

A LOOK INSIDE

CONSTRUCTION
MANAGEMENT
ASSOCIATES



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1

THE CMA WAY

- Message from our CEO
- A History of Dedication
- Vision, Mission & Promise
- Our Partners
- The Difference is Clear

2

OUR SERVICES

- | Primary | Secondary |
|-------------------------|----------------------------|
| Design Management | Variation Order Assessment |
| Construction Management | Contract Advisory |
| Project Management | Delay & Quantum Analysis |
| Contract Administration | Dispute Resolution |
| Claims Management | Cutting Edge Services |
| Planning & Scheduling | Bank Advisory |
| | Project Controls |

3

BEYOND THE NUMBERS

- List of Projects
- Contact

**WE ARE SUCCESSFUL
BECAUSE WE ARE GOOD
AT WHAT WE DO**

01

The CMA Way

With more than 60 successful projects completed in the Middle East and Gulf regions, Construction Management Associates (CMA) has risen to the top of the construction management industry. What began in 1999 as a small firm in Jordan, CMA has redefined the rules of construction management throughout the region, with dedication to unparalleled service and ingenuity.

CMA's expert team of engineers and specialized consultants approaches every aspect of CMA's services provided with technical mastery and experiential rigor, enriching the project with design, pre-planning, construction, project management, contract administration and engineering expertise.

Word of this expertise quickly spread throughout the region, and in 2010 CMA opened a second branch in the heart of Beirut to meet the growing demand.

Message from our CEO

Isam Saad Sahawneh,
a Jordanian businessman with
extensive experience in the
construction sector all over the
world, spanning across the last
30 years. Sahawneh is also a
Member of the American Society
of Civil Engineers, the Jordanian
Association of Civil Engineers-
Expert Classification, the British
Chartered Institute of Arbitrators,
and the Jordanian Arbitrators
Association.

At CMA, we pride ourselves on our intimate knowledge of the building and civil engineering construction processes. I worked on construction sites, as both an unskilled and skilled worker, long before I became a certified engineer working around the globe with major international construction firms.

The first ever construction management project we had undertaken, soon after establishing the company, remains one of our most successful. We had no track record at that time but, nevertheless, we were able to convince the client of our technical capability and commercial strength to undertake the management of a major hotel.

Since then, we had undertaken the management of many other significant projects, ranging from dams to cement plants, from commercial centers to high rise buildings. While small in comparison with international construction management firms, we do not consider any project too complex for us, the fact that we wish to remain small notwithstanding.

We recognize that technical success is not enough. Equally important is the completion of the project within the client's budget and, of course, on time. Our design review capabilities ensure that mistakes are not made in the design. Our cost review capabilities ensure that the design will comply with the client's budget. Our quality standards are not negotiable.

We remain at the cutting edge of technology in the construction industry. We remain abreast of the most modern construction methods and systems.

We are also always up to date on the latest developments in the legal domain so that we are in a position to offer our clients the best advice when problems do arise with any party.

WE CONSIDER OURSELVES SPECIALISTS AT AVOIDING DISPUTES BETWEEN THE CONTRACTING PARTIES.

Significantly, we recognize that people are our most important asset. All of our engineers are experienced construction people and we continuously seek intelligent personnel who are passionate about their work. We identify leaders early on and help them progress to become managers. We work hard to develop their skills to the utmost potential.

We are successful because we are good at what we do.

To my team, thank you for your commitment.
To our past and current clients, thank you for your confidence.
To our future clients, we challenge you to give us an assignment to demonstrate that we will exceed your expectations.

Sincerely yours,
Isam Saad Sahawneh
President, Chief Executive Officer

A History of Dedication

CMA is a privately owned, limited liability construction management consultancy. The company is headquartered in Amman, Jordan, with a second branch in Beirut, Lebanon. CMA offers a wide array of both consultancy and technical services tailored for developers, contractors, sub-contractors, consultants, law firms, and banks.

CMA's staff pledges to fully understand each client's requirements by maintaining an open stream of communications. This pledge has been faithfully carried out for clients in every corner of the region.

Since inception, CMA has achieved significant market penetration, working proudly with big names in the field.

Vision

Meet the full scope of any client's construction management needs with unquestionable attention to detail, unparalleled expertise and unwavering trust.

Mission

Maintain exceptional levels of customer satisfaction throughout the Middle East and Gulf regions with professional state-of-the-art services that maximize customers' returns-on-investments.

Our Promise

We shall hold ourselves unconditionally accountable in fulfilling our clients' expectations.

Our
Partners

COWI

COWI is a leading European engineering consulting group based in Denmark, with over 6000 employees worldwide. COWI supports CMA with engineering services on large and complex projects.

Turner & Townsend

Turner & Townsend is a leading international construction consultancy firm with 56 offices worldwide. The firm supports CMA in cost consultancy services on complex projects.

ReedSmith

The business of relationships

Reed Smith is a leading International law firm with over 1,600 lawyers in 23 offices throughout Europe (particularly, the UK), the Middle East (Dubai and Abu Dhabi), Asia and the United States. Reed Smith supports CMA in legal issues on complex projects.

e.construct

e.construct is a leading structural value engineering firm based in Dubai, with over 200 engineers in 7 offices around the world. e.construct specializes in innovative structural engineering and design of high-rise buildings, precast design and bridge design. The company has alliances with companies such as Schirmer and Thornton Tomasetti in USA. e.construct supports CMA in structural design reviews and value engineering.



C4. CMA's vast insight into construction management and the complexities that arise during the engineering submittal process led it to developing C4, which initially started off as an in-house software. C4 is now a registered company that offers a cloud-based platform for archiving, managing and tracking engineering submittals.

The Difference is Clear

*Working with CMA is
a Different Experience*

To guarantee clients' satisfaction, CMA:

- Formed a top-notch team who endeavours to make the impossible possible.
- Never stops at "good enough", instead CMA goes the extra distance to find the exact solution clients need.
- Has extensive knowledge across a diverse palette of projects through decades in the industry.

WE OFFER
VALUABLE SERVICES
TO DELIVER
PROFITABLE PROJECTS

02

Our Services

CMA offers a comprehensive, dynamic array of services to meet clients' diverse needs, from managerial to financial to legal expertise and everything in between; CMA strives to deliver the highest quality, custom-tailored services to each project.

Design Management

*Expertise in Design,
Expertise in Construction.
Expert Results*

At CMA, design management is about blending the tenets of design – creativity, innovation and sophistication – with the essentials of expert construction cost-effectiveness, time-consumption, and associated risks. Satisfying all these parameters, while delivering top notch performance, requires in-depth understanding of design and project management in addition to technical expertise.

CMA's design management services include developing scope for architectural and engineering design,

value engineering, design review and implementing quality assurance procedures. These services work alongside each other to ensure that the design meets the client's budget, time and quality requirements.

Value Engineering: a powerful methodology for solving problems and / or reducing costs while maintaining or improving performance and quality requirements. Our sister company e.construct, a specialist engineering services firm, is a pioneer in value engineering. e.construct's

professional team carries out complete structural design based on value engineering alternatives, construction methods, structural design of buildings and bridges, alternate structural systems and precast concrete systems.

Design Review: CMA provides technical and design guidance for the following disciplines:

- Architectural
- Civil / Structural Engineering
- Mechanical Engineering
- Electrical Engineering



Construction Management

*Custom Solutions for
Continued Satisfaction*

Construction projects are highly complex, full of constraints, various stakeholders and communication channels, encompassing a wide array of diverse expertise, and unexpected risks and change requests. Such complexity requires a high level of control and management while simultaneously maintaining a holistic vision of the project.

CMA embraces inherent challenges of construction projects, offering construction management service that guarantees exceptional results

Our construction management service applies effective management

techniques to projects within various sectors: residential, commercial, heavy civil, industrial, and environmental, satisfying clients' vision while controlling time, cost and quality.

CMA collaborates with the owner in tackling the day-to-day issues, enriching the project with planning, design, engineering, and construction management expertise that guarantee the best possible project outcome.

Rather than maintaining a standard project organizational chart for construction management,

CMA tailors its services to each project. The complexity, type, and requirements of each project determine the number and quality of expertise required.

Our construction management core team consists of:

- Project Manager
- Construction Manager
- Specialized Engineers (Civil, Mechanical, Electrical, Architectural)
- Planning Engineers
- Estimators
- Quality Control Experts
- Safety Engineers
- Specialized Foremen
- Documents Controllers

In addition to the extensive expertise offered by each member, our senior management closely monitors the progress and status of each project to ensure the quality of the provided services and customer's continued satisfaction. Our hands-on experience in construction sets us apart.

CMA's services focus on:

- Timely completion
- Risk mitigation
- Communication channelling
- Claims and dispute avoidance
- Cost savings
- Quality of executed work
- Quality of the construction process
- Project safety



Project Management

*Optimized Oversight...
To The Last Detail*

Project management demands the coordination of human and material resources to satisfy scope, cost, time, quality and participation needs. CMA's expertise in design management, bidding management, and construction management is the perfect combination to assist developers in project management from inception to completion.

Acting as owners' representative, CMA maximizes the scope of its services to address the full range of clients' project management needs, working with them to build collaborative project teams

and manage successful projects. Regardless of the scale or complexity of a project, we provide full-spectrum project management services, from the preparation of the design brief and the development of organizational frameworks to complex management of procurement, design, construction delivery and operations.

Our attention to every detail of a project allows us to deliver construction projects to specifications, within budget and on schedule, while minimizing risks and maintaining quality and safety measures.



Contract Administration

Delivering Certainty Where Clients Need It Most

In a risk-prone industry like construction, nothing is more valuable than certainty: contract administration provides that certainty.

CMA steps in to ensure that clients maximize contracts' utility. Through proper legal and construction know-how, CMA's expert team of engineers and lawyers acts as an insurance policy to avoid claims and increase our clients' profit. Early employment of contract

administration has proven to greatly minimize conflicts throughout the execution of the project.

CMA's contract administration services deliver a timely flow of information to clients, preventing delays, advising clients, administering, and enforcing the contract's conditions during each phase of the project. Our services ensure compliance among clients, contractors, engineers and architects with

contractual provisions of information exchange, notices, valuations, payments assessments, monetary claims and extensions of time.

CMA's contract administration services target the following:

- Management of bidding process
- Contractual correspondence
- Management of variation orders
- Schedules of work
- Claims and counter-claims



Claims Management

Strength Under Pressure

Construction claims are rampant in almost every construction project. Maintaining a strong claims management team can drastically reduce the likelihood of claim being rejected.

When claims are inevitable, a claims management team helps mitigate their effect while quickly and effectively handling them. CMA's claims management service provides professional claims administration

through timely investigations, comprehensive evaluations, and fair determinations. CMA's proficient staff of engineers, architects, contract administrators, scheduling specialists and certified arbitrators allows it to analyze a claim from diverse technical and legal points of view. CMA has prepared and successfully defended multi-million Dollar construction claims for its clients. We have acquired an extensive

knowledge of claims management through working with construction attorneys and other industry professionals throughout the region.

CMA's scope of claim Management includes:

- Claim identification
- Claim preparation
- Claim quantification
- Claim prevention
- Claim resolution



Planning and Scheduling

Ahead of the Unexpected

CMA covers all aspects of planning and scheduling required for developers, contractors, and sub-contractors, from preparing a plan that meets the project's completion date, to scheduling the individual activity, to supporting that plan, and reporting progress against schedule.

Because variance is inevitable, even for the best planned schedules, regulating variance is often what distinguishes successful projects from failed ones. In order to prevent variance from significantly delaying or disrupting the project, CMA follows a

process for continual schedule control and monitoring. Our experienced planners and schedulers apply years of experience to bring new ideas, innovative thinking and solutions to processes of identifying, analyzing and eliminating potential delays and schedule-related disputes.

Priority is given to analyzing data, investigating causes of backlog, determining solutions, and preparing specific recommendations for clients. Our planners are also experienced in the forensic analysis of delays and disruptions that crop up in projects.



WE TAILOR OUR SERVICES
TO EACH PROJECT ,

Variation Order Assessment

During most construction projects, circumstances arise causing changes to the contract (i.e. variation orders). Disputes emerge as a consequence of:

- The validity of a request for a variation order.
- The method of valuation of the variation order.

Any VO consists of time and/or cost entitlement. CMA assists clients in securing the best possible financial outcome by evaluating additional work proposed by VO's,

its associated pricing strategy, and additional time required. CMA has a proven method for reviewing, analyzing, and quantifying variation orders and performing comprehensive reviews of the facts.

This method includes:

- Analyzing contract variation-related provisions.
- Reviewing contemporaneous project documentation, including correspondence, meeting minutes, progress reports, change requests, requests for information

(RFIs), change orders, project schedules, etc.

- Conducting site inspections as necessary.
- Interviewing key project personnel.
- Quantifying change-related costs and damages.
- Analyzing change related time impacts and schedule delays.
- Evaluating the cumulative impact of changes.

We also ensure that approved VO's are documented and incorporated into the project's schedule.

Contract Advisory

CMA's contract advisory service helps clients use contracts to perform better business at every stage of a project's lifecycle. Our contract advisors provide a comprehensive range of business services to clients including:

- Ensuring that clients adopt the procurement strategy and contract that best meet the project's needs.
- Reviewing contracts' conditions to advise on the balance of risks and point out problematic areas.
- Drafting particular conditions of a contract to cater to the uniqueness of a project.
- Providing General advice on legal issues.

Delay and Quantum Analysis

Delay claims inherently bring about disputes, due to the differences of opinion about which party is responsible for causing delays and their scale. Delay claims need to be evaluated quickly and managed efficiently.

With unparalleled exposure to cutting edge delay and quantum analysis practices, CMA has come to the fore as a leading service provider in the contract claims environment involving delay, disruption, and acceleration issues. Quantum analysis (QA) is the financial appraisal

of construction claims. Our QA involves the preparation or defense of engineering and construction claims regarding the increased time and cost of performance resulting from unresolved change orders, disputed specifications, delays, loss of productivity, and other causes. Our QA services are sought around the three most common claims:

Time Claims

- Schedule analysis
- Entitlement analysis
- Prospective delay analysis using

CPM techniques

- Retrospective (forensic) delay analysis using CPM techniques
- Acceleration analysis

Cost Claims

- Prolongation cost quantification
- Acceleration cost determination, whether directed or constructive
- Concurrent delay analysis
- Liquidated damages quantification
- Disruption and Loss of Productivity Claims
- Disruption and loss of productivity assessment

Dispute Resolution

Given the inevitability of disputes and conflicts, CMA aims at avoiding courts and litigation, solving problems amicably through mediation and adjudication. CMA's decades of hands-on experience in the construction field affords us credibility and trust as a third-party in a construction dispute proceeding.

Our construction dispute resolution professionals provide expert advice and independent professional opinion. We develop efficient, practical solutions as well as robust delay and cost/quantum analysis.

Conclusions are presented in a clear, concise and objective manner, making them reliable tools for courts or tribunals to better adjudicate on a given dispute. When we represent clients in arbitration, we provide the following services:

- Recommendation on the selection of an experienced arbitrator.
- Appointment of legal counsel, if necessary.
- Preparation of the claim (in addition to the defense).
- Rebuttal of counterclaims.
- Selection of witnesses.

Project Controls

*Comprehensive Management,
Incisive Reporting for Developers*

CMA establishes project control offices during project execution by carrying out the following on behalf of the developer:

Time Management. Through a sophisticated planning and scheduling management process, we plan project activities, monitor completion of those activities, predict timing of future activities, and report schedule status.

Cost Management. We estimate, monitor, predict, and report total construction cost, reviewing and updating estimates on a monthly basis. The cumulative effect of

change is tracked and predicted for all firm-price contracts. Reimbursable cost is predicted by analyzing work progress, amount spent to-date, committed cost, and amount predicted to complete the project.

Change Order Management. To manage change orders, we estimate the impact of change, enable and document the change decision, and integrate the change into a given project's scope of work.

The Project Controls team prepares monthly reports for the developer's investors and board of directors.

Bank Advisory

*Protecting Your Investments
Every Step of the Way*

Before giving any loan, a banker must understand the feasibility of a certain project and the exact time and cost for its completion.

At CMA, we help produce well-defined feasibility studies, giving an exact estimation of a project's time and cost, and advising on the most suitable contractual terms for a given project. CMA's combination of financial planners, legal experts, and high-caliber engineers lead to mitigating major risks and achieving an optimal funding plan.

03

Beyond the Numbers

CMA is more than a consistent record of successful construction management and consultancy projects. For nearly 15 years we have formed lasting relationships with clients built on trust, transparency and professionalism. We promise each client increasing dynamism and innovation across all our services, for their success is our passion.

**WE WILL ALWAYS EXCEED
YOUR EXPECTATIONS**

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JORDAN

- Rotana Hotel Tower
- Arab Potash Company Dike No. 18
- Qatraneh Cement Plant
- Jordan National Financial Center
- King Abdullah II House of Culture & Arts
- Samarah Dead Sea Resort
- The University of Madaba
- Dr. Fayez Electronics Factory
- Jebel Amir Ali Development
- Al-Wehdah Dam
- Arab Potash Company Dam #19
- Jordan International Insurance Company Headquarters
- Mujib and Southern Ghor Irrigation
- Holiday Inn Dead Sea Resort
- Ma'in & Aqaba Substation (Switchgears & Ancillary Equipment)
- Expansion of Aqaba Wastewater Facilities
- Chlor Alkali Plant
- Diversion of Jordan River Water to Karameh Dam
- Le Royal Hotel
- Jordan Valley Marriott Resort
- Construction Management Associates Office Building
- Four Seasons Hotel
- Upgrading of LPG Filling Stations at Zarka, Saladin and Amman Refineries
- Amman Sheraton Hotel

LEBANON

- Sky Gate
- Belt Misk (Phase 2): Acacia 1 to 6
- Lebanese American University
- Qoreitem Gardens
- Beirut City Centre
- Beirut Government University Hospital

KSA

- Golden Tower
- Shoaiba II Combined Cycle Power Plant – Permanent Housing Complex
- Shoaiba II Combined Cycle Power Plant
- Jeddah South Thermal Power Plant – Stage 1
- AbuDawood Warehouse
- Assila Towers
- Al Samer and Umm Al Khair Flood Control Measures
- Riyadh Power Plant #9
- Riyadh Power Plant #10
- Lamar Towers
- Al Turki Business Plaza
- Yanbu Steam Power Plant #4
- Yanpet Seawater Basin
- Red Sea Mall
- Red Sea Mall Hotel
- Al-Shaya Retail Center – Khourais Road
- Duba Power Station Extension
- Asir and Jizan Central Power Station Extension Projects
- Ras Tannura Refinery Upgrade
- The Sea Water Pump House Upgrade-Phase 1

UAE

- Residential Buildings on Plot No. 597-592 at DIP
- Amador Restaurant at Park Rotana Hotel Project
- Al Salam International Investment New Complex
- Meena Plaza Mixed Use Development
- Musaffah Mall
- Ettihad Towers
- Modern Decorations Company's New Premises
- Marriot Hotel Extension

QATAR

- The Pearl, Viva Bahriya 22&23 Qatar Coral Towers
- Barwa Commercial Avenue
- Qatalum Services Area and Pot room Building (T013)
- Qatalum Services Area And Pot room Building (C020)s
- Barwa Residential City
- Integrated DC Plant at the Pearl-Mamco
- New Doha International Airport-Utility Services
- Qatar Cooling Plant 2 at West Bay
- Lot A7 South Doha and Lot A6 AlJasra Substations

IRAQ

- American University of Iraq, Sulaimaniyeh
- The Rehabilitation of Pumping Stations, Samawa

KUWAIT

- Jahra Bridges

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