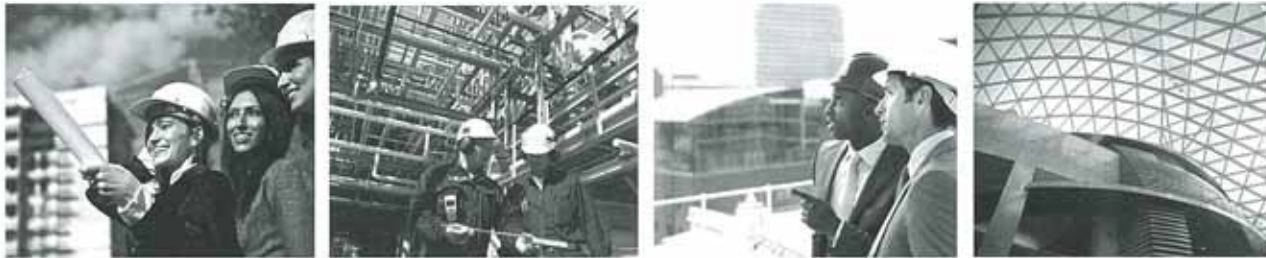




International Federation of Consulting Engineers



Annual Report


2010-2011





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As my term as FIDIC President ends at the Davos Conference, it is an appropriate time to reflect on the past two years and the state of our industry, especially the challenges we have faced as a result of the worldwide recession that hit many countries in Africa, Asia, Europe and the USA. The economic downturn has lingered longer than most people expected two years ago and for many countries, a turn-around is probably a year or two away before we can regain the level of growth that we had become used to in the last decade.



The bad news is that many firms have had to face challenges of declining workload and staff reduction in order to remain viable entities. The good news is that we can look at this downturn as another down cycle that historically we go through periodically and which we have always come out of stronger than before. I believe that many companies have used the downturn to trim the "fat", and become more agile and responsive to their clients and are now poised to regain the level of profitability that we deserve. At times such as the past two years, cash is king, and

companies that have managed their cash flow well have been able to weather the downturn better than others.

The world is heavily reliant on the construction industry which in turn fuels the demand for engineering services. The world population is expected to grow from about 7 billion in 2011 to 8 billion in 2040, and the additional human beings will need homes, infrastructure, healthcare and educational facilities. Global estimates for infrastructure spending requirements over the next quarter century exceeds USD 50 trillion.

It is estimated that global construction will remain weak in 2011, but will continue to improve at a sluggish rate in 2012. The global economic situation and the underlying demand for consulting engineering services will remain promising providing the consulting engineering industry can partner with government and multilateral institutions to tackle successfully several major issues, both internal and external to the industry.

Challenges of the Industry

The world is facing global warming, water scarcity, energy shortages and the pressure of urbanisation (e.g., over 50% of the power plants needed by 2030 have not yet been built). While this should create more demand for our services, it will also task our industry in overcoming the projected labor shortages that are envisioned.

Project financing will be the main issue. New forms of public-private partnership investment will emerge to deliver low-carbon infrastructure. Project costs will come under scrutiny in order to deliver more for less.

Ethics and integrity in global infrastructure remain a troubling issue for our industry internationally. Regulators, governments and the multi-lateral development banks are aware of the exposure of our industry to corruption and have made it their focus of attention. We need to have more of our member firms adopt FIDIC's Integrity Management System (FIMS) when this document is completed. The low number of our firms that adopted BIMS did not add to our credibility on this matter.

We must continue the efforts to elevate our profession to the same levels as other professionals where procurement of

services is not based on the lowest cost, as is too often the case with our industry. In this regard, the promotion of Quality Based Selection should remain a top priority for FIDIC in the procurement of engineering services. This is a challenge that must be overcome if we are to earn the compensation we require to reinvest in our firms and to consistently perform at the highest levels for the benefit of our clients.

State of FIDIC

Our Federation remains strong and we are in as good a condition as we have been in many years. Several milestones were achieved during the past year as follows:

- FIDIC-EFCA relationships have been strengthened with agreement for enhanced cooperation and complementarity of activities. EFCA agreed to co-brand itself as "Representing FIDIC in Europe" in order to strengthen the collaboration.
- Financially, the Federation remains strong with increasing non-dues revenues that have allowed us to keep the basic subscription rate at the same level for the seventh straight year. A significant seven year agreement was reached with BST as a major sponsor of FIDIC activities.
- A re-organization of the Secretariat has been successfully undertaken with the retirement of Dr. Peter Boswell. There is a continuing need to expand the resources of our Secretariat to meet increasing demands of our Member Associations for training and other events.
- The re-admission of ABCE of Brazil as a full member of FIDIC is the first step in the right direction as we strive for wider representation in South America. Not much progress, however, was made in our membership drive in the Middle East but it is anticipated that additional efforts will be put on this objective in the coming year.

There are other challenges ahead for FIDIC which will need to be dealt with in the future, including greater clarity on the actual representation within member associations.

We also need to put more emphasis on capacity building in the developing countries and work with the multi-lateral Development Banks and bilateral aid agencies to find a way to get more local companies involved in their countries' development projects. This is good for the consulting engineering industry.

As I pass the baton to Geoff French as the next President of FIDIC, I am confident that he will take FIDIC to the next level. Finally, I wish to thank the members of the Secretariat, the Executive Committee and leaders of our Member Associations who continue to make FIDIC the recognised global voice of the consulting engineering industry. ■

Gregs Thomopoulos, FIDIC President



Fiscal year 2010

The FIDIC accounts for the year to December 2010 show an operating surplus of CHF 36,113 compared to a budgeted deficit of CHF 100,000. The surplus increases Reserve Funds to a total of CHF 1,759,181. Together with income received in advance, mainly license fees, assets totalled CHF 3,298,398 at the end of 2010.

Total turnover is recorded as being significantly greater than previous years. This is because of the change in accounting policy to show the full income and expenditure relating to publications and events, rather than just net returns.

FIDIC cash assets continue to be held predominantly in conservative fiduciary deposits, in a mixture of currencies. The steady strengthening of the Swiss franc relative to the Euro and the US dollar has had a detrimental effect on the valuation of cash assets.

Income and Expenditure

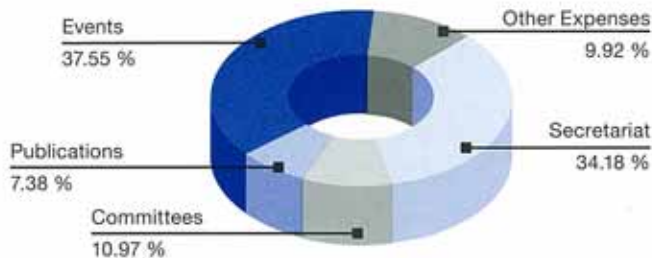
Member Associations (MA) Subscriptions remained static compared to 2009, in an economic environment which is

difficult for many associations. Concerns remain that the subscription allocation is not as equitable as it might be because MA staff numbers are not being counted in a consistent manner.

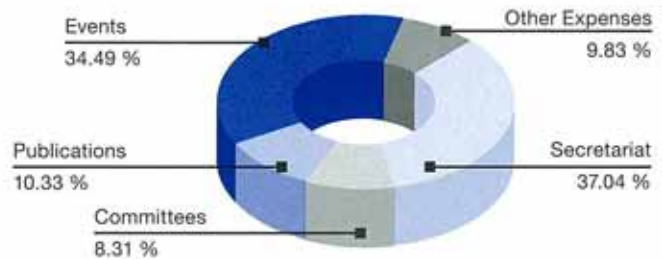
Net income from events increased markedly from CHF 145,000 in 2009 to CHF 360,000 in 2010 mostly resulting from a significant increase in income from training events and seminars.

Overall expenditure was almost CHF 500,000 more than budgeted. While CHF 300,000 of this relates to the greater turnover arising from Events, CHF 209,000 was due to currency fluctuations of which CHF155,000 of this resulted from revaluation of deposits held in currencies other than Swiss francs. While in previous years the net effect of currency fluctuations has tended to even out, the current strength of the Swiss franc relative to other currencies has had a more marked effect. The Executive Committee is investigating options to reduce the impacts of future currency exchange fluctuations.

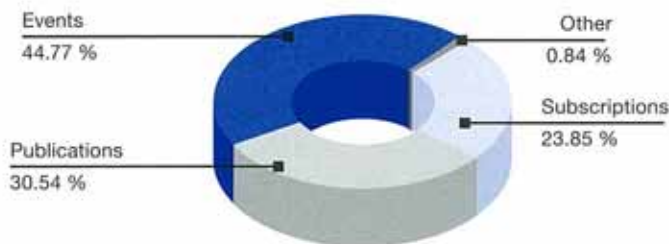
2010 EXPENSES (CHF million)



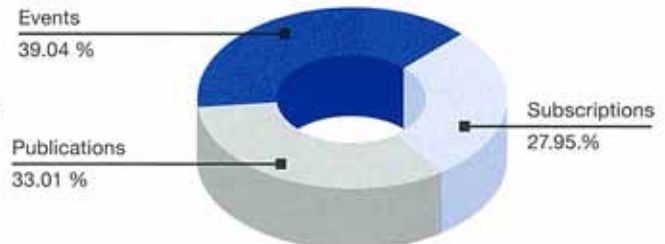
2010 EXPENSES BUDGET (CHF million)



2010 INCOME (CHF million)



2010 INCOME BUDGET (CHF million)



While the Statement of Financial Performance reflects, to some extent, the financial unpredictability of FIDIC events, the core overheads remained close to budget. Overall the result was a pleasing one considering the uncertain international financial situation.

Balance Sheet

At the end of 2010 the balance sheet remained strong and reserves are within FIDIC Executive Committee guidelines to maintain cash assets equivalent to the Federations liabilities in the event of a winding up. This is also approximately equivalent to the secretariat expenses for one year.

Remaining license income received in advance totalled CHF 800,533 at the end of 2010. This represents payments by the Development Banks for the use of the harmonised contract documents for future years. Harmonised license royalties have been a significant portion of FIDIC income since 2006 and CHF 173,000 from this source was transferred to actual income in 2010. These transfers will continue at current rates effectively until 2014 at which time future royalty agreements will require renegotiation.

Year to date and 2012

At mid-year 2011 income and expenditure was slightly behind budget with document sales and seminars somewhat slower than 2010. Subscription receipts are again slower than recent years reflecting net slowdown in workload within the industry.

The budget proposed for 2012 has been based on previous financial performance and on the running year forecast, with provisions for the changes to staffing levels. The 2012 budget is submitted for comment and approval at the General Assembly Meeting in Davos. The Executive Committee recommends keeping the same level of membership fee as for the approved 2011 budget, which will mean that this is the seventh successive year with no increase to the basic membership subscription rate. The budgeted income reflects the significant sponsorship agreement with FIDIC's Strategic Partner BST. The Executive Committee notes that the budget forecasts a small profit for the 2012 year. ■

Adam Thornton, FIDIC Treasurer

FIDIC Membership Committee

Subhash Mehrotra, *India (Chair)*
 Ransit Ünüvar, *Turkey*
 Kiran Kapila, *India*
 Maxime Mazloum, *France*
 Goro Fujie, *Japan*
 Bisher Jardaneh, *Jordan*

FIDIC Executive Committee

Gregs Thomopoulos, *USA (President)*
 Geoff French, *UK (President-Elect)*
 Akihiko Hirotsu, *Japan*
 Bisher Jardaneh, *Jordan*
 Jae-Wan Lee, *Korea*
 Adam Thornton, *New Zealand (Treasurer)*
 Patrick Batumbya, *Uganda*
 Pablo Bueno Tomás, *Spain*
 Andreas Gobiet, *Austria*

FIDIC Membership

Three new countries were voted as new FIDIC Member Associations (MAs) at the 2010 General Assembly Meeting (GAM) held in Delhi. This brings the total number of FIDIC MAs to 86. The new MAs are Brazil (Associação Brasileira de Consultores de Engenharia), Montenegro (Association of Consulting Engineers of Montenegro) and Uzbekistan (Uzbek Association of Consulting Engineers).

FIDIC also welcomed a new Associate Member, the Joint Consultative Council for the Construction Industry (JCCI) from Trinidad & Tobago.

Finally, the Delhi GAM also saw the acknowledgement as affiliate members of ECV and Keating Chambers from the United Kingdom and PS Consulting from France.

As in previous years, the Membership Committee (see insert) has guided the Secretariat in this membership growth and continues to work towards meeting the challenge of reaching the 100 member mark in time for celebrating FIDIC's 100 anniversary in 2013. Target areas include the Middle East, Africa and South America in particular.

In addition to membership growth, the committee is also focusing on adding value to the products and services available to MAs. This will include assistance to emerging associations on building the capacity of their organisations and services to their members nationally.

Enhanced representation during regional activities

Regional groups for Asia, Africa and the Middle East, and independent federations for Europe and South America, were well represented at the FIDIC 2010 Conference in Delhi. For GAMA (the Group of Africa Member Associations) new options are being explored with a view to providing further support to regional activities with, among others, proposals for the provision of support for a secretariat to focus on the specific needs of the region. Building local capacity remains a primary focus, including international collaboration and technology transfer.

Relationships with EFCA have been greatly enhanced with agreement for collaboration and no duplication of each other's activities and the co-branding of EFCA as "Representing FIDIC in Europe" on its letter head and web site. This agreement is significant and reversed the potential adversary relationship and has resulted in closer joint participation of both



FIDIC Executive Committee

Members of FIDIC's Executive Committee are skilled practitioners within the industry who volunteer their time and knowledge to ensure strategic guidance for FIDIC through the Secretariat. In addition, the Executive committee acts as a liaison to the different FIDIC committees to ensure close coordination within the EC and the work the committees carry out. Members of this committee also play an important role in meeting

key organisations, to promote FIDIC policies and principles. Visits to member associations also strengthen ties within the industry, and enable local initiatives to be supported.

There were no vacancies in the Executive Committee in 2010 and at the Delhi Conference, the General Assembly confirmed Geoff French as President-Elect (see picture left). The next Executive Committee elections will take place during the 2011 GAM to be held in Davos, Switzerland. Three vacancies are to be filled in 2011.

Profiles and pictures of the FIDIC Executive Committee are available on the FIDIC website under Federation.

organisations through the work of their committees. FIDIC representatives have been appointed to all EFCA committees, and vice-versa, to ensure that all activities are complementary. FIDIC and EFCA also plan to address some specific issues including engaging with the European Commission in enhanced discussions on procurement policies and procedures, as well as on the use of FIDIC contracts for European Union funded projects. Longer term the aim is to promote vigorously the benefits of using internationally accepted standards for both the selection of consultants and the implementation of projects. In addition, work undertaken in Europe on innovation and sustainability are also seen as having international application and hence a stronger collaboration between respective committees has been facilitated in order to address such global issues for the industry. Innovation has been identified a key to enhancing the services the consulting engineering sector, and finding more sustainable solutions to global challenges such as climate change, energy and water supply, dealing with urbanisation and transport issues.

FIDIC's relationship with FEPAC, the Pan American Federation of Consultants, continues to go from strength to strength. The recent re-admission of ABCE-Brazil and visits by FIDIC Managing Director, Enrico Vink, to Argentina and Chile in October 2010 reinforce the growing interest in FIDIC, and the benefits of international best practice continues. The growing sense of urgency owing to the significant infrastructure development in the region requires greater international collaboration. In addition, the use of FIDIC contracts is expanding as a result of internationally focused investments and projects in the region.

In matters relating to the Gulf region, the Gulf Engineering Union's Annual Forum in December 2010 provided FIDIC with the opportunity to engage in discussions for further cooperation. FIDIC will explore with GEU the possibility of organising a regional conference while continuing discussions on an overall approach for each of the GEU members to become FIDIC members.

Supporting regional representation – GAMA

New options are being explored to support FIDIC GAMA-Africa regional activities with a secretariat that is in the process of being outsourced to ACET-Tanzania. A stronger network within Africa is planned, and a growth strategy implemented, aiming to increase over the next two years the number of countries that are members. GAMA will also take a more strategic approach to its annual conference

by working more closely with hosting countries. Capacity development will be a particular focus, with the exploration of not only more effective ways to strengthen companies within Africa but also of ways to enhance collaboration with overseas firms. Meanwhile, the importance of having effective regional representation was highlighted by a proposal being developed by the Pan American Federation of Consultants (FEPAC) to set-up a secretariat in Peru.

Asia focus on technology transfer

Creative, innovative and pragmatic approaches for achieving sustainability, the focus of the TCDPAP/FIDIC ASPAC 2011 Conference, Sustainability in the Globalised World (Kuala Lumpur; 25-26 April 2011), highlighted success stories and hands-on examples of new approaches, solutions and mechanisms to achieve sustainable development. The conference was organised by Construction Industry Development Board (CIDB) and supported by Association of Consulting Engineers Malaysia in association with the FIDIC-ASPAC Asia-Pacific regional group of FIDIC member associations and the Technical Consultancy Development Programme for Asia and the Pacific (TCDPAP).

Following welcome addresses by the Hon. Dato Shaziman bin Abu Mansor, Minister of Works, Malaysia, YBhg. Datuk Ir Hamzah Hasan, CIDB Chair, Dr K.A. Chaudry, TCDPAP President, Gregs Thomopoulos, FIDIC President, and Dennis Sheehan, ASPAC Chair, there were reports of country initiatives to embed sustainability within the region's vigorous economic development. Key issues were then taken up in a series of workshop presentations that reviewed the role of consultants in promoting green energy generation and green building, environmentally friendly and low-carbon developments. Other topics included incentives for green initiatives, the cost of sustainable construction, sustainability driven by design, the design and construction of environmentally sensitive facilities, the commercialisation of developing technology, renewable energy and rapid transport systems, and novel engineering approaches, notably soil bioengineering for stabilising earthworks. Presentations are available on the conference website.

Dr Hum-il Moon, KENCA-Korea Chairman, and Gregs Thomopoulos, FIDIC President signed an agreement during the conference to establish the FIDIC-KENCA Accredited Training Programme, comprising some 160 hours training on FIDIC contracts and best practice based upon two-day course modules. ■

FIDIC 2010 Conference, New Delhi

The 2010 Conference in New Delhi addressed with great success the theme of "Managing Innovation – The Way Forward". Following the discussions at the 2009 London Conference, speakers tackled the theme against the background of the challenges presented by global climate changes and the turndown in the global economy. The Delhi conference was attended by 700 participants from 65 countries and many participated in the lively discussions, as industry and society leaders explored how innovation could and should be used in addressing current global challenges. The conference, which was hosted by CEAI- India, under the chairmanship of Mr. Kiran Kapila, was opened by the Honourable Virbhadra Singh, Minister for Steel. FIDIC President, Gregs Thomopoulos emphasised the importance of communications and advocacy in today's rapidly-changing environment and encouraged the industry to strengthen its role as a "Trusted Adviser" to clients and to society.

The conference also included a number of activities specially geared to the 85 young professionals from 40 countries who constitute FIDIC's Young Professional Forum (YPF) of which 55 of them participated in the FIDIC Young Professionals Management Training Programme (YPMTP). The YPMTP trainees received certificates from FIDIC President Gregs Thomopoulos who highlighted the importance of supporting and encouraging future leaders as they

were tomorrow's innovators. At the Delhi Conference, the YPF elected Michele Kruger (South Africa) as the new Chair and Selena Wilson (Canada) as Vice-chair. Their views on global issues, including the sustainability of the consulting engineering industry, are of increasing significance moving forward. Their contributions on business structures, including promotion and recruitment, as well as professional development, are greatly appreciated.

FIDIC member ACEC-Canada took the opportunity of their presence in Delhi to arrange exclusive information and networking sessions for member firms attending the Conference. These sessions were arranged jointly with Export Development Canada and Canada's Department of Foreign Affairs and International Trade. FIDIC looks forward to helping members identify similar networking opportunities at the upcoming 2011 Conference to be held in Davos, Switzerland from 2nd – 5th October.

FIDIC member in Sweden Celebrates 100th anniversary

A special focus on the significant contributions made by consulting engineers over 100 years highlighted the celebrations in Sweden of FIDIC member association STD in October 2010. In the lead up to the anniversary celebration a travelling road show organised by STD depicted the evolution of the industry and Sweden's remarkable growth and development. STD, with 740 member firms employing some 25,000 staff, represents Sweden's architects and building

and engineering consultancies. FIDIC Managing Director, Enrico Vink, attended the event celebrations on behalf of FIDIC. In terms of industry strength, this centenary, as well as those of other member associations in recent years, form key foundations to FIDIC's own celebration in 2013.

FIDIC 2011 Conference to focus on Africa

Following the significant political changes in the Middle East and North Africa region, FIDIC was decided to relocate its annual conference from the original location in Tunisia to Davos in Switzerland. However, although the location of the conference was changed, following discussions with all stakeholders, including its members in the African region (GAMA), it was agreed that the conference would keep its African focus and flavour. The recent events in the Middle East and North Africa (MENA) region have led to a new emphasis on networking throughout the region and internationally, as ever closer links between infrastructure, investment and economic development become more important.



The conference focus links closely with GAMA's strategic interests in capacity development, in particular the concept of adapting and adopting international best practices at the local level. In addition, the conference will also look at how companies interact with each other, sharing resources where appropriate, and how firms can continue to upskill to enhance relations with clients and other stakeholders. Participants will hear from and discuss with experts in the fields of business and engineering.

In a change to the way in which it has organised conferences in the past, this year's conference organisation has been outsourced to a professional conference organiser – Congrex. Although the conference programme will remain in-house under the responsibility of FIDIC staff, the coordination of all conference logistics and the conference website will be the responsibility of Congrex.

Joint Declaration Issued at Vienna Conference

Gregs Thomopoulos, FIDIC President, and Andreas Gobiet, FIDIC Executive Committee member, spoke on the second day of the Important Success Factors in Engineering and Construction Project Management Joint Conference which was held in Vienna, Austria, on 12 and 13th May 2011. The conference was organised by FIDIC Member ACA, FIDIC, the International Construction Project Management Association, Projekt Management Austria, and the Austrian Association for Architects and Engineering Firms. The FIDIC Executive Committee met immediately before the conference and used the opportunity to issue the Vienna Declaration which calls upon clients to facilitate excellence and innovation, use Quality Based Selection, avoid price competition and unbalanced contracts, emphasize the early phases of projects when all fundamentals are laid out, educate young engineers for the requirements of a fast changing world and support business integrity management. Such initiatives are important to FIDIC and to the industry, supporting local initiatives, and enhancing the image and positive contributions from consulting engineers to economic development.

Success for first ever MDB Harmonised Construction Contract Conference

FIDIC, the European International Contractors (EIC), and Building & Woodworkers International (BWI) organised a very successful conference which was held in Brussels on 27th and 28th January 2011. The event was supported by European Federation of Engineering Consultancy Associations (EFCA). The conference analysed the rationale behind the Multilateral Development Bank Harmonised Edition of the FIDIC Construction Contract's provisions and how the provisions are implemented, user experience for the first five years and future developments. The Contract is widely acknowledged as being one of the most successful examples of cooperation for standardised procurement procedures and is used for bank-financed projects around the world, involving \$billions of investment in vital infrastructure. Nine of the major financial institutions participated in the conference, as well as participants from as far away as the Caribbean and the Indonesia. Presentations made during the Brussels conference included those from the World Bank, European Investment Bank, the BWI, the Confederation of International Contractors' Associations CICA, and by EFCA.

FIDIC continues to hold ongoing annual multi-lateral, as well as bi-lateral discussions, with the major financial institutions, to explore funding priorities, modifications to procurement policies and procedures, as well as issues impacting the industry. These include corruption, climate change, and sustainability. These discussions saw senior FIDIC executives visit multi-lateral Banks in Manila, London and Washington.

Greater interest from bi-lateral funding agencies (eg national aid agencies) in adopting the MDB harmonised contract, has reinforced the acknowledgment and acceptance of FIDIC's standardised contract documents. The increased activity has also provided FIDIC with additional down-stream challenges in the provision of training and information on the use of FIDIC contracts. ■

FIDIC Contracts Committee

Philip Jenkinson, UK (Chair)
 Christoph Theune, Germany
 Zoltan Záhonyi, Hungary
 José Amorim Faria, Portugal
 Geoff French, UK, from the FIDIC Executive Committee
 Christopher Seppala, France (Legal Adviser)
 Nael Bunni, Ireland (Special Adviser)
 Axel Jaeger, Germany (Special Adviser)
 Michael Mortimer-Hawkins, Sweden (Special Adviser)
 Christopher Wade, UK (Special Adviser)

Assessment Panel for Adjudicators

Peter Chapman, UK (Chair)
 Cyril Chern, UK
 Toshihiko Omoto, Japan

Business Practice Committee

Rick Prentice, Canada (Chair)
 Fatma Cölasan, Turkey
 Samarjit Chatterjee, India
 Andrew Read, New Zealand
 Kaoru Kariya, Japan
 Peter Rauch, Switzerland
 Adam Thornton, New Zealand
 Jan van der Putten, Belgium

FIDIC Contracts

The activities of the FIDIC Contracts Committee continue to expand. With a number of task groups under its management, the Committee has had another busy year in preparing a range of new documents, as well as updating several existing documents.

DBO Contract Guide

This long awaited guide for the FIDIC Conditions of Contract for Design, Build and Operate Projects (DBO) was published in mid-2011. The purpose of this guide is to provide users with commentary by the drafting committee as to their thoughts and intentions when preparing the document.

The 150-pages guide is available for purchase on the FIDIC bookshop in hard copy and electronic version as PDF.

Procurement Procedures Guide

In planning and development for several years, this significant major new document will be released at the FIDIC annual conference in Davos, in time to add to the discussions taking place in several conference forums on procurement practices. This comprehensive guide will cover all phases of the procurement process, for both consultancy services and works contracts, offering best practice comments and suggestions for the industry and its clients.

Joint Venture and Sub-Consultancy Agreements

These important components in the suite of documents for consulting engineers are being updated so as to be fully harmonised with the well-known FIDIC Consultancy Services Agreement, or White Book. These will be very timely additions to help in meeting the increased interest in, and demand for, international standards in collaboration between consulting firms across many borders – a key sub-theme for the annual conference in Davos.

Subcontract for Construction Contracts

The Test Edition for this updated document was issued late in 2009. Feedback and comments from the industry have now been incorporated, and the First Edition will be published later in 2011.

1999 Suite of Contracts Update

Considerable work has been undertaken in preparing for the updating of the world-recognised and widely-used "Rainbow Suite" of FIDIC contracts – Construction, Design Build and EPC Turnkey. Taking on board hundreds of comments and suggestions from users and trainers, as well as experience with the MDB Harmonised Conditions, a special task force has focussed initially on the Plant and Design Build Contract (Yellow Book). Publication is anticipated by the end of 2011 at the FIDIC International Contract Users Conference in London, with the other contracts to be reviewed after that time.

Dredging and Reclamation Works Contract

A task group is working with IADC (the International Association of Dredging Companies) on an update to this contract, which has found considerable favour with the dredging industry since its first issue some years ago.

Subcontract for Plant & Design-Build and for EPC Turnkey Projects

A new task group has been formed to prepare a form of sub-contract for use with the Yellow and Silver books.

Dispute Adjudication Services Expand

In parallel with the FIDIC President's List of Approved Adjudicators, FIDIC encourages Member Associations to establish national lists in accordance with FIDIC guidelines and organise accredited training courses. To expand the training available to potential adjudicators, FIDIC has reached an agreement with the Dispute Resolution Board Foundation to offer, for invited participants, advanced Contracts training modules to supplement the existing Modules. In the same context, and in an effort to address the problem of resources to assess, establish and maintain a national list by Member Associations, FIDIC has arranged for an accredited supplier to offer Adjudicator Assessment Workshops (AWW) modelled on the FIDIC assessment workshop that is organised every two years by the FIDIC Assessment Panel for Adjudicators. The first accredited AWW was undertaken for AJCE-Japan and was sponsored by the Japanese development agency JICA. Taking advantage of the opportunity offered, FIDIC organised the supply of its new Modules immediately prior to the AWW, which led to some 16 candidates qualifying for participation in the assessment workshop.

An important function provided by FIDIC in support of its internationally acclaimed contracts is the appointment of suitably experienced adjudicators for international projects. A small but highly experienced FIDIC panel is responsible for assessing candidates for inclusion on the Presidents List, and for maintaining the high standards expected of such candidates.

Taking both these initiatives forward, FIDIC intends expanding the availability of dispute resolution experts at national levels to meet the growing demand. In addition, the benefits of appointing DABs at the beginning of the Project will also

be enhanced to demonstrate their ability to provide timely and helpful advice to the parties to a contract, during the project execution, thereby preventing disputes.

Importance of Consultant Selection remains a priority – QBS Upgraded

Selecting the most appropriate consultant is one of the most important decisions any client can make. Despite the gains made on Quality Based Selection for consultants, the global market continues to suffer from inadequate appreciation and importance of how best to select consultants who provide intellectual expertise. Public sector procurement in particular continues to rely on Qualifications and Cost Based selection in the mistaken belief that cost cutting on the provision of professional advice will still lead to high quality advice and cost effective design solutions. The FIDIC Business Practices Committee has been modifying and strengthening the FIDIC guidelines on quality based selection (QBS), incorporating more recent examples of the benefits of selecting engineers on the basis of quality only. In addition, the new guide will explain in some detail how a fair fee can be negotiated for such professional services. The new guide will be made available at the 2011 FIDIC conference.

As part of the same exercise, the broader guide on consultant selection methods was also updated to ensure compatibility with QBS modifications.

Guide to Practice Upgrade: As part of a wider upgrade to the FIDIC body of Knowledge, as captured in its comprehensive Guide to Practice, attention was paid to the business practices sections, to ensure the latest advice on selecting consultants was included. Broader aspects of procurement and good business practice were also included. FIDIC's Guide to Practice is used extensively in training globally on business practices for consulting engineering companies.

DOS Civil moves forward: Building on the success of the 2008 Definition of Services guide for the building sector, the committee is now focussing its attention on a similar guide for the civil construction sector.

Business Cycles: New business models have been outlined in Europe eg facilitation roles for Consulting Engineers to create projects (example of schools which are developed, constructed and then rented to Authorities). This differs from the concept of PPPs which have been common for some time. Clients/customers look to engineers & architects to ensure quality of infrastructure. This in turn suggests new roles for Consulting Engineers as trusted advisors. The committee is looking to provide further guidance on this new business model.

International Trade Rules Improved

FIDIC's special representative Robert Smith from the USA has attended meetings of the Uncitral Working Group looking into the Model Law of Trade. He has been advocating FIDIC and its international best practices on the procurement of professional services in international trade. He was able to gain considerable support for the benefits of QBS in selecting professional consultants, as well as the international acceptance of FIDIC contract documents for undertaking projects globally. ■



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VBI
www.vbi.de

Ghana
GAC
www.ghanaconsultants.org

Greece
HELLASCO
www.segm.gr

Hungary
AHCEA
www.tmsz.org

Iceland
FRV
www.frv.is

India
CEAI
www.cesindia.org

Indonesia
INKINDO
www.inkindo.org

Iran
ISCE
www.irsce.org

Ireland
ACEI
www.acei.ie

Israel
IOCEA
www.iocea.org.il

Italy
INARSIND
www.inarsind.it

Japan
AJCE
www.ajce.or.jp

Jordan
JAREC
www.aeb-council.org

Kazakhstan
KACE

Kenya
ACEK
www.acek.co.ke

Korea
KENCA
www.kenca.org

Kuwait
UKEOCH

Latvia
LIKA
www.lika.lv

Lebanon
LACE
www.ordre-ing-bey.org.lb

Lithuania
LACC
www.lacc.lt

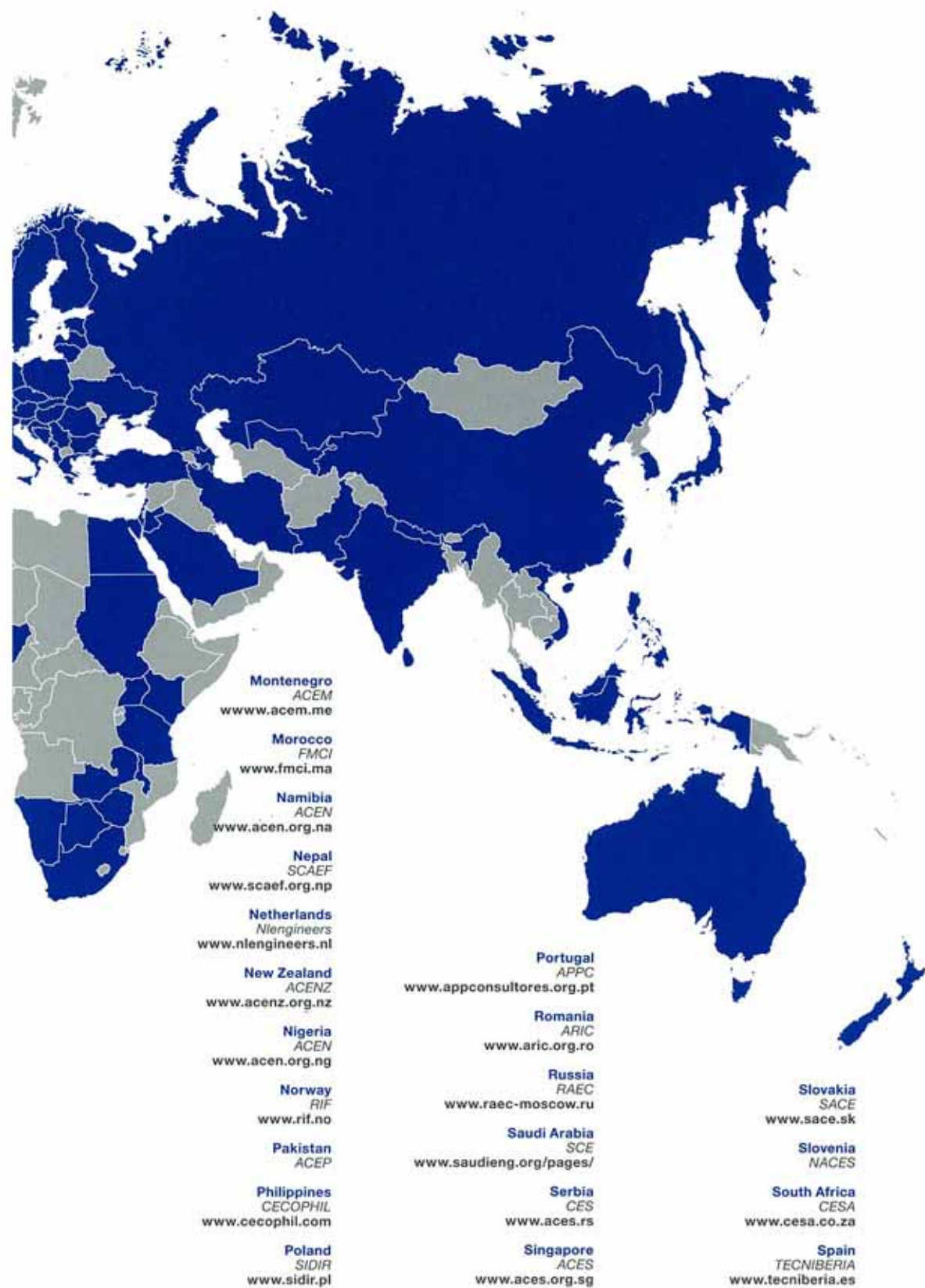
Luxembourg
OAI
www.oai.lu

Malawi
ACEM

Malaysia
ACEM
www.acecom.my

Mali
OICM

Mexico
CNEC
www.cnec.org.mx



Montenegro
ACEM
www.acem.me

Morocco
FMCI
www.fmci.ma

Namibia
ACEN
www.acen.org.na

Nepal
SCAEF
www.scaef.org.np

Netherlands
Nlengineers
www.nlengineers.nl

New Zealand
ACENZ
www.acenz.org.nz

Nigeria
ACEN
www.acen.org.ng

Norway
RIF
www.rif.no

Pakistan
ACEP

Philippines
CECOPHIL
www.cecophil.com

Poland
SIDIR
www.sidir.pl

Portugal
APPC
www.appconsultores.org.pt

Romania
ARIC
www.aric.org.ro

Russia
RAEC
www.raec-moscow.ru

Saudi Arabia
SCE
www.saudieng.org/pages/

Serbia
CES
www.aces.rs

Singapore
ACES
www.aces.org.sg

Slovakia
SACE
www.sace.sk

Slovenia
NACES

South Africa
CESA
www.cesa.co.za

Spain
TECNIBERIA
www.tecniberia.es

Sri Lanka
ACESL
www.acesl.org

Sudan
SEACA

Suriname
ORIS

Sweden
STD
www.std.se

Switzerland
USIC
www.usic.ch

Tanzania
ACET
www.acet.or.tz

Trinidad and Tobago
JCC
www.jcc.org.tt

Tunisia
ANBEIC
www.anbeic-congres.org

Turkey
ATCEA
www.atcea.org.tr

Uganda
UACE
www.uace.or.ug

Ukraine
AECU
www.aecu.in.ua

United Kingdom
ACE
www.acenet.co.uk

USA
ACEC
www.acec.org

Uzbekistan
UZACE
www.uzace.org

Vietnam
VECAS
www.vecas.org.vn

Zambia
ACEZ

Zimbabwe
ZACE

Capacity Building Committee

Henning Therkelsen, *Denmark (Chair)*
Javad Haddad, *Iran*
Richard Kell, *Australia*
Graham Pirie, *South Africa*
Andras Rev, *Hungary*
John Ritchie, *Australia*
Hajime Sakurai, *Japan*

New Mentoring Programme Mooted

A new mentoring program is being developed by FIDIC's Capacity Building committee. It envisages in particular the enhancement of management capacity and quality assurance through transferring experience on a person to person basis from former executives in successful/reputable FIDIC member firms to less experienced executives in developing firms. The focus will be primarily in countries where consulting engineering is less established, and where there is a potential for growth.

Such a mentoring programme is expected to strengthen the competitiveness of recipient firms and to improve the recipient company's standing as an attractive employer and increase its profitability. In addition, senior executives would enjoy conveying their experience to the younger generation in other countries.

High participation in Management Training courses

The FIDIC Young Professionals Management Training Programme (YPMTP) course continues to see high numbers in registrations with 47 registrations for 2011. The 2011 class started in early February. During the course, the YPMTPs go through the online sessions using the eFIDIC training platform for feedback and discussions. In the last week of the course the YPMTPs meet in person just before the annual conference and have the opportunity to engage not only in working sessions but also in networking events. A final report of all their activities will be presented at the FIDIC 2011 Conference in Davos. Such training to "up and coming" managers and future leaders is seen as broadening their understanding of business practices and familiarising them with global issues impacting on consulting businesses.



At the conclusion of their training, YPs meet at the annual FIDIC conference, and are also introduced to FIDIC's YP Forum, comprising YPs from throughout the world, who network on broader issues impacting on the industry, and also contribute to FIDIC's policy development.

Guide to Practice Receives Upgrade

FIDIC's comprehensive guide to the best practices available in the operation and management of a consulting firm has received considerable attention for the committee. Various sections covering business practices, risk management, financial management, HR management and other practices are all being upgraded and expanded to facilitate the demand for building capacity of firms within member associations. A survey has also been conducted in order to understand the current training needs and capacities within member associations. A workshop at the FIDIC conference will highlight the findings of the survey and share with participants the options and opportunities available through FIDIC, to help meet internal demands for on-going training and development.

FIDIC signs Strategic Partnership agreement with BST

In January 2011, FIDIC announced a strategic partnership agreement with BST, the leading global provider of enterprise business management software solutions for consulting engineering, architecture and environmental consultancies.



The agreement designates BST Global as the sole and exclusive FIDIC Strategic Partner in the area of enterprise business management software solutions and services for the engineering and environmental consulting industry. As part of this new strategic alliance, BST Global and FIDIC have agreed to collaborate globally on many of the Federation's strategic initiatives, particularly in the area of training and capacity development of consulting firms.

Drivers for Competitiveness identified in European Report

The European Commission's report on sector competitiveness was released in early 2011. The report aims to understand the drivers for industrial competitiveness in the construction sector. Prepared in collaboration with EFCA, FIDIC's representative in Europe, the report used statistical data for onsite construction and, wherever possible, the manufacture of building materials and professional services within the construction services. A number of general trends in the EU engineering services market were highlighted, notably an emphasis on eco-efficiency, risk management and reducing project life-cycle costs, an increasing role for the private sector in building control, with mergers and acquisitions among larger firms.

EFCA, representing FIDIC in Europe, seeks to add a European perspective to critical issues impacting on the industry, supporting member states of the European Union, and advocating on behalf of the industry to the European Commission. A FIDIC task force is now developing an international perspective on these critical issues for the industry, and will present its plans at the FIDIC 2011 conference. ■

Quality Management Committee

Walter Painsi, Austria (Chair)
Kiran Kapila, India
Martin Hohberg, Switzerland

Standard considers incorporating risk and knowledge
During 2010, the International Standards Organisation (ISO) released Quality Management Concepts: An Analysis of Concepts for Consideration in Future SC2 Work. The publication aims to promote the discussion of concepts that would form the basis for designing the future revision of the ISO 9001 Quality Management standard for publication before 2015. Possibly the most important new feature being considered is the need to integrate risk management. Building upon Quality, it was necessary to clarify that risk-based thinking, specifically the control of the possibilities of not meeting quality characteristics, was a basic aspect of an organisation's various management systems, including quality management. It has become clear to consulting engineers that providing quality services in a market that expected innovation to meet global challenges such as climate change implied an increased risk. The FIDIC Quality Management Committee has been working to ensure that the incorporation of risk in the ISO standard will benefit the industry by increasing the confidence of clients and improving the management of sub-consultants and organisational processes. ■



RISK AND LIABILITY

9

Limitations on Liability

Risk management remains a critical component in the development of projects undertaken by consulting firms. Understanding the various risks, and having them allocated to the parties best able to manage them, continues to provide challenges for the industry, where the tendency is often to transfer risks to the consultants. A revised policy statement developed by FIDIC's Risk Management Committee, not only sets out the rationale for a fair and balanced approach to risk management, but also sets out guidelines on risk mitigation.

The committee has also been engaged in assisting the improvement of capacity building modules outlining risk management processes and procedures for consulting firms, in collaboration with the capacity Building committee. ■

Risk and Liability Committee

Kevin Corbett, *UK (Chair)*
Stephen Bamforth, *UK*
Toshio Kurashige, *Japan*
Martin Hohberg, *Switzerland*
Steve Jenkins, *New Zealand*
Wally Mayne, *South Africa*
Malcolm Padayachee, *India*
Adam Thornton, *New Zealand*
Ulla Sassarsson, *Denmark*



FIDIC WCEC (2011 – 2014)

FIDIC 2011 Davos (2-5 Oct.)	www.fidic2011.org
FIDIC 2012 Seoul (9-12 Sept.)	www.fidic2012.org
FIDIC 2013 Barcelona (15-18 Sept.)	www.fidic2013.org
FIDIC 2014 Rio de Janeiro (14-17 Sept.)	www.fidic2014.org

FIDIC World Consulting Engineering Conference (WCEC)

The FIDIC WCEC is the premier networking event of the consulting engineering industry. It gathers together the world's consulting engineers associations, firms, partner global organisations, and professionals from more than 90 countries working in the consulting engineering industry.

The FIDIC WCEC allows the consulting engineering industry and its partners to discuss and have a say on emerging global issues and trends, exchange information and best business practices, build the capacity of consulting engineering firms and professionals, and enhance the collaboration between the developed and the developing world.

FIDIC has ambitious plans to enhance the enormous potential of its annual international conference for consulting engineers. FIDIC WCEC's main themes will cover an

in-depth analysis of business cases and discussions on global issues and challenges that have a direct impact on the consulting engineering industry and its clients. FIDIC WCEC invites international key speakers and experts in the areas of interest in order to provide the industry with the best information and guidelines to help it to adapt to global changes and needs.

Get connected, be informed, learn from best practices and improve your business!

Save the dates to participate in the next FIDIC World Consulting Engineering Conferences.

FIDIC 2012 Seoul – Beyond green – a new Paradigm

In 2012, the FIDIC WCEC will be held in Seoul, South Korea. Under the main theme "Beyond green – a new paradigm", the conference will demonstrate how consulting engineers have played a major and important role in society by ensuring the development and implementation of sustainable solutions to global challenges that go well beyond conventional "green" approaches.

As FIDIC approaches its centenary in 2013, FIDIC WCEC 2012 in Seoul will highlight the consulting engineering industry's success and achievements in helping society implement sustainable solutions to today's urgent global challenges.

For more information about FIDIC WCEC, please visit the conference websites or contact the FIDIC Secretariat. ■



Planning for FIDIC 2013 – the Centenary Conference and Exhibition

Work has continued in the planning of the FIDIC Centenary Conference, to be held in Barcelona from 15–18th September 2013.



Among the events being organised to celebrate this important occasion FIDIC is developing a special set of awards. These awards, which will celebrate outstanding projects and consulting engineering achievements over the last 100 years, will help publicise the work of consulting engineers and their contributions to global development and sustainability. It is envisaged that the nominations will be for projects and contributions by individuals that are internationally recognised, demonstrate technical excellence and innovation, and are enduring and sustainable. FIDIC Member Associations will be invited to submit nominations in 2012.

The business programme is being developed by a Committee headed by William Howard, CDM, USA and Volker Cornelius, CSZ, Germany. The Committee has had various conference calls and meetings and is focusing on creating a new-look and challenging conference programme. The conference will aim, not only to look back and celebrate the achievements of the last 100 years of FIDIC history, but will also look to the future and explore the challenges and possibilities in the future of consulting engineering. In sharp contrast to previous conferences, this event will seek to include all stakeholders involved in the development and delivery of global infrastructure. FIDIC aims to collaborate with the various partnering organisations, including professional bodies, financial institutions, client organisations, civil society organisations, educational institutions, and a range of construction industry organisations.

Set in the vibrant and exciting Spanish city of Barcelona, this unique event will also offer a number of special social activities aimed at recognising and celebrating 100 years of contribution to the improvements made to the well-being of humankind, as well as advancements in the industry. ■

Sustainable Development Committee

William Wallace, USA (Chair)

Maisa Al Bataihneh, Jordan

John Boyd, Canada

Iksan van der Putte, The Netherlands

Maxime Mazloum, France

Arthur Taute, South Africa

Sangeeta Wij, India

Jean Felix, France

Project Sustainability receives a boost

Despite having acknowledged a quantum leap in debate since the publication PSM in 2004, considerable confusion over the core ideals of true sustainability in infrastructure still remain. The FIDIC Sustainability Committee has modified and upgraded the latest thinking for the industry as it grapples with the demands of clients and society. In addition to modifying and simplifying a set of tools aimed at offering guidance on the economic, environmental and societal priorities for investment decisions, the committee is attempting to define more narrowly what sustainability actually means in terms of projects. In effect, an attempt is being made to define true sustainability, looking in particular at a zero based response to resource use and implementation. It is anticipated that the new guide will be unveiled at the FIDIC 2011 conference in Davos.

Banks aim to harmonise approaches to climate change

During discussions with FIDIC in Washington in March 2011, it became clear that discussions are taking place between the Development Banks on integrating approaches to economic, environmental and social considerations in infrastructure investment decisions. FIDIC has been asked to assist in the development of sustainability indicators as the Banks explore climate mitigations and due diligence. Some of the Banks now aim to offset costs that stem from climate change through climate-dedicated finance, but their approaches to issues such as carbon trading and green procurement are sometimes considered inconsistent. FIDIC's Project Sustainability Management Guide, which is currently being updated, focuses on issues that can be

directly addressed by consulting engineers. This Guide will help structure discussions on sustainability indicators since it focuses on those aspects which can be influenced significantly in designing and implementing projects, using a broad set of specific indicators. In addition, a new Policy Statement being developed by FIDIC will provide a new focus for the industry on a zero based approach to the development of infrastructure, as well as guidance on mitigating and alleviating the risks from climate change.

FIDIC Tackles Climate Change

During the year, a new task group, led by Past President John Boyd, began developing a response to the challenges of climate change. This will be outlined in a Policy Statement, recognising that the consulting engineering industry designs a major part of the world's infrastructure, and thereby has a central role in helping society deal with climate change. The policy will focus on two key elements: how to adapt existing infrastructure and engineering design methodology to deal with the consequences of changes occurring in the world's climate; and in mitigating the impacts by designing infrastructure which will in future lead to the release of less greenhouse gas, and thereby help to bring about a better balance of atmospheric conditions. The draft document is intended for discussion at FIDIC's annual conference in Davos.

Sustainable Building and Construction Global Forum Launched

FIDIC has joined a group of international not-for-profit organisations representing building, construction and infrastructure stakeholders, with a strong commitment to sustainable building and construction. In addition to FIDIC, the new global alliance, includes BWI – Building & Woodworkers International; CIB – International Council for Research & Innovation in Building Construction; iISBE – International Initiative for a Sustainable Built Environment; ILO – International Labour Organisation; and UNEP-SBCI – the Sustainable Building & Climate Change Initiative of the UN. The broad goals of the Forum are to provide an ongoing platform for the cooperation in the sector; create a common understanding of the full implications of sustainability practice and policy in the built environment; and to become a recognised global voice for the building, construction and infrastructure sectors in matters related to sustainable building and construction. ■

Integrity Management Committee

Jorge Diaz Padilla, *Mexico (Chair)*
Lu Luobing, *China*
Khelane Ndwandwe, *South Africa*
Richard Stump, *USA*
John Ritchie, *Australia*
Paul Oortwijn, *The Netherlands*

FIDIC's upgraded Integrity Management Systems (FIMS)

The acronym of FIDIC's Business Integrity Management Systems - BIMS – has become more widely associated with "Building Information Modeling System" and this necessitated a name change to "FIDIC's Integrity Management Systems" – FIMS. Ethics and integrity continues to be an important issue in global infrastructure, more so especially with the cross debarment of firms by the Development Banks. In response to the demand for a more flexible approach to integrity management and the issue of compliance and penalties, FIDIC's FIMS is being revised with part 1 expected to be available for discussion at the FIDIC 2011 conference.

FIDIC policies applauded by Chinese Authorities

During the annual CNAEC-China Annual Conference held in Guangzhou in early December 2010, Mr Mu Hong, Vice Chair of China's powerful National Development and Reform Commission, praised FIDIC for speaking openly about issues relating to ethics and integrity in global infrastructure. Mr Mu Hong also acknowledged that consulting engineers play a vital role in economic development and outlined the country's next five year plan which again envisaged significant investment in infrastructure and support for the engineering sector. FIDIC President, Gregs Thomopoulos, reminded over 700 conference participants that corruption had a significant impact on all aspects of infrastructure investment and that no company was immune to the risks stemming from the corrupt practices that hampered the ability of consulting engineers to offer sustainable, quality advice to clients. The FIDIC president stressed that the implementation of FIDIC's Integrity Management System would go a long way in preventing corruption in global infrastructure development.

Anticorruption Summit identifies emerging trends

The International Anti-Corruption Conference (AICC) held its 14th event in Bangkok from 10 – 13 November 2010 and highlighted the urgent need to restore trust and to rebuild the credibility of institutions, with anticorruption initiatives playing a key role. FIDIC Managing Director, Enrico Vink presented at a special session on construction sector transparency. The issue of agents for firms working overseas was discussed, with FIDIC being able to demonstrate the benefits of its Model Representative Agreement, which together with the robust FIDIC Integrity Management System (FIMS) represented one of the very few business tools available for curbing corruption.

In a novel approach the 14th IACC declaration called upon firms to disclose how they managed corruption risk using the UN Global Compact Reporting Corruption Guide. The declaration also welcomed the G20 Corruption Action Plan to increase integrity in global financial markets and the UN Convention Against Corruption, which remains the only global instrument to address corruption, albeit weakened by the fact that it has yet to be implemented or ratified by many countries. The Declaration noted that first-generation composite measurement tools such as the World Bank Governance Indicators, and Transparency International's Corruption Perceptions Index and well as second-generation actionable tools such as Global Integrity Index and National Integrity System had brought corruption to the global agenda. There has also been a shift to third-generation local measurement tools such as the Local Governance Barometer that addresses specific problems by measuring the capacity to act with integrity instead of focusing on corruption. This more constructive approach is more in line with FIDIC's own FIMS for government procurement agencies (known as GPIMS) and is an important step forward as it is better able to monitor corruption that constantly changes form. New tools are also emerging to ensure accountability in the complex, multi-million USD world of financing adaptation to climate change, where current governance structures are unclear, driven by the prospect of funding rather than by needs and have low levels of investment in capacity development.

The case for Integrity Management

Further to the OECD's release in 2009 of the good practice guidance on internal controls, ethics and compliance annex to its Recommendations for Further Combating Bribery of Foreign Public Officials in International Business Transactions to help firms implement the landmark OECD Anti-bribery Convention, a working group met in December 2010 to review how firms can develop and implement anti-bribery compliance measures. There was considerable interest in FIDIC's collective action in the area of integrity management, as opposed to individual actions by large firms. Recognising the time and cost required to implement integrity management implementation it was clear that this needed to be according to the size of the firm. Enrico Vink, FIDIC Managing Director, noted that most professional services firms do indeed act with integrity but many have declined to operate in certain countries because of the risks, thereby reducing the availability of quality professional advice. He highlighted the fact that it was therefore not sufficient to merely sanction firms caught up in corrupt activities but it was also important to acknowledge the efforts being made to mitigate the risks of corruption and thus build the case for integrity management. Early in 2010, FIDIC's President Elect Geoff French, also shared FIDIC's experience as a sector response to corruption, at an OECD conference on combatting corruption in business. The consulting engineering industry is one of only few to tackle the issue across the whole industry. ■

Organisational Changes aimed at Enhancing Services

The Secretariat has seen, and will continue to see, several organisational changes following the retirement of its General Manager, Dr. Peter Boswell, after 14 years of service to FIDIC. A Commercial Director, Dr. François Baillon, was appointed to take over the management of FIDIC's growing commercial activities, including overseeing training events and publications. In addition, Mr Italo Goyzueta has recently joined FIDIC to assist with the running of the Federation. Over the coming period the Federation will continue to see some restructuring with a view to ensuring that the needs of the next few years are fully met and FIDIC can continue to grow as it has done for the past 100 years. Special thanks go to Peter for his dedicated service to FIDIC and its members.

In the lead up to its centenary event in 2013, FIDIC is proposing a modification to its Vision and Mission in order to acknowledge its core focus, in addition to reinforcing its established principles which have served it well over almost 100 years. Quality, sustainability and integrity are still the three underlying core principles which guide the activities of the federation, which represents globally the consulting engineering industry. However, to sustain its growth and meet growing demands for advice and services, increased revenues are being generated through new publications and a rapidly expanding international training programme. Details on some of these are included above.

In order to better develop this growth, FIDIC plans to focus on a more regional approach through the establishment of additional resources in the main regions it covers. This will better enable local resources to be identified and enhanced to cater to regional and local requirements, rather than rely on the provision of such resources from its central office in Geneva. Such a strategy will also entail closer collaboration with its regional groupings in Asia, Africa, Europe, South America, and also the Middle East and reduce pressures on subscription income from Member Associations which are already challenged by their own internal pressures from limited resources and declining membership.

Throughout the restructuring, the activities of FIDIC continue to rely heavily on the valuable contributions of numerous volunteers. The addition of Italo will enhance the support and coordination of their involvement in producing the many contracts, guidelines, and policy documents used throughout the industry. ■

Enrico Vink, FIDIC Managing Director





International Federation of Consulting Engineers (FIDIC)

Secretariat

Enrico Vink, *Managing Director*

François Baillon, *Commercial Director*

Italo Goyzueta, *Practice Manager*


Peter van der Togt, *Publications Manager*

Silvia Fossati, *Events Manager*

Maria-Blanca Trabazos, *Accountant*

Eivor Chollet, *Administrative Assistant*

FIDIC Key Objectives

- Represent globally the consulting engineering industry
 - Enhance the image of consulting engineers
 - Be the authority on issues relating to business practice
 - Promote the development of a global and viable consulting engineering industry
 - Promote quality
 - Actively promote conformance to a code of ethics and to business integrity
 - Promote commitment to sustainable development
- 



FIDIC - International Federation of Consulting Engineers
World Trade Center II, Geneva Airport
P.O. Box 311
CH-1215 Geneva 15
Switzerland

Tel: + 41 22 799 49 00
Fax: + 41 22 799 49 01

fidic@fidic.org
www.fidic.org

