

Eman Elnakly, BSc (Hons)

Managing Director, Delay and Disruption

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Background

Eman is a construction Delay and Disruption Expert with 25 years' experience in the engineering and construction industry. She is a Managing Director at Rimkus, leading the Delay Practice in the United Kingdom. She is a qualified civil engineer, an experienced planning and project controls engineer, delay analyst and Expert Witness on matters of construction delay and disruption, with experience testifying in both English and Arabic.

Eman's expertise is in forensic delay analysis, disruption, and strategic and project planning and management. She has been regularly appointed as an Expert Witness on matters of delay and disruption, providing testimony in proceedings and having been cross-examined. She has testified as a Delay and Disruption Expert in international arbitration under the ICC, SCC, and SCCA.

Her sector experience encompasses civil and infrastructure, energy, oil and gas, marine, defence, and building (including residential, commercial, and mixed-use), with a focus on both the public and private sectors. Eman has worked across a wide range of regions, including the United Kingdom, Scotland, Poland, Sweden, Oman, the United Arab Emirates, Saudi Arabia, Egypt, Qatar, Kazakhstan, Iraq, Russia, Canada, and Australia. Her contract experience includes PFI, NEC, FIDIC, JCT, as well as several bespoke contract forms.

Education and Certifications

- **Civil Engineering LETAPAEWE, BSC (Hons)**
- **Engineering and Build Environment, Ph.D. (Candidate)**

Professional Memberships

- **Incorporate Membership Chartered Institute of Building:** ICIOB
- **Member Society of Construction Law:** MSCL

Geographies

- **UK/Scotland and Europe**
- **West Asia**
- **Africa**
- **Canada**

Sectors

- **Civil and Infrastructure**
- **Energy**
- **Marine**
- **Defence**
- **Oil and Gas**
- **Residential and Commercial Building**
- **Transport**
- **Public and Private Sector Projects**

Expert Witness Experience

Oil and Gas

4800 MW Combined Cycle Power Plant, New Capital, Cairo, Egypt
Party appointed Independent Delay and disruption Expert in respect of a dispute on 4800 MW combined cycle power plant station projects in Africa appointed by the main contractor, the appointment including preparation of the report, analysing project delays and concurrency issues.

4800 MW Combined Cycle Power Plant, Burullus, Egypt
Party appointed Independent Delay and disruption Expert in respect of a dispute on a 4800 MW combined cycle power plant station project in Africa appointed by the main contractor, the appointment including preparation of the report, analysing project delays and concurrency issues.

Third Generation Plant Extension of Oil Field, Kazakhstan
Party appointed as an independent Delay Expert to provide a delay and disruption analysis on a third- generation plant extension of oil field in Kazakhstan appointed by the Employer, the appointment including researching events, developed the as-built schedule and identified the as-built critical path and carry out inefficiency and disruption analysis for an onshore oil field located on the North Eastern shore of the Caspian Sea. The project involves the construction of a new sour gas injection plant which will add capacity to the existing field to reach one million barrels a day and keep the existing plants producing at full capacity.

Oil Field Development, Mishrif Formation, Iraq
Lead assistant to the delay expert, providing delay analysis services in relation to the drilling and completion of 23 production wells in the Mishrif Formation Area, Iraq. The analysis involved detailed build-up of the as-built schedule and the analysis of additional works (OOS).

Offshore Field Production Centre, Canada
Lead assistant to the delay expert for Arbitration. Carried out the full delay analysis including researching events, developed the as-built schedule and identified the as-built critical path for an offshore natural gas field located 250 km off the coast of Nova Scotia, Canada, on the Scotian Shelf. Peak monthly production was 248 million cubic meters from four subsea wells.

Combined Cycle Power Plant, Oman
Lead assistant to the Delay Expert in respect of a dispute on a 2,000 MW combined cycle gas power station project in the Middle East. Researched events, developed the as-built schedule and identified the CP. Carried out the delay analysis and drafted the report.

CCGT Power Plant, Poland
Lead assistant to the delay expert in an Arbitration dispute relating to the completion of a power plant located in Poland. Researched events, developed the as-built schedule, and identified the CP. Carried out the delay analysis and drafted the reports.

CCGT Plant, Perm, Russia
Lead assistant to the delay expert in an arbitration on a 120 MW combined cycle power plant in Perm, Russia. Assisted with the preparation of Expert report for Arbitration. Researched events, developed the as-built schedule, and identified the CP. Carried out the delay analysis and drafted conclusions.

Wind Farm, UK
Lead assistant to the delay expert in the preparation of an expert report on delay and disruption for international arbitration with regards to the construction of a wind farm located in the UK. The project was related to the engineering, procurement, supply, and installation of the foundations for an offshore wind farm, a new 317MW wind farm located off the Norfolk coast in England. The dispute was in respect of EOT and disruption claim.

Civil and Infrastructure

Metro Railway, Sydney, Australia
Fully automated driverless metro railway. A 36 km link servicing Sydney's north-west that included eight new railway stations and an upgrade to five existing stations. Appointed by the Contractor to deal with delay and disruption issues.

Innovative Trams and Light Rail Project, Edmonton, Canada
Party appointed Independent Delay and Disruption Expert in respect of a pre-dispute on Tram project in Canada, appointed by the main contractor. The appointment included preparation of the report, analysing project delays, and disruption issues.

New Metro System, Kingdom of Saudi Arabia
Party appointed Independent Delay and Disruption Expert providing pre-dispute/negotiations Delay analysis and programming advice to a large consortium constructing and commissioning a new rapid transit system in a large city in the Middle East with a cost of US$21 bn. Advice was in relation to regular reporting on progress as required by the contract, methods of analysis in relation to ongoing extension of time claims.

Upgrade Existing Safety and Signalling System on a Metro System, Sweden
Party appointed Independent Delay Expert Witness in Arbitration to provide an expert opinion on delay matters that occurred during the design and installation of a New Safety and Signalling System from NTP to termination of the contract by the Employer.

Replacement and Rerouting of Gas and Water Pipes, Newcastle, UK
Party appointed Independent Delay Expert Witness in Adjudication to provide an expert opinion on delay issues that occurred during the road widening project in Haddricks Mill, Newcastle, UK.

Queensferry Crossing Bridge- Highways and Roads, Scotland
Party appointed Independent Delay Expert in Scottish Court to provide an expert opinion on delay and disruption matters that occurred during the construction process.

Crossrail C510 Contract, UK
Senior Lead Planning Engineer for SCL (Secondary Concrete lining) tunnelling works for Whitechapel and Liverpool Street Stations.

East London Line (ELL), Location
Senior Lead Planning Engineer. Carried out Retrospective Delay Analysis (forensic planning) of Contract programme for mediation.

Building

Luxury Hotel and Spa, London, UK
Party appointed Delay and Disruption Expert Witness in Adjudication. Appointed by the Employer to deal with delay and disruption issues for a luxury hotel and spa in central London, UK.

New Headquarters Building Complex, Jubail, Kingdom of Saudi Arabia
Party appointed Delay Expert Witness in an Arbitration. Appointed by the Contractor to deal with delay issues on a new headquarters building complex.

The Lusail Activation Plan Project, Lusail, Qatar
Appointed by the Contractor to deal with delay and disruption issues on a major project in Lusail, Qatar.

Shawfield Street, Private Sector Residential, London, UK
Party appointed delay Expert Witness for an Adjudication on a housing project to provide expert opinion on the project delays, the appointment including preparation of the report, analysing project delays and concurrency delays.

Harrington Road, Private Sector Residential, London, UK
Party appointed Delay Expert Witness for an Adjudication on a housing project to provide expert opinion on the project delays, the appointment including preparation of the report analysing project delays and provision of oral assistance in relation to allegations of concurrent delays in the dispute over an entitlement to an extension of time.

Leopold Avenue, Private sector residential, London, UK
Party appointed Delay Expert Witness for an Adjudication on a private sector residential project to provide expert opinion on project delays, entitlement to Extension of Time and Practical Completion – written reports provided to adjudicator.

Long-term Solution, Car Showroom, Doha, Qatar
Lead assistant to the delay expert in Arbitration, carried out the full analysis and prepared the Expert report, including the development of a master programme for the works on the showroom as part of the analysis and report.

Adjudication, Residential sector, London, UK
Assisted the appointed Arbitrator in matters related to the value of the works carried out by the Contractor and the extent of Contractor's entitlement to be paid for the work carried out and their entitlement for extension of time.

Expert Advisory Experience

Oil and Gas

LNG Liquefaction Plant, Siberia
Lead a team to provide contractual advisory, claim management and avoidance, strategic and project risk

management services for one of the world's largest and most complex LNG (liquefied natural gas) plant projects, 600 km north of the Arctic Circle in the South Tambey region of Western Siberia.

Oil Field Development and Refinery Project, Kazakhstan
Appointed in an independent Delay and Disruption Expert advisory role to provide a delay analysis and cost escalation analysis for a project assessment for the Employer on the development of an oil field and refinery project in Kazakhstan. The project was a large drilling rig situated in the North Caspian Sea and a land-based gas refinery generating 1.2 m barrels of oil per day which was severely delayed and over budget. The analysis included identifying actual process achieved of large subcontracts and contractor delays that impacted these subcontracts.

Egyptian LNG Project, Idku, Egypt
Lead Planning Engineer on site on the Egyptian LNG Project (Idku, Egypt); major project in Egypt with a value of US$1.8 bn.

CCGT Power Plant, Poland
Provided ongoing program and delay analysis advisory service to the Contractor on a 120 MW combined cycle power plant in Stalowa Wola, Poland.

Civil and Infrastructure

Polysilicon Manufacturing Facility, Jubail, Saudi Arabia
Independent delay advisory expert on a pre-dispute/negotiations delay analysis and programming advice appointed by the Employer. Reviewed contractor's claims for variations and EOTs. Provided programming advice on a wayward schedule and the claim of contractor.

Project Experience

Crossrail C510 Contract, UK
Senior Lead Planning Engineer for SCL (Secondary Concrete lining) tunnelling works for Whitechapel and Liverpool Street Stations.

East London Line (ELL), Location
Senior Lead Planning Engineer. Carried out Retrospective Delay Analysis (forensic planning) of Contract programme for mediation.

Defence Training Review, Location
Strategic planner for scoping and phasing. Strategic Programme, Monitoring and Reporting.

Metropolitan Police Safer Neighbourhoods Stage 2
Strategic planner for scoping and phasing. Strategic Programme, Monitoring and Reporting.

Port Said East Port
Planning Engineer on site on Port Said East Port project building a quay wall with length of 1200m, with a value of US$61 m.

Egyptian LNG Project, Idku, Egypt
Planning Engineer on site on the Egyptian LNG Project (Idku, Egypt); major project in Egypt with a value of US$1.8 bn.

Professional Experience

- **Rimkus (Formerly Capital Consulting International, CCi)** **2024 – Present**
  - Managing Director, Delay and Disruption