



26-29 NOVEMBER 2018
Dubai World Trade Center
11:00 - 19:00 Daily

Project Management:

How can we improve the delivery of projects in the region?

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What are we talking about today?

- **How can we improve the delivery of projects in the region?**
 - Better contract management
 - Improve execution culture & eradicate routine errors
- **Lets see what stakeholders in the regional construction sector think**





What are 12 key reasons that cause regional projects to get into problems ?

- 1. Many new owners do not appreciate construction risk**
- 2. Too many unbalanced contracts and inadequate time to tender**
- 3. Lack of trust between stakeholders plus aggressive contract administration**





What are 12 key reasons that cause regional projects to get into problems ?

4. **Poor risk management**
5. **Inadequate planning**
6. **Poor contract management**





What are 12 key reasons that cause regional projects to get into problems ?

7. **Bad communication between stakeholders**
8. **Continuous scope creep**
9. **Claims management is wrongly seen as adversarial**





What are 12 key reasons that cause regional projects to get into problems ?

10. Red flags are ignored because of organisation hierarchy

11. Multicultural workforces raises challenges

12. Not wanting to learn lessons from past mistakes





Better Contract Management Needed

- **Contract management begins at the start**
- **Transfer risks effectively**
- **Know and use the contract - it is your friend and companion**





Better Contract Management Needed

- **Contractual, legal and technical expertise is needed to manage the contract effectively**
- **Put the best record keeping process in place**





Better Contract Management Needed

- **Be innovative, practical and consistent**
- **Take extra care with your time obligations**
- **Make sure you measure disruption to the works**





Better Contract Management

- **Beware scope creep**
- **Set up a special unit to monitor and secure payments**
- **Manage your supply chain better**





Better Contract Management Needed

Notices

- **Check the contract as to what notice, when (and sometimes to who and how)**
- **It is the Owner's contract and so contractors must do what they have been asked to do**
- **Failure to comply may cause claim to be refused/right to claim lost**
- **Safety first - communicate and notify the employer quickly**





Better Contract Management Needed

Correspondence

- **Not a tick box exercise**
- **Protect, maintain and establish rights and entitlements**
- **Adopt a longer term/cautious approach and “build a picture”**
- **Author should know the contract, the project and the participants**
- **Ensure a coordinated and consistent approach**





Better Contract Management

Claims Management should take into account:

- **Project type**
- **Work type**
- **Owner/administrator involved**
- **Place where the project is being built**
- **The contract machinery**
- **Approaches and results achieved by others**
- **The importance of cordial relationships**





Better Contract Management

Claims Management should take into account:

- that it will be too late looking at this near completion/close out
- that it is best to be consistent
- that it is best to be holistic
- there may be a chance to leverage one claim against another
- what experience is on offer to present claims





Improving execution culture

- **Knowledge of construction technology, construction law, conditions of contract, contract administration, project-planning systems and psychology of negotiations, is needed**
- **One formula does not always guarantee success**
- **Use risk registers all the time**



Improving execution culture

- **Joint effort is key**
- **Keep members of your tendering team around**
- **This is not the part of the world to ‘chance it’**





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