFFICE		23,691,983.45	1,040,591.43	24,732,574.88	
10	LESS: COST OF MATERIALS TRANSFERRED TO OTHER SITE OR HEAD OFFICE		29,518,462.42	90,328.06	29,608,790.48	
11	TOTAL EXPENDITURE	7+8+9- 10	753,739,593.03	16,785,246.90	770,524,839.93	
12	HEAD OFFICE OVERHEAD		44,794,201.83	2,377,007.86	47,171,209.69	
13	FINANCE COST		-	-	-	
14	TOTAL EXPENDITURE WITH HEAD OFFICE OVERHEAD & FINANCE COST	11+12 +13	798,533,794.86	19,162,254.76	817,696,049.62	
15	ADD: BILLS PAYABLE		15,432,974.41	3,457,612.19	18,890,586.60	
16	TOTAL EXPENDITURE WITH BILLS PAYABLE	14+15	813,966,769.27	22,619,866.95	836,586,636.22	
17	COST OF MATERIALS SUPPLIED BY CLIENT		-	-	-	
18	TOTAL EXPENDITURE WITH MATERIAL SUPPLIED BY CLIENT	16+17	813,966,769.27	22,619,866.95	836,586,636.22	
19	ACTUAL VALUE OF WORK DONE (EXCLUDING MATERIALS SUPPLIED BY CLIENT)		746,570,030.44	39,616,797.68	786,186,828.12	
20	COST OF MATERIALS SUPPLIED BY CLIENT		-	-	-	
21	ACTUAL VALUE OF WORK DONE (INCLUDING MATERIALS SUPPLIED BY CLIENT)	19+20	746,570,030.44	39,616,797.68	786,186,828.12	
22	ADD: PRICE ESCALATION (IF NOT INCLUDED IN ITEM NO.19)		-	-	-	
23	TOTAL VALUE OF WORK DONE	21+22	746,570,030.44	39,616,797.68	786,186,828.12	
24	VALUE OF UNUSED MATERIAL AT SITE		11,373,197.72	(1,610,415.43)	9,762,782.29	
25	TOTAL VALUE OF WORK DONE & UNUSED MATERIALS AT SITE	23+24	757,943,228.16	38,006,382.25	795,949,610.41	
26	CASH FLOW	4-14	(221,914,847.09)	(5,101,029.76)	(227,015,876.85)	
27	COST OVERRUN / SURPLUS	25-18	(56,023,541.11)	15,386,515.30	(40,637,025.81)	
28	CAPITAL ASSETS PURCHASED		11,956,257.43		11,956,257.43	
29	LESS: REPAYMENT AS INDICATED IN ITEM NO. 08 B		11,956,257.43	-	11,956,257.43	
30	ADVANCE PAYMENT MADE BUT NOT RECOVERED				-	
31	VAT INPUT REIMBURSEMENT AVAILABLE				-	
Prepared By		Checked By	Checked By Head Office	Approved By		
Signature						
Date						
Name						
Designation						

9.3 Annexure 3: Risk management practice

Project 1																		
Item	Risk description	Identified project stage			Project goal impacted by the risk			Quantified the risk	Risk response					Attempt at risk management				
		Initiation	Execution	Closure	Time	Cost	Quality		Accept	Mitigate	Transfer	Avoid	Monitor	Transfer or share by contract or agreement	Insure against	Plan and control against	Design against	Make allowances by budget
1	Financial	0	3	0	0	3	0	2	1	0	0	0	2	0	0	0	0	1
1.1	Inflation		1			1			1									1
1.2	Funding																	
1.3	Delayed payment		1			1		1					1					
1.4	Cash flow		1			1		1					1					
1.5	Currency risk																	
1.6	Credit risk																	
1.7	Liquidity risk																	
2	Operational	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.1	Unforeseen site conditions																	
2.2	Safety																	
2.3	Unavailability of resources																	
2.4	Unskilled staff																	
2.5	Lack of technology																	
3	Management	0	3	0	3	0	1	0	0	0	0	0	0	0	0	0	0	0
3.1	Decision making		1		1													
3.2	Planning and controlling		1		1													
3.3	Communication		1		1		1											
4	Engineering	0	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0
4.1	Design errors and changes																	
4.2	Scheduling																	
4.3	Approval delays		1		1									1				
5	External	0	4	0	2	3	3	0	2	2	0	0	0	0	1	2	0	0
5.1	Project stakeholders		1				1			1								
5.2	Environmental issues		1			1				1					1			
5.3	Government regulations		1		1	1	1		1							1		
5.4	Social and political issues		1		1	1	1		1							1		

Project 2																			
Item	Risk description	Identified project stage			Project goal impacted by the risk			Quantified the risk	Risk response					Attempt at risk management					
		Initiation	Execution	Closure	Time	Cost	Quality		Accept	Mitigate	Transfer	Avoid	Monitor	Transfer or share by contract or agreement	Insure against	Plan and control against	Design against	Make allowances by budget	
1	Financial	0	1	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1
1.1	Inflation		1			1			1										1
1.2	Funding																		
1.3	Delayed payment																		
1.4	Cash flow																		
1.5	Currency risk																		
1.6	Credit risk																		
1.7	Liquidity risk																		
2	Operational	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	1	1	0
2.1	Unforeseen site conditions		1							1							1	1	
2.2	Safety																		
2.3	Unavailability of resources																		
2.4	Unskilled staff																		
2.5	Lack of technology																		
3	Management	0	1	0	1	0	0	0	0	1	0	0	0	0	0	0	1	0	0
3.1	Decision making																		
3.2	Planning and controlling																		
3.3	Communication		1		1					1							1		
4	Engineering	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4.1	Design errors and changes																		
4.2	Scheduling																		
4.3	Approval delays																		
5	External	0	3	0	2	3	2	0	2	1	0	0	0	0	0	1	2	0	0
5.1	Project stakeholders																		
5.2	Environmental issues		1			1				1						1			
5.3	Government regulations		1		1	1	1		1								1		
5.4	Social and political issues		1		1	1	1		1								1		

Project 3																			
Item	Risk description	Identified project stage			Project goal impacted by the			Quantified the risk	Risk response					Attempt at risk management					
		Initiation	Execution	Closure	Time	Cost	Quality		Accept	Mitigate	Transfer	Avoid	Monitor	Transfer or share by contract or agreement	Insure against	Plan and control against	Design against	Make allowances by budget	
1	Financial	0	1	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1
1.1	Inflation		1			1			1										1
1.2	Funding																		
1.3	Delayed payment																		
1.4	Cash flow																		
1.5	Currency risk																		
1.6	Credit risk																		
1.7	Liquidity risk																		
2	Operational	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	1	1	0
2.1	Unforeseen site conditions		1							1							1	1	
2.2	Safety																		
2.3	Unavailability of resources																		
2.4	Unskilled staff																		
2.5	Lack of technology																		
3	Management	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3.1	Decision making																		
3.2	Planning and controlling																		
3.3	Communication																		
4	Engineering	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4.1	Design errors and changes																		
4.2	Scheduling																		
4.3	Approval delays																		
5	External	0	3	0	2	3	2	0	2	1	0	0	0	0	1	2	0	0	0
5.1	Project stakeholders																		
5.2	Environmental issues		1			1				1					1				
5.3	Government regulations		1		1	1	1		1							1			
5.4	Social and political issues		1		1	1	1		1							1			

Project 4																		
Item	Risk description	Identified project stage			Project goal impacted by the			Quantified the risk	Risk response					Attempt at risk management				
		Initiation	Execution	Closure	Time	Cost	Quality		Accept	Mitigate	Transfer	Avoid	Monitor	Transfer or share by contract or agreement	Insure against	Plan and control against	Design against	Make allowances by budget
1	Financial	1	2	0	0	3	0	0	1	0	0	0	2	0	0	2	0	1
1.1	Inflation					1			1									1
1.2	Funding																	
1.3	Delayed payment		1			1						1				1		
1.4	Cash flow		1			1						1				1		
1.5	Currency risk	1																
1.6	Credit risk																	
1.7	Liquidity risk																	
2	Operational	3	2	0	4	4	5	0	0	0	0	0	5	3	1	1	1	0
2.1	Unforeseen site conditions		1		1	1	1						1			1	1	
2.2	Safety		1				1						1	1				
2.3	Unavailability of resources	1			1	1	1						1	1				
2.4	Unskilled staff	1			1	1	1						1	1				
2.5	Lack of technology	1			1	1	1						1	1				
3	Management	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3.1	Decision making																	
3.2	Planning and controlling																	
3.3	Communication																	
4	Engineering	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4.1	Design errors and changes																	
4.2	Scheduling																	
4.3	Approval delays																	
5	External	0	3	0	2	3	2	0	2	1	0	0	0	0	1	2	0	0
5.1	Project stakeholders																	
5.2	Environmental issues		1			1				1					1			
5.3	Government regulations		1		1	1	1		1							1		
5.4	Social and political issues		1		1	1	1		1							1		

Project 5																			
Item	Risk description	Identified project stage			Project goal impacted by the			Quantified the risk	Risk response					Attempt at risk management					
		Initiation	Execution	Closure	Time	Cost	Quality		Accept	Mitigate	Transfer	Avoid	Monitor	Transfer or share by contract or agreement	Insure against	Plan and control against	Design against	Make allowances by budget	
1	Financial	0	2	0	0	2	0	0	2	0	0	0	0	0	0	0	1	0	1
1.1	Inflation		1			1			1										1
1.2	Funding																		
1.3	Delayed payment		1			1			1								1		
1.4	Cash flow																		
1.5	Currency risk																		
1.6	Credit risk																		
1.7	Liquidity risk																		
2	Operational	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.1	Unforeseen site conditions																		
2.2	Safety																		
2.3	Unavailability of resources																		
2.4	Unskilled staff																		
2.5	Lack of technology																		
3	Management	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3.1	Decision making																		
3.2	Planning and controlling																		
3.3	Communication																		
4	Engineering	0	2	0	2	0	2	0	0	0	0	2	0	0	0	2	0	0	
4.1	Design errors and changes																		
4.2	Scheduling		1		1		1					1				1			
4.3	Approval delays		1		1		1					1				1			
5	External	0	3	0	2	3	2	0	2	1	0	0	0	0	1	2	0	0	
5.1	Project stakeholders																		
5.2	Environmental issues		1			1				1					1				
5.3	Government regulations		1		1	1	1		1							1			
5.4	Social and political issues		1		1	1	1		1							1			

Project 6																			
Item	Risk description	Identified project stage			Project goal impacted by the			Quantified the risk	Risk response					Attempt at risk management					
		Initiation	Execution	Closure	Time	Cost	Quality		Accept	Mitigate	Transfer	Avoid	Monitor	Transfer or share by contract or agreement	Insure against	Plan and control against	Design against	Make allowances by budget	
1	Financial	0	2	0	0	2	0	0	2	0	0	0	0	0	0	0	1	0	1
1.1	Inflation		1			1			1										1
1.2	Funding																		
1.3	Delayed payment		1			1			1								1		
1.4	Cash flow																		
1.5	Currency risk																		
1.6	Credit risk																		
1.7	Liquidity risk																		
2	Operational	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.1	Unforeseen site conditions																		
2.2	Safety																		
2.3	Unavailability of resources																		
2.4	Unskilled staff																		
2.5	Lack of technology																		
3	Management	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3.1	Decision making																		
3.2	Planning and controlling																		
3.3	Communication																		
4	Engineering	0	3	0	3	1	3	0	0	0	0	3	0	0	0	0	3	0	0
4.1	Design errors and changes		1		1	1	1					1					1		
4.2	Scheduling		1		1		1					1					1		
4.3	Approval delays		1		1		1					1					1		
5	External	0	3	0	2	3	2	0	2	1	0	0	0	0	1	2	0	0	0
5.1	Project stakeholders																		
5.2	Environmental issues		1			1				1					1				
5.3	Government regulations		1		1	1	1		1							1			
5.4	Social and political issues		1		1	1	1		1							1			

Project 7																		
Item	Risk description	Identified project stage			Project goal impacted by the			Quantified the risk	Risk response					Attempt at risk management				
		Initiation	Execution	Closure	Time	Cost	Quality		Accept	Mitigate	Transfer	Avoid	Monitor	Transfer or share by contract or agreement	Insure against	Plan and control against	Design against	Make allowances by budget
1	Financial	0	3	0	0	3	0	0	1	0	0	0	2	0	0	0	0	1
1.1	Inflation		1			1			1									1
1.2	Funding																	
1.3	Delayed payment		1			1							1					
1.4	Cash flow		1			1							1					
1.5	Currency risk																	
1.6	Credit risk																	
1.7	Liquidity risk																	
2	Operational	3	1	0	4	4	4	0	1	0	3	0	0	3	0	1	0	0
2.1	Unforeseen site conditions		1		1	1	1		1							1		
2.2	Safety																	
2.3	Unavailability of resources	1			1	1	1			1				1				
2.4	Unskilled staff	1			1	1	1			1				1				
2.5	Lack of technology	1			1	1	1			1				1				
3	Management	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3.1	Decision making																	
3.2	Planning and controlling																	
3.3	Communication																	
4	Engineering	0	3	0	3	1	3	0	0	0	0	3	0	0	0	3	0	0
4.1	Design errors and changes		1		1	1	1					1				1		
4.2	Scheduling		1		1		1					1				1		
4.3	Approval delays		1		1		1					1				1		
5	External	0	4	0	3	3	3	0	2	1	1	0	0	1	1	2	0	0
5.1	Project stakeholders		1		1		1				1			1				
5.2	Environmental issues		1			1				1					1			
5.3	Government regulations		1		1	1	1		1							1		
5.4	Social and political issues		1		1	1	1		1							1		

Project 8																		
Item	Risk description	Identified project stage			Project goal impacted by the			Quantified the risk	Risk response					Attempt at risk management				
		Initiation	Execution	Closure	Time	Cost	Quality		Accept	Mitigate	Transfer	Avoid	Monitor	Transfer or share by contract or agreement	Insure against	Plan and control against	Design against	Make allowances by budget
1	Financial	0	1	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0
1.1	Inflation		1			1			1									√
1.2	Funding																	
1.3	Delayed payment																	
1.4	Cash flow																	
1.5	Currency risk																	
1.6	Credit risk																	
1.7	Liquidity risk																	
2	Operational	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.1	Unforeseen site conditions																	
2.2	Safety																	
2.3	Unavailability of resources																	
2.4	Unskilled staff																	
2.5	Lack of technology																	
3	Management	0	1	0	1	0	0	0	0	1	0	0	0	0	0	1	0	0
3.1	Decision making																	
3.2	Planning and controlling																	
3.3	Communication		1		1					1						1		
4	Engineering	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4.1	Design errors and changes																	
4.2	Scheduling																	
4.3	Approval delays																	
5	External	0	3	0	2	3	2	0	2	1	0	0	0	0	1	2	0	0
5.1	Project stakeholders																	
5.2	Environmental issues		1			1				1					1			
5.3	Government regulations		1		1	1	1		1							1		
5.4	Social and political issues		1		1	1	1		1							1		

Project 9																			
Item	Risk description	Identified project stage			Project goal impacted by the			Quantified the risk	Risk response					Attempt at risk management					
		Initiation	Execution	Closure	Time	Cost	Quality		Accept	Mitigate	Transfer	Avoid	Monitor	Transfer or share by contract or agreement	Insure against	Plan and control against	Design against	Make allowances by budget	
1	Financial	0	2	0	0	2	0	0	1	0	0	0	0	1	0	0	0	0	1
1.1	Inflation		1			1			1										1
1.2	Funding																		
1.3	Delayed payment		1			1							1						
1.4	Cash flow																		
1.5	Currency risk																		
1.6	Credit risk																		
1.7	Liquidity risk																		
2	Operational	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.1	Unforeseen site conditions																		
2.2	Safety																		
2.3	Unavailability of resources																		
2.4	Unskilled staff																		
2.5	Lack of technology																		
3	Management	0	1	0	1	0	0	0	0	1	0	0	0	0	0	0	1	0	0
3.1	Decision making																		
3.2	Planning and controlling																		
3.3	Communication		1		1					1							1		
4	Engineering	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4.1	Design errors and changes																		
4.2	Scheduling																		
4.3	Approval delays																		
5	External	0	3	0	2	3	2	0	2	1	0	0	0	0	0	1	2	0	0
5.1	Project stakeholders																		
5.2	Environmental issues		1			1				1					1				
5.3	Government regulations		1		1	1	1		1							1			
5.4	Social and political issues		1		1	1	1		1							1			

Project 10																		
Item	Risk description	Identified project stage			Project goal impacted by the risk			Quantified the risk	Risk response					Attempt at risk management				
		Initiation	Execution	Closure	Time	Cost	Quality		Accept	Mitigate	Transfer	Avoid	Monitor	Transfer or share by contract or agreement	Insure against	Plan and control against	Design against	Make allowances by budget
1	Financial	0	3	0	0	3	0	0	1	0	0	0	2	0	0	0	0	1
1.1	Inflation		1			1			1									1
1.2	Funding																	
1.3	Delayed payment		1			1							1					
1.4	Cash flow		1			1							1					
1.5	Currency risk																	
1.6	Credit risk																	
1.7	Liquidity risk																	
2	Operational	3	1	0	4	4	4	0	1	0	3	0	0	3	0	1	0	0
2.1	Unforeseen site conditions		1		1	1	1		1							1		
2.2	Safety																	
2.3	Unavailability of resources	1			1	1	1				1			1				
2.4	Unskilled staff	1			1	1	1				1			1				
2.5	Lack of technology	1			1	1	1				1			1				
3	Management	0	1	0	1	1	1	0	1	0	0	0	0	1	0	0	0	0
3.1	Decision making																	
3.2	Planning and controlling																	
3.3	Communication		1		1	1	1		1					1				
4	Engineering	0	3	0	3	1	3	0	0	0	0	3	0	0	0	3	0	0
4.1	Design errors and changes		1		1	1	1					1				1		
4.2	Scheduling		1		1		1					1				1		
4.3	Approval delays		1		1		1					1				1		
5	External	0	4	0	3	3	3	0	2	1	1	0	0	1	1	2	0	0
5.1	Project stakeholders		1		1		1				1			1				
5.2	Environmental issues		1			1				1					1			
5.3	Government regulations		1		1	1	1		1							1		
5.4	Social and political issues		1		1	1	1		1							1		