

EXECUTIVE ASSURANCE REPORT

Sharon Coast Water Infrastructure Ltd.

Sharon Coast Water Resilience Facility

Mid-Execution Assurance Review | Cycle 1 | M7 (אישור שחרור חבילות ביצוע) / Major Construction Release (עיקריות) Gate Readiness

PHASE	PROGRAM LEAD	SPONSOR	DECISION WINDOW
Detailed Design + Enabling Works + Long-lead Procurement	Amir Tal	Yael Ben-Ami	Sep-Oct 2026

THE BOTTOM LINE

M6 (מוכנות עבודות מקדימות לביצוע) / Enabling Works Ready for Execution) is complete and the front-end of this programme has executed well. **The M7 (אישור שחרור חבילות) / Major Construction Release (ביצוע עיקריות) Major Construction Release gate, scheduled 28 days after the status date, carries multiple unresolved conditions** - external approvals not yet received, a design change not yet closed across all interfaces, a major equipment award approaching without a frozen technical basis, and commissioning accountability not yet formalised. **None of these individually prevents M7 from being called; together, they define the decisions the Steering Committee must make before it can be called cleanly.** The schedule index signals moderate pressure at the work-package level; the programme close date is not yet threatened, but contingency on the marine-to-first-water path has eroded materially since the 2025 baseline.

This review reflects the position recorded at the status date, 2026-09-17, and was analysed on 2026-09-19. Milestones whose scheduled dates precede 2026-09-19 are past those dates; their actual outcomes are not evidenced in the supplied material.

6 of 8 DOMAINS WITH EVIDENCE 2 partially · 4 limited indicator · 2 not assessable · Computed over 65 of 65 leaf tasks baselined (100%)	49 ISSUES REQUIRING ACTION 7 critical 28 high 9 medium 5 low	4 PMAC-RAISED DECISIONS	Not quantified PROJECTED BUDGET OVERRUN -
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SECTION 1

Decisions Before M7 (Major Construction Release) on 2026-10-15

אישור שחרור חבילות ביצוע עיקריות / Release) on 2026-10-15

The decisions below are the conditions the Steering Committee must resolve or formally accept before M7 (אישור שחרור חבילות ביצוע עיקריות / Major Construction Release) can be authorised. The first two concern external approvals and design closure that the gate criteria require; the third and fourth concern procurement and commissioning accountability that the Integrated Project Review of 2026-09-10 escalated for steering-level decision.

1 Confirm the environmental approval path - or authorise a conditional marine release basis - to protect the M7 (Major Construction Release) gate on 2026-10-15

אישור שחרור חבילות ביצוע עיקריות / Construction Release) gate on 2026-10-15

IMMEDIATE

Gate criterion: G7-02: Marine and environmental approvals

The Coastal Environmental Authority has not issued final approval at the status date. A final clarification response pack is due 2026-09-18 per action A-0910-01. The Integrated Project Review of 2026-09-10 directed that a conditional-release decision pack (source-reported D-01) be prepared by 2026-09-24 in parallel. The Steering Committee must decide, ahead of the M7 (אישור שחרור חבילות ביצוע עיקריות / Major Construction Release) gate, whether to wait for unconditional approval or to authorise a defined conditional release of marine civil scope. The stakeholder register records Maya Ronen as evidence owner; the register records that the Coastal Environmental Authority's final approval remains a gate dependency at the Cycle 1 status date. The risk register records R-01 with Maya Ronen as risk owner.

2 Confirm DC-027 implementation basis is closed across all affected interfaces before the M7 (/ Major Construction Release gate on 2026-10-15

אישור שחרור חבילות ביצוע עיקריות) gate on 2026-10-15

IMMEDIATE

Owner (meeting action): Lior Shalev Action reference: A-0910-03 due 2026-09-25

The technical solution for DC-027 (pretreatment configuration change) was approved 2026-08-28, per the Integrated Project Review of 2026-09-10. However, four integration threads remain open at that date: civil loads update in progress, piping routing under review, controls I/O reconciliation against vendor data outstanding, and the Package Interface Sheet not yet issued in final version. The Integrated Project Review recorded that source-reported D-02 remains open until a single integrated implementation basis is presented for all affected interfaces. The risk register records R-02 with Lior Shalev as risk owner.

3 Resolve the high-pressure pump award basis before it is committed without a frozen interface - protecting the M8 (Major Equipment Installation Complete) installation window scheduled for 2027-12-15

השלמת התקנת ציוד / Major Equipment Installation Complete) installation window scheduled for 2027-12-15

BY 30 SEP 2026

Owner (meeting action): Eyal Naveh Action reference: A-0910-04 due 2026-09-30

The Procurement Readiness Review of 2026-07-23 recorded that the award recommendation target was 2026-10-05. The Integrated Project Review of 2026-09-10 noted that two interface criteria remain unfrozen at that date. The Steering Committee directed that an exception basis document be prepared that separates conditions closeable after award from conditions that must be closed before it. No award decision has been taken. The risk register records R-03 with Eyal Naveh as risk owner; an unresolved award delay compresses manufacturing and installation windows against M8 (Major Equipment Installation Complete) on 2027-12-15.

Formalise end-to-end commissioning and handover accountability before the M7 (/ Major Construction Release

- 4 (אישור שחרור חבילות ביצוע עיקריות) gate on 2026-10-15 to protect the M9 (הזרמת מים ראשונה / First Water) First Water date of 2028-03-31

BY 30 SEP 2026

Owner (meeting action): Amir Tal · **Action reference:** A-0910-06 due 2026-09-30

The stakeholder register records that Noa Weiss is the current working lead for commissioning planning and operator interface, and that formal accountability for integrated commissioning and handover is stated as yet to be confirmed. The Integrated Project Review of 2026-09-10 confirmed this remains unresolved and assigned Amir Tal action A-0910-06 to present an accountability proposal. The governance document records the commissioning lead's end-to-end integration accountability as to be confirmed before M7 - אישור שחרור חבילות ביצוע עיקריות / Major Construction Release. The risk register records R-10 with the Programme Director as risk owner.

SECTION 2 · EVIDENCE SCOPE

Evidence coverage: 6 of 8 PMBOK domains open deterministic assessment from the supplied typed evidence. Stakeholders, Uncertainty, Planning, Delivery, Measurement, Development Approach are deterministically assessable. Project Work, Team are not deterministically assessable from the supplied typed evidence. A domain is deterministically assessable only where the supplied typed evidence opens the capabilities its criteria are checked against. Supporting Context may still carry material relevant to the topic and may inform individual findings. A domain PMAC cannot assess deterministically is a limit of that assessment, never a statement that the supplied material holds nothing relevant to the topic, and never a finding about the programme.

EVIDENCE MAP

What this review can establish from the evidence supplied

Coverage describes the evidence available to the review, not project performance.

✓ 0 Fully evidenced 🔄 2 Partially evidenced ⋯ 4 Limited indicator ⊖ 2 Not assessable			
 Stakeholders	Partially evidenced	4 of 5 criteria checkable	Would deepen coverage: A reporting plan
 Planning	Partially evidenced	3 of 5 criteria checkable	Would deepen coverage: - An approved budget (cost baseline) - Costs against tasks
 Uncertainty	Limited indicator	1 of 5 criteria checkable	Would deepen coverage: - Risks the register assesses (a probability and an impact) - Risk responses stated in the register - A list of working assumptions - Contingency or reserve amounts
 Delivery	Limited indicator	1 of 4 criteria checkable	Would deepen coverage: - A requirements register - A quality plan - A business case or expected benefits
 Measurement	Limited indicator	1 of 4 criteria checkable	Would deepen coverage: - Defined KPIs or success measures - A reporting plan - An approved budget (cost baseline)
 Development Approach	Limited indicator	1 of 4 criteria checkable	Would deepen coverage: A stated delivery method
 Project Work	Not assessable	Deterministic assessment is not currently supported for this domain from the available typed evidence.	May open deterministic assessment: - A documented execution procedure - A change control procedure - Lessons learned or knowledge capture - A vendor or contract register
 Team	Not assessable	Deterministic assessment is not currently supported for this domain from the available typed evidence.	May open deterministic assessment: - A named resource roster - A role stated for each named party - Lessons learned or knowledge capture

Supporting Context may still inform individual findings without opening deterministic domain assessment.

What to provide

An approved budget (cost baseline) - the approved cost reference that planned and actual spend are compared against. Useful evidence may include: an approved budget, a cost plan, a budget-control report, a planned-versus-actual cost report.

A list of working assumptions - what the plan takes as true and has not verified, recorded somewhere it can be revisited. Useful evidence may include: an assumptions register, an assumptions section in the plan or business case, a design-basis document.

Contingency or reserve amounts - money or time deliberately set aside for what the plan cannot foresee. Useful evidence may include: a contingency line in the budget, a management reserve statement, an approved risk provision.

A requirements register - what the project has undertaken to deliver, itemised well enough to check against. Useful evidence may include: a requirements list or matrix, a technical specification, a scope-of-work document.

A business case or expected benefits - what the project is expected to achieve, and how those outcomes will be measured. Useful evidence may include: a business case, approved project objectives, target benefits or KPIs, a benefit-owner or measurement document.

Defined KPIs or success measures - the measures the project judges itself by, with the level each is aiming at. Useful evidence may include: defined KPIs or success criteria, a performance-target sheet, an agreed reporting scorecard.

A stated delivery method - a statement of how the work is run, so the review reads the programme the way the team does. Useful evidence may include: a project management plan, a stated delivery method (stage-gate, agile, design-build), an execution or governance plan.

A documented execution procedure - the written way work moves from instruction to completion. Useful evidence may include: a work procedure, a governance or delivery process document, a stated approval workflow.

Lessons learned or knowledge capture - what the programme has learned so far, recorded where the next phase can use it. Useful evidence may include: lessons-learned notes, a post-phase review, a decision or issue log carrying the reasoning.

A vendor or contract register - who supplies what, and under which contract or order. Useful evidence may include: a supplier or contract list, a purchase-order register, a procurement tracker.

A role stated for each named party - what each named person is responsible for, rather than only that they are involved. Useful evidence may include: a responsibility matrix, an organisation chart with roles, a stakeholder register carrying a role per person.

SECTION 3 · EVM PERFORMANCE

Schedule Performance and Recovery Context

The programme-level duration-weighted schedule index signals moderate pressure concentrated in the near-term work-package window rather than across the full programme. Several tasks in the M7 (Major אישור שחרור חבילות ביצוע עיקריות / Construction Release) approach window carry materially below-plan per-task values. The Schedule Recovery Factor of 0.73 on a task-count basis is provided as completion context at 49.0% of the baseline schedule elapsed; the assigned severity for schedule variance is WATCH.

SCHEDULE (SPI) 0.95 5% behind plan on a duration-weighted schedule proxy. Progress achieved is 0.95x progress planned at this gate; the source carries no cost dimension, so this is not earned value. Computed over 65 of 65 leaf tasks baselined (100%).	COST (CPI) n/a Cost performance not computable - no cost baseline in source. None of the 55 cost-bearing leaf tasks carries a baseline cost.	SCHEDULE RECOVERY 0.73 Achievable at the pace achieved so far. The remaining tasks fit the baseline finish date at the completion rate delivered to date. Computed over 65 of 65 leaf tasks baselined (100%).
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PHASE-BY-PHASE VARIANCE

PHASE	SCHEDULE STATUS	DRIVER
Programme Governance and Controls	Running full duration; no completion recorded	Governance activities ongoing across the programme span
Design Basis and Concept Development	Completion recorded - M2 (Design אישור בסיס התכנון / Basis Approved) and M3 (/ Concept Design Approved אישור התכנון הקונספטואלי both recorded on scheduled dates	Design Basis Approved (M2 - / Design Basis Approved אישור בסיס התכנון on 2025-03-05 and Concept Design Approved (M3 - אישור התכנון / Concept Design Approved אישור התכנון הקונספטואלי on 2025-07-08 per...
Marine, Environmental and Statutory Approvals	Partial completion recorded - final marine/environmental approval (task 22) at 0% complete against scheduled finish 2026-10-01	Task 22 records SPI 0.00 against a baseline finish of 2026-09-05
Detailed Design and Interface Closure	Significant completion recorded - M5 (Detailed Design 60% Review השלמת סקר תכנון מפורט 60%) on 2026-07-10; near-term tasks show schedule pressure	DC-027 cross-discipline incorporation (task 32) records SPI 0.55 at 55% complete against scheduled finish 2026-09-30
Enabling Works and Site Readiness	Completion recorded - M6 (Enabling מוכנות / Works Ready for Execution עבודות מקדימות לביצוע heavy-haul access (task 42) at 0% complete	Heavy-haul access completion (task 42) records 0% complete against scheduled finish 2026-09-30

PHASE	SCHEDULE STATUS	DRIVER
Long-lead Procurement and Utility Interfaces	No completion recorded - high-pressure pump award (task 47) at 0% complete against scheduled finish 2026-10-05	High-pressure pump package award (task 47) and National Grid Operator substation interface acceptance (task 50, 0% complete, scheduled finish 2026-09-29) both unrecorded at status date.
Major Construction Release and Execution	M7 (/ Major Construction Release (אישור שחרור חבילות ביצוע עיקריות) gate evidence pack preparation (task 53) at 0% complete against scheduled finish 2026-10-09	M7 (אישור שחרור חבילות) / Major Construction Release (ביצוע עיקריות) gate evidence pack (task 53) records 0% complete with a scheduled finish of 2026-10-09, six days before the M7 gate date of...
Commissioning and Handover	No completion recorded - M8 - Major / Equipment Installation Complete השלמת התקנת ציוד עיקרי, M9 (First הזרמת מים ראשונה / Water) and M10 (הפעלה / Commercial Operation (מסחרית) remain future targets	M8 (השלמת) / Major Equipment Installation Complete (התקנת ציוד עיקרי) is 454 days after the status date

VARIANCE CLASSIFICATION · RETROSPECTIVE READ

Programme delivery classified across four dimensions: **recorded outcomes**, **recorded adaptations**, **open commitments**, and **substituted scope**.

RECORDED OUTCOMES R Delivery the sources record as completed - M1 (אישור התנעת) / Project Mobilisation Approved (הפרויקט) Project Mobilisation Approved recorded complete on 2024-10-29 per schedule actuals. - M2 (אישור בסיס התכנון) / Design Basis Approved Design Basis Approved recorded complete on 2025-03-05 per schedule actuals. - M3 (אישור התכנון) / Concept Design Approved (הקונספטואלי) Concept Design Approved recorded complete on 2025-07-08 per schedule actuals. - M4 (Marine Alignment Frozen and Environmental הגשה נעילת התוואי הימי ובסיס ההגשה) / Submission Baseline (הסביבתית) Marine Alignment Frozen and Environmental Submission Baseline recorded complete on 2025-10-06; confirmed by the Steering Committee meeting of 2025-10-16. - M5 (השלמת) / Detailed Design 60% Review Complete (סקר תכנון מפורט 60%) Detailed Design 60% Review Complete recorded complete on 2026-07-10 per schedule actuals; Procurement Readiness Review of 2026-07-23 confirms closure. - M6 (מוכנות) / Enabling Works Ready for Execution (עבודות מקדימות לביצוע) Enabling Works Ready for Execution recorded complete on 2026-08-05 per schedule actuals; confirmed by Authorities and Utilities Review of 2026-08-20. - Technical solution for DC-027 pretreatment configuration change approved 2026-08-28, per Integrated Project Review of 2026-09-10. - Enabling works site preparation, temporary access, temporary facilities and temporary construction utilities recorded in active execution at the status date. - Environmental comment response cycles 1 and 2 completed; response pack submitted per action A-0702-03 closed at Procurement Readiness Review of 2026-07-23.	RECORDED ADAPTATIONS A Changes the sources record the programme making - M5 (השלמת) / Detailed Design 60% Review Complete (סקר תכנון מפורט 60%) completion criteria adapted to require an explicit exception list at package level, not only a weighted percentage - agreed by Steering Committee of 2026-07-02 and recorded closed with exceptions at Procurement Readiness Review of 2026-07-23. - Enabling works released on a separate, controlled path ahead of M7 - אישור / Major Construction Release שחרור חבילות ביצוע עיקריות, with explicit release boundary matrix maintained by Dana Mor per decision at Steering Committee of 2026-02-26. - Schedule contingency tracked as a separate management indicator alongside milestone dates, introduced by Programme Controls from October 2025 onwards across multiple meeting records. - DC-027 opened as a formal design change record following technical study, distinguishing it from a local clarification; change record formally opened per action A-0723-01 at Procurement Readiness Review of 2026-07-23. - Conditional marine release assessment prepared in parallel with continued pursuit of unconditional environmental approval, directed by Integrated Project Review of 2026-09-10 without constituting a release decision. - Alternate access sequence for non-heavy-haul deliveries prepared by Construction Director as a contingency measure while utility relocation remains open, per Integrated Project Review of 2026-09-10.
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OPEN COMMITMENTS


Commitments the sources record as owed and not yet met

- Final marine and environmental approval from the Coastal Environmental Authority: recorded as a gate dependency for M7 (/ Major Construction Release אישור שחרור חבילות ביצוע עיקריות) in the stakeholder register; not received at the status date. Environmental clarification response pack (A-0910-01) due 2026-09-18.
- National Grid Operator final substation interface acceptance: recorded as still in progress in the stakeholder register and as a gate dependency for M7 - אישור שחרור חבילות ביצוע / Major Construction Release עיקריות; grid technical workshop and comment matrix closure (A-0910-05) due 2026-09-24.
- DC-027 integrated implementation basis: the governance document records the integrated basis as a required open commitment before source-reported D-02 can close; action A-0910-03 due 2026-09-25 assigned to Lior Shalev and Yoni Kedar.
- High-pressure pump award exception basis: the Integrated Project Review of 2026-09-10 directed preparation of an exception document separating pre-award from post-award closure conditions; action A-0910-04 due 2026-09-30.
- Commissioning and handover accountability: the governance document records end-to-end integration accountability as to be confirmed before M7 - Major אישור שחרור חבילות ביצוע עיקריות / Construction Release; action A-0910-06 due 2026-09-30 assigned to Amir Tal and Noa Weiss.
- Schedule contingency position paper (source-reported D-04): directed by Integrated Project Review of 2026-09-10; action A-0910-07 due 2026-10-02.
- M7 (אישור שחרור חבילות) / Major Construction Release (ביצוע עיקריות) gate evidence pack preparation (task 53): records 0% complete at the status date against a scheduled finish of 2026-10-09.
- Buried utility relocation and heavy-haul access completion: field verification confirmed a conflict; relocation plan with the Coastal Municipality Interface Office open; heavy-haul route not closed at the status date.
- No resources are loaded in the schedule - resourcing is not documented in the supplied material.

SUBSTITUTED SCOPE


Scope the sources record as delivered in place of the original

Nothing in the supplied evidence falls in this category.

SECTION 4 · CRITICAL FINDINGS

What Demands Executive Attention Before M7 - אישור שחרור / Major Construction Release

חבילות ביצוע עיקריות

Findings are ordered by executive significance at the M7 (אישור שחרור חבילות / Major Construction Release gate. The **Lead** finding is the gate condition the Steering Committee must decide, not merely track. **Support** findings are the technical and procurement conditions that gate closure depends on.

Governance flags name structural gaps that carry programme-span consequences if not resolved at M7.

LEAD FINDING**HIGH**

THEME: RISK AND UNCERTAINTY · EXTERNAL APPROVALS

The Coastal Environmental Authority's final approval is not received, leaving the marine civil release at M7 (אישור שחרור חבילות ביצוע עיקריות / Major Construction Release) contingent on an external decision the programme cannot control

Task 22 (final marine/environmental approval) records 0% complete against a baseline finish of 2026-09-05 and a scheduled finish of 2026-10-01, 14 days before the M7 (אישור שחרור חבילות ביצוע עיקריות / Major Construction Release) gate. The Integrated Project Review of 2026-09-10 records that the Coastal Environmental Authority issued a further clarification request on plume modelling and marine construction methodology. A final response pack is due 2026-09-18 (A-0910-01). The stakeholder register records the Coastal Environmental Authority's final approval as a gate dependency for M7 at the Cycle 1 status date. The risk register records R-01 with Maya Ronen as risk owner. The Integrated Project Review of 2026-09-10 directed preparation of a conditional-release decision pack (source-reported D-01) by 2026-09-24 without authorising a conditional release.

So what: The Steering Committee must decide, before 2026-10-15, whether to hold M7 (אישור שחרור / Major Construction Release) for unconditional approval or to formally authorise a defined conditional release of marine civil scope. The conditional-release decision pack (source-reported D-01) is the document that frames this choice; the decision cannot be deferred to the gate meeting itself.

SUPPORT FINDING**HIGH**

THEME: RISK AND UNCERTAINTY · DESIGN INTEGRATION

DC-027 implementation basis is not closed across all affected interfaces, leaving the M7 (אישור שחרור חבילות ביצוע עיקריות / Major Construction Release) gate evidence pack incomplete on a cross-discipline change

The technical solution for DC-027 was approved 2026-08-28. The Integrated Project Review of 2026-09-10 records four integration threads remaining open at that date: civil loads update in progress, piping routing under review, controls I/O reconciliation against vendor data outstanding, and the Package Interface Sheet not yet in final version. Task 32 (DC-027 cross-discipline incorporation) records SPI 0.55 at 55% complete against a scheduled finish of 2026-09-30. Task 33 (DC-027 integrated implementation basis) records 25% complete. The Integrated Project Review directed that source-reported D-02 remain open until a single integrated implementation basis is presented. Action A-0910-03 is due 2026-09-25. The risk register records R-02 with Lior Shalev as risk owner.

So what: The Engineering Director must confirm by 2026-09-25 that a single integrated implementation basis for DC-027 has been issued for all affected interfaces. Without this, the M7 (אישור שחרור חבילות ביצוע עיקריות / Major Construction Release) gate evidence pack cannot close on design maturity criterion G7-01.

SUPPORT FINDING**HIGH**

THEME: RISK AND UNCERTAINTY · PROCUREMENT

The high-pressure pump award is approaching with two interface criteria unfrozen, creating exposure to a commitment made against an incomplete technical basis

The Procurement Readiness Review of 2026-07-23 recorded an award recommendation target of 2026-10-05. The Integrated Project Review of 2026-09-10 noted that two interface criteria - allowable hydraulic operating envelope and final nozzle/interface loads - remain unfrozen. Commercial clarifications are described as nearly complete. The decision record directs preparation of an exception basis document separating pre-award closure conditions from post-award ones (A-0910-04 due 2026-09-30). Task 47 (high-pressure pump package award) records 0% complete against a scheduled finish of 2026-10-05. The risk register records R-03 with Eyal Naveh as risk owner; an unresolved award delay compresses manufacturing and installation windows against M8 (Major Equipment Installation השלמת התקנת ציוד עיקרי / Complete) on 2027-12-15.

So what: The Procurement Manager must present the exception basis document to the Steering Committee before any award recommendation is made, so that the committee can decide whether the remaining interface exceptions are acceptable on a named, documented basis.

SUPPORT FINDING **HIGH** THEME: RISK AND UNCERTAINTY · EXTERNAL INTERFACES

National Grid Operator final interface acceptance is open, leaving electrical detailed design data unfrozen ahead of M7 - אישור שחרור חבילות ביצוע / Major Construction Release עיקריות

Task 50 (National Grid Operator substation interface acceptance) records 0% complete against a scheduled finish of 2026-09-29. The Authorities and Utilities Review of 2026-08-20 records that the National Grid Operator returned comments on protection philosophy, fault-study assumptions and boundary of responsibility. A technical workshop was scheduled for 2026-09-15 with a target for technical closure by 2026-09-24 (A-0910-05). The Integrated Project Review of 2026-09-10 confirmed the schedule still assumes closure in September. The stakeholder register records the National Grid Operator's final substation interface acceptance as still in progress. The risk register records R-04, with risk owner listed as Electrical Lead - no individual is named against that role in the resource roster.

So what: The Programme Director must confirm by the Steering Committee meeting whether the 2026-09-24 technical closure target was met and whether transformer and substation package data is now frozen. If the target was not met, the committee must decide whether to proceed to M7 (אישור שחרור חבילות ביצוע עיקריות / Major Construction Release) with a documented exception or to defer the gate.

GOVERNANCE FLAG **HIGH** THEME: PROJECT WORK · COMMISSIONING GOVERNANCE

Formal end-to-end commissioning and handover accountability is not assigned, leaving the M9 (הזרמת מים ראשונה / First Water) First Water path on 2028-03-31 without a named integration owner

The stakeholder register records Noa Weiss as current working lead for commissioning planning and that formal accountability for integrated commissioning and handover is stated as yet to be confirmed. The governance document records the Commissioning Lead's end-to-end integration accountability as to be confirmed before M7 (אישור שחרור חבילות ביצוע עיקריות / Major Construction Release). The Integrated Project Review of 2026-09-10 confirmed this remains unresolved and assigned Amir Tal action A-0910-06 to present an accountability proposal by 2026-09-30. The risk register records R-10 with the Programme Director as risk owner.

So what: The Steering Committee must formally assign end-to-end commissioning, acceptance and handover accountability at or before the M7 (אישור שחרור חבילות ביצוע עיקריות / Major Construction Release) gate. Proceeding into major construction without this assigned creates the integration gap R-10 describes, which becomes harder to close as the construction workforce expands.

GOVERNANCE FLAG **MEDIUM** THEME: SCHEDULE · CONTINGENCY EROSION

Working contingency on the marine-to-first-water path has eroded materially since the 2025 baseline, with no current figure confirmed at the status date and M9 (/ First Water (הזרמת מים ראשונה) on 2028-03-31 in the exposure window

The Steering Committee of 2025-10-16 recorded approximately 32 working days of contingency on the controlling path to M7 - Major Construction Release. By the Design Interface Review of 2026-06-18 this had reduced to approximately 24 working days, and by the Steering Committee of 2026-07-02 to approximately 21 working days. The Integrated Project Review of 2026-09-10 noted a further reduction without stating a current figure and directed a schedule contingency position paper (source-reported D-04) by action A-0910-07 due 2026-10-02. No resources are loaded in the schedule. The programme-level SPI is 0.95 across 65 baselined leaf tasks with assigned severity WATCH; the Schedule Recovery Factor is 0.73 on a task-count basis at 49.0% of the baseline schedule elapsed.

So what: The Steering Committee should receive the schedule contingency position paper (source-reported D-04) as a standing agenda item at the M7 (אישור שחרור חבילות ביצוע עיקריות / Major Construction Release) gate meeting. If contingency on the marine-to-first-water path has fallen below a manageable threshold, a formal recovery decision is required before major construction is released.

GOVERNANCE FLAG **MEDIUM** THEME: PROJECT WORK · RESOURCE MANAGEMENT

No resources are loaded in the schedule, leaving the programme without a documented basis for confirming delivery capacity through M7 (אישור / Major Construction Release (שחרור חבילות ביצוע עיקריות) and into major construction

The project brief records that no resources are loaded in the schedule and that resourcing is not documented in the material provided. The schedule carries 65 baselined leaf tasks with no owner named against any individual task or deliverable. The programme is entering its most resource-intensive phase with enabling works active, long-lead procurement in final evaluation, and major construction release imminent.

So what: Resource loading against the M7 (אישור שחרור חבילות ביצוע עיקריות / Major Construction Release) scope release and the post-M7 construction workforce is not evidenced in the supplied material. The Steering Committee should confirm whether a resource plan exists outside the schedule and is available to support the gate decision.

RISKS NAMED IN THIS REVIEW

RISK

If the five open management decisions (source-reported D-01 through D-05) are not resolved before the Steering Committee considers M7, the gate evidence pack cannot be assembled and M7 release cannot proceed

If the schedule contingency on the marine-to-first-water path continues to erode, the programme will have insufficient buffer to absorb any post-M7 delay without impacting M9

Probability and impact are not scored: no supplied source evidences how likely a risk is or how severe it would be, so no risk score in this review would be traceable to evidence. The risks below are named from the analysis, in the order the analysis presents them, and are not ranked.

No task or deliverable owners are named in the source schedule.

No risk trajectory is recorded in the source analysis.

SECTION 5 · PROGRAMME STATE

Programme State Snapshot

The programme has completed its design and enabling works phases on schedule and is converging on the M7 (אישור שחרור חבילות ביצוע עיקריות / Major Construction Release) Major Construction Release gate. The gate readiness picture is mixed: internal preparation is materially advanced, but three external dependencies and one internal design change remain open.

Six of ten programme milestones carry recorded actual finishes. M1 (אישור התנעת הפרויקט / Project Mobilisation Approved) through M6 (Enabling Works Ready for Execution) were all recorded complete on their scheduled dates, the most recent being M6 - Enabling Works Ready for Execution on 2026-08-05. The programme is now in the window between M6 completion and M7 - / Major Construction Release (אישור שחרור חבילות ביצוע עיקריות), which is scheduled 28 days after the status date of 2026-09-17. Enabling works are active and long-lead procurement evaluation is in progress across three major packages.

The M7 (אישור שחרור חבילות ביצוע עיקריות / Major Construction Release) gate carries a defined set of entry criteria, and the record at the status date shows a mixed readiness position. Design maturity is recorded at approximately 78% at the Integrated Project Review of 2026-09-10, with package-level variation. The marine and environmental approval from the Coastal Environmental Authority is not yet received. The National Grid Operator's final substation interface acceptance is open. DC-027 is technically approved but its implementation basis is not closed across all affected interfaces. The high-pressure pump award is approaching without a fully frozen technical basis. Formal commissioning accountability has not been assigned.

Working contingency on the marine-to-first-water path has eroded since the 2025 baseline. The Steering Committee meeting of 2025-10-16 recorded approximately 32 working days of contingency on the controlling path to M7 - (אישור שחרור חבילות ביצוע עיקריות / Major Construction Release). The Design Interface Review of 2026-06-18 reported that figure had reduced to approximately 24 working days, and the Steering Committee of 2026-07-02 reported a further reduction to approximately 21 working days. The Integrated Project Review of 2026-09-10 noted a continued reduction without stating a current figure, and directed preparation of a schedule contingency position paper (source-reported D-04, action A-0910-07 due 2026-10-02). **Programme close at M10 (הפעלה / Commercial Operation מסחרית) on 2028-09-30 is 744 days after the status date; M9 (First Water הזרמת מים ראשונה /) First Water is 561 days after the status date.**

PROGRAM SNAPSHOT	
Status date	2026-09-17
Next gate	M7 (Major Construction Release) / אישור שחרור חבילות ביצוע עיקריות / Major Construction Release - 2026-10-15 (28 days after status date)
Programme close (M10 - Commercial Operation / הפעלה מסחרית)	2028-09-30 (744 days after status date)
Baseline coverage	100% (65 of 65 leaf tasks baselined)
Schedule elapsed	49.0% of baseline span
Cost baseline	Not present in source - no cost index computable
Commissioning accountability	Not formally assigned - stated as to be confirmed before M7 - Major Construction Release / אישור שחרור חבילות ביצוע עיקריות
Open external approvals at M7 - Major Construction / Release / אישור שחרור חבילות ביצוע עיקריות	2 (Coastal Environmental Authority; National Grid Operator)
Milestones closed	6 of 10
SPI	0.95
SCHEDULE RECOVERY	0.73

PLAN VS DELIVERED - CYCLE 1 MID-EXECUTION READING

M1 (אישור התנעת) / Project Mobilisation Approved (הפרויקט) through M6 (Enabling Works Ready for execution) / מוכנות עבודות מקדימות לביצוע milestone completion	All six gates on their scheduled dates	→ All six recorded complete on scheduled dates
Marine and environmental final approval	Final approval received before M7 (/ Major Construction Release אישור שחרור חבילות ביצוע עיקריות) gate (per May 2026 Marine & Environmental Review)	→ Approval not received at status date; clarification response cycle in progress
DC-027 pretreatment change integration	Single integrated design basis before M7 - Major Construction Release אישור שחרור חבילות ביצוע עיקריות	→ Technical solution approved 2026-08-28; implementation basis not closed across all interfaces at status date
High-pressure pump award	Award on frozen technical basis before manufacturing window closes	→ Evaluation in progress; two interface criteria unfrozen at status date; award decision not taken
Commissioning accountability	End-to-end integration accountability confirmed before M7 (per governance document)	→ Not formally assigned at status date
Schedule contingency - marine-to-first-water path	Approximately 32 working days at Oct 2025 baseline	→ Eroded to approximately 21 working days by Jul 2026; further erosion noted at Sep 2026 without a stated figure

OPERATING ENVIRONMENT CONTEXT

This is a water infrastructure programme with multiple external statutory dependencies that the project team cannot resolve unilaterally. Final environmental approval rests with the Coastal Environmental Authority, which is conducting its own technical comment cycle. Final grid interface acceptance rests with the National Grid Operator, whose protection philosophy review is ongoing. Both are gate dependencies for M7 - אישור שחרור חבילות ביצוע עיקריות / Major Construction Release, and the programme's ability to close them by 2026-10-15 depends on external decision timelines that the schedule cannot control. The Integrated Project Review of 2026-09-10 recognised this by directing preparation of a conditional-release decision pack alongside continued pursuit of unconditional approval - the correct framing for a gate with external dependencies that cannot be fully internalised.

SECTION 6 · STEERING COMMITTEE AGENDA

Proposed 75-minute Steering Committee agenda structured to reach decisions on each M7 (Major Construction Release / אישור שחרור חבילות ביצוע עיקריות) gate condition in sequence, beginning with the external dependencies the committee cannot defer.

5 min	Programme state and M7 (אישור שחרור חבילות ביצוע עיקריות) / Major Construction Release) readiness overview → CONTEXT
15 min	Environmental approval - unconditional or conditional release decision (source-reported D-01) → DECISION 1
10 min	DC-027 implementation basis - confirm closure or escalate exceptions (source-reported D-02) → DECISION 2

10 min	High-pressure pump award - review exception basis and decide (source-reported D-03) → DECISION 3
10 min	Commissioning accountability - formal assignment (source-reported D-05) → DECISION 4
10 min	Schedule contingency position paper (source-reported D-04) - review and decision on recovery action if required → SCHEDULE
10 min	Grid interface closure status - confirm or escalate → SUPPORT
5 min	M7 (אישור שחרור חבילות ביצוע עיקריות) / Major Construction Release) gate decision - proceed, proceed with documented exceptions, or defer → CLOSING