

Amr Helmy Koora, BSc. ME, PMP®, CSCP, FIDIC, PDBA, PDSCM

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Commercial & Contracts Director | Contracts & Commercial Manager | Head of Contracts, Procurement & Supply Chain

Commercial Manager – Infrastructure & Oil & Gas | Contracts Manager – EPC & Infrastructure Projects

Strategic **Commercial & Contracts Leader** with over **30 years of experience** in the Middle East and **21+ years in the GCC**, steering **contracts, commercial, and procurement functions** across **Oil & Gas, infrastructure, and industrial projects** for major clients including **ARAMCO, SABIC, Royal Commission, NWC, NEOM, KAEC, SWCC, and KJO**. Combine a **Mechanical Engineering** background with postgraduate studies in **Quality Management, Business Administration, and Supply Chain Management**, supported by global certifications (**PMP®, CSCP, FIDIC modules, OSHA**). Proven track record in **contract management, FIDIC-based contract administration, claims and variations support, commercial negotiation, and risk management**, alongside leading **multi-billion SAR portfolios with 100% on-time material delivery, zero delays related to supply, and 20% reduction in lead times** through **digital procurement and process optimization**. Experienced in **business development, feasibility studies, branch and factory setup, and governance of contracts and procurement**, with strong capabilities in **stakeholder management, vendor and subcontractor management, and cross-functional leadership**. Currently targeting senior roles such as **Commercial & Contracts Director, Contracts Manager, or Commercial Manager** where I can leverage my combined **contracts, commercial, and supply chain expertise** to drive project and business performance.

Signature Competencies

- Contract Management (FIDIC)
- Procurement & Strategic Sourcing
- Infrastructure Projects (Water & Sewage)
- Tendering & RFQ/RFP Management
- Stakeholder & Client Management
- Logistics & Fleet Management
- Contract Drafting & Review
- Commercial Management
- Supply Chain Optimization
- Cost Control & Budgeting
- Governance & Compliance
- Feasibility Studies
- Performance Management
- Continuous Improvement
- Claims & Variations Handling
- Subcontractor Management
- Negotiation & Deal Closing
- Inventory & Demand Planning
- Project Management (PMP®)
- Digital Procurement Systems
- Board & Executive Reporting
- Oil & Gas EPC Projects
- Risk Management
- Quantity Surveying
- Business Development
- Market Analysis
- Quality Management
- Team Leadership

Work Experience

Commercial & Supply Chain Director (Contracts & Procurement) | ANIR Group, Saudi Arabia

Oct 2023 – Present

Key Highlights:

- **Contract Management** – Lead end-to-end lifecycle of commercial, service, and supply contracts, including drafting, reviewing, negotiating, and administering agreements in line with corporate policies and client requirements.
- **Commercial Leadership** – Direct commercial strategy across trading and industrial business units to optimize margins, control costs, and support sustainable revenue growth.
- **Procurement Management** – Own strategic sourcing, RFQ/RFP processes, supplier evaluation, and PO issuance to secure best value for materials, equipment, and services.
- **Supply Chain Optimization** – Manage end-to-end supply chain operations, including planning, purchasing, logistics, warehousing, and inventory control to support project and sales demands.
- **Fleet Management** – Oversee fleet operations, including maintenance, fuel, and consumables planning, to ensure availability and cost-effective support for projects and distribution.
- **Vendor Relationship Management** – Lead vendor negotiations, framework agreements, and service contracts to secure favourable commercial terms, SLAs, and long-term partnerships.
- **Project Coordination** – Supervise construction of the new factory in Dammam 3rd Industrial City, managing RFP preparation, technical and commercial evaluations, contract awards, and progress monitoring.
- **Contract Administration** – Monitor contractor and consultant performance, track milestones, approve variations, and ensure adherence to scope, budget, and schedule until project completion.
- **Business Planning** – Contribute to strategic business planning, feasibility studies, and evaluation of new projects and expansions in coordination with top management.
- **Process Improvement** – Reduce supply chain lead times by 20% through implementation of digital procurement tools and vendor consolidation, improving on-time delivery performance to 98%.
- **Governance & Compliance** – Establish a structured contracts and procurement governance model, enhancing transparency, auditability, compliance, and decision-making at Board level.

Procurement & Contracts Manager | AL RAFIA Contracting , Saudi Arabia

Apr 2014 – Oct 2023

Key Highlights:

- **Procurement Management** – Led the Procurement & Contracts Department across multiple infrastructure projects, ensuring timely and cost-effective sourcing of materials and services.
- **Infrastructure Projects Procurement** – Managed end-to-end procurement for water, sewage, and storm network projects, aligning material specifications with engineering and client requirements.
- **Material Planning & MR Control** – Controlled material requests (MR logs), monitored stock levels, and coordinated with site teams to prevent shortages and project disruption.
- **RFQ & Tendering** – Prepared and issued RFQs, obtained quotations, and coordinated technical and commercial evaluations to select best-value suppliers and subcontractors.

- **Purchase Order Management** – Issued purchase orders, tracked deliveries, and expedited shipments to maintain 100% on-time material availability for active projects.
- **Contracts Management** – Drafted, reviewed, and administered subcontractor contracts and long-term supply agreements, ensuring clarity of scope, pricing, and deliverables.
- **Contract Administration** – Ensured subcontractor and supplier contracts complied with client conditions and Contract requirements, supporting proper risk allocation and claim handling.
- **Claims & Variations Management** – Supported preparation of claims, variation orders, and contractual correspondence in coordination with Project Managers, Legal, and Finance.
- **Supplier & Subcontractor Management** – Developed and maintained strong relationships with key suppliers and subcontractors, improving reliability, quality, and negotiation leverage.
- **Business Development & Expansion** – Led commercial analysis of new regions, including Hail, by studying tenders, competition, and margins to recommend strategic expansion.
- **Feasibility & Pricing Strategy** – Contributed to feasibility studies, pricing strategies, and branch setup plans, resulting in securing four new projects in the Hail region.
- **Supply Chain Performance** – Maintained 100% on-time material delivery across a SR 1.8B project portfolio over 10 years, achieving zero project delays related to material supply.
- **Client & Stakeholder Engagement** – Coordinated closely with major clients, including the Royal Commission in Jubail, earning a recognition award for the Mutrafiah Water Plant Project (SR 130M).

Procurement Manager | APM – Arab Company for Projects and Maintenance , Saudi Arabia

Apr 2009 – Apr 2014

Key Highlights:

- **Procurement Management** – Led end-to-end procurement and material management for Oil & Gas construction projects, ensuring timely availability of critical materials for pipelines and plants.
- **Oil & Gas Projects** – Coordinated closely with project teams to align procurement plans with EPC project schedules, technical requirements, and construction milestones.
- **Material Planning & Expediting** – Prepared material plans, monitored stock levels, and expedited deliveries to prevent site delays and minimize project downtime.
- **Supplier & Subcontractor Contracts** – Managed supplier and subcontractor contracts, including negotiation, award, and performance monitoring in line with project specifications.
- **ARAMCO Compliance** – Ensured all materials, documentation, and contractual terms met **Saudi ARAMCO** standards, specifications, and approval requirements.
- **Contract Administration** – Supported contract administration activities, including variation handling, delivery terms, and commercial dispute mitigation with vendors and subcontractors.
- **Quantity Surveying & Cost Control** – Oversaw Quantity Surveying activities and coordinated cost control with Project Management to maintain budgets and improve cost efficiency.
- **ECN System Communication** – Handled formal communication with Saudi ARAMCO through the **ECN system**, managing technical queries, commercial clarifications, and approvals.
- **Stakeholder Communication** – Maintained regular coordination with Engineering, Construction, Finance, and client representatives to ensure alignment on scope, cost, and schedule.

Operations Manager | Sonovation Middle East, Saudi Arabia

Feb 2008 – Apr 2009

Key Highlights:

- **Operations Management** – Planned, organized, and controlled day-to-day NDT operations to meet project scope, schedule, and budget commitments.
- **Project Planning & Execution** – Developed project execution plans, allocated resources, and monitored progress to ensure compliance with technical, quality, and HSE requirements.
- **NDT Project Coordination** – Coordinated NDT teams, equipment mobilization, and site activities for advanced UT and other NDT techniques in Oil & Gas and petrochemical facilities.
- **Quality & HSE Compliance** – Ensured all operations adhered to Sonovation quality standards, client specifications, and safety procedures in line with ARAMCO and SABIC requirements.
- **Client Relationship Management** – Managed day-to-day communication with clients, addressing technical queries, scope changes, and deviations while maintaining high customer satisfaction.
- **Contract & Scope Management** – Monitored work against contractual obligations, documented scope changes, and supported variation and claim preparation where required.
- **Documentation & Reporting** – Oversaw preparation of technical reports, test certificates, and project documentation to support client approval and audit requirements.
- **Billing & Invoicing Support** – Ensured timely client approvals, work completion confirmations, and documentation to enable smooth invoicing, revenue recognition, and cash flow.

Procurement Manager | WILO Middle East, Saudi Arabia

Aug 2004 – Feb 2008

Key Highlights:

- **Procurement Management** – Managed end-to-end procurement activities for pumps, components, and materials sourced from European WILO factories and local suppliers to meet production and sales demand.
- **Supply Chain & Logistics** – Coordinated international and local logistics, including shipping, customs clearance, and delivery scheduling to ensure on-time supply to regional customers.
- **New Product Introduction (NPI)** – Handled samples, prototypes, and first deliveries for new product introductions, ensuring technical compliance and smooth integration into the production and sales pipeline.
- **Supplier Relationship Management** – Developed and maintained strong relationships with key suppliers and subcontractors to secure reliable supply, competitive pricing, and improved service levels.
- **Contract & Price Negotiation** – Negotiated prices, delivery terms, and commercial conditions with suppliers and subcontractors in

alignment with production budgets and company cost targets.

- **Demand Planning & Inventory Control** – Coordinated with production and sales teams to align purchase plans with demand forecasts, optimizing stock levels and minimizing shortages or excess inventory.
- **Contract Compliance & Delivery Performance** – Ensured adherence to contractual requirements, delivery dates, and quality standards, resolving supply issues and escalations in a timely manner.
- **Issue Resolution & Continuous Improvement** – Investigated supply chain bottlenecks, implemented corrective actions, and recommended process improvements to enhance reliability and efficiency of procurement operations.

Procurement and Contracts Engineer | PETROJET, Egypt

Sep 1995 – Aug 2004

Key Highlights:

- **Quantity Surveying & Cost Budgeting** – Performed quantity take-off, cost estimating, and project budgeting for Oil & Gas and petrochemical projects in line with EPC standards and client requirements.
- **Project Cost Control** – Supported monitoring of project costs versus budgets, highlighted variances, and coordinated with project teams to implement corrective actions.
- **Procurement Support** – Assisted in end-to-end procurement activities, including preparation of RFQs, bid evaluations, and recommendation of technically and commercially compliant vendors.
- **Technical Vendor Evaluation** – Participated in technical evaluation of suppliers and subcontractors to ensure compliance with project specifications, codes, and client standards.
- **Material Planning & Forecasting** – Contributed to annual material planning and forecasting based on project pipelines, construction schedules, and historical consumption data.
- **Contracts & Commercial Coordination** – Supported preparation and review of commercial terms, purchase orders, and contractual documents to protect company interests.
- **Cross-Functional Coordination** – Coordinated with Engineering, Construction, and Finance teams to align technical specifications, budgets, and procurement strategies.
- **Documentation & Reporting** – Prepared QS reports, cost summaries, and procurement status updates to support management decision-making and client reporting.

ACHIEVEMENTS

- **Delivering 30+ years of experience** in the Middle East, including **21+ years in the GCC**, leading **contracts, commercial, procurement, and supply chain functions** across Oil & Gas, infrastructure, and industrial projects.
- **Leading large-scale project portfolios** with full responsibility for **contracts, procurement, and material supply** for major Saudi clients such as **ARAMCO, SABIC, Royal Commission, NWC, NEOM, KAEC, SWCC, and KJO**.
- **Reducing supply chain lead times by 20%** at ANIR Group through **digital procurement tools** and **vendor consolidation**, achieving **98% on-time delivery**.
- **Maintaining 100% on-time material delivery** for over **10 years** at AL RAFIA Contracting, contributing to **zero project delays related to material supply** across a major infrastructure portfolio.
- **Receiving formal recognition from the Royal Commission in Jubail** for successful material and contracts management on the **Mutrafiah Water Plant Project (SR 130M)**.
- **Driving commercial expansion into Hail region** at AL RAFIA by analyzing tenders and competition, supporting **feasibility studies and pricing strategy**, and helping secure **4 new projects** after establishing a new branch.
- **Supervising the full contract lifecycle** for the **new factory construction in Dammam 3rd Industrial City** at ANIR Group, from **RFP preparation and bid evaluation** to **contract awards and contractor performance monitoring** until completion.
- **Ensuring full compliance with Saudi ARAMCO standards and project specifications** while managing procurement and supplier contracts for **Oil & Gas EPC projects** at APM and PETROJET.
- **Establishing structured contracts and procurement governance frameworks**, enhancing **transparency, risk control, and executive decision-making** at Board level.
- **Actively supporting business planning, feasibility studies, and new system implementation**, frequently selected by top management to contribute to **expansion, investment, and process improvement initiatives** beyond the formal job scope.
- **Strengthening technical and managerial profile** through three postgraduate diplomas (**Supply Chain Management, Business Administration, Quality Control**) and **global certifications (PMP®, CSCP, FIDIC modules, OSHA)** backed by **advanced training in Lean, Six Sigma, and GRC**.

Educational Qualifications

- **Postgraduate High Diploma in Supply Chain Management** | AAST, Egypt | Feb 2024 – Aug 2025
- **Postgraduate Professional Diploma in Business Administration** | AAST, Egypt | Dec 2023 – Jun 2025
- **Postgraduate High Diploma in Quality Control (Engineering)** | Ain Shams University, Egypt | Sep 1998 – Aug 2000
- **B.Sc. Mechanical Engineering – Manufacturing Division** | Benha University, Egypt | 1990 – 1995

PROFESSIONAL CERTIFICATIONS & MEMBERSHIPS

- **CSCP** – Certified Supply Chain Professional (ASCM) | May 2025 | ID: 194113
- **PMP® (PMI 7)** – Project Management Professional (PMI) | May 2025 | ID: 4104039
- **FIDIC Practical Use of FIDIC Conditions of Contracts (RED Book 1999), Module 1** | Oct 2025
- **FIDIC Certified Consulting Engineer Prep. Program (White Book 2017), Module 0** | Dec 2025
- **FIDIC Certified Contract Manger Prep. Program, Module 2, 4** | Feb 2026
- **FIDIC Conditions of Contract for EPC/Turnkey projects, Module 5** | Feb 2026
- **OSHA Certificate** – Occupational Safety and Health Administration (USA) | No. 34-600736424
- **ASNT-SAS Member** – American Society for Non-destructive Testing | No. 180461
- **Saudi ARAMCO Contractor ID** | 8890204-8

- **Authorized Procurement Manager** – Royal Commission Jubail | 2018
- **Egyptian Engineers** Syndicate | No. 35/5862
- **Saudi Council of Engineers** | No. 161737

COURSES & CONTINUOUS DEVELOPMENT

- **FIDIC & Contracts Management**

FIDIC Contracts Practitioner (FCP) FIDIC/JCT – PMA | Sep 2025
Certified FIDIC Contracts Specialist (FCS) – PMA | Jan 2026
Claims, Disputes & Arbitration Management – IVELET | Aug 2025
FIDIC Contract Specialist (FCS) – IVELET | Jun 2025
Preparing International Arbitrators – IVELET & Egyptian Syndicate of International Arbitration | Dec 2025

- **Supply Chain & Procurement**

Effective Inventory Management – AAST | Oct 2024, Riyadh, KSA
Procurement and Supply Chain – Blue Ocean Corporation | Oct 2024, Riyadh, KSA
Supplier Surveillance – Saudi ARAMCO | Oct 2012, Dhahran, KSA
Demand Management – Saudi ARAMCO | Oct 2010, Dhahran, KSA

- **Project Management**

Project Management Office (PMO-CP), 25 Hours – Udemy | Jun 2025
PMP Preparation – SAC for Training & Consulting | Mar 2014, Dammam
Value Engineering – Royal Commission | Aug 2013, Jubail, KSA

- **Governance, Risk, Compliance, Lean & Quality**

PMI-Risk Management Professional (RMP) Professional Program Jan-Feb 2026
Governance, Risk & Compliance (GRC), 25 Hours – Udemy | Jun 2025
Lean Production – Saudi Council of Engineers | Oct 2025, Dammam, KSA
Six Sigma Concepts – Saudi Council of Engineers | Dec 2024, Dammam, KSA
Creative Problem Solving & Decision Making for Strong Leadership – AAST | Oct–Nov 2024, Alexandria, Egypt

TECHNICAL SKILLS

- Microsoft Office (Word, Excel, PowerPoint, Access, Outlook) | Odoo | Sage | Power BI | Demand Planning & Forecasting

SOFT SKILLS

- Professional Communication | Stakeholder Management | Negotiation & Influencing | Problem Solving & Critical Thinking | Time Management & Prioritization | Leadership & Team Coaching | Emotional Intelligence & Adaptability | Data-Driven Decision Making

LANGUAGES

- Arabic – Native
- English – Fluent

References

- **Mr. Muhammad Alawad** – Chief Executive Officer (CEO), Al RAFIA Contracting
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