CONSTRUCTION MANAGEMENT PLAYBOOK – WIND POWER PROJECT

Comprehensive Construction Management Guide for Wind Project Execution

Part 5/6 | Playbook Series for Project Nav Saksham

Developed for Torrent Power

Revision	Date	Purpose of Issue	Prepared by	Reviewed by	Approved by

Contents

Abstract

This playbook is a comprehensive guide to the Construction Management of wind projects at Torrent Power. Its primary objective is to standardize, streamline, and optimize Construction activities, ensuring continued execution excellence as the organization scales up the RE portfolio.

Each chapter outlines clear process steps, process maps, RACI matrices, and KPIs to further streamline operations, ensuring consistency and efficiency across projects. By establishing standardized operating procedures (SoPs) and integrating best practices, this playbook will support Torrent Power in scaling its wind projects more effectively, while maintaining high standards of quality and performance.

Objectives

- **Establish a Standardized Approach –** Provide a unified, repeatable methodology for the Construction function, ensuring consistency across all wind projects
- **Streamline Construction Processes** – Optimize key stages through well-defined steps and roles, enabling efficient project execution
- **Support Scalable Growth** – Facilitate Torrent Power's expansion in wind energy by developing a robust Construction Management framework that adapts to increasing project complexity
- **Enhance Collaboration** – Foster seamless communication and decision-making by clearly defining processes, roles, and stakeholder expectations

Scope

This playbook outlines the structured approach to Construction Management of wind projects at Torrent Power. The scope includes:

- **Process Steps –** Detailed guidelines for each stage of the Construction process, from visual inspections to equipment testing to first-time charging and commercial operation. These steps ensure a standardized, systematic approach to Construction activities, aligning with project objectives and timelines.
- **Process Maps –** Visual representations of key Construction steps, illustrating the sequence of activities, approval stages, and decision points. These maps enhance clarity, improve cross-functional collaboration, and ensure alignment across teams.
- **KPIs** – Defined metrics to track performance throughout the Construction process, covering areas such as pre-commissioning testing, approval success and timelines, and performance testing.
- **RACI –** Clear RACI matrices that define roles and responsibilities for each step of the Construction process. This fosters accountability and transparency, ensuring each stakeholder understands their involvement at every step, from grid compliance check to commercial operation.

This playbook serves as the foundation for establishing consistent and efficient Construction Management practices, supporting the successful execution of future wind projects at Torrent Power.

Coverage

The document covers the processes that make up the Construction stage. It is structured as follows –

- **Chapter 1 – Readiness for Construction –** Covers land handover, statutory approvals, contractor compliance checks, and engineering drawing finalization to ensure project teams are fully prepared to begin execution.

- **Chapter 2 – Site Mobilization –** Describes coordination with contractor to finalize the mobilization plan, onboard manpower with required clearances, and mobilize equipment and resources to site.

- **Chapter 3 – Construction Execution –** Outlines the day-to-day planning, supervision, resource checks, issue logging, and DPR reporting necessary to track construction activities and progress.

- **Chapter 4 – Site Progress Monitoring and Reporting –** Establishes mechanisms for monitoring KPIs, conducting project reviews, and documenting lessons learned to improve future project execution.

Who is this playbook for?

- **Project Team** – Oversee the overall execution, ensures completion of construction activities in line with project timelines and technical requirements. Verifies and signs off at key construction stages.

- **Regulatory Team** – Ensure timely acquisition of statutory approvals and permits required for construction commencement. Coordinate with external agencies for clearances like connectivity, safety, and labor compliance.

- **Commercial Team** – Facilitate timely procurement and delivery of materials and services based on engineering requirements.

- **Engineering Team** – Provide approved technical drawings, layout, and design inputs for construction. Resolve design-related queries during execution and support the site team with engineering clarifications.

Chapter 1 – Readiness for Construction Execution

1.1 Process Steps

#	Activity	#	Inputs	#	Outputs	Timeline *(weeks)*
S	– Project Manager (PM) takes physical control[1] of land covering minimum 20 WTG sites and PSS	**I1**	Final FMB of Land			-
P1	– PM requests Regulatory Approvals Head (RAH) to provide the Grant of Connectivity and Developer Permission from the nodal authority					-
P2	– RAH provides the Grant of Connectivity and Developer Permission to the PM			**O1** **O2**	Grant of Connectivity Developer Permission	0.5
P3	– PM receives signed Contractor PO and Scope of Work, from WPH, and issues Notice to Proceed (NTP) to the Contractor SPOC[2]	**I2**	Signed PO and Scope of Work	**O3**	Notice to Proceed	-
P4	– PM shares documents required for the application for Building and Other Construction Works (BOCW) license, with Contractor SPOC – PM shares the communication matrix with Contractor SPOC to circulate within their team and requests them to share the same			**O4**	BOCW Application Documents	0.5
P5	– Contractor SPOC applies for the BOCW and shares it with the PM and RAH, once received	**I3**	BOCW Application Documents	**O5**	BOCW License	2
P6	– Contractor SPOC applies[3] for the compliance documents[4] outlined in the contractor mobilization checklist, including CLRA certificates	**I4**	Contractor Mobilization Checklist	**O6**	Compliance Documents Application	2 *(parallel to P5)*

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End

[1] This step takes place prior to the start of Safe Bearing Capacity and Earth Resistivity Test
[2] Procedure remains the same for all contractors that are contracted to work at site
[3] PM supports with documents required for the application, such as Form 5 for CLRA certificates
[4] Includes labour license, workmen compensation insurance, employee provident fund (EPF)

#	Activity	#	Inputs	#	Outputs	Timeline *(weeks)*
P7	– Contractor SPOC shares the approved documents with the PM and Site QHSSE Manager	**I5**	Compliance Application Documents	**O7**	Construction Compliance Package	-
P8	– Site QHSSE Manager checks that all the documents are in order and gives the go-ahead to the PM					0.5
P9	– PM requests Wind Engineering Head (WEH) to provide validated WTG Foundation drawings, along with adequate Re-engineering scheme, with IFC stamp.					-
P10	– WEH provides the requested drawings Validate the requested drawings and shares comments with the Contractor to finalize and issue IFC drawing			**O8**	WTG Foundation drawings	1.5
E	– PM ensures he has received connectivity approvals, developer approvals, Contractor compliance documents and validated engineering drawings – PM directs the Site Admin Manager to set up the site office and mobilize site vehicles					***Total –*** *5 – 6 weeks + time required to receive approvals*

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End

1.2 – RACI

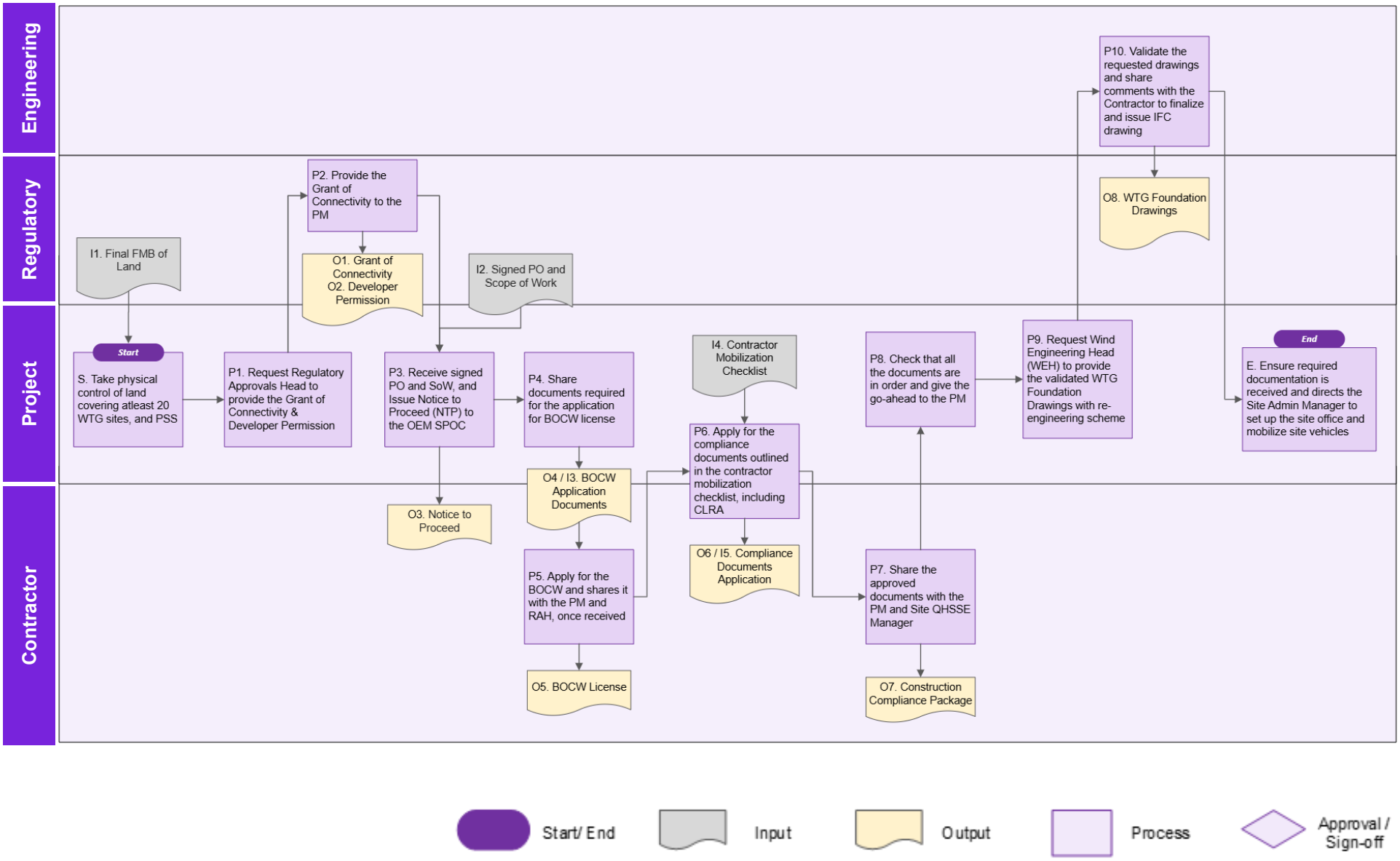
#	Key Task	Responsible	Accountable	Consulted	Informed
S	Take physical control of land covering minimum 20 WTG sites and PSS	Project Manager	Land Manager	Land Manager	
P1	Request Regulatory Approvals Head (RAH) to provide the Grant of Connectivity and Developer Permission	Project Manager			Regulatory Approvals Head
P2	Provide the Grant of Connectivity and Developer Permission to the PM	Regulatory Approvals Head			Project Manager
P3	Receive signed PO and SoW, and Issue Notice to Proceed (NTP) to the Contractor SPOC	Project Manager		Wind Procurement Head	Contractor SPOC
P4	Share documents required for the application for BOCW license	Project Manager			Contractor SPOC
P5	Apply for the BOCW and share it with the PM and RAH, once received	Contractor SPOC			Project Manager, Regulatory Approvals Head
P6	Apply for the compliance documents outlined in the contractor mobilization checklist, including CLRA certificates	Contractor SPOC		Project Manager	
P7	Share the approved documents with the PM and Site QHSSE Manager	Contractor SPOC			Project Manager, Site QHSSE Manager

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End

#	Key Task	Responsible	Accountable	Consulted	Informed
P8	Check that all the documents are in order and give the go-ahead to the PM	Site QHSSE Manager			Project Manager
P9	Request Wind Engineering Head (WEH) to provide the validated WTG Foundation Drawings with re-engineering scheme	Project Manager			Wind Engineering Head
P10	Validate the requested drawings and share comments with the Contractor to finalize and issue IFC drawing	Wind Engineering Head			Project Manager
E	Direct Site Admin Manager to set up the site office and mobilize site vehicles	Project Manager			Site Admin Manager

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End

1.3 – Process Map



[1] **Map Glossary** - **PSS:** Pooling Sub-station

Chapter 2 – Site Mobilization

2.1 Process Steps

#	Activity	#	Inputs	#	Outputs	Timeline
S	– Project Manager (PM) directs the Site Admin Manager to set up the site office and mobilize site vehicles					-
P1	– Site Admin Manager completes set-up of the site office and mobilization of site vehicles					4
P2	– PM directs Site Manager (SM) to initiate site mobilization					-
P3	– Site Manager assigns a Site Functional Head[1] for the mobilization of given contractor *e.g. Site Civil Head will be assigned to a contractor performing civil jobs*					-
P4	– Site Functional Head requests Contractor SPOC to share the site mobilization plan[2], along with manpower details[3]			**O1**	Site Mobilization Checklist	-
P5	– Contractor SPOC prepares[4] and shares the site mobilization plan, and manpower details, with the Site Functional Head – For any sub-contractors on-site, Contractor SPOC will provide their qualifications and manpower details	**I1** **I2**	Site Mobilization Checklist Construction Management Plan	**O2** **O3**	Site Mobilization Plan Contractor Manpower Details	1
P6	– Site Functional Head shares the site mobilization plan and manpower details with Site Manager for approval					-

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End

[1] Site Mechanical, Civil or Electrical Head
[2] Site mobilization plan includes timelines for manpower / equipment mobilization, material movement plan (up to zero point and zero point to location), Waste Management Plan, Emergency Response Plan, Incident Management Plan)
[3] Includes Team Organogram, Team members name list with resume
[4] The Construction Management Plan is already aligned with the contractor. This process is detailed out in the Wind Planning Playbook – Chapter 1.6.

#	Activity	#	Inputs	#	Outputs	Timeline
P7	– Site Manager reviews the site mobilization plan and provides comments					1
P8	– Site Manager signs off on the plan once comments have been incorporated, and shares with PM for approval					-
P9	– PM reviews the site mobilization plan and provides comments					0.5
P10	– PM signs off on the plan once comments have been incorporated, and informs Site Manager					-
P11	– Site QHSSE Manager requests Contractor SPOC to submit the health and fitness certificates[1] of their manpower					-
P12	– Site QHSSE Manager receives the documents from Contractor SPOC and verifies them	**I3**	Health and Fitness Certificates			0.5
P13	– Site QHSSE Manager conducts the safety induction of all the site manpower and issues ID cards to them	**I4**	Manpower Induction Modules			-
P14	– Site QHSSE requests Contractor SPOC to submit the certificates of machinery[2]					-
P15	– Site QHSSE Manager verifies the machinery documents[3] and conducts the safety induction of machinery	**I5**	Certificates of Machinery			0.5

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End

[1] Includes Medical fitness from MBBS, Age Proof, First Aiders
[2] Includes RC book copy, Insurance copy, Operator / Driver license copy, Third-Party Fitness Certificate
[3] Including Crane load test certificate and Third-Party Inspection report of lifting apparatus

#	Activity	#	Inputs	#	Outputs	Timeline
P16	– Site QHSSE Manager requests Contractor SPOC to share the EHS documents[1]					-
P17	– Site QHSSE Manager verifies the EHS documents received from Contractor SPOC	**I6**	EHS Documents			0.5
P18	– Site Manager ensures completion of the remaining sections[2] of the contractor mobilization checklist					0.5
P19	– Site Manager signs off on it and shares it with the Project Manager for approval					-
P20	– PM seeks clarifications and recommends changes, if any					0.5
E	– PM signs off on the mobilization checklist and directs Site Manager to begin construction activities, as per the plan					***Total –*** *7 – 8 weeks*

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End

[1] Includes Company Introduction, Job Safety Assessment (JSA), Hazard Identification and Risk assessment (HIRA), Waste Disposal Plan, Number of Signboards, PPEs with certificates, First Aid Kits, Fire Extinguishers, and dust bins
[2] Includes Office and Support related documents

2.2 – RACI

#	Key Task	Responsible	Accountable	Consulted	Informed
S	Direct the Site Admin Manager to set up the site office and mobilize site vehicles	Project Manager			Site Admin Manager
P1	Complete set-up of the site office and mobilization of site vehicles	Site Admin Manager			Project Manager
P2	Direct Site Manager to initiate site mobilization	Project Manager			Site Manager
P3	Assign a Site Functional Head[1] for the mobilization of given contractor	Site Manager		Project Manager	Site Functional Head
P4	Request Contractor SPOC to share the site mobilization plan, along with manpower details	Site Functional Head		Project Manager	Contractor SPOC
P5	Prepare and share the site mobilization plan, and manpower details, with the Site Functional Head	Contractor SPOC			Site Functional Head
P6	Share the plan and manpower details with Site Manager for approval	Site Functional Head			Site Manager, Project Manager
P7	Review the site mobilization plan and provide comments	Site Manager		Site Functional Head, Contractor SPOC	
KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End					

[1] Site Mechanical, Civil or Electrical Head

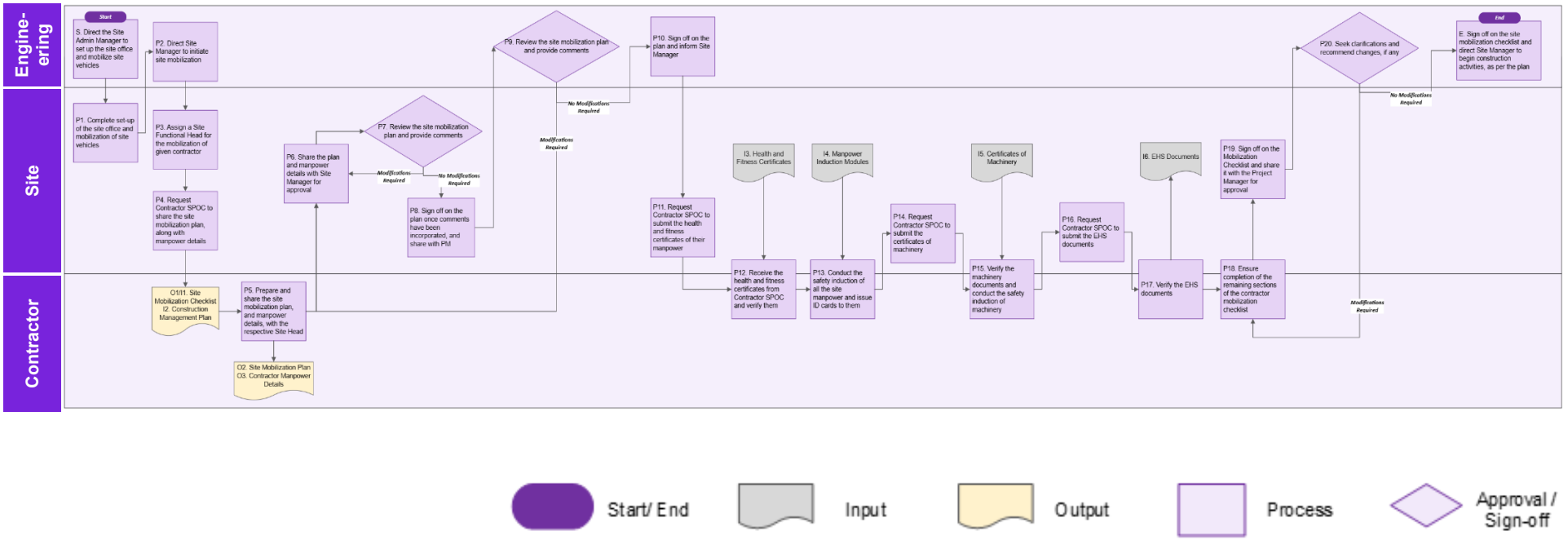
#	Key Task	Responsible	Accountable	Consulted	Informed
P8	Sign off on the plan once comments have been incorporated	Site Manager			Project Manager
P9	Review the site mobilization plan and provide comments	Project Manager		Site Manager	
P10	Sign off on the plan once comments have been incorporated	Project Manager			
P11	Request Contractor SPOC to submit the health and fitness certificates of their manpower	Site QHSSE Manager			Contractor SPOC
P12	Receive the health and fitness certificates from Contractor SPOC and verify them	Site QHSSE Manager		Contractor SPOC	Project Manager
P13	Conduct the safety induction of all the site manpower and issue ID cards to them	Site QHSSE Manager		Contractor SPOC	
P14	Request Contractor SPOC to submit the certificates of machinery	Site QHSSE Manager			Contractor SPOC
P15	Verify the machinery documents and conduct the safety induction of machinery	Site QHSSE Manager		Contractor SPOC	Project Manager

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End

#	Key Task	Responsible	Accountable	Consulted	Informed
P16	Request Contractor SPOC to share the EHS documents	Site QHSSE Manager			Contractor SPOC
P17	Verify the EHS documents	Site QHSSE Manager		Contractor SPOC	Site Functional Head, Project Manager
P18	Ensure completion of the remaining sections of the contractor mobilization checklist	Site Functional Head		Contractor SPOC	
P19	Sign off on the Mobilization Checklist and share it with the Project Manager for approval	Site Manager			Project Manager
P20	Seek clarifications and recommend changes, if any	Project Manager		Site Functional Head	
E	Sign off on the site mobilization checklist and direct Site Manager to begin construction activities, as per the plan	Project Manager			Site Manager

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End

2.3 – Process Map



Chapter 3 – Construction Execution

3.1 Process Steps

#	Activity	#	Inputs	#	Outputs	Timeline *(weeks)*
S	– Project Manager (PM) directs Site Manager (SM) to begin construction activities, as per the plan					-
P1	– SM directs Site Functional Heads[1] to distribute jobs within their package to their Site Engineers *e.g. Site Civil Head assigns a given job to a Site Civil Engineer*					-
P2	– Site Functional Heads distribute the jobs within their packages to the Site Engineers and shares the Construction Management Plan (CMP) with them			**O1**	Construction Management Plan	-
P3	– Site Planner creates the work completion[2] plan, for a given job, and shares it with the Contractor SPOC, Site Store Manager and Site Functional Head	**I1**	Construction Management Plan	**O2**	Work Completion Plan	0.5
P4	– Contractor SPOC creates the manpower availability schedule, as per the work completion plan, and shares it with Site Engineer and Site Planner	**I2**	Work Completion Plan	**O3**	Manpower Availability Schedule	0.5
P5	– Site Store Manager prepares the material (or, component) availability schedule, as per the work completion plan, and shares it with the Site Engineer and Site Planner – Site Procurement Manager provides input for the same	**I2**	Work Completion Plan	**O4**	Material Availability Schedule	0.5 (parallel to P4)
P6	– Site Planner reviews the manpower and material availability schedule to ensure there is alignment between the plans, and gives go-ahead to the Site Engineer *Construction/ Installation work is now ready to begin for the given job*	**I3** **I4**	Manpower Availability Schedule Material Availability Schedule			0.5
KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End						

[1] Site Head refer to Site Mechanical, Electrical and Civil Leads
[2] Work completion plan is a daily work completion plan, such that work is evenly distributed till the job deadline

#	Activity	#	Inputs	#	Outputs	Timeline *(weeks)*
P7	– In the daily site review, Site Planner shares the work update from the previous day – Site Planner then shares the planned work for the given day, and raises any concerns[1] that may impact the completion deadline[2]	**I5**	Daily Progress Report			-
P8	– Site Engineer supervises the construction activities, for his job, for the day					-
P9	– At the end of the day, Site Engineer records and shares the progress update with the respective Site Functional Head, along with any unresolved issues					-
P10	– Site Functional Heads collate work progress data from all the engineers and update the Daily Progress Report (DPR) and shares with Site Planner and Site Manager – Site Functional Heads update the issues recorded in the Issue Log			**O5** **O6**	Daily Progress Report Issue Log	-
P11	– Site Manager reviews the DPR and provides sign-off, and shares it with PM					-
P12	– Project Manager reviews the DPR and provides sign-off					-
P13	– Site QHSSE Lead, with team members, supervises adherence to safety procedures, records observations, and escalates violations, in the Site HSE Tracker[3]			**O7**	Site HSE Tracker	-

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End

[1] Land or ROW related issues are to be resolved by the Site Land Coordinator
[2] Plan Update will be made by the Site Planner as per the process detailed in the Wind Planning Playbook – Chapter 1.9
[3] Site QHSSE Lead collates these observations in the Weekly HSE Report, on a weekly basis.

#	Activity	#	Inputs	#	Outputs	Timeline *(weeks)*
P14	– Site Store Manager updates the Store Register based on inward and outward material for that day – Site Store Manager updates the Issue Log for any delays in delivery that may impact work completion deadlines *The steps P7 to P12 will repeat daily till job completion*			**O8** **O6**	Store Register Issue Log	-
P15	– Once the job is completed, Site Functional Head raises the Quality Inspection Notice to the Site Quality Head			**O9**	Quality Inspection Notice	-
P16	– Site QHSSE Lead conducts an inspection of the completed work – Site QHSSE Lead records the list of deviations and shares it with the Contractor SPOC and Site Functional Head			**O10**	Quality Deviation List	0.5
P17	– Site Functional Head ensures Contractor SPOC fixes the deviations					2
P18	– Site QHSSE Head issues a Job Completion Certificate, on successful inspection, to the Contractor SPOC			**O11**	Job Completion Certificate	-
E	– Site Manager informs the Project Manager that the given job has been completed – Site Manager informs the Site Procurement Manager of the same for milestone-related payments					***Total –*** *3 – 4 weeks + time to complete the job*

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End

3.2 – RACI

#	Key Task	Responsible	Accountable	Consulted	Informed
S	Direct Site Manager (SM) to begin construction activities	Project Manager			Site Manager
P1	Direct Site Functional Heads to distribute jobs within their package to their engineers	Site Manager			Site Functional Head
P2	Distribute the jobs within their packages to the Site Engineers	Site Functional Head			Site Engineer
P3	Create and share the work completion plan, for the given job	Site Planner		Site Functional Head	
P4	Create the manpower availability schedule, as per the work completion plan, and share it with Site Engineer and Site Planner	Contractor SPOC			Site Engineer, Site Planner
P5	Create the material availability schedule, as per the work completion plan, and share it with Site Engineer and Site Planner	Site Store Manager		Site Procurement Manager	Site Engineer, Site Planner
P6	Review the manpower and material availability schedule to ensure there is alignment between the plans, and gives go-ahead to the Site Engineer	Site Planner		Contractor SPOC, Site Store Manager, Project Manager	Site Engineer
P7	Share the previous day work update and current day work plan	Site Planner		Site Functional Head	Site Manager, Project Manager

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End

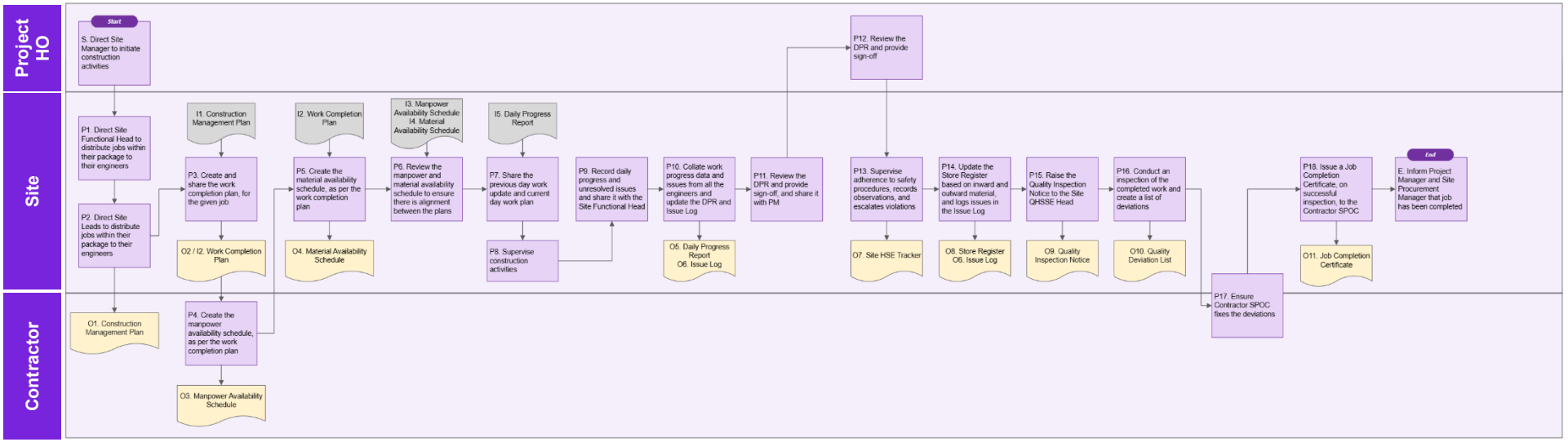
#	Key Task	Responsible	Accountable	Consulted	Informed
P8	Supervise construction activities	Site Engineer		Contractor SPOC	
P9	Record daily progress and unresolved issues and share it with the Site Functional Head	Site Engineer			Site Functional Head
P10	Collate work progress data and issues from all the engineers and update the DPR and Issue Log	Site Functional Head		Site Engineer	Site Manager, Site Planner
P11	Review the DPR and provide sign-off, and share it with PM	Site Manager			Project Manager
P12	Review the DPR and provide sign-off	Project Manager			Site Manager
P13	Supervise adherence to safety procedures, records observations, and escalates violations	Site QHSSE Lead		Site Engineer	Site Manager
P14	Updates the Store Register based on inward and outward material for that day, and logs issues in the Issue Log	Site Store Manager		Site Procurement Manager	Site Manager
P15	Raise the Quality Inspection Notice to the Site QHSSE Lead	Site Functional Head			Site QHSSE Lead

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End

#	Key Task	Responsible	Accountable	Consulted	Informed
P16	Conduct an inspection of the completed work and create a list of deviations	Site QHSSE Lead		Site Functional Head	Contractor SPOC
P17	Ensure Contractor SPOC fixes the deviations	Site Functional Head		Contractor SPOC	Site QHSSE Lead
P18	Issue a Job Completion Certificate, on successful inspection, to the Contractor SPOC	Site Functional Head		Site QHSSE Lead	Contractor SPOC, Site Manager
E	Inform PM and Site Procurement Manager that job has been completed	Site Manager			Project Manager, Site Procurement Manager

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End

3.3 – Process Map



[1] **Map Glossary** - **DPR:** Daily Progress Report

Chapter 4 – Site Progress Monitoring and Reporting

4.1 Process Steps

#	Activity	#	Inputs	#	Outputs	Timeline
S	– Project Manager requests Site Manager to prepare for daily site review[1]					-
P1	– Site Manager reviews the status of action items from last review's MoM and collects updates from respective Site Functional Head	**I1**	Previous day's MoM			-
P2	– Site Manager reviews the Daily Progress Report (DPR), Store Register and Site HSE Tracker, from the previous day	**I2**	DPR			-
		I3	Store Register			
		I4	Site HSE Tracker			
P3	– Site Manager reviews the Issue Log and discusses issues with the engineer that lodged it	**I5**	Issue Log			-
P4	– Site Manager prepares the agenda for the daily site review and shares it with the Project Manager ahead of the meeting			**O1**	Meeting Agenda	-
P5	– Daily Site Review is anchored by Site Manager, and chaired by Project Manager: – MoM action items are discussed – Daily Progress is reviewed, along with the daily work plan[2] – Issues are reviewed[3] – Site HSE tracker is reviewed[4]					-
KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End						

[1] Controls Playbook Deck outlines the entire governance and review mechanism for project monitoring.
[2] Delays greater than 2 weeks are escalated to Chief Wind
[3] Resolution attempt is made, and next steps are aligned with respective stakeholder, primarily service contractors and vendors. Issues are escalated to Chief Wind if attempt is unsuccessful.
[4] Corrective and preventive actions for safety violations are finalized, along with associated penalties.

#	Activity	#	Inputs	#	Outputs	Timeline
P6	– Site Planner records the MoM and shares it with all the attendees post-meeting *Steps S to P6 repeat daily*			**O2**	Today's MoM	-
P7	– Project Manager informs the Site Procurement Manager when work milestone, outlined in Contractor contract, is reached					-
P8	– Site Procurement Manager fills the Contractor Scorecard[1] basis inputs from the Site Manager and respective Site Functional Head			**O3**	Contractor Scorecard	1
P9	– Site Procurement Manager shares the Contractor Scorecard with the Order Manager					
P10	– Order Manager deducts any applicable penalties from the contract milestone amount and shares it with the Finance Team *Steps P7 to P10 repeat for every contract milestone*					
P11	– On project completion, Project Manager prepares a Lessons Learnt document			**O4**	Lessons Learnt Document	2
E	– PM shares the lessons learnt document with Chief Wind and the functional heads[2]					-

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End

[1] Payments are made to the contractor basis milestones. Penalties may be deducted basis performance tracked by KPIs agreed upon during contract signing.
[2] Functional Heads include Procurement, Engineering, Quality, HSE and other Wind PMs

4.2 – RACI

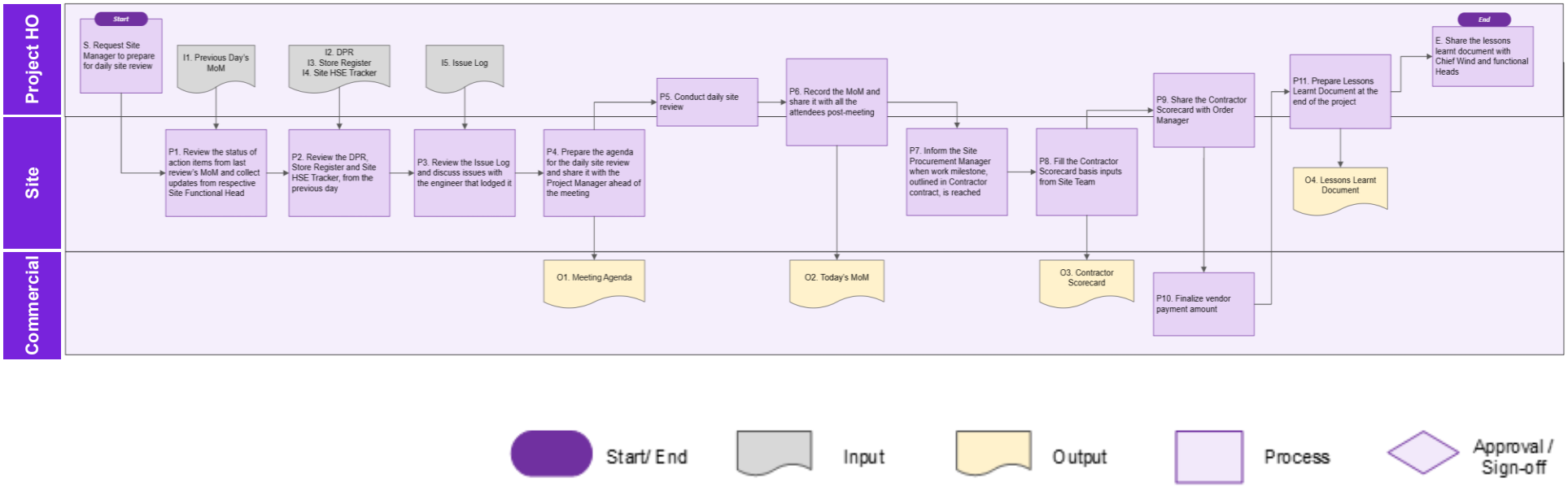
#	Key Task	Responsible	Accountable	Consulted	Informed
S	Request Site Manager to prepare for daily site review	Project Manager			Site Manager
P1	Review the status of action items from previous MoM and collect updates from Site Functional Heads	Site Manager		Site Functional Head	
P2	Review the DPR, Store Register and Site HSE Tracker, from the previous day	Site Manager		Site Functional Head, Site Store Manager, Site QHSSE Lead	
P3	Review the Issue Log and discuss issues with the engineer	Site Manager		Site Engineer	
P4	Prepare the agenda for the daily site review and share it with the Project Manager ahead of the meeting	Site Manager		Site Planner	Project Manager
P5	Conduct daily site review	Site Manager		Project Manager, Site Planner	
P6	Record the MoM	Site Planner		Project Manager	
P7	Inform Site Procurement Manager that work milestone in Contractor contract is reached	Project Manager			Site Procurement Manager
P8	Fill the Contractor Scorecard	Site Procurement Manager		Site Manager, Site Functional Head	Project Manager

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End

#	Key Task	Responsible	Accountable	Consulted	Informed
P9	Share the Contractor Scorecard with Order Manager	Site Procurement Manager		Project Manager	Order Manager
P10	Finalize vendor payment amount	Order Manager		Finance Team	
P11	Prepare Lessons Learnt Document at the end of the project	Project Manager		Site Manager	
E	Share the lessons learnt document with Chief Wind and functional Heads	Project Manager			Chief Wind, Functional Heads

KEY - S: Start | P: Process Steps | I: Input | O: Output | E: End

4.3 – Process Map



[1] **Map Glossary** - **MoM:** Minutes of Meeting

Key Performance Indicators

Metric	Definition	How to Calculate
Construction Schedule Variance *(calculated as a %)*	Variance in the actual construction schedule, with respect to the planned construction schedule.	Calculated as the difference in the actual number of days and the planned number of days for construction, divided by the number of planned days and taken as a percentage.
Manpower Availability Ratio *(calculated as a %)*	Actual manpower on site, with respect to the planned manpower.	Calculated as the actual manpower present on site divided by the planned manpower, taken as a percentage.
Construction NCR Rate *(calculated as a %)*	Number of NCRs (Non-Conformance Reports) issued per Quality Inspection.	Calculated as the number of NCRs issued divided by the number of quality inspections conducted, taken as a percentage.
Document Compliance Ratio *(calculated as a %)*	Number of valid documents submitted, with respect to the total required submissions.	Calculated as the number of valid documents submitted divided by the number of required submissions, taken as a percentage.
Material Loss Rate *(calculated as a %)*	Value of unaccountable material, with respect to the total material value handled.	Calculated as the value of material unaccounted for, divided by the total material value handled, taken as a percentage.
Near Miss Reporting Rate *(calculated as a number)*	Number of near misses reported, per worker, per month.	Calculated as the number of near misses reported in a month divided by the total workforce.

Glossary

Abbreviation	Expanded
BOCW	Building and Other Construction Works
CMP	Construction Management Plan
DPR	Daily Progress Report
EHS	Environment, Health, Safety
FMB	Field Measurement Book
IFC	Issue for Construction
KPI	Key Performance Indicator
MMS	Module Mounting Structure
MOM	Minutes of Meeting
NCR	Non-Conformance Report
NTP	Notice to Proceed
PM	Project Manager
PSS	Pooling Sub-station
QHSSE	Quality, Health, Safety, Security, Environment
RAH	Regulatory Approvals Head
WEH	Wind Engineering Head
WTG	Wind Turbine Generator
SM	Site Manager