

REVIEWER'S REPORT

Manuscript No.: IJAR-59559

Title: Earned Value Management and Forecasting to Improve Cost Predictability in Saudi Industrial Projects.

Recommendation:

Accept as it is
Accept after minor revision.....
 Accept after major revision
 Do not accept (*Reasons below*)

Rating	Excel.	Good	Fair	Poor
Originality		✓		
Techn. Quality			✓	
Clarity		✓		
Significance		✓		

Reviewer Id: JPR-357

Reviewer's Comment for Publication.

The manuscript addresses an important project management issue by examining how Earned Value Management (EVM), bottom-up estimating, historical comparisons, and uncertainty assessment can be integrated to improve cost predictability in Saudi industrial projects. The discussion of estimate at completion (EAC), cost performance index (CPI), schedule performance index (SPI), contingency management, and forecast evaluation provides useful practical insights. The numerical illustration also demonstrates how different forecasting assumptions can produce substantially different completion estimates. However, minor revisions are recommended to strengthen the methodological transparency and practical applicability of the study. The authors should clarify the literature-search and source-selection procedures and provide a more explicit explanation of how the selected studies were assessed for relevance and quality. The limitations of transferring evidence from international construction and infrastructure studies to Saudi industrial projects should be discussed more clearly. The authors should also verify the mathematical expressions and numerical calculations in the worked example, particularly the EAC and to-complete performance index (TCPI) calculations, and ensure consistency in the terminology used for cost baselines, contingency, and remaining-work estimates. In addition, the proposed evaluation measures should specify how forecast error and directional bias will be calculated and how changes in approved scope will be treated. Finally, the duplicated headings in Table 2, table formatting, citation consistency, and reference presentation should be corrected. The authors appropriately acknowledge that the framework has not been validated using Saudi project data; this limitation should remain explicit throughout the manuscript. Addressing these points would improve the clarity, reliability, and scholarly quality of the paper.