







- Expert Contracts & Claims Management
- Foensic Planning, System Dynamics
- Commercial Management
- Dispute Resolution
- Project Management
- Building Automation Solution Partner

Your Specialized Partner for Engineering & Construction Support Services

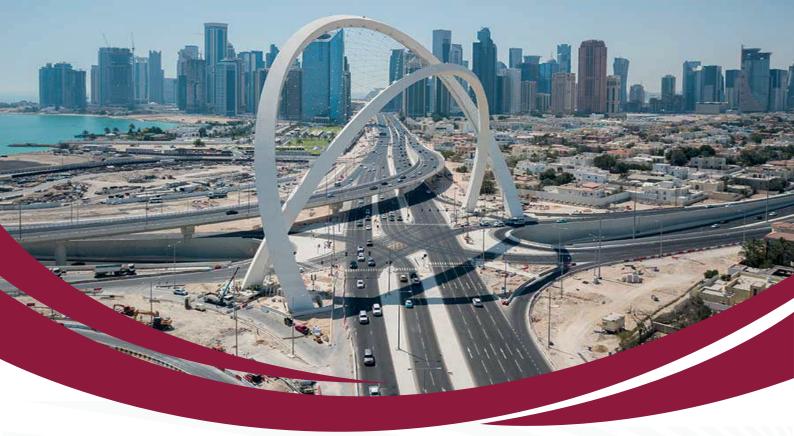


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ABOUT US

NRB Consult LLC is a company incorporated with the requirements of Qatari law. We are incredibly proud to state that within a short timeframe, we have significantly grown as one of the reputed provider of cost-effective and comprehensive solution to construction contract management problems in the State of Qatar. Our international expertise and highly-skilled team of dedicated staff having accumulated unparalleled experience of providing contracts & claims management, dispute resolution and project management services over the past 30 years are REGIONAL SPECIALISTS within the unique and challenging environment of Qatar's construction sector and are readily available to deliver high-quality services efficiently and effectively beyond client's expectations, regardless of magnitude or complexity.

NRB Consult also takes pride in employing seasoned professionals who are well versed in protecting the interests and entitlements of its client in a challenging market thus ensuring a reliable and impeccable service within the budget and specified time without compromising on the quality.

We bring in an assortment of professional services, such as;

Contracts & Claims Management Forensic Planning, System Dynamics Commercial Management Dispute Resolution Project Management Building Automation Solution Partner

Our services are structured to establish an open and collaborative environment between all key parties. These services can be provided individually or collectively at our client's direction, and will be tailored to fit the specific needs of our client's projects.



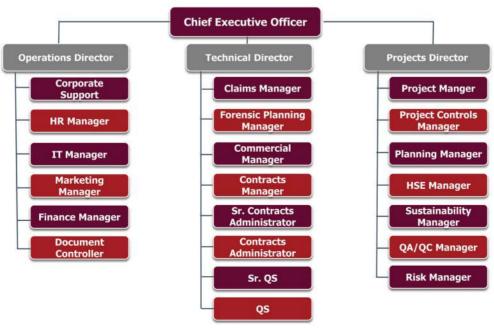
To be the top performing and most reliable construction support consultancy partner in the State of Qatar

Mission

To continuously deliver and sustain the best, most comprehensive, consistent effective and highly professional construction support consultancy through its dedicated resources

- 4 Minimize client's budget
- 4 Meet client satisfaction
- 4 Protect client's interests and entitlements
- Provide definite and measurable advantages
- **4** Facilitate identification of solutions minimizing the disruptive impacts on client's business
- **4** Deliver extensive regional experience together with analytical approach and comprehensive claims analysis skillset.
- 4 Deliver clear focus to achieve value.

Organization Chart





Contracts & Claims Management

NRB Consult's purpose of contract & claims management is to ensure that our clients fully meet their respective obligations as efficiently and effectively as possible, delivering the business and operational outputs required from the contract and providing value for money. Also to protect the rights of our clients ensuring required performance when circumstances change.

NRB Consult's multifaceted contract & claims management framework is on the activities to be undertaken during the operational phase of the contract to meet their contractual commitments to time, cost, quality and other agreed matters.

NRB Consult's effective approach to contract & claims management encompasses the following:



Contract Administration

We assist clients in creating contracts and commercial project procedures and training staff in their use, in order to ensure that such matters efficiently and that our client's contractual interests are protected through the life of the project including development of bespoke contract procedures and manuals to assist in the effective management of a project from inception to completion; Providing user friendly interpretation of contracts, both standard forms and one-off contracts, using flow diagrams and familiar processes to illustrate the mechanisms involved such as notice provisions, requirements, information transfer and restrictions; record structuring; Providing key standard response documents which include all clauses, references and terms to make them effective; Providing ongoing audits to ensure that administrative issues are being addressed; Drafting detailed contractual letters that is based on factual information to protect client's rights.

Construction Claims and Dispute Management

We provide our clients with best value solutions in terms of preparing, appraising or defending claims for extensions of time, prolongation costs, disruption costs, acceleration costs or recovery of disputed variations. In order for a claim to succeed it must have contractual validity, together with the support of factual and accurate records, and clearly establish a cause and effect link.

Strategy Reports, Peer reviews and Contractual advice

We offer contractual advice to clients in order to protect their commercial interests as an early intervention strategy to avoid and control disputes in construction sector before they escalate to arbitration or litigation.

Without clear professional advice, arbitration and litigation in the construction industry can be an expensive, time consuming and frustrating process. Therefore we will always try to help our clients resolve the dispute before it reaches this stage. an initial appraisal on the strengths and weaknesses of the case and the likely weight of supporting evidence together with analysis of the risks and the various courses of action open to the client (financial and non-financial), a strategic plan, explaining how to manage the case and the probability of achieving a settlement favorable to the client.

Risk Register Management

We provide our clients with establishing an internal process from identification, mitigation, impact and outcome of the event which will be managed by the Event Record Sheet, Event Record dataset, Delay analysis table & contemporary records. This shall be reflected in the Risk Register as updates and managed by implementing control measures for inherent and residual risks.



From the commencement stage of any project, it is increasingly evident that construction and engineering operations are becoming more complex throughout all planning and execution stages. These complexities often cannot be considered at the commencement of a project, so it is therefore vital to review time-related risk throughout the progress of the works.

At NRB Consult, our teams of specialist provide thorough consultants and proactive advice throughout the life cycle of a project, as well as prospective and retrospective delay analysis to support contractual entitlement. Our consultants are familiar with all methods of delay analysis utilised the construction industry and are in consequently well placed to undertake a comprehensive assessment of delay, disruption, determination of culpability, critical delay and entitlement to prolongation costs. We provide our clients with various Delay Analysis techniques as many claims revolve around extensions to contract periods or delays in completion. By using the latest industry techniques and methods, it is easier to demonstrate how various events have impacted upon the projected programme works, thereby allocating responsibility for the same. Further, we ensure that our advice is presented in a manner that is clear, accurate and easy to understand.

Commercial Management

criteria of any project The success establishment depends the on appropriate adoption of the most procurement route and contract form, pre - qualification criteria, and bid evaluation criteria. The procurement process that is to be managed is therefore intended to enable clients to strike the right balance between the often conflicting criteria of time, quality, price and function.

Collaborating with NRB Consult allows our clients to manage their projects efficiently whilst we ensure they obtain the best value from their investment.

Dispute Resolution

On even the most well managed projects disputes arise between the parties to the contract. NRB Consult offers support in dispute management and resolution, as well as assisting clients in the assessment of risk and avoidance of disputes.

experienced team analyze Our individual dispute situations and provide the objective and technical assessment needed to reach resolution. We have the expertise and services to provide support to our clients in every of the dispute resolution phase process.



Effective Project Management is critical in ensuring that a project is completed to on time, within budget and to the required quality standards. Our project management skills have enabled us to create a proven track record of delivering projects beyond the client's expectations, regardless of magnitude or complexity.

Our first step is a thorough review of the client's requirements, in order to set the project's parameters and ensure it will fulfill their business objectives. NRB experts pro-actively manage the project through all stages of strategy, design, procurement, construction and commissioning to a final handover of the project.





Personal Details

Full name : Nadeem Rehaman Baji

Nationality : Indian

Mobile : +974 50066976

Email : nadeem@nrbconsult.com



Qualifications : B.E Civil Engineering, GradCert Construction Law, MICCP, CIQS.

Core Discipline: Claims, Contracts & Commercial Management, Engineering Procurement,

Planning & Project Controls, Project Management, Asset Management,

Quantity Surveying

Industry Sector: Building, Civil Engineering, Transport Infrastructure, Marine Engineering,

Personal Profile

Nadeem is a degree qualified Contracts Commercial & Claims Consultant with **20 years** post-graduate experience in the construction industry, widely experienced in Engineering & Construction projects from 'concept-to-commissioning' securing value across the asset lifecycle in different sectors viz-a-viz marine, water supply & sanitation, healthcare, education, accommodation, hospitality, sports and transport infrastructure.

In addition to the Civil Engineering degree, Nadeem has gained detailed knowledge and understanding through graduate courses in Construction Law, Construction Planning, Qs Practice, Tendering and Finance.

Nadeem is also a member of Institute of Construction Claims Practitioners (ICCP), Canadian Institute of Quantity Surveyors (CIQS). Nadeem's expertise covers contract risk review, contract administration, record structuring, risk register management, claim strategy advice/review, claim notice drafting, preparation of interim claim and detailed particulars, claim rebuttal, commercial and planning team support, disputed variations, schedule delay, acceleration, time extensions, liquidated damages, penalties, loss of productivity, quantum determination, expert reports, litigation support, claim resolution strategies, amicable settlement facilitation.

Nadeem has worked at all levels of the construction hierarchy from Employer, Engineering Consultants, to Main Contractors and Subcontractors in the middle east region leading to the role of successful business advisory focused on performance improvement and risk management across the project and asset lifecycle, primarily dispute avoidance in parallel with day-to-day **Contractual, Claims & Commercial management of Construction, Projects & Assets.**



Professional History

March 2019 - Present

Director - NRBCONSULT LLC, Qatar

- Upgrade of Lusail International Circuit, for Ashghal, Qatar.
- Roads & Infrastructure Works northern areas phase 5 for Ashghal, Qatar.
- Infrastructure streetscape linear park lusail, Qetaifan Projects, Qatar
- Roofing Glazing D& E works for Concourse, Hamad International Airport Expansion, Qatar
- Qatar Petroleum District Project, for Qatar Energy, Qatar.
- Development of Doha Air base Falcon 7 NH90 Facility, Qatar
- Murwaab Service Apartments, for Real Estate Fund Qatar.
- Flood prevention Scheme for outer Areas Phase 3, for Ashghal, Qatar.
- Kharaitiyat & Izghawa Phase1 Infrastructure and Road Works Package 3, for Ashghal, Qatar.
- Aldhakhira sewage treatment plant, for Ashghal, Qatar.
- Interim Road improvement Doha South Phase 1, for Ashghal, Qatar.
- National Bank of Kuwait (HQ), Egypt.
- Aljazi Chess Field, Egypt.
- Abudhabi Club for special needs, for Musanada, UAE.
- East Hidd Housing Development Project, Ministry of Housing & Urban Planning, Bahrain
- Pedestrian Bridge Muharrag, Bahrain Authorities for Culture & Antiquities.
- Package 1 interchange of SKBS/SIBS highways, phase 1 left turn flyover, Ministry of Works, Bahrain.

Overall responsibility for NRB Consult's, Contracts Commercial & Claims Business in MENA.

December 2017 – February 2019 Senior Contracts Administrator – Muhibbah Engineering Middle East, Qatar

- Construction of roads and infrastructure at QEZ3, economic zones company (manateq); Qatar.
- Design, construction and erection of shiplift, travel lift and slipway with ancillaries and associated works at QEZ3 economic zones company (manateq); Qatar.

Responsibilities

- Develop and implement flow diagrams to illustrate the mechanisms involved in contract conditions to provide roadmap enabling decisions and directions to all contractual and commercial strategies.
- Work closely with the project director ensuring legal compliance and commercial innovation is offered to optimize procurement outcomes of the supply chain.
- Proactively identify, manage and advise on commercial, contractual, operational, financial and supply chain risks associated with the contract, to enable the organization to attain maximum value from the contract while meeting compliance requirements.
- Prepare subcontracts, service agreements, professional service agreements.
- o Contractual correspondences including the responses to notices and claims.
- Establish a suitable variation and claims management, preparation and defense in line with the contract conditions and civil code.
- o Review and advise on construction insurance.
- o Review and advise on contractual issues to the project teams.
- Coordination with planning department on rate of progress, develop project optimum time and cost.
- Coordination with QS department on cost control & monitoring.
- o Preparation of extension of time, disruption, prolongation, acceleration and variation cost claims.



July 2014 – November 2017 Senior Contracts Administrator – Abdulla Nass Group, Qatar

- New pumping station and interceptor sewer for ashghal; Qatar.
- Design, build operate and maintain of all dakhira sewage treatment works, transfer pumping station and associated pipelines subcontractor to hyndai rotem for ashghal; Qatar.
- Refurbishment of various pumping station, construction of labour city pumping station and TSE main for ashghal; Qatar.
- Construction of main forwarding pumping station for ashghal; Qatar.
- Supply, installation and maintenance of flow monitoring system for surface /ground water/foul sewer networks for ashghal; Qatar.
- Design, build operate and maintain musaimeer pumping station and outfall for ashghal; Qatar.
- Design, build operate and maintain contract for integrated industrial wastewater treatment works phase 1 for ashghal; Qatar.

Responsibilities

- Contract administration and management from inception to closeout.
- Prepare subcontracts, service agreements, professional service agreements for tender design and post award, litigation brief, prequalification and bid documents and provide technical input on terms and conditions forming Joint venture agreement.
- o Establish and control the procedures for all contractual documents and correspondence.
- o Contractual correspondence including the responses to notices and claims.
- Establish a suitable variation and claims management, preparation and defense in line with the contract conditions and civil code.
- o Review and advise on procurement strategies in line with company's objectives
- o Review and advise on construction insurance.
- Review and advise on contractual issues to the project teams.
- Coordination with planning department on rate of progress, develop project optimum time and cost.
- o Coordination with qs department on cost control & monitoring.
- o Preparation of extension of time, disruption, prolongation, acceleration and variation Cost claims.

March 2011 to May 2014 Senior Quantity Surveyor – Khalid Quantity Surveyors, Bahrain

- Multi-storey residential building at reef island, main contractor saleh abdullah kameshki, Bahrain.
- Multi-storey residential building at jufair for modern zaid properties, Bahrain.
- Proposed royal police cadet college at jau, ministry of interior, Bahrain.
- Proposed development at special security force camp at budaiya, ministry of interior, Bahrain.
- National stadium at riffa, general organization for youth and sports facilities and projects directorate, Bahrain.
- Redevelopment of hyundai housing project at central muharrag, ministry of housing, Bahrain.
- Reshaping of existing sitra causeway, ministry of works, Bahrain.
- A'ali block road project, ministry of works, Bahrain.

Responsibilities

- Conduct client briefings.
- Cost estimating and elemental cost planning.



- Provide management over full contract lifecycle from bid to conclusion, including claims and dispute resolution.
- o Provide strategic advice at all stages of design & construction life cycle.
- Preparation of prolongation claim and demonstration of entitlement to extension of time and loss and expense.
- o Advice on silent contract clauses and legal reasoning in the common law and local civil codes.
- Assessment of claim document for delay and quantum in accordance with society of construction law protocol and RICS guidelines.

May 2006 to February 2011

Quantity Surveyor - Ministry of Interior, Bahrain

- Public security officers club, ministry of interior, Bahrain.
- Police fort development project ministry of interior, Bahrain.

February 2004 to March 2006

Quantity Surveyor - Bahrain Defense Force

- Sheikh ISA military college, Bahrain defense force.
- · Sheikh ISA Air base, Bahrain defense force

Responsibilities – Ministry of Interior & Bahrain Defense Force, Bahrain.

- Cost estimation
- Preparation of tender documents- bill of quantities, scope of works, particular specification, contract documents for inviting tenders.
- Contractor selection for tender invitation and responding to contractor queries.
- Evaluation of tenders preparing analysis report and recommendation to award contract.
- o Preparation of contract agreement and final tender documents.
- Valuation of works and certifying payments to contractors.
- Assessment and valuation of variations, monitoring and controlling project cost.
- Evaluation of claims for both time and cost.
- Preparation of final accounts settlement.
- Administer insurance policies, bonds and contracts of contractors and suppliers.
- Prepare and administer the term contract agreements and work orders for maintenance projects – civil, electromechanical and landscaping.
- Prepare and administer the contract agreement for consultancy services and miscellaneous procurement services.

October 2000 to January 2004

Quantity Surveyor & Planning Engineer – MFAR Construction, India.

Residential and commercial Buildings

Responsibilities

- o Preparation, monitoring and updating of master budget project & schedule using p3e.
- ensured compliance with contract documents
- o Preparation of client invoice, justification for variations and claims
- Valuation of works and certifying payments to subcontractors, suppliers and labor payment.
- Preparation of monthly internal revenue, forecasts project billing and cash flow expectations.
 Periodical reconciliation against quantum of work done and preparation of MIS report.



Personal Details

Full name : **Neil Harrington**

Nationality : Irish



Professional Details

Position : **Director**

Qualifications : BE Civil Engineering

Diploma in Management Diploma in Arbitration

Diploma in International Arbitration

Personal Profile

Neil is a degree qualified Contracts Manager with over 40 years' post-graduate experience in the construction industry.

He is widely experienced in contractual management of construction projects and has specialised in the contractual aspects of construction claims for over 25 years.

His construction sector experience covers highways, rail, airports, water, tunnelling, commercial and residential development, multi-story structures, MEP and fit-out.

Neil has worked at all levels of the construction hierarchy from Employer, Engineering Consultants, to Main Contractors, and Subcontractors.

A member and Fellow of the Chartered Institute of Arbitrators, an Accredited Mediator by the Centre for Effective Dispute Resolution (CEDR), and a Chartered Member of Engineers Ireland.



Professional History

May 2019 - Present Contracts Director - NRBCONSULT LLC, Qatar

Contracts Director responsible for all aspects of Contractual matters for Projects undertaken in the Middle-East and North Africa.

May 2014 – December 2019 Contracts Manager – Muhibbah Engineering Middle East (MEME), Doha, Qatar

- Contractor administration, contractual letters, claims, variations, delay, disruption and prolongation cost claims and defence management of subcontract claims and defence management of subcontract claims in high-tech facility within New Doha International Airport, and Infrastructure and Marine Works Projects
- Delay, disruption and prolongation cost claims

November 2010 – May 2014 Senior Commercial/Contractual Consultant – Quantum Global Solutions, Doha, Qatar

- Lead consultant on a number of high value disputes in Qatar, Doha for main Contractor and subcontractor clients.
- Delay, disruption and prolongation cost claims for MEP subcontractor in Main Terminal Building at New Doha International Airport.
- Contractor administration, claims variations, delay, disruption and prolongation cost claims and defence management of subcontract claims and defence management of subcontract claims in high-tech facilty within New Doha International Airport.

March 2010 – October 2010 Associate – Alway Associates, London

- Lead Consultant on a number of overseas assignments for preparation of substantial claims on major high rise building projects in Dubai, carrying out complex delay analysis and quantum calculations and producing comprehensive claim documentation in preparation for arbitration.
- Delay, disruption and prolongation costs claim for fit-out subcontractor on 70 story tower on Sheik Zayed Road, Dubai.
- Delay, disruption and prolongation costs claims for apartment fit-out subcontractor on Burj Khalifa, Dubai



2006 – February 2010

Arbitrator & Conciliator – Construction Claims Consultant

- Working with clients on dispute resolution throughout Ireland & UK most of which were resolved during or after mediation or conciliation. Neil also received several appointments as independent Conciliator and Arbitrator
- Delay, disruption and prolongation claims for concrete, cladding, and MEP subcontractors and main contractors on various industrial and commercial and residential developments.
- Delay, disruption and prolongation claim for concrete subcontractor on Cork Airport Terminal
- Delay, disruption and prolongation claims for concrete, cladding and external works subcontractors on Terminal 2 at Dublin Airport.
- Delay, disruption, acceleration and prolongation claim for main contractor on Shannon Airport Runway Rehabilitation.
- Delay, disruption, acceleration and prolongation claims for main contractors on mainline rail upgrade projects in Ireland.

2003 - 2006

Construction Manager – Eurolink Motorway, M4-M6 PPP Motorway Project, Ireland

 Managed the construction supervisory team for the concession holder on all technical and quality aspects and prepared regular reporting for the client and funding institutions.

2001 - 2003

Chief Resident Engineer – N11 Glen of the Downs Carriageway, Dublin, Ireland:

Acting as Engineer's Representative, managing the construction supervisory team, dealt
with substantial contractor claims on a difficult project on a constrained site providing
reports and for dispute resolution at conciliation.

2000 - 2001

Contracts Manager – Clonmel Enterprises Limited, Dublin, Ireland:

- Various urban infrastructure projects in Dublin (roads, rail & light rail) up to €10m
- Prepared and managed substantial claims arising from delays on a number of projects, which were ultimately settled through negotiation.

1998 - 2000

Regional Director – James R Knowles, Dublin, Ireland

Reporting to International Managing Director set up a branch in Dublin in November 1998.
 Involved marketing and training seminars as well as claims preparation.



1997 - 1998

Project Engineer - Donegal County Council, North West Ireland

 Acted as Engineer's Representative carrying out all the delegated duties of the Engineer on a contentious road project.

1994 - 1996

Senior Resident Engineer - MC O'Sullivan Consulting Engineer, Ireland

Acted as Engineer's Representative on difficult urban project.

1991 - 1994

Assistant Project Manager - MC O'Sullivan Consulting Engineer, Ireland

 Supervised earthworks and roadworks reporting to Engineer's Representative providing reports on contractor's claim submissions

1990 - 1991

Senior Project Manager - PC Harrington Contractors Limited, Ireland

Management of sub-contract works and development of claims.

1988 -1990

Freelance Engineer - London

Management of sub-contract works and development of claims.

1986 -1987

Section Engineer - Amey Construction, UK

Setting out and supervision of civil works on €8 million airfield contract

1985 - 1986

Resident Engineer – Delap & Water Consulting Engineers, Ireland

Supervision of site development works for industrial development in Dublin.

1982 -1984

Resident Engineer – MC O'Sullivan Consulting Engineer, Ireland

• Supervision of various water, wastewater, roads and bridges projects in Ireland

LICENCE ترخیــص

The Qatar Financial Centre Authority hereby certifies that, pursuant to its powers under Article 11(1) of the Qatar Financial Centre Law (Law No (7) of 2005 of the State of Qatar, it has granted

NRB consult LLC

QFC No. 00663

a Licence pursuant to Qatar Financial Centre Authority Regulations to carry on the following activites:

Providing Professional Services

in or from the Qatar Financial Centre subject to the conditions, restrictions and requirements set out in its Scope of Licence.

ISSUED AT THE QATAR FINANCIAL CENTRE, DOHA THIS 2^{ND} DAY OF APRIL 2019

بهذا تشهد هيئة مركز قطر للمال ـ استناداً الى الصلاحيات القانونية الممنوحة لها بموجب احكام الفقرة (۱) من المادة (۱۱) من قانون مركز قطر للمال (رقم ۷ لسنة ۲۰۰۵) لدولة قطر ـ أنها منحت

> أن آر بي كونسلت ذمم ترخيص رقم: ٠٠٦٦٣

ترخيصاً وفقاً للوائح هيئة لمركز قطر للمال لمزاولة الأنشطة المذكورة أدناه:

تقديم الخدمات المهنية

في أو من خلال مركز قطر للمال، وفقاً للشروط والقيود والمتطلبات المنصوص عليهافي نطاق ترخيصها.

> صدرت هذه الشهادة في مركز قطر المال، الدوحة، بتاريخ ٢ أبريل ٢٠١٩



Chief Commercial Officer الرئيس التنفيذي للشؤون التجارية



SCOPE OF LICENCE نطاق الترخيص

As provided in the Licence Certificate, pursuant to its powers under Article 11(1) of the Qatar Financial Centre Law the Qatar Financial Centre Authority has granted NRB consult LLC a Licence to carry on the following Permitted Activities, subject to the conditions and restrictions stated below:

 The business of providing Professional Services in respect of:

- (a) Advisory/Consulting in relation to construction support consultancy services such as contract administration and construction claims and dispute management; and
- (b) Project Management.

وفقاً لشهادة الترخيص، واستناداً الى الصلاحيات القانونية الممنوحة لمركز قطر للمال بموجب احكام الفقرة (١) من المادة (١١) من قانون مركز قطر للمال قد منحت إن آر بي كونسلت ذم.م ترخيصاً لمزاولة الأنشطة المسموح بها، والمذكورة أدناه، وفقاً للأحكام والقيود المذكورة أدناه:

- أعمال تقديم الخدمات المهنية فيما يتعلق بما يلي:
- (أ) الاستشارات المتعلقة بالخدمات الاستشارية لدعم قطاع التشييد والبناء مثل إدارة العقود ومطالبات التشييد وإدارة المنازعات؛
 - (ب) إدارة المشاريع.

CONDITIONS AND RESTRICTIONS

None.

ISSUE DATE

2nd April 2019

QFC NUMBER

00663

الشروط والقيود

لا توجد

تاريخ الاصدار

۲ أبريل ۲۰۱۹

رقم الترجيص

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Chief Commercial Officer الرئيس التنفيذي للشؤون التجارية



