



# Curriculum Vitae

## M. İLTERİŞ DOĞAN

Civil Engineer BSc, MBA, PMP, Construction  
Lawyer LL.M, MCIArb

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Date of birth: 28.07.1975

### Education and Training

- 2019-2023 Robert Gordon University, United Kingdom/ LL.M, Construction Law
- 2002-2003 Esslingen University, Stuttgart - Germany / MBA In International Industrial Management
- 1994-2000 Middle East Technical University (ODTU) / Civil Engineering BSc.

Dates	Employer	Position Held
June 2023 – Present	Westlex Consultancy	Founding Partner
September 2022 – June 2023	Exelcior Investments LLC	Key Contracts Director
October 2021 – September 2022	Esta Construction Industrial	Key Contracts Director
March 2020 – October 2021	GIHC SPV	Senior Contract Manager
June 2018 – March 2020	Salini-Samsung-Kayı JV	Dpty. Prjct. Director & Contract Manager
June 2016 – June 2018	Yapı Merkezi İnşaat	Project & Tender Coordinator
January 2014 – April 2016	Polimeks Construction	Project Manager
December 2008 - January 2013	ATA Story	Proj. Manager & Contract Manager
June 2007 – December 2008	HILL Int. (former IMS LLP)	Project Manager
March 2005 – June 2007	Ahsel Holding	Procurement Coordinator
July 1999 - February 2005	Others	Others

I am a Civil Engineer B.Sc. graduated from METU (top engineering university in Turkey), holding Construction Law and Dispute Resolution LL.M post-graduate masters degree from UK and MBA degree in International Industrial Management from Esslingen University / Stuttgart. My professional experience is focused on Management of International Construction Projects with an emphasis on contract and procurement management.

I have 23 years of experience in international construction projects from initiation and design development till commissioning, closure and taking-over stages. Took middle and high management positions, had decision making roles in the General Contractor, the Project Management Consultant (Engineer) and the Investor companies.

I am a registered arbitrator in Russian Arbitration Center (RAC) for domestic and international construction disputes and am a member of Chartered Institute of Arbitrators (UK)

The key aspects of the projects in my career are :

- Multi - national / cultural business environment
- High-to-huge contract values
- Landmark or high prestige products
- International rules and norms competing with local or regional regulations.
- Fast-track project execution and iterative detailed planning.
- Differing governance of HQ and PMO over the site Project Management team.
- Management in Partnership structure

### **Nationality**

**Turkish**

### **Years of experience**

24

### **Languages**

**Turkish – Native**  
**English – Excellent**  
**Russian – Fluent**  
**French – Good**  
**German – Basic**

### **Memberships**

**Russian Arbitration Centre**  
**Chartered Institute of Arbitrators MCI Arb**  
Member ID 6092771  
**Project Management Institute USA**  
Member ID 1699714  
**PMI Turkey Chapter**  
**Society of Construction Law Turkey Chapter**

### **Skills**

**Program Management**  
**Project Management (Traditional, Fast-track)**  
**Contract Management (PPP/PFI, JCT, NEC, FIDIC)**  
**Claim and Variations Management**  
**Planning**  
**Project Controls**  
**Procurement Management**  
**Reporting**  
**DCC Management**  
**Stakeholder Management**

### **Certificates**

**MCI Arb Certificate of Membership**  
**PMP (Project Management Professional)**  
Certification number 2112792 validity till December 2021  
**Certificate of Distinction (Почётная Грамота)**  
**Seismic Regions Construction Permission Certificate - KAZNISSA Primavera Advanced**  
**GMAT (670) Test Date : 09.Nov.2001**  
**TOEFL (273 = 640) Test Date : 12.Nov.2001**  
**ATTESTATION Francais de l'Institut d'Etudes Francaises d'Ankara**  
**Peter Drucker Management Path (2017)**

## Professional experience

### Founding Partner

#### Organization: Westlex Consultancy ([www.westlex.net](http://www.westlex.net))

Construction Contract Consultancy Services

Ankara / Moscow

June 2023 - Present

### Key Contracts Director United Arab Emirates /Dubai

#### Organization: Sembol Constr. (ENR-111 listed) Excelsior Investment LLC

Development Projects / Dubai

September 2022 – June 2023

**Nakheel** Investment Projects / Excelsior LLC & Sembol Cons.

Taking part in the drafting and negotiations of real estate development joint venture partnership contracts, agreements and transaction documents with one of the most renowned investors of Dubai 'Nakheel JSC', including MoU, JV Agreement, Plot SLP, MoA, Sales&Marketing, S&P of Sellable Areas, Corporate Guarantees, Technical Consultancy and Design, Cost Consultancy, Construction Management, EPC Contract (based on **FIDIC Silver**), advising the top management about the contractually possible alternatives and guided on substantial issues in contract law and governing law, providing applicable solutions and definitions for higher transparency, better prescription and enhanced dispute avoidance and dispute resolution mechanisms for implementation into the business.

Supported the HQ in other on-going construction contracts in GCC region and tenders in terms of preparation of risk registers and their revisions from time to time.

### Key Contracts Director Russian Federation / Moscow

#### Organization: Esta Construction (ENR-115 listed) Industrial Projects

October 2021 – Sept. 2022

Clients : NIPIGAS, SIBUR, ZAPSIBNEFTIHIM, TECNIMONT

Contract Value : approx.. 550 million usd.

Reported to : Vice President

Place : Moscow Headquarters

Administration of main contracts with the Clients on industrial projects located across Russian Federation from St. Petersburg, Krasnoyarsk and Tobolsk to Amur. Creation, analyzation, negotiation and execution of contracts and amendments to contracts. Preparation, coordination and administration of all contractual correspondences, including but not limited to; reservation of rights letters, notices to correct, breach notifications, other legal and contractual notifications. Performing induction sessions to project team members and other project parties and present contractual & legal analysis,

evaluations and judgements on daily or more complicated issues. Pro-actively sensitizing, warning about and forecasting contract-related risks and potential problems, troubleshooting them as they appear or occur. Initiating, developing, and implementing change management and dispute avoidance methods and procedures tailored to each specific project. Actively took part in the dispute resolution formal and informal sessions with contractual parties. Developing and implementing sub-contracting procedures in coordination with other operational and project teams. Developing and finalizing contractual & legal entitlement documents for compensation requests and claims. Leading the PMO team and project team for delay impact analysis (via **collapsed as-built schedule**, etc.), inefficiency calculations (via **measured mile analysis**, etc.) and calculation of **quantum** and their presentations to the Clients, preparing rejoinders to the Client claim evaluation letters and following & monitoring the amicable settlement periods between the parties, advising the executive management about dispute avoidance, conflict escalation avoidance and dispute resolution. Preparing and maintaining risk registers and their updates for on-going projects. Working closely with business development & tender department for evaluation of draft contracts proposed by the prospective clients in bidding phase.

### Senior Contract Manager

#### Organization: Samsung-Kayı-Salini-Actus SPV JSC – GIHC Gaziantep Integrated Health Campus Project

March 2020 – October 2021

Client : Turkish Ministry of Health

Lenders : EBRD, EIB, Korean Eximbank,

Lenders' Technical Advisor : Mott McDonalds

Administration's Consultant : UTD-Cenor

Contract Value : 600 million EUR

Reported to : CEO / COO

Place : Istanbul / Türkiye

Construction Area : 638.000sqm

- Managing and administrating the contracts in force
- Analyzing and evaluating variations
- Analyzing and compiling project records and acting as PMO Manager when such is necessary
- Establishing merits of claims, developing contractual contentions
- Providing consultation on Contractor and subcontractor claims
- Participating and chairing meetings toward mediation and settlement of claims
- Implementing log and record systems
- Monitoring and reporting conformance to schedule milestones, ascertain incurred or potential causes of

delay, their impact on project completion, determine EoT and alternatives for delay recovery.

Organized and participated in to formal and informal dispute avoidance and dispute resolution sessions with the contract parties as required from time to time. Issuing contract stipulation notices

- Preparing and compiling Bid documents and executing international bids
- Compiling and analyzing records of events to establish/substantiate claims/counterclaims, claim prevention
- Performing all formal communication with all project parties and stakeholders

#### **Deputy Project Director & Contract Manager Organization : Kayi-Salini –Samsung JV (EPC JV) Gaziantep Integrated Health Campus - GIHC Project**

June 2018 – March 2020

Client : GIHC Special Purpose Vehicle SPV Consultant : UTD-Cenor

Contract Value : 500 million EUR

Reported to : EPC JV'S Representative, Director

Place : Gaziantep / Turkey

Closed Area : 638.000 sqm

As the Deputy Project Coordinator and Contract Manager of EPC JV, the design and build contractor of Public Private Partnership (PPP) business model, I managed the contractual and project controls activities among investing SPV (Special Purpose Vehicle), EPC JV, OM (Operation and Maintenance) Contractor, Design and Build Subcontractors, Administration's Representative and performed necessary actions and organizations, for coordinating the cost, site, design and planning joint studies through matrix teams to ensure that the Works will be completed on time and in budget. Managed and led matrix teams in the EPC organization, besides DCC and Contract Department. Claim evaluations, claim substantiation and documentation, developing contractual and managerial strategies for claim prevention, performing variation order contractual evaluation studies with SPV and prime Subcontractor, participated in negotiation and finalization of contract amendments, change orders and claims, reporting to Supervisory Board for critical project issues, record keeping, establishing and monitoring the progress and key performance indicators and milestones.

Drafted and finalized all official contractual correspondences, registered, classified and labelled all incoming and outgoing letters. Carried out interdisciplinary meetings and follow-ups for the improvement of coordination between teams and departments. Improved internal communication, implemented daily and weekly records and contemporaneous documentation, promoted scope management, planning and

contractual awareness on all levels of EPC JV. Provided contractual guidance and clarifications to the Project Team as appropriate (via contract-induction sessions and otherwise).

#### **Project Coordinator and Tender Coordinator (North Africa French-speaking countries)**

##### **Organization: Yapi Merkezi Construction (ENR 78) / Light Urban Railway Systems North Africa Department**

June 2016 – June 2018

Client: EMA - Entreprise Metro d'Alger

Consultant: EGIS Rail (French)

Contract Value: 340 million euro

Reported to: Deputy General Manager

Length: 17 km

Place: Sidi bel Abbes / Algeria, Istanbul

As the project coordinator of Sidi bel Abbes First Tramway Line project in Algeria, I was responsible for the management of Project team and the coordination of all activities of the light urban railway system project in close cooperation with the PM, acted as PMO Manager from time to time, directing and controlling the office and site works, supporting the production and reporting departments in line with the company strategic targets and standards, from headquarters in Istanbul and at site. Organized regular site visits to the project site for directing & controlling and supporting the team and for meetings / workshops with Client, Consultant, Operating agent, project team, prime sub-contractors and other key stakeholders.

Structured and coordinated scope management and change management procedures, coordinated change order and variation order related activities, prepared official submittals for claims, variation orders, new prices and delay analysis via 'Collapsed as-built schedule' method for EOT. Prepared and negotiated with the Consultant the update BOQ and eventually landing BOQ and the corresponding final accounts.

Composed and/or commented the official letters to the address of the Client, Consultant or Prime sub-contractors from the headquarters on major and critical project issues.

Managed and monitored procurement activities for prime sub-contractors and main suppliers' selection, carried out contract management, contractual performance control, and budget control for the same through the project life-cycle, till contract closure. During the same period I was responsible for coordinating tender preparations and submissions in North Africa French-speaking countries region via workshops with matrix structured ad-hoc teams formed with the project management site team and the headquarters specialists.

#### **Site Coordination Office Project Manager & Project Controls Manager/ Ashgabat**

##### **International Airport Project**

##### **Organization: POLIMEKS Construction (ENR 62)**

January 2014 - April 2016

Client: Turkmen Havayollari (TXE) **Turkmen Airways**

Consultant: Airport Consultants AC / ILF

Contract Value: **2,3 billion usd**

Reported to: Resident Project Coordinator

Location: Ashgabat

As the unique project manager at site coordination office of the project, where the existing airport was kept operational and new airport facilities and **RAT** (runway, apron, taxiway) were constructed in very well-defined phases without damage or discontinuity to the functioning of the operations and high level of flight security, via very carefully planned and implemented phased project completion and interface management. I was responsible for management and coordination of the separate site production teams. At certain interfaces and common strategy & decision issues, liaised design teams, site production teams and separate technical office teams with consultant, with Client's Administration Office and with Contractor's headquarters support teams, local controlling organizations, local design approval authorities. Managed project-wide strategic planning and led detailed planning, including **ORAT** (Operational Readiness Airport Transfer) and all special aviation works (like AGL, VGS, flight simulators, etc.)

.Coordinated and led soil and geotechnical site tests, pile integrity tests, runway slab compression and bending capacity tests, runway friction tests, slot-drain pre-cast productions, airport obstacle assessment and analysis studies all according to **ICAO** regulations. Monitored and reported weekly, bi-weekly & monthly regular and ad-hoc progress' planning and schedule follow-ups and coordination works status reports. Managed tenders, managed prime subcontractors during execution and closure, and evaluated their applications for **EoT** (extension of time), price mark-ups and compensation claims. Measured, monitored and reported consolidated technical office, design team and support teams' inputs on weekly basis. In this project I was:

- Representative to Client's Design & Project Management Consultant (AC/ILF)
- Planning Coordinator (leading a team of 7 planning specialists)
- Head responsible of official correspondences with the project prime stakeholders
- Manager of Prime Subcontract Works at site and in design
- Coordinator of Fuel Farm and Hydrant Lines
- Head of DCC (leading a team of 4 DCC specialists and 5 translators)
- Head of Commissioning (leading a team of 3 specialists)
- Head of local civil act engineers (leading a team of 30 act engineers)
- Coordinator of fuel farm and fuel hydrant pipelines
- LET Manager of project-wide lifts, escalators and travellers, supply and installation works
- Head of Reporting Team (leading a matrix team of 20 engineers )
- Procurement Head and Contract Manager of prime sub-contractors and suppliers.

## Several Positions

**Organization: ATASTROY Ltd. Kazakhstan**

December 2008 – December 2013

- Internal Audit Manager
- Project Manager of KAZEU Water Sports and Fitness Centre
- Planning & Procurement Coordinator
  - Mega 2 Shopping Mall (Almaty) 65.000 m2
  - Mega 3 Shopping Mall (Almaty) 104.000 m2
  - Rixos Hotel Shuchinsk (Kokshetau) 30.000 m2
  - Haileybury British School (Astana) 23.000 m2
  - Lexus Auto showroom (Astana) 2.500 m2
  - BMW Auto showroom (Astana) 2.500 m2
  - Kazakhstan Tennis Federation Closed Tennis Courts CSKA (Almaty)
  - Biological Laboratory AECOM USA (Almaty)
- Project Manager of Cholpanata Development Project (Budget 80 million usd) in Kyrgyzstan.
- Commercial Manager of Almaty Sanatorium Project (Budget 75 million usd ) 42.000 m2

Reported to: General Manager

Location: Almaty, Astana, Cholpanata, Kokshetau

## Several Positions

**Organization: HILL International (former IMS LLP KZ)**

June 2007 – December 2008

- Key Account Manager to KazKommerzInvest (KKI)
- Project Manager of Borovoe Finn Houses (KKI) - **FIDIC Red Book**
- Project Manager of Schuchinsk Novotel (KKI)
- Cost Consultant for KhanChatyry (Coalco)

Reported to: General Manager

Location: Almaty, Borovoe, Shuchinsk, Astana

## Procurement Coordinator

**Organization: AHSEL Holding / AhseL Construction**

March 2005 – June 2007

As the procurement coordinator, I executed worldwide procurement and contract administration of construction services and materials, for two big-scaled Holding's own investment projects.

- Edelweiss Residences (132 Luxury Villas, Townhouses, Garden Flats)
- AhseLKent Mass Housing (7.000 houses)

Reported to: Regional Coordinator

Location: Almaty



**Organisation and Planning Engineer**  
**East-West Highway Project Algeria**  
**Organization: AS-KA Construction**

October 2003 – January 2005

Executed site and procurement planning, supplier monitoring, selection and contracting, supporting soil & concrete testing works, prepared monthly progress payment documents, site supervision of concrete works and infrastructure works, verbal and written communication with the Engineer.

Client: Agence National des Autoroutes (ANA)  
Consultant: Louis Berger  
Contract Value: 44 million euro  
Reported to: Construction Manager / PM  
Location: Blida / Algeria

**Business Development Specialist**  
**Organization: INVESCO Engineering & Consultancy**

December 2001 – September 2002 I represented my company at DEIK (Foreign Economic Relations Board), IPFA and UNDP, executed communication with foreign partners, developers and project stakeholders (in English and French), monitored world-wide construction market for potential endeavors and bids, supported tender and bid preparation team.

Reported to: General Manager  
Location: Ankara / Turkey

**Several Positions**  
**Organization: IRIS Construction**

August 1999 – October 2001

- Site Manager of façade cladding works for NuroI GOP Luxury Residences. Client: NuroI Gayrimenkul
- Site Manager of façade works for Eurazia Gumileva University. Client: Ceylan Ltd. Astana / Kazakhstan
- Façade Engineer of the Sabanci University Tuzla Campus. Client: Koray Holding

Locations: Ankara, Astana, Istanbul

## Education

**Robert Gordon University / Scotland UK**  
**Construction Law and Dispute**  
**Resolution, LL.M Pg. Dipl. (Robert Gordon**  
**University, among top-5 universities in the World**  
**in Construction Law)**

**Enrolment (2019) / Completion (2022) Standing –**  
**Meritorious Performance**

**LLM Research Project (2023) – Understanding RF**  
**Jurisdiction Regulating Construction Contracts**  
**and Its Particularities in Delay-Based Contractor**  
**Compensation Entitlement in Comparison to UK**  
**Jurisdiction and Legal Practice**

**Esslingen University of Applied Sciences /**  
**Germany**

**MBA in Industrial Management**  
**Graduated 1st of August 2003**  
**Thesis: Risk Assessment in International**  
**Construction Projects Middle East Technical**  
**University (METU) / Turkey Bachelor of Science in**  
**Civil Engineering**  
**Graduated February 2000**



