



## **JAMAL F. ALBAHAR, PH.D., PMP, VMA, MCI Arb**



Dr. AlBahar is the Managing Director of Long International's Middle East Operations based in Dubai, United Arab Emirates. He has over 31 years of experience related to all aspects of project management, risk management, contract administration, construction claims and dispute resolution throughout the Middle East. He is skilled at providing strategic advice, leadership, and in-depth client relationship management while retaining a strong eye for detail and a commitment to quality at all times. Dr. AlBahar is a registered arbitrator in the Emirate of Dubai, United Arab Emirates, and the State of Kuwait. He was a full-time professor at Kuwait University, where he taught project management, contracts and specifications, construction management, construction methods, surveying, legal, and social and ethical aspects of engineering. Dr. AlBahar has taught seminars and presented papers on construction claims, project management, cost estimating and cost control, project planning, scheduling and control, contract administration, risk management, and value engineering.

### **EDUCATION**

Ph.D., Civil Engineering, University of California, Berkeley, U.S.A., 1988  
M.E., Civil Engineering, University of California, Berkeley, U.S.A., 1986  
M.S., Civil Engineering, University of Michigan, Ann Arbor, U.S.A., 1984  
B.S., Civil Engineering, Kuwait University, State of Kuwait, 1981

### **PROFESSIONAL REGISTRATIONS**

Registered Project Management Professional, PMP (No. 223516)  
Registered Project Management Consultant, PMC  
Registered Value Management Associate, VMA (No. 20010408)  
Registered Arbitrator, Kuwait and the United Arab Emirates,  
Chartered Institute of Arbitrators (MCI Arb, No. 36346)

### **PROFESSIONAL AFFILIATIONS AND ASSOCIATIONS**

Project Management Institute  
Construction Management Association of America  
ACE International  
American Arbitration Association  
Society of American Value Engineers  
Construction Specifications Institute

### **FOREIGN LANGUAGES**

Fluent in English and Arabic; conversant in French

### **CONSULTING ASSIGNMENTS AND SEMINARS**

Dr. AlBahar has conducted over 400 public and in-house training courses in the last 30 years on subjects related to construction contracts, construction claims, project management, PMP Exam Preparation Workshops, value engineering, budgeting and cost estimating, and effective project administrative procedures. He is currently focusing on analysis and presentation of delays for extension of time (EOT) claims, prolongation costs/quantum, and amicable settlement of disputes between clients and contractors.



Dr. AlBahar was a Contract Advisor for Qatar Petroleum, Doha, Qatar, and Power Line Engineering – Qatar, a grade-A general contracting company. He is currently an advisor to the MD and CEO of Emirates Nuclear Energy Corporation (ENEC), Abu Dhabi, United Arab Emirates.

## **PROJECT EXPERIENCE**

As an internationally recognized expert in the analysis and resolution of complex construction disputes, Dr. AlBahar has evaluated claims and assessed the performance of owners, engineers, and contractors on numerous types of projects both in the U.S. and internationally. Representative projects include the following:

### **Oil Refinery, Petrochemical and Chemical Plants, and Offshore Oil and Gas Production Facilities**

- Analysis of EOT claims using Time Impact Analysis, Window “Time-Slice” Analysis, and calculations of compensable delays
- Preparation of EOT claims with compensation for damages
- Analysis of baseline schedules, monthly updates, and recovery plan schedules
- Preparation of contract agreements, subcontracts, and purchase orders
- Contract administration activities using Prolog software and Aconex collaboration online environment software

### **Airports, Stadiums, Convention Centers, and Commercial, Educational, Industrial, and Correctional Facilities**

- Analysis of EOT claims using Time Impact Analysis, Window “Time-Slice” Analysis, and calculations of compensable delays
- Preparation of EOT claims with compensation for damages
- Analysis of baseline schedules, monthly updates, and recovery plan schedules
- Preparation of contract agreements, subcontracts, and purchase orders
- Contract administration activities using Prolog software and Aconex collaboration online environment software

## **PROFESSIONAL EXPERIENCE**

### **Long International, Inc.**

*Dubai, United Arab Emirates (March 2011 to Present)*

Dr. AlBahar is a Managing Director for Long International’s Dubai office and is responsible for furthering the expansion of Long International’s services in the Middle East. He also provides project and construction management, construction claims, and cost and schedule control services.

### **PROMIS – Project Management Engineering Systems Company**

*Dubai, United Arab Emirates (September 1993 to Present)*

As President and Founder of PROMIS, a project management engineering systems firm, Dr. AlBahar provides project management, cost and schedule control consulting services for clients. His recent consulting work is focused on analysis of delay claims using CPM schedules and amicable settlement of disputes between clients and contractors. Dr. AlBahar is a frequent regional and international speaker on all subjects related to project



management, construction contracts, tendering procedures, claims analysis and evaluation, contract administration and management, and value engineering. Other representative work includes:

- Consulting with a range of Middle East clients on project management, contract administration, EOT claims review, preparation, analysis, presentation, cost and schedule control, claims avoidance, and dispute resolution.
- Advising CEOs, boards of directors, and other senior company decision makers throughout the Middle East on all aspects of contract administration, due diligence and claims preparation, analysis, EOT submission and management, associated prolongation and disruption costs, and variation orders.
- Focusing on analysis and presentation of delay claims using CPM schedules and amicable settlement of disputes between clients and contractors. Representative clients and projects include:

**Joint Venture Partnership** – Muscat, Sultanate of Oman  
*(March 2018 to Present)*

- Roads, infrastructure and buildings at commercial terminal

**General Contractor** – Abu Dhabi, UAE  
*(August 2017 to Present)*

- Maritime project
- Lake preservation project
- Infrastructure works project

**Owner Company** – Sultanate of Oman  
*(June 2016 to Present)*

- EPC gas supply project

**Manufacturer** – Jebel Ali, UAE  
*(March 2012 to Present)*

- Several fit-out projects in Abu Dhabi and Dubai, UAE

**Contractor** – Qatar  
*(February 2010 to Present)*

- Mixed-use development project
- Major hotel project
- Government project

**Owner of Nuclear Facilities** – Abu Dhabi, UAE  
*(December 2009 to Present)*

- Advisor to the CEO and COO on various aspects of project management, particularly related to schedule optimization, risk analysis and claims avoidance

**Manufacturer** – Qatar  
*(May 2016 to December 2016)*

- Multibillion-dollar project – power supply project through submarine cables

**EPC Company** – Qatar  
*(February 2009 to November 2016)*

- Multibillion-dollar projects – retail and recreational projects



**Contractor – Qatar**

*(July 2015 to October 2016)*

- Several construction projects in Lusail, Qatar

**Manufacturer – Dubai, UAE**

*(May 2014 to July 2015)*

- Renovation of Old Beach Sea Palace Project

**Government Entity – Ajman, UAE**

*(June 2011 to June 2012)*

- Multibillion-dollar sewage system project – due diligence study of concession agreement

**Financial Institution – Doha, Qatar**

*(April 2008 to April 2009)*

- Hotel located in Dubai, UAE

**PROJACS – Project Management and Controls Co.**

*Dubai, United Arab Emirates (August 1992 to September 1993)*

As a Managing Director and Partner, Dr. AlBahar was responsible for the formal establishment of PROJACS' presence in the United Arab Emirates in offering professional project management consulting and training services for government and private sectors.

**Kuwait University, College of Engineering and Petroleum**

*Kuwait City, Kuwait (December 1988 to December 1996)*

As an Assistant Professor at Kuwait University, Dr. AlBahar taught undergraduate and graduate courses in Project Management, Contracts and Specifications, Construction Management, Construction Methods and Equipment, Cost Estimating, Statics, Surveying, Legal, Social and Ethical Aspects of Engineering.

**Morrison Knudsen Corporation/Morrison Knudsen International Group**

*San Francisco, California (January 1991 to September 1991)*

Dr. AlBahar performed marketing and business development coverage for the Gulf Region. He established in-country presence and visibility for Morrison Knudsen in Kuwait and the United Arab Emirates. Dr. AlBahar also identified business opportunities in the Middle East construction, engineering, and power related markets, and built targeted strategic alliances and personal relationships. Dr. AlBahar further provided Morrison Knudsen's operating groups with timely and accurate business intelligence and local business guidance.

**Arab Technical Construction Company**

*Dubai, United Arab Emirates (September 1990 to December 1990)*

As a Management Consultant, Dr. AlBahar evaluated the performance of the company, recommended means of improving efficiency, and designed different forms of project cost and schedule controls and management reports.



**World Bank – Asia Department**

*Washington, D.C., U.S.A. (January 1988 to December 1988)*

Dr. AlBahar was responsible for World Bank's Professional Training Program, where he performed onsite feasibility studies and cost/benefit analysis for the Jamuna Bridge Project in Bangladesh. He analyzed and evaluated financial, physical, and construction risks involved in the project, participated as part of an international team in pre-qualifying international contractors and subcontractors, and prepared the bid-packages, and bidding documents and procedures.

**Kuwait Oil Company**

*Ahmadi, Kuwait (June 1982 to September 1983)*

As a Site Engineer for the Kuwait Oil Company, Dr. AlBahar supervised construction work on the job site, coordinated fieldwork of subcontractors, and planned weekly time schedules of work to be performed.

**International Contractors Group**

*Al Shaab, Kuwait (February 1982 to June 1982)*

As the Assistant Planning and Cost Engineer, Dr. AlBahar performed CPM planning and scheduling for large projects and updated and monitored progress for project cost and schedule controls.

**SELECT CONSULTING ASSIGNMENTS & INTERNATIONAL SPEAKING ENGAGEMENTS**

“Construction Site Management & Project Administration,” for Saudi Aramco, in Kuala Lumpur, Malaysia, 2010.

“Contract & Claims Management,” for MAPNA, Iran, 2010.

“Cost Estimating & Cost Control,” for Royal Commission for Jubail and Yanbu, Yanbu, Saudi Arabia, 2010.

“Project Feasibility Studies,” for Royal Commission for Jubail and Yanbu, Yanbu, Saudi Arabia, 2010.

“Contract Planning, Administration & Claims Management,” Dubai Ports and Customs, UAE, 2010.

“Value Engineering,” for Kuwait Fund for Arab Economic Development, Kuwait, 2010.

“Specification Writing,” for Royal Commission for Jubail and Yanbu, Yanbu, Saudi Arabia, 2010.

“Change Order in Contracting,” for Royal Commission for Jubail and Yanbu, Saudi Arabia, 2010.

“Claims Management & Alternative Dispute Resolution,” for ASHGHAL, in Istanbul, Turkey, 2010.

“Project Management for Non-Managerial,” for Kuwait Fund for Arab Economic Development, Kuwait, 2010.

“Construction Claims Management,” for Sorouh, Abu Dhabi, UAE, 2009.

“FIDIC Conditions of Contract,” Dubai Municipality, UAE, 2009.

“Project Management Best Practices,” for KAHRAMAA, Doha, Qatar, 2009.

“Cost Estimating & Cost Control,” for Royal Commission for Jubail and Yanbu, Yanbu, Saudi Arabia, 2009.

“Project Insurance Management,” for NPCC, Abu Dhabi, UAE, 2009.

“Project Risk Management,” for ASHGHAL, Doha, Qatar, 2009.

“Construction Management,” for NPCC, Abu Dhabi, UAE, 2008.

- “Project Risk Management,” for Society of Engineers, Doha, Qatar, 2008.
- “Project Budgeting & Cost Control,” for Ministry of Works, Manama, Bahrain, 2008.
- “Contract Management,” for QAPCO, Doha, Qatar, 2008.
- “Successful Planning, Organizing & Controlling Projects,” Bangkok, Thailand, 2008.
- “Project Risk Management,” Kuala Lumpur, Malaysia, 2008.
- “Managing Multiple Projects,” London, U.K., 2008.
- “Contract Administration,” for Royal Commission for Jubail & Yanbu, Jubail, Saudi Arabia, 2008.
- “Project Risk Management,” for MAPNA, Iran, 2008.
- “Managing the Pre-Award Phase,” Doha Marriott Hotel, Qatar, 2008.
- “Contract Planning, Administration & Claims Management,” for Society of Engineers, Qatar, 2008.
- “Claims Management & Alternative Dispute Resolution,” for Qatar Petroleum, Qatar, 2008.
- “Project Management for EPC Contracts,” Kuala Lumpur, Malaysia, 2008.
- “Project Risk Management,” for MAPNA, Iran, 2008.
- “Contract Management Skills,” for ADMA OPCO, Abu Dhabi, UAE, 2008.
- “Project Management for EPC Contracts,” Istanbul, Turkey, 2007.
- “Project Risk Management,” Kuala Lumpur, Malaysia, 2007.
- “Advanced Project Management,” for DEWA, Dubai, UAE, 2007.
- “Project Management Fundamentals,” for The Executive Council, Dubai, UAE, 2007.
- “Project Management Fundamentals,” for The Executive Council, Dubai, UAE, 2007.
- “Contract Management,” for NPCC, Abu Dhabi, UAE, 2007.
- “Project Risk Management,” for SADRA, Tehran, Iran, 2007.
- “PMP Exam Preparation Workshop (PMBOK 3<sup>rd</sup> Edition),” for AADC, Al Ain, UAE, 2007.
- “Site Management & Project Administration,” for ALDAR, Abu Dhabi, UAE, 2007.
- “Managing Multiple Projects,” Dubai, UAE, 2007.
- “IPMA Competence Baseline Level D Test Preparation Workshop,” for NPCC, Abu Dhabi, UAE, 2007.
- “Project Management Principles,” for Dubai World, Dubai, UAE, 2007.
- “Contract Administration & Claims,” for GASCO, Abu Dhabi, UAE, 2007.
- “Advanced Contract Administration,” Ministry of Defence, Muscat, Oman, 2007.
- “Construction Site Management & Project Administration,” Istanbul, Turkey, 2006.
- “Project Management Fundamentals,” for JAFZA, Dubai, UAE, 2006.
- “Project Budgeting & Cost Control for EPC Projects,” NPCC, Abu Dhabi, UAE, 2006.
- “Project Risk Management,” Aryana Project Management Institute, Tehran, Iran, 2006.
- “Project Management for EPC Contracts,” Istanbul, Turkey, 2006.





- “Overview of Project Management,” UAE Offsets Group, Abu Dhabi, UAE, 2005.
- “Contract Administration,” Qatar Chamber of Commerce, Qatar, 2005.
- “IPMA Competence Baseline Level D Test Preparation Workshop,” NPCC, Abu Dhabi, UAE, 2005.
- “Site Management & Construction Project Administration,” SABIC, Saudi Arabia, 2005.
- “Advanced Techniques in Site Management & Supervision,” for DEWA, Dubai, UAE, 2005.
- “Effective Project Management,” Oman Society of Engineers, Oman, 2005.
- “Cost Engineering,” for ETA ASCON, Dubai, UAE, 2005.
- “Effective Project Management,” ADNOC, Abu Dhabi, UAE, 2004.
- “Project Economics under Certainty Using @RISK Software,” for Saudi Aramco, Dhahran, Saudi Arabia, 2004.
- “Effective Budgeting, Cost Control/Cost Reduction,” Abu Dhabi Polymers Co. (Borouge), Abu Dhabi, UAE, 2004.
- “Construction Claims & Management Workshop,” Ministry of Municipal Affairs, Qatar, 2004.
- “Contract Administration,” Qatar Petroleum, Qatar and GASCO Abu Dhabi, UAE, 2004.
- “Advanced Project/Construction Management,” World Trade Club, Dubai, UAE, 2004.
- “Managing Claims – Concept & Practical Implementations,” PETROFAC, Sharjah, UAE, 2003.
- “Construction Specifications: Effective Writing and Review Techniques,” BAPCO, Bahrain, 2003.
- “Project Planning & Management Skills,” ADMA OPCO, Abu Dhabi, UAE, 2003.
- “Contract Planning Administration and Claims Management,” Cyber Space Trading, Tehran, Iran, 2003.
- “Effective Tendering Procedures Contract and Claims Management,” Ministry of Municipal Affairs & Agriculture, Doha, Qatar, 2003.
- “Project Risk Management,” Dubai, UAE, 2003.
- “Project Management Body of Knowledge (PMBOK),” for EPC Contractors and Design Consultants in Collaboration and in Association with Cyber Space Trading LLC, Tehran, Iran, 2003.
- “Advanced Project Management,” Tehran, Iran, 2002.
- “Successful Site Supervision & Administration,” Dubai, UAE, 2002.
- “Managing the Pre-Award Phase, Qatar Petroleum, Doha, Qatar, 2002.
- “Construction Claims Management Claims Management Workshop,” Shell Iran Offshore Limited, Dubai, UAE, 2002.
- “Construction Claims Management Workshop: Mitigation, Analysis & Resolving Claims & Arbitration Procedures,” Dubai Municipality, Dubai, UAE, 2002.
- “Value Engineering Workshop – Module I,” Qatar Liquefied Gas Company Limited, Doha, Qatar, 2002.
- “Contract Administration,” Qatar Petroleum, Doha, Qatar, 2002.
- “Project Management Principles,” Managing the Pre-Award Phase, Saudi Yanbu Petrochemical Co. (YANPET), Saudi Arabia, 2001.

- “Effective Project Management Workshop,” EPPCO, Dubai, UAE, 2001.
- “Contract Administration,” Qatar Petroleum, Doha, Qatar, 2001.
- “Project Management Principles,” QASCO, Qatar Steel Co. Ltd., Qatar, 2000.
- “Contract Management,” ADMA OPCO, Abu Dhabi, UAE, 2000.
- “Construction Contracts Workshop,” Public Works Department, Abu Dhabi, UAE, 2000.
- “Project Management Basics,” Qatar General Petroleum Corporation (Q.G.P.C.), Qatar, 2000.
- “Budgeting, Conceptual Cost Estimating and Cost Control,” Saudi Texaco, Mina AlZour, Kuwait, 1999.
- “PMBOK – Project Management Body of Knowledge Workshop,” Dubai, UAE, 1999.
- “Value Driven and Performance Based Contracting Procedures,” Abu Dhabi, UAE, 1999.
- “Construction Project Administration Procedures,” Ahmadi, Kuwait, 1999.
- “Contract Administration Procedures,” Qatar Steel Company, Mesaieed, Qatar, 1998.
- “Facility Budgeting and Management,” Saudi Arabian Oil Co., Saudi Aramco, Dhahran, Saudi Arabia, 1998.
- “Project Scheduling and Implementation Workshop,” EPPCO, Dubai, UAE, 1997.
- “Contract Planning and Resolving Contract Claims,” Kuwait Petroleum Corporation, State of Kuwait, 1997.
- “Value Engineering Workshop,” for ABV Rock Group KB, Riyadh Quality Institute, Riyadh, Saudi Arabia, Dubai, UAE, and Aramco, Dhahran, Kingdom of Saudi Arabia, 1997–1999.
- “Contract Planning, Administration and Management,” Ministries of Kuwait, 1996.
- “Planning, Organizing and Controlling,” for ABV Rock Group KB, MQI, Al Madina Al Munawwarah, Saudi Arabia and Riyadh Quality Institute, Riyadh, Saudi Arabia, 1996.
- “Construction Contract & Claims,” Dubai Municipality, Dubai, UAE, 1996.
- “Contract Planning & Resolving Contract Claims,” Kuwait Petroleum Corporation, State of Kuwait, 1995.
- “Modern Methods of Managing Multiples Small Projects,” Yanpet, Yanbu, Saudi Arabia, 1995.
- “Contracts Negotiation and Administration,” Dubai World Trade Center, Dubai, UAE, 1995.
- “Project Planning, Scheduling and Control,” Ministry of Public Works, Kuwait, 1995.
- “Advanced Contracts Administration and Management,” DUBAL, Jebel Ali, UAE, 1994.
- “Professional Project Management Practices in Kuwait: Issues, Difficulties, and Recommendations,” International Journal of Project Management #18 (2000), pp. 281–296, 1994.
- “A Decision Support Model for Risk Response Management,” International Project Management Journal, November 1992.
- “Project Risk Assessment Using the Analytic Hierarchy Process,” IEEE Transaction on Engineering Management, February 1991.
- “Systematic Risk Management Approach for Construction Projects,” Journal of Construction Engineering and Management, ASCE, September 1990.
- “Risk Management in Construction Projects – A Systematic Analytical Approach for Contractors,” Ph.D. Dissertation, December 1988.