

### **Personal**

Name : Waleed A. Hammad  
Profession : Commercial, Claims and Contracts Management Expert  
Marital Status : Married  
Languages : Fluent in both English and Arabic  
Current Employer : Pivot Engineering and General Contracting  
Current Position : Senior Commercial and Contracts Manager

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### **Contact Details**

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### **Education**

- LL.M. (Master Degree) in Construction Law and Arbitration, UK.
  - B.Sc. in Engineering, Cairo University.
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### **Professional Membership and Training**

- Member of the Chartered Institute of Arbitrators (MCI Arb);
  - Chairman of the Regional Council of the Geneva Based Dispute Board Federation (FDBF) - Middle East and North Africa (between 2009 and 2013);
  - Member of the Project Management Institute (MPMI);
  - Member of the Chartered Institute of Purchasing and Supply (MCIPS);
  - Certified Leader Diploma by the Institute of Leadership and Management (ILM, UK)
  - Leading with Emotional Intelligence and Leadership Skills by the Institute of Leadership and Management (ILM, UK);
  - FIDIC Totally Immersion (seven days' intensive course);
  - Use of the FIDIC forms of contracts (Red, Yellow, Silver, Green, Blue, Gold & White Books);
  - FIDIC dispute resolution - FIDIC Forms of Contracts: Red Book, Yellow Book and Silver Book.
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### **Profile**

Waleed holds an LL.M. (Master) degree in Construction Law and Arbitration from UK in addition to a B.Sc. in Engineering. He is a Member of the Chartered Institute of Arbitrators ('MCI Arb'), a Fellow of the Geneva-based Dispute Board Federation ('FDBF') who led their MENA advisory council between 2009 and 2013, a certified engineer and a project management professional.

He has a long career life in establishing and leading commercial functions of several iconic mega construction projects. He is highly skilled in drawing long and short term goals for organisations, in general, and commercial departments in particular. His long commercial experience (and diversified exposure) have made him outstanding in achieving the unreachable especially in managing and settlement of commercial functions of mega projects.

He enjoys sophisticated analytical skills and is therefore considered, by those who know him, a shrewd negotiator. He is highly experienced in handing-over, closing-out and dispute resolution of mega construction projects. For years, he has been supporting several international, regional and local contractors in compiling, structuring, establishing, negotiating, settlement of their claims and eventually closing out of their projects.

He also supported some of the famous regional real estate developers in establishing their commercial functions and defending their contractual and legal positions against major construction claims by several contractors. Waleed worked for international consultancy firms like, for example,

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Parsons Overseas Limited and Techno Engineering. He led the contracts and claims team of Parsons in one of the most challenging and prestigious development projects in Dubai; namely, the infrastructure of the “Dubai Creek Harbour Development”. This development programme included amongst other projects, the highest tower in the world. He chaired the team that administered all the contracts realised by EMAAR where the works had been designed and supervised by Parsons for that development.

In 2015, he was approached by an International contractor (Keppel Seghers) to lead their regional commercial team in the MENA and prepare two (2) compendia of claims for the two projects that Keppel constructed in Doha: (i) the QR 2.5 Billion Design-Build and Operate ‘DBO’ Doha North Sewage Treatment Works (‘DNSTW’); and (ii) the claim related to the Waste-to-energy energy plant which exceeded QR 900,000,000.

DNSTW stands as the biggest sewage treatment plant in the MENA region and Europe. The waste-to-energy plant processes, circulates and converts to energy most of the solid waste in Doha. The resulting energy is then fed into the power grid of Qatar. That assignment followed leading the team that provided claims and commercial services to ETA which was, then, the MEP subcontractor that participated in a JV with Carillion to build Lusail stadium and Mehserieb community downtown Doha in Qatar.

Waleed also led the commercial team of the contractor that constructed a major SR 3.5 Billion mega project to furnish six (6) cities in the eastern region of the KSA with infrastructure. This was in addition to the SR 350 Million National Guards Complex and Training facilities in Dammam and expansion of three universities in the eastern region of the KSA.

Before that, Waleed led all the contractual and commercial activities of the iconic AED 25 Billion Sheikh Khalifa Port and Industrial Zones (‘KIZAD’) portfolio of projects which comprised a green field seaport in Taweela and a massive 425 km<sup>2</sup> of industrial zones development. Remarkably, the off (and onshore) sides of the port are connected by the longest and third longest bridges in the UAE.

Before that, he participated in the AED 8 Billion first phase of the expansion project of the Abu Dhabi International airport. That phase comprised building a new runway for wide-body aircrafts like the airbus A 380, Boeing 747 (and the like). The programme also included upgrading the, then, existing runway. In addition, constructing terminal 3, terminal 2, the 142m high navigational tower (and navigation equipment), cargo village, ground support equipment and automated cargo system.

Waleed’s long experience in establishing and managing new and running commercial functions of mega projects have made him a highly skilled professional in managing claims and resolving issues related to project closeout and dispute resolution. His wide exposure to all such issues has honed his skills in analysing commercial risks, drafting and negotiating construction contracts (whether main or sub-contracts) in addition to memoranda of understanding and JV agreements.

His exposure to a wide variety of sophisticated engineering projects has made him exceptional in pre-award activities like pre-qualification, short-listing, tendering as well as commercial and contractual negotiations. As to post-award activities, he has a track record in administering contracts, preparing, negotiating, settlement of claims and, whenever possible, amicable settlement of disputes and closeout of projects on both up and down streams.

Waleed had successfully managed several EPC contracts like sewage treatment plants, sub-stations, airport navigational systems, ground support equipment like aircraft towing tractors, airport and civil defence fire-fighting equipment, simulations/training facilities, maritime equipment and several machineries like dredgers, drilling rigs, ship-to-shore gantry cranes, fully and semi-automated straddle carriers, stackers, barges, tugs and pilot boats, electronic flight and maritime simulators and so many other sophisticated custom-built equipment that take years to construct.

In addition to the above, he participated in a long list of civil projects like the AED 7.2 Billion dredging and reclamation contract within the Sheikh Khalifa Port, military camps and training facilities, roads, bridges, mixed-use buildings, hospitals, airport runways, airport tower, airport terminals (T2 and T3) and refurbishment of T1, sewage treatment plants, high-rise buildings, residential, hotels, etc.

Waleed possesses a set of intelligent leadership and man-management skills. He enjoys an excellent ability to contain cultural and ethnic differences. Working for twenty-eight (28) years in the United Arab Emirates (and other Gulf States) has made him expert in all laws, bylaws, rules and organising the construction industry and acquisition of mega projects and/or equipment for organisations of public, semi-public and private sectors.

His attainment of an LL.M. in construction law and arbitration, in addition to his B.Sc. in engineering, have made him exceptional in augmenting his scientific background with the art of legal argumentation and debates. Such skills are, indeed, essential to structure and strengthen contractors' claims and conclude successful deals in the end. He has earned the respect of the parties involved in this complex and demanding industry at all levels. He has a proven track-record of sustaining responsibilities with a wonderful ability to switch from macro-to-micro levels and vice versa. He enjoys an openly communicative disposition at every management level.

In addition to his long experience in managing projects based on FIDIC forms of contracts, he can use RIBA, NEC3 and AIA (and certainly other bespoke) forms of contract. He is a strong believer in continued education; therefore, he regularly attends training courses and conferences on management of contracts and dispute resolution. He enjoys sophisticated analytical skills and is, therefore, considered as a shrewd negotiator. He is, therefore, highly experienced in handing-over, close out and dispute resolution of mega construction projects.

Recently, he has joined Pivot Engineering and General Contracting which is one of the leading contracting companies in Abu Dhabi. He leads all the commercial and contractual activities of Pivot which has a huge portfolio of projects that includes construction of several housing communities for EMAAR, ALDAR, DAMAC, ADNOC and other developers worth more than three (3) AED Billions.

### **Key Skills, Qualifications and Personal Competencies**

Waleed participates as a keynote speaker in conferences like those organised by the Dispute Board Federation ('DBF') which he Leads its regional advisory panel. Added to his LL.M. and engineering B.Sc. qualifications, he has developed the below list of skills:

- a core of soft skills like positivity, compassion with (and containment of) others;
- excellent communication, listening, teamwork and collaboration skills;
- strong organisation, planning, analytical and problem-solving skills;
- expert in compiling claims documents, structuring arguments based on contractual and/or legal grounds, cause and effect analysis, reasoning, quantum and apportioning of cost especially in situations of concurrent delays;
- highly experienced in CPM, delay analysis and evaluation of prolongation cost;
- excellent writing skills;
- attention to details;
- general understanding of constructability and logic links;
- excellent in the analysis, mitigation and management of risks;
- expert in the close out of projects and negotiating amicable settlements;
- excellent in root-cause analysis, technical QA/QC reports and/or procedures, specifications and method statements;
- experienced in FIDIC contracts (Red, Yellow, Silver, Green and the White Book) as well as facility management Contracts;
- highly experienced in managing commercial functions of mega projects and corporations;
- experienced in establishing, building and leading strategic procurement and sourcing functions, whether for public or private; thereafter, analysing, developing and implementing sourcing strategies based on make, rent or buy thorough consideration;
- excellent in drawing, developing and implementing procurement strategies and establishing long-term strategic partnerships;
- experienced in agreeing back-to-back payment terms and transfer (and/or sharing of risk) based on main contract;
- excellent in analysing and mitigating project risks especially those related to supply chain mainly for fast-track projects;
- skilled in aligning the goals and objectives of the sourcing function with the corporate ones;
- highly able to accommodate cultural differences;
- excellent in preparing robust, yet dynamic, procurement and contracting strategies that

- respond to the dynamic nature of construction projects;
- certified leader in managing projects in general and commercial functions;
- experienced in setting up the commercial/contracts function from scratch for projects and entities whether of public and/or private natures;
- excellent in defining boundaries of work environment through setup and implementation of suitable policies;
- expert in compiling RFPs, raising and/or answering tendering queries, maintaining accurate tender event log and leading pre-bid conferences;
- experienced in scored prequalification and commercial evaluations, according to pre-approved evaluation criteria; then, compiling both technical and commercial evaluations into the final award recommendation report;
- outstanding report-writing skills, especially those of contractual nature including, without limitation, claims' argumentation and causation;
- innovative literacy, outstanding leadership & communication skills and expertise in all office software packages;
- highly experienced in negotiating contractual and commercial terms;

### **Professional Experience Record**

#### **Senior Commercial & Contracts Manager, Pivot Engineering and General Construction, July 2018 to-date**

In July 2018, Waleed was approached by Pivot to lead its commercial team in all its operations in the UAE. Pivot is a major civil and MEP contractor that has been in the construction industry for more than 40 years delivering a diversified portfolio of projects. This includes communities for major developers like EMAAR, Dubai Properties, DAMAC, ALDAR and ADNOC.

Among the projects that Waleed is currently administering comes the AED 318 Million extension of the Al Jimi mall in Al Ain which has been successfully handed over to ALDAR, the AED 112 Million Aseel Community for EMAAR, the AED 270 Million Land-side Support Facilities Construction which has also been handed over to the Abu Dhabi Airports Company, the AED 120 Million Azalea community for EMAAR which is currently undergoing handing over, the AED 280 Million Serena 2 Community for Dubai Properties, three projects in Dubai south worth more than AED 500,000 Million, the AED 160 Million Dubai Hills Community for EMAAR, the AED 72 Million Al Maria and Al Jaddaf towers for Al Auwais enterprises, the AED 158 Million club villas community for EMAAR and several other projects, the AED 202 Million PARKSIDE townhouses and others.

In addition to his day-to-day roles, Waleed is currently leading the team that prepares for an arbitration against one of the clients with whom endeavours to reach an amicable solution have landed nowhere. Arbitration shall be in Dubai and in accordance with the rules of the International Chamber of Commerce. The sum in dispute exceeds AED 100 Million. This sum includes direct as well as prolongation cost claims.

Since he joined Pivot, Waleed has restructured the commercial department and introduced new approaches in building up claims. During this period, he submitted several claims related to EOT and prolongation cost for Pivot's portfolio of projects. Some of these claims have already been settled and compensations have been received. Others are still subject to further debates and substantiation. He also leads all pre and post award commercial meetings and discussions. He also chairs the tendering committee that oversees the award of sub-contracts to successful sub-contractors.

#### **Senior Contracts Manager, Parsons Overseas Limited, June 2017 to July 2018**

In May 2017, Waleed was approached by Parsons Overseas Limited to lead their contracts and claims team in one of their most prestigious projects in Dubai; namely, the "Dubai Creek Harbour Development" by EMAAR. During that period, Waleed led a team of quality surveyors which performs all the contractual and commercial activities. He analysed and responded to all contractors' claims

related to that development programme wherein Parsons played the role of the Engineer in all the infrastructure contracts released (and to be released) for the Dubai Creek Harbour Development programme.

The biggest contracts, among the ones that he administered were the consolidated utilities package and the island infrastructure package. Both exceeded AED 1.2 Billion and will be handed over by October 2018 and August 2019 respectively. In addition, Waleed used to write all contractual and commercial correspondences in addition to responses to all contractors' claims (whether the response was purely contractual or technical).

He used to certify interim payments for all contractors, issue engineer's instructions, evaluate all varied works, assess contractors' entitlement for EOT (and/or cost thereof). Further, he used to draft and prepare taking-over certificates and issue them for Client's approval for completed contracts and certify the release of contractors' retention money when due.

The long experience in claims management was the key factor for choosing him for this position due to the specific nature of this project and the high exposure of the client to claims for several reasons; particularly, delayed possession of site, disruption by others, changes imposed by the authorities having jurisdiction like DEWA and RTA, unforeseen soil conditions, change of sequence, late issuance of permits, giving partial possession to others, loss of profit and loss of opportunity. He has been successful, so far as possible, in protecting client's interests against most of the contractors' claims; however, certified payments to contractors for genuine claims.

#### **Senior Claims and Contracts Manager, Keppel Seghers Contracting Doha, May 2015 to May 2017**

In May 2015, an International Contractor (Keppel Seghers) contracted Mr. Hammad to prepare (and subsequently negotiate) two compendia of claims for their projects in Doha. This was in addition to leading their regional commercial team in Doha. The team comprised of contracts, procurement, planning and costing. The handing-over of the QR 2.5 Billion Doha North Sewage Treatment Works (and commencement of the QR 1.5 Billion operation and maintenance phase) were on top of his priorities; especially, after the five-year delay that the project suffered.

Going in parallel, he also prepared the compendium of claims for the QR 1.9 Billion Domestic Solid Waste Management Centre ('DSWMC') which had been in the operation phase in early 2015. Efforts were therefore made to finalise the claim and try amicable settlement before commencing arbitration. He also participated in preparing, submitting and negotiating a few regional tenders. For the DNSTW, the biggest challenge was the denial by the engineer and employer of the plant's readiness notwithstanding the receipt of its benefits. Therefore, focus was made on nullifying all allegations related to non-readiness. Some long-lasting issues with authorities like, for example, civil defence and water & electricity authorities were also successfully resolved.

In less than six months from the joining date, the first taking-over certificate was received followed by the second one in another six months' time. Waleed also took the lead in compiling another compendium of claims for the DNSTW according to which arbitration will likely commence in the near future. Under this compendium of claims, the main heads are:

- delayed access to Site;
- changes in Employer's Requirements (whether notified in writing or otherwise);
- delays imposed by Authorities (KahraMaa, Civil Defence, Municipality, etc);
- delays imposed by the Engineer (delayed inspection, etc);
- delays imposed by the Employer;
- disruption by other contractors;
- delayed approvals of drawings and material submittals;
- ambiguities and/or errors in the employer's requirements;
- adding additional requirements to the approval procedure;
- delayed approvals of interim payment certificates;
- unforeseen weather conditions;
- unjustly withholding contractor's payments;
- unforeseen cost escalation;
- failure of the Employer to provide sewage needed for the tests on completion;
- failure to issue the TOC when became due;

- earlier use by the employer of the Plant prior to issuing the TOC;
- escalation and difficulties in getting adequate labour resource; and
- site instructions leading to changes in the works.

**June 2013 to May 2015**

**Senior Claims & Contracts Manager, Techno Engineering & Associates Middle East, Doha, Qatar**

Waleed had been assigned the responsibility of ‘Senior Contracts and Claims Manager’ leading a team of two (2) contract managers, five (5) quantity surveyors, four (4) planners added to two (2) lawyers to provide commercial and claims services to one of the major contractors in Doha on two (2) mega projects of Civil and MEP Engineering nature (Mesheireb Doha Land and Lusail Stadium). Doha Land is a newly developed community, downtown Doha, having more than eighteen buildings two of which are hotels, in addition to a hospital, a grand multi story shopping mall, a grand mosque, residential buildings, sports and recreation facilities and many other amenities. In this capacity, Mr. Hammad led the following activities:

- scrutinising the main and sub-contract and preparing a due diligence report highlighting all the contractual risks and suggesting appropriate means of mitigation ‘when possible’;
- preparing all contractor’s correspondence;
- preparing the long lead procurement schedule - in line with the project schedule - and all sub-contract agreements/contracts;
- reviewing, preparing and negotiating all the contractor’s variations;
- identification of potential claims, preparation of all notices to (and substation of) claims;
- maintaining a live variations’ (and claims’ notification) log;
- representing the contractor in meetings with other contractors, sub-contractors, authorities and, when needed, the employer;
- among others, the below list comprised the most common heads of claims:
  - denial of (or delayed) access to site;
  - unforeseeable physical conditions;
  - changing the sequence of works due to disruption caused by other contractors;
  - delayed approval of material and/or main items;
  - delays imposed by authorities;
  - errors in the employer’s requirements;
  - changes in the scope of works;
  - disruption (by others);
  - delayed payment;
  - constructive acceleration of works and mobilisation of additional resources;
  - design errors and omissions;
  - failure to grant timely approvals or materials and main items;
  - changes in specifications of main items and assessing consequences in terms of time and cost;
  - delays imposed by authorities;
  - defective and/or incomplete works; and
  - preparing argumentation and assembling relevant documents to demonstrate the nexus and prove causation and entitlement thereof.
- overseeing, reviewing, finalising, submitting and negotiating the submitted compendium of claims (QR 250 Million and QR 100 Million) for the two projects respectively;
- attending meetings on behalf of the contractor and providing project and contractual management advice;
- moreover, overseeing some other smaller projects in UAE (claim preparation for a rail project in Abu Dhabi) and another claim preparation for a road project in Muscat.

**May 2011 to June 2013**

**Contracts & Claims Director, Engineering Trade., Dubai, UAE**

The main responsibility was to provide commercial, contractual and claims advisory services to company’s clients by performing the following services:

- analysing risks and providing advice on how to transfer, mitigate and/or manage these risks;
- managing contracts from start-to-end including claims’ analysis and dispute resolution;
- streamlining processes to ensure efficiency and effectiveness;

- drafting of policies & procedures;
- preparing practical sourcing and packaging strategies;
- benchmarking sourcing and contracting activities against international best business practices;
- auditing and assessing performance of projects and sourcing activities;
- preparing annual budgets (based on thorough analysis & future demand anticipations);
- managing clients' application of e-procurement, ISO management systems and the full automation and paperless working environment.

Waleed was assigned to provide the above services to one of the biggest contractors in KSA. During that period, he restructured the commercial department (contracts, planning and procurement). He was also responsible for providing contractual and claims advisory services to that contractor in a variety of multi-disciplinary projects like the SR 1.5 Billion National Guards' facility in Dammam, the SR 2.75 Billion six (6) cities infra-structure project in the eastern region of KSA like the extension of the students' hostels in the King Abdulaziz University in Madina, the national guards complex in Dammam which included training, accommodation, sports facilities, and a fully equipped hospital.

During that period, while was leading the contractor's commercial team, Waleed had overseen the entire main and sub-contracts and sourcing activities and placed all the purchase orders and issued several sub-contracts for vendors and subcontractors for the portfolio of projects undertaken by that contractor. Further, he gave advice to on the identification of potential claims and prepared two major claims against the ministry of housing. Furthermore, he led the efforts of preparing pre-negotiation dossiers for the two claims that he prepared.

As the head of contracts and sourcing, Mr. Hammad responded to clients' counterclaims related to the two contractor's claims he prepared. In doing so, he led a team of contracts professionals and planners to prepare and submit the contractor's responses to the clients' counterclaims. He also defended the contractor against allegations made by its sub-contractors. Moreover, he represented the contractor in various meetings with employers and took the lead in managing the SR 35 Million Oracle ERP implementation project which was commenced to automate the contractor's financial and procurement cycle.

This automation process included tendering and awarding of contracts to sub-contractors and linking purchase orders and sub-contracts to the cost codes of main contracts to properly oversee cashflow against schedule and properly link them to main contracts' cost centres. Successful completion and implementation of this system enabled the timely placing by the contractor of sub-contracts and purchase orders. This certainly helped enlightening the CEO and board of directors of their cashflow and financial commitments to sub-contractors and vendors.

### **May 2008 to May 2011**

#### **Vice President - Contracts & Procurement Abu Dhabi Ports Company (ADPC), Abu Dhabi, UAE**

Established the commercial function (contracts, purchasing, procurement support and planning) to procure all contracts related to conceptual & detailed design in addition of course to the construction packages of the AED 25 Billion Sheikh Khalifa Port and the industrial zones. He participated in leading the Oracle ERP committee, in cooperation with finance department, to automate the procurement and finance regimes.

The system allowed for the seamless integration of the automated supply chain/procurement system with other corporate modules like finance, HR, Stores, etc. During that period, Waleed led the contracts and commercial team to procure and administer all the packages pertinent to the Sheikh Khalifa Port and the 452 square kilometres of industrial zones. These packages included:

- the feasibility study, concept and master plan of the Sheikh Khalifa Port and the Industrial Zones;
- all their relevant updates of the Port and Industrial zones master plan updates;
- the AED 7.4 Billion dredging & reclamation contract of the off-shore port;
- onshore and offshore buildings, roads and longest and 3<sup>rd</sup> longest bridges in the UAE; road works for the onshore and offshore ports, centre facility buildings, radars, AED 350 Million harbour tugs & pilot boats, container handling equipment, marine navigational systems, substations, widening the old Musaffah Channel, the E11 intersection, the E11 flyover, more

- than forty contracts for the media campaigns conducted for the launch of the industrial zones;
- several design and call-off engineering contracts;
- the AED 1.5 Billion EPC semi-automated material handling equipment.

Mr. Hammad led a team of twenty-three (23) professionals in contracts, purchasing and procurement support & planning, in parallel with the day-to-day procurement activities, he had taken the lead of the committee that was formed to establish the procurement policies, processes and procedures (PPP) of the company. He also orchestrated a team formed from representatives from Finance, Treasury, Risk, and Project Management to standardise a suite of contracts and templates. Further, he successfully managed to get these forms approved and licensed in the company's name by FIDIC.

### **May 2006 to May 2008**

#### **Contracts and Procurement Manager, The Supervision Committee for the Expansion of the Abu Dhabi International Airport (SCADIA)**

Reporting to the Projects' Director and leading a team of seven (7) professionals in contracts and purchasing, added to fourteen (14) contracts professionals on the PMC side, Mr. Hammad established the procurement function and structured it on two (2) pillars (contracts and purchasing) to oversee all the procurement activities within the first phase of the program budgeted at AED 10 Billion. In parallel with the day-to-day work, and in liaison with one of famous law firms and the PMC, he had successfully managed to standardise the suite of contracts and templates for the entire program. As a head of all procurement & contracts department, he had successfully overseen the tendering process and administered the contracts thereafter for the below list of main projects:

- design and construction packages for the R10 new runway;
- the 'T3' airport terminal;
- the cargo village;
- the ICT master plan;
- the ground handling equipment build, supply and install contracts;
- the fire-fighting systems & equipment;
- baggage handling system;
- car parking
- the 142-m high new airport tower & navigational equipment;
- face lifting project of the existing 'T1' terminal, and several other feasibility and planning packages for the Abu Dhabi Airports Company (ADAC) like:
  - the package issued for the renovation of the civil aviation HQ building;
  - renovation of the T2 baggage handling system area and existing passengers' areas of T1;
  - renovation of the al-Bateen Airbase airport and its runway;
  - administration of all the contracts from the kick-off till the close out;
  - consultancy services to deliver the ORG chart for the Abu Dhabi Airports Company (ADAC);
  - cargo village, baggage handling system (BHS) and passenger trolleys for T1;
  - facility management contracts for T1 and T2 cleaning, call centre, navigational systems management and maintenance;
  - management consultancy services for the establishment of Abu Dhabi Airports Company (ADAC).

### **September 1998-May 2006**

#### **Chief Contracts Engineer, Purchasing Department, Government of Abu Dhabi**

The purchasing department was the central department mandated by the Government of Abu Dhabi to procure all project-related long lead items and all the operational related equipment for the entire Government. Reporting to the director and leading a team of six (6) contracts engineers, Mr. Hammad supervised all the international and local tenders for all the departments forming the Government of Abu Dhabi.

The Emirate of Abu Dhabi included, *inter alia*, the department of public works, municipality, sewerage & water, civil defence, police, western region, agriculture, civil aviation, seaports, etc. During that period, Waleed managed to oversee the procurement of all the equipment and long-lead items for the renovation and expansion programs related to the Abu Dhabi International airport,

seaports authority, municipalities, public works, forest department of Al-Ain municipality, the civil defence, the ministry of health, and all the departments belonging to the Local Government of Abu Dhabi. Reporting to the director and leading a team of six (6) contracts engineers, he supervised international and local tenders for all the departments forming the Government of Abu Dhabi.

The Emirate of Abu Dhabi included, *inter alia*, the department of public works, municipality, sewerage & water, civil defence, police, western region, civil aviation, seaports, ministry of health, western region, agriculture, forests, etc. His duties included, *inter alia*, the management of the entire procurement cycle starting from receipt of technical specifications and drawings from the end user. His department used to compile this technical part with the GCC and PCC and ITT to compile RFPS. After tendering, and during the lifetime of the project, he and his team used to oversee QA and FAT till handing over.

### **February 1992 to September 1998**

#### **Senior Contracts Engineer, Ministry of Defence, Abu Dhabi, UAE**

During this period, reporting to the projects director and leading a team of three (3) contracts engineers, Waleed was responsible for preparing tender documents, evaluating bidders' proposals and administering the contracts thereafter for the:

- Officer's city in um Alnar, Abu Dhabi, which comprised;
  - 1,200 Villas, a mosque, a clinic, a small marina, shopping and kids' play area and several other amenities;
  - further, he had overseen other projects of military nature for an airbase in Abu Dhabi and other projects in remote areas:
- Officers' club, which included the largest sports facilities in the UAE like: an Olympic swimming pool, four football courts, indoor and outdoor basketball and handball courts, horse riding training facility, outdoor tennis courts, four squash courts, a huge kids' play yard, etc.; and
- Five-storey five-star hotel.
- Moreover, he prepared and administered maintenance contracts for the GHQ building and other military bases and remote locations.

### **September 1990 to February 1992**

#### **Contracts Engineer, Al-Futtaim Contracting, Dubai, UAE**

Prepared and administrated all the sub contractors' packages and several other real estate multi-storey building packages.

### **June 1988 to September 1990**

#### **Utilities Design Engineer, Misr Consult, Cairo, Egypt**

Working as design Engineer, responsible for design of potable water, sewerage, storm water networks, underground water drainage works, pumping stations and pipelines. Participated in New Qaser Al Ainy Hospital. Participated in the design of the women campus in King Abdul Aziz University, Kingdom of Saudi Arabia and Sanitary and drainage works for the golden five tourism village.