

## Does your project have governance challenges?

- How often does your organisation undertake capital projects as part of its business?
- Is the project critical to your strategic business objectives and/or revenue?
- What is your organisation's track record of performance in capital projects?
- What is the political/regulatory environment in which your project is being delivered?
- In how many locations is your project being delivered?
- Are the business and project teams co-located?
- How well is the end solution defined at the outset and are end users engaged?
- In terms of the end state, how technically complex is the solution?
- How many interfaces are there with your other projects and programmes?
- What characterises the way your organisation gets things done?
- How is your project being delivered and how is control exerted over the resources?
- What is the complexity in the engagement of the supply chain?

### An example of our recent experience:

**Project Review** – We undertook a detailed review of a \$20bn real estate, infrastructure and transportation development in Abu Dhabi. We provided the client with:

- An **independent assessment** of the completion date and outturn cost of all of the projects in the programme
- A **recovery strategy** for critical projects in distress
- An **action plan** to rectify high priority governance, control and management reporting issues
- An assessment of the **commercial viability** of the programme
- Options to **improve investor IRR**

## PwC Middle East Capital Projects Services

Our multidisciplinary Capital Projects team comprising engineers, programme managers, architects and project finance specialists has extensive experience across a range of sectors including infrastructure, real estate, construction, energy and transportation.



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## Capital Project Services

### Is your project on track?

If you need greater clarity on the status of your project or advice to improve project performance, PwC can provide the support you need.

Capital Project Services



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## Challenges of delivering major capital projects

“Cost overruns in major infrastructure projects are often 50-100%”



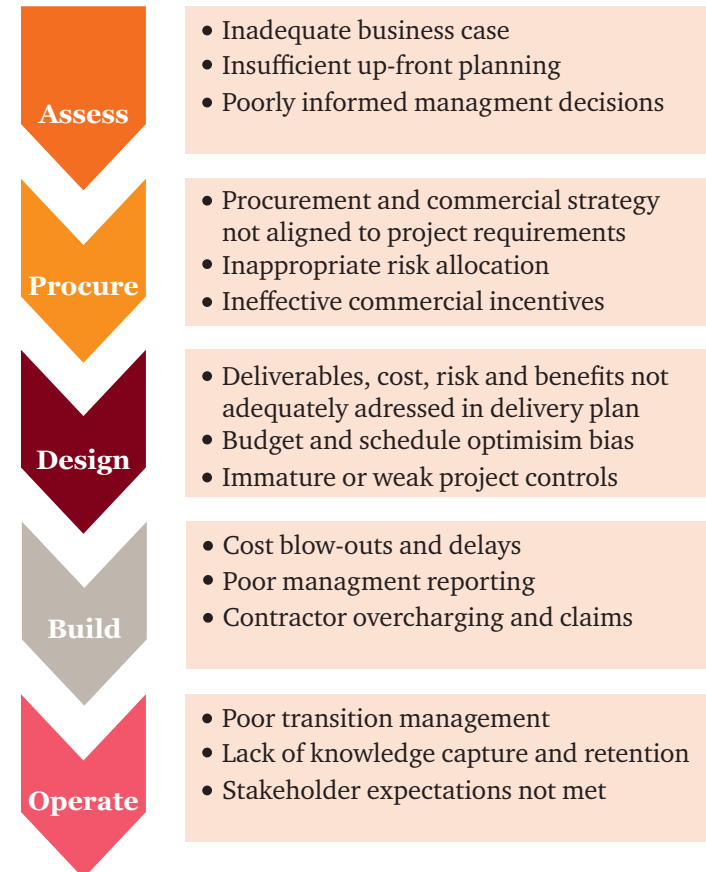
Major capital projects have a track record of cost overruns and being delivered late. We help project owners and investors address these challenges and understand if their projects are "on track" to deliver the planned business benefits, that the risks are being managed and optimal decisions are taken.

We work with owners and investors at all stages of the project lifecycle, from project readiness reviews prior to project commencement, execution phase performance assessments and supply chain commercial reviews through to remediation plan development for projects and contracts which are failing and litigation support for projects in dispute.

Our team of engineers, programme managers, accountants, project financiers and architects work as your project advisors, supporting the development of a risk resilient project. We typically work with the senior project stakeholders in an advisory capacity, ensuring they have the right insights to take informed action.

## Stakeholder issues

Throughout the project lifecycle issues arise which need to be managed to optimise returns and increase the likelihood of benefits being realised for stakeholders



## How can PwC help?

PwC has considerable experience in the delivery of major capital projects. In a Project Advisor capacity we adopt a **Review, Design, Apply and Monitor** framework to improve project performance at any stage of the project lifecycle.

**Typical roles include advising on:**

- The business case, strategy and alignment to stakeholder requirements
- The organisation's readiness to commence a project, the maturity of project management controls and delivery capability
- The ongoing commercial viability, cost and value drivers through an independent financial review
- The cost and schedule status of active projects within programmes/portfolios through schedule and milestone analysis, in particular critical path analytics
- Commercial and procurement strategy, risk allocation and incentives
- Project budgets, contingency levels, stage gate approvals and controls on capital spending
- Project risk management: identification, assessment, modelling, reduction and monitoring
- The project governance environment and development of remedial action plans
- The development of mitigation and recovery plans for projects which are failing
- Asset management strategies, offering tailored solutions for asset intensive industries
- Dispute / litigation strategy development, from assessing the strength and weaknesses of quantum and time arguments to testifying expert witness services