

Lean Construction Institute - Qatar

Transforming the Built Environment

هيئة الأشغال العامة
Public Works Authority



Strategic Partner



Ahmed Ali Al-Ansari BEng (Hons), MSc, LLM, CCM, FCIQB, FCMI, FAPM, MCIArb, Vice President – Operations Lean Construction Institute – Qatar Technical & Portfolio Management Office Manager Public Works Authority

Ahmad has started his working career back to 1984 at Qatar fertilizer Company (QAFCO) progressing over a span of 13 years from a Mechanical Technician to Mechanical Project Engineer. In 1997 Ahmad was appointed as the Lead M&E Project Engineer at Water Projects Department at Ministry of Electricity & Water serving for 4 years within which he became the Head of the Department in 1999. In April 2001, Ahmad moved to Qatar National Olympic Committee as the Programme Leader responsible for planning and delivery of some 32 prestigious sport facilities and projects for Doha 2006 Asian Games.

In early 2006 Ahmad was appointed as the Managing Director for a local company, providing multi-disciplinary engineering and construction services, and served for nearly 7 years. Finally, he joined the Public Works Authority in 2013 as the Lead Advisor for Contracts and Project Management supporting some multi-billions infrastructure and building programmes, and now he is in charge of the President Technical Office.

Ahmad has a University Degree in Mechanical Engineering, a Master Degree in Project Management in Construction, a Master of Laws in Construction Law & Arbitration, and he is a Chartered Construction Manager as well as a Fellow and Chartered Member of various International Professional Institutions.

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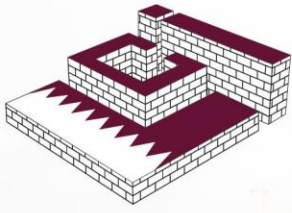


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Public Works Authority



قطر تستحق الأفضل
Qatar Deserves The Best

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Stakeholders' Collaboration and its Suitability in Construction Projects



Ahmed Ali Al-Ansari
Technical Office Manager
Public Works Authority

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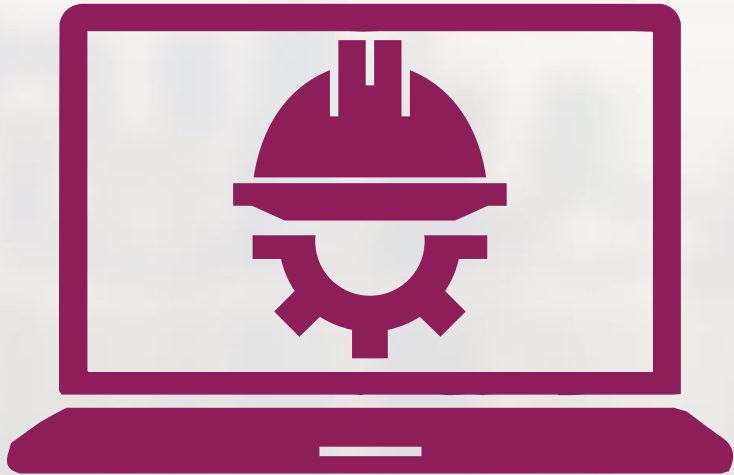
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Collaborative Partnering



Enhancing and fostering a team environment where challenges are addressed and tackled collectively and disputes are resolved early, hence yielding a positive impact on project elements

Basis for better communication, problem solving and decision making on construction contracts across the globe.

Why Collaboration is Needed

- **High Uncertainty.**
- **Undefined Exchange Conditions.**
- **Contract Ambiguities (Contra Proferentem).**
- **Signaling Trust, Transparency & Commitment.**
- **Better Planning & Design Management.**
- **Better Project & Construction Management.**
- **Better Contract Administration.**

Collaboration should work well now due to improved flow of information, technology & communication.

Statement

Genuine collaborative attitude that can withstand construction challenges requires the right people with the right knowledge and skills performing the right tasks within the built environment that is inspired by teamwork, **in which failure to work as a team often leads to failure, and embraced with trust and mutual expectations over shared project outcomes.**

Gained Benefits

- **Improved project's outcomes such as cost, time and quality.**
- **Increased opportunities for value engineering, creativity and innovation.**
- **Reduced exposure to disputation.**
- **Lower administrative and legal cost.**
- **Increased chances for financial success.**

Pain/Gain Sharing Arrangement

The main concept or philosophy that underpins collaborative partnering is to control and minimize the adversarial and litigious culture that may exist in the construction industry, and to overcome problems jointly and informally through more effective forms of inter-firm collaboration.

Good Faith

- **A duty of good faith is rather vague and not easily capable of definition.**
- **The concept is irreconcilable and uncompromising with freedom of contract.**
- **Risk sharing.**
- **Any transfer of risk from Contractor to Employer should be balanced by a reduction in price (Duncan-Wallace 1986).**

Framework Agreement

- **Significant savings in money and time.**
- **Agreed schedule of rates.**
- **Long-term agreement – normally up-to 5 years.**
- **Consideration given to changing market condition – e.g. escalation and inflation.**
- **Flexible and diverse.**
- **Mini bid.**

Collaboration & Risks

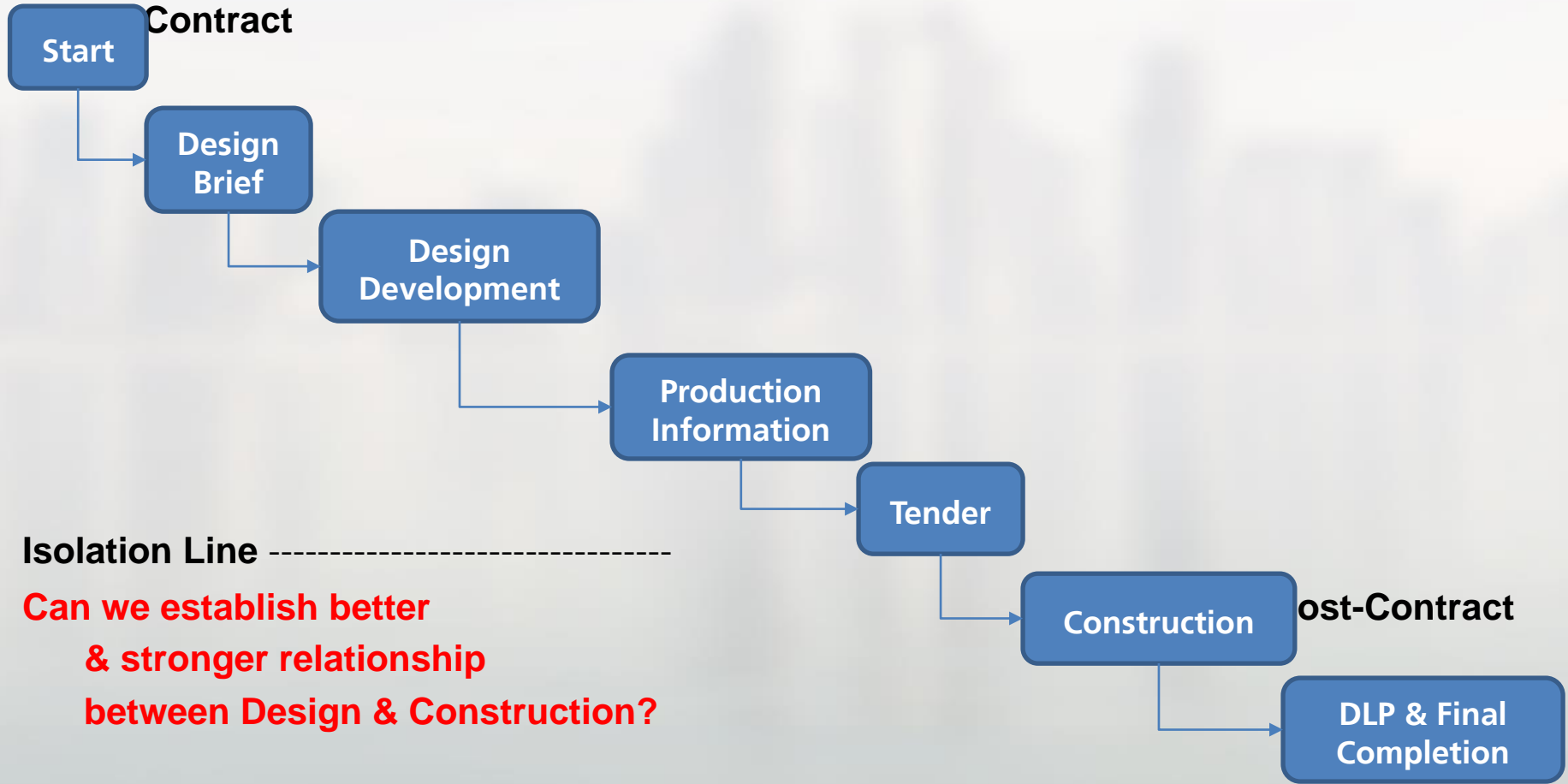
- **Require high level management involvement and time commitment.**
- **Initial interest , enthusiasm & commitment may be followed by lack of interest.**
- **In case of lack of good understanding the project either adapt or may fail.**
- **The collaborative relationship may suffer should any senior personnel get replaced.**
- **A lack of familiarity adds to the perception that disputes may arise.**

Collaboration & Partnering in Middle East

- **Understand the cultural differences, local laws, general conditions of contract, and local construction related practices.**
- **Not mature enough/lack of understanding.**
- **Lack of trust and poor teamwork.**
- **Lack of communication and coordination.**
- **Absence of fair terms & conditions of contract.**
- **ADR.**

Evaluation of Current Design & Construction Processes

Project Development Process – System Design

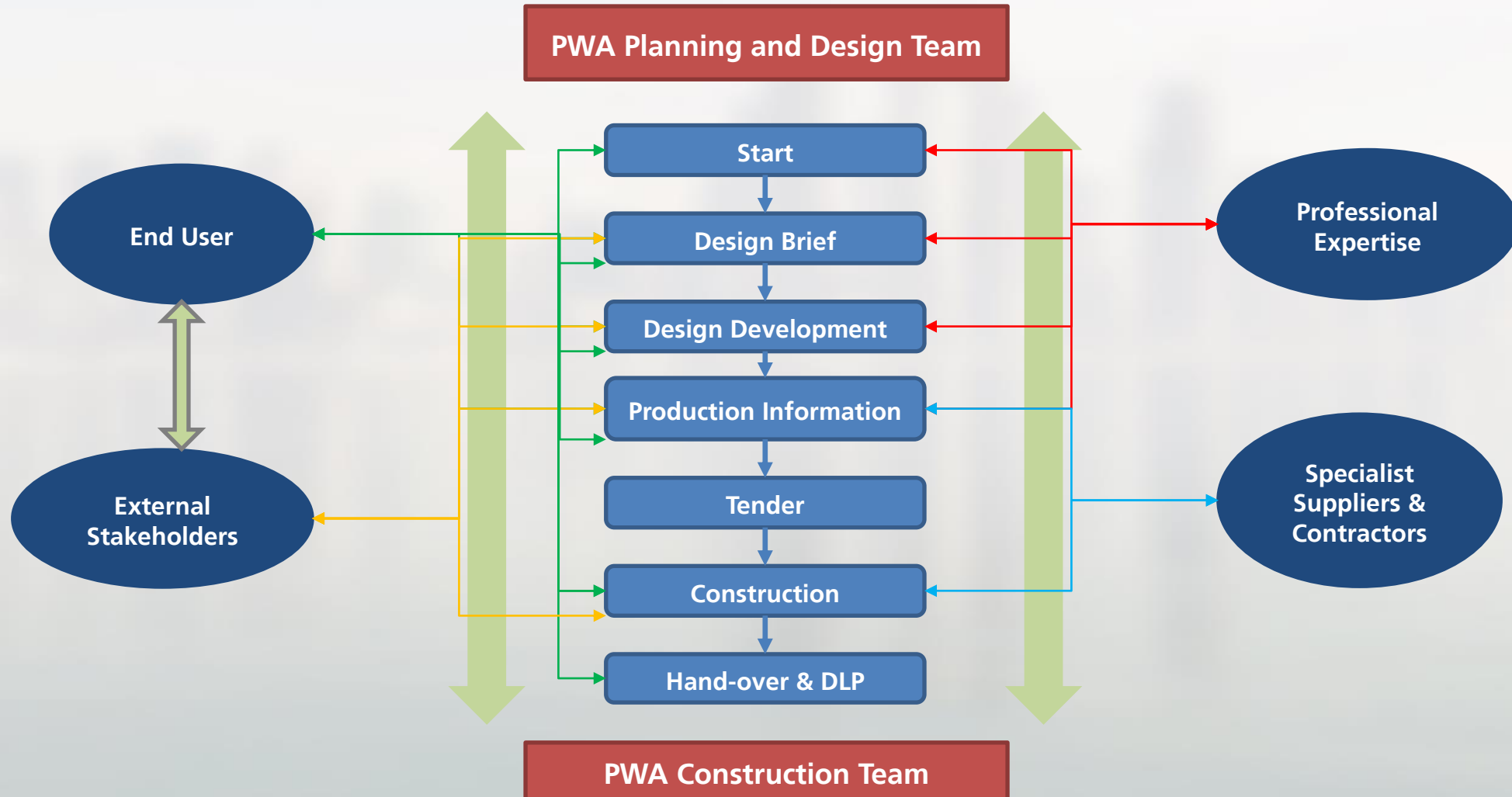


Isolation Line -----

Can we establish better & stronger relationship between Design & Construction?

Redevelopment & Strategic Change Proposal

Lean Process Modelling for Integrated Design & Construction



Way Forward

- **Build the Collaboration Culture through Training and Workshops.**
- **Build Trust through Delegation and Inspire Teamwork.**
- **Will and Leadership.**
- **Introduce Incentives.**
- **Plan the Change.**
- **Introduce the Change.**

Thank You

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