

INDUSTRY ADVISORY | QATAR | GCC

ENGINEERING & CONSTRUCTION

EXECUTIVE REALITY

Engineering and construction businesses carry their commercial outcomes inside contracts: scope, programme, variation, payment and handover.

Margin is earned or lost in change control, subcontractor management and the evidence behind a claim or certificate. As projects grow larger, clients more demanding and delivery more dependent on subcontractors, control has to be evidenced rather than assumed.

WHERE GOVERNANCE PRESSURE APPEARS

TENDER QUALIFICATION

Larger clients assess management systems, safety records and control evidence before a bid is considered.

CHANGE AND CLAIM EVIDENCE

Variations and delays defended without contemporaneous records become margin lost at settlement.

HANDOVER AND CLOSE-OUT

Incomplete records at handover extend liability, delay final accounts and affect the next award.

SUBCONTRACTOR DEPENDENCY

Subcontractors carry programme and quality outcomes while the obligation remains with the organisation.

PROGRESS AND PAYMENT

Certification and payment depend on documentation being complete at the moment it is required.

WHAT THIS MEANS COMMERCIALY

- 01 Governance weakness usually appears first as programme delay and contractual friction.
- 02 Evidence created after a dispute begins carries far less weight than evidence created during delivery.
- 03 Client confidence at close-out influences eligibility for the next project.
- 04 Larger projects expose control gaps that smaller projects absorbed.

WHERE HARBORSTONE FITS

Enterprise Governance & Risk

Decision rights, project risk visibility, internal controls and subcontractor governance.

Audit Readiness & Assurance

Client audits, prequalification evidence and certification readiness.

Operational Resilience & Continuity

Continuity of delivery when suppliers, systems or sites are disrupted.

Strategic Advisory & Fractional Leadership

Senior governance capability during growth into larger and more demanding projects.

WHEN GOVERNANCE BECOMES A BUSINESS ISSUE



Can the business evidence how projects are controlled — at tender, during delivery and at final account?