



# Oman Design & Build Week Symposium 2026

In partnership with the Project Management Institute (PMI)

11–13 May 2026 | Oman Convention & Exhibition Centre, Muscat

Organised by CONNECT — Oman Exhibitions Organizing Company LLC

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## Day 1 — 11 May 2026

### OPENING & TALENT IN INFRASTRUCTURE DELIVERY

#### 11:00 – 11:15 AM | Welcome & Opening Remarks by MC

The ODBW PMI Symposium opens with a formal welcome from the CONNECT Master of Ceremonies, followed by an overview video reflecting on the highlights and outcomes of last year's symposium. The session frames the objectives of this year's programme and its alignment with Oman Design & Build Week 2026 — positioning the Symposium as the strategic leadership forum at the intersection of project management excellence and Oman's infrastructure delivery agenda.

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#### 11:15 – 11:45 AM | Regional Perspective: Addressing the Talent Gap in Infrastructure Delivery

*Presentation & Q&A (20 min presentation + 10 min Q&A)*

Oman's infrastructure pipeline — from Sultan Haitham City and New City Salalah to major road, port and utility programmes — demands a project management workforce of a scale and sophistication that the Sultanate has not previously been required to develop at pace. The talent gap in infrastructure delivery is not simply a headcount problem: it reflects shortfalls in advanced project controls capability, programme management maturity and the cross-functional leadership competencies required to deliver complex, multi-stakeholder programmes on time and on budget. This presentation examines the regional picture — where the gaps are most acute, what the best-performing markets have done to close them, and what Oman must prioritise to build the infrastructure delivery talent base that its ambitions demand.

**Speaker :** **Hanny Alshazly**, Managing Director - MENA, Project Management Institute

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### LEADERSHIP, HUMAN CAPABILITY & EXECUTIVE DIALOGUE

## 12:00 PM – 2:00 PM | C-Level Roundtable: Human Capability as a Critical Enabler of Infrastructure Success

*Invitation-only roundtable (2 hours)*

Infrastructure delivery in Oman is constrained not primarily by capital or technology — it is constrained by the availability of senior leaders capable of managing programmes of the complexity, scale and strategic importance now entering execution. This invitation-only C-Level Roundtable brings together up to 30 VIPs from government, national developers, contractors and professional services to address the critical question: how does Oman build, attract and retain the project leadership talent required to deliver its Vision 2040 infrastructure ambitions? The roundtable examines the intersection of leadership development, Omanization, international talent frameworks, institutional capacity building and the role of professional bodies like PMI in accelerating delivery readiness at the programme level.

**Facilitator:** **Raphael Ani**, Global Business Development Lead, PMI

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## 2:00 – 4:00 PM | PMI MASTERCLASS

*Workshop (120 minutes)*

The afternoon Masterclass sessions deliver intensive, practitioner-led learning on the project management competencies most relevant to Oman's infrastructure delivery context. Facilitated by PMI's expert faculty, these interactive workshops provide delegates with frameworks, tools and techniques directly applicable to their live project challenges — covering advanced project controls, risk management, programme governance, stakeholder engagement and the integration of digital project management platforms into complex construction environments.

### **Speakers:**

**Raphael Ani**, Global Business Development Lead, PMI

**Oussama ALLALI**, Coach, PMI

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## Day 2 — 12 May 2026

### DESIGN, SUSTAINABILITY & LONG-TERM INFRASTRUCTURE VALUE

#### 11:00 – 11:15 AM | Welcome & Day 2 Overview by MC

The CONNECT Master of Ceremonies opens Day 2, orienting delegates to the day's programme themes — communication effectiveness, sustainable design, long-term infrastructure value and the legal frameworks that protect complex projects — and setting the context for the PMI Masterclass sessions that will conclude the afternoon.

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#### 11:15 – 11:45 AM | Communication Effectiveness in Construction Projects

*Keynote presentation (30 minutes)*

Effective communication in construction is not simply about information flow — it is about the quality, clarity, timeliness and accountability of that information at every level of the project hierarchy. From design intent communication between architects and contractors to progress reporting between project managers and clients, the gaps between what is said, what is understood and what is acted upon are where projects lose time, money and trust. This keynote examines the communication effectiveness framework developed by PMI's construction team — addressing the systems, processes and behavioural competencies that distinguish high-performing project teams from those that spend their energy managing the consequences of miscommunication.

**Speakers:** **Oussama Allali**, Certified Coach, PMI Construction Team

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#### 11:45 AM – 12:15 PM | Presentation by Asian Paints Berger

*Presentation (30 minutes)*

This presentation by Asian Paints Berger will explore the evolving role of surface solutions, coatings, and sustainable design innovations in shaping the future of the built environment. The session will highlight how advanced paint technologies, smart finishes, and environmentally responsible products are contributing to energy efficiency, durability, aesthetics, and healthier living spaces across residential, commercial, and industrial sectors.

**Speaker:** Dennis Jacob, Head of Specification - GCC

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## 12:15 – 1:00 PM | Driving Long-Term Value: Sustainability in Oman's Infrastructure Projects

*Panel discussion (45 minutes)*

Sustainability in infrastructure is no longer a premium add-on — it is a structural requirement of long-term asset value. Buildings and infrastructure assets that do not meet emerging green standards face stranded asset risk, restricted financing access, reduced occupier demand and mounting regulatory pressure as Oman aligns its built environment framework with its Vision 2040 sustainability commitments. This panel examines how sustainability is being embedded into infrastructure project delivery in Oman — from green building certification and energy performance standards to circular procurement, embodied carbon accounting and the financing frameworks that reward sustainable assets with lower cost of capital.

### Speakers:

**Rudolf Khoury**, Moderator, PMI

**Anahita Jafari, MRICS**, Head of Building Performance and ESG Advisory, Savills Oman

**Dr. Lilly Ghorab**, Founder, The Metronome Studio

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**1:00 – 1:30 PM | Lunch Break**

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## LEGAL FRAMEWORKS & PMI MASTERCLASS

### 1:30 – 2:00 PM | Agile Legal Frameworks for Mega Projects

*Presentation (30 minutes)*

Mega projects in Oman — master-planned cities, major infrastructure programmes and complex mixed-use developments — are testing the limits of conventional construction contracts. Standard conditions of contract designed for straightforward procurement chains struggle to accommodate the multi-party structures, fast-track delivery programmes, integrated project delivery models and ESG requirements that define contemporary mega project delivery. This presentation examines what agile legal frameworks for mega projects look like — how contracts can be designed to accommodate change, allocate risk intelligently, incentivise collaboration and resolve disputes efficiently without derailing project momentum — with practical lessons for owners, developers and contractors navigating Oman's most complex live programmes.

**Speaker:** Dr. Hadir Helal, Founder, Helal and Partners International Law Firm

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**2:00 – 4:00 PM | PMI MASTERCLASS**

### *Interactive workshop (2 hours)*

The afternoon Masterclass sessions deliver intensive, practitioner-led learning on the project management competencies most relevant to Oman's infrastructure delivery context. Facilitated by PMI's expert faculty, these interactive workshops provide delegates with frameworks, tools and techniques directly applicable to their live project challenges — covering advanced project controls, risk management, programme governance, stakeholder engagement and the integration of digital project management platforms into complex construction environments.

**Speakers:** **Raphael Ani**, Faculty, PMI & **Oussama Allali**, Faculty, PMI

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## Day 3 — 13 May 2026

### COMPLEX INFRASTRUCTURE, GOVERNMENT PMOS & SUSTAINABLE FUTURES

#### 11:00 – 11:15 AM | Welcome & Day 3 Overview By MC

The CONNECT Master of Ceremonies opens the final day of the ODBW PMI Symposium, framing the day's focus on complex infrastructure programme delivery, the transformation of government project management offices from compliance functions to national value creators, and the role of sustainable project management in building an infrastructure legacy aligned with Oman's Vision 2040 ambitions.

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#### 11:15 – 11:45 AM | Leading Projects in the Age of AI, Agility and Sustainability

*Presentation (30 minutes)*

The session will address a practitioner-focused theme aligned with the day's programme on infrastructure delivery excellence and professional capability development.

**Muna Al Balushi, PDO, PMP Certified Expert**

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#### 11:45 AM – 12:15 PM | Panel - AI and the Future of Infrastructure Projects

*Panel discussion (30 minutes)*

Oman is executing one of the most ambitious infrastructure development programmes in its history. Sultan Haitham City, Al Khuwair Downtown, New City Salalah, major road and utility programmes — the pipeline is real, the timelines are pressing and the capital commitments are significant. But as the scale of delivery accelerates, a more fundamental question is coming into sharper focus: are these projects being built for the long term?

#### **Speakers:**

**Raphael Ani**, Moderator, PMI

**Ravindra Gallangoda**, Director, Milcris

**Dr. Mohamed Talaat**, Founder, MT Architects

**Moftah Al Labadi**, Founder and CEO, Al Moftah Real Estate and Development

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## **12:15 – 1:00 PM | Sustainable Development in Oman: From Practical Implementation to Future Urban Models – The ILEM Framework**

*Presentation (45 minutes)*

This session will bridge real-world, data-driven sustainability solutions currently operational at Al Adrak—such as energy-efficient systems, solar integration, and advanced water management—with our expanding initiatives in smart community development, carbon credit strategies, and large-scale environmental programs (including vertical farming and mangrove restoration). Future Vision: I will also introduce the ILEM (Integrated Living Environment Model), a parametric urban framework designed for climate resilience and self-sustained ecosystems. This concept has recently received a "Go" at the EU funding level and is currently under further development.

**Speakers:** **Riyas Mohammed**, CEO, Al Adrak Group

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## **1:00 – 1:30 PM | Lunch Break**

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## **SUSTAINABLE PROJECT MANAGEMENT & PMI MASTERCLASS**

### **1:30 – 2:00 PM | Driving Sustainable Futures Through Project Management Excellence**

*Presentation (30 minutes)*

Project management is the delivery mechanism through which sustainability ambitions become built reality — or fail to. The choices made in project inception, design management, procurement, construction methodology and handover determine whether a building or infrastructure asset achieves its sustainability performance targets, delivers the wellbeing outcomes its occupants expect, and generates the long-term value its investors require. This presentation examines how project management excellence — from integrated planning and stakeholder alignment to rigorous performance monitoring and knowledge transfer — is the critical enabler of sustainable outcomes in Oman's infrastructure and real estate sector, with practical case studies from architectural practice and project delivery.

**Speakers:** **Dr. Mohammed Talaat**, Founder, MT Architects

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## **2:00 – 4:00 PM | PMI MASTERCLASS**

*Interactive workshop (2 hours)*

The closing Masterclass sessions of the ODBW PMI Symposium provide delegates with immersive, facilitated learning on the project management disciplines most critical to Oman's infrastructure delivery context. Building on the themes of the three-day programme — human capability, AI and technology, sustainable design, legal frameworks, complex programme delivery and government PMO transformation — the Masterclass delivers practical tools, frameworks and peer learning that delegates can apply directly to their organisations and projects.

**Speakers:** **Raphael Ani**, Faculty, PMI & **Oussama Allali**, Faculty, PMI

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