



Fédération Internationale des Ingénieurs-Conseils
International Federation of Consulting Engineers
Internationale Vereinigung Beratender Ingenieure
Federación Internacional de Ingenieros Consultores



2011/2012 Annual Report

Albania // Australia // Austria // Azerbaijan // Bahrain // Bangladesh // Belgium // Bosnia // Brazil // Bulgaria // Canada // China // Colombia // Costa Rica // Czech Republic // Denmark // Ecuador // Egypt // Estonia // Finland // France // Germany // Ghana // Greece // Guatemala // Hungary // Iceland // India // Indonesia // Iran // Ireland // Israel // Italy // Japan // Kazakhstan // Kenya // Korea // Kuwait // Latvia // Lebanon // Lithuania // Luxembourg // Malawi // Malaysia // Mali // Mexico // Montenegro // Morocco // Mozambique // Namibia // Nepal // Netherlands // New Zealand // Nigeria // Norway // Oman // Pakistan // Panama // Paraguay // Peru // Philippines // Poland // Portugal // Romania // Russia // Saudi Arabia // Serbia // Singapore // Slovakia // Slovenia // South Africa // Spain // Sri Lanka // Sweden // Switzerland // Taiwan // Tajikistan // Tanzania // Thailand // Timor-Leste // Turkey // Ukraine // United Kingdom // United States // Uzbekistan // Vietnam // Zambia // Zimbabwe

The Global Voice of Consulting Engineers

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1. Message from the President



As FIDIC approaches its centenary year of 2013 the crucial global issues that face us all have made the organisation more relevant and more important now than at any time in its history.

The population of the world continues to increase and a higher proportion than ever before of that population is living in urban areas - areas which already generate 80% of the world's carbon emissions. So it is vital that engineers address tomorrow's challenges as well as those already with us.

It is for this reason that FIDIC this year is producing its second State of the World Report. Its first such report, issued in 2009, raised awareness of the increasingly complex challenges being faced by the infrastructure sector. A key message resonating through that report was the leading role that the consulting engineering industry has to play in tackling those challenges.

This year's State of the World Report addresses Sustainable Infrastructure. It is FIDIC's belief that these challenges can only be addressed successfully by having a clear view of sustainability in the development of infrastructure. The Report outlines current best practices and procedures as they are at present. There is no doubt that they will continue to evolve. I am sure that FIDIC will produce further updates of this Report as part of its core commitment to Sustainability.

Of course Sustainability is only one of three basic principles of FIDIC; its other two being Ethics and Integrity, and Quality. Whatever the economic situation, it is vital that these three basic principles are followed, maintained and developed so that the consulting engineering industry can continue to address both today's and tomorrow's challenges.

FIDIC continues to develop best practice guidelines and procedures to defeat the corruption that can still be found in many parts of the world. There is evidence that a formal and systematic approach for managing integrity works better than sporadic efforts developed by individual companies. This is why FIDIC continues to push for the implementation of integrity management as an industry benchmark and is producing an updated version of its Model Representatives Agreement to show what is best practice in this area.

Combating corruption also requires a concerted effort by everyone involved in projects - clients, contractors, consultants, government procurement groups, and funding agencies alike - to help prevent, and not just punish, corrupt practices. FIDIC uses its position as the global voice of the consulting engineering industry to liaise with all of these groups to ensure this, and other issues, are addressed as comprehensively as possible.

FIDIC continues to advocate - as it has from its inception - that the keystone to ensuring quality and best practice from an infrastructure project, is the procurement of the professional consultant who is best able to meet the client's requirements over the lifespan of the project. All procurement should be by an open and transparent process which focuses on the ability of the professional consultant to meet the needs of the project, and of all the stakeholders.

In striving to meet all its objectives, FIDIC designs international best practice tools, guidelines and forms of contract - not just for its increasing number of members, but also for their clients. An informed client is more likely to understand and appreciate the value of investing in quality advice. A strong continuing component therefore of FIDIC activities is educational programmes for its members, as well as for the marketplace. Ongoing training and capacity building is an important component of FIDIC's work - ensuring that the consulting engineering industry worldwide continues to provide the quality services on which society increasingly depends.

Over the last century, consulting engineers have made a truly significant impact on society worldwide. Innovative advances in transport, water supply, energy, buildings and vital infrastructure have led to improved health and economic development - and hence a much better Quality of Life. However, much of humanity still struggles for food, for clean water, and even for survival. These issues need to be addressed more effectively. Technical solutions alone are insufficient in the broader discussions on effective governance and restricted finance. Engineers will need to become more involved in the political and social debate if available resources are to be used most effectively to meet the future needs of our world.

Geoff French, FIDIC President

2. Treasurer's Report



Fiscal year 2011

The FIDIC accounts for the year to December 2011 show an operating deficit of CHF 3,523 compared to a budgeted deficit of CHF 46,500.

Slower income streams due to the challenging market conditions resulted in a reduction in cash in hand by year end. Reserve funds however, remain virtually unaltered from 2010, at CHF 1,755,658.

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. However, with the Swiss franc being capped against the Euro during the year, some stability in this situation was introduced. This, together with other tighter measures introduced into the financial practices of FIDIC, had a positive impact on the effects of currency exchange.

Income and Expenditure

MA Subscriptions remained static compared to 2010, in an economic environment which is still difficult for many associations. Concerns remain that the subscription allocation is not as equitable as it might be because Member staff numbers are not being counted in a consistent manner.

A slight drop in income from document sales, due to adverse market conditions, was more than offset by continued strong demand for training events. Such demand augers well for a recovery in the market, when investment in infrastructure improves.

The annual conference, originally planned for Tunis, was relocated to Davos at relatively short notice, resulting in a net loss for FIDIC of some CHF 82,000.

Overall expenditure was almost CHF 130,000 less than budgeted. This is reflected mainly in changes to staff within the Secretariat and reduced travel as a review of FIDIC resources was undertaken.

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 2011 the balance sheet remained strong, and reserves are within the FIDIC Executive Committee guidelines to maintain cash assets equivalent to the Federation's liabilities in the event of winding up. This is also approximately equivalent to the secretariat expenses for one year.

Remaining license income received in advance totalled CHF 708,373 at the end of 2011. This represents payments by Development Banks for the use of the harmonized contract documents for future years.

Year to date and 2013

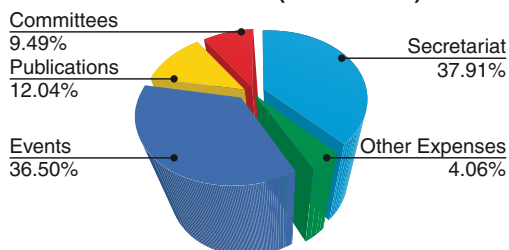
At mid-year 2012 income and expenditure was trending higher than in previous years, signalling some stability to the charging regime and to the Euro/Franc situation, but also some recovery in the marketplace. This is also reflected in the higher rate of payments to FIDIC from Member Associations compared to previous years.

The budget proposed for 2013 reflects a modest recovery in the market, continued investment by FIDIC in the enhancement of its products and services, and a commitment to a successful centenary conference in Barcelona, underwritten by FIDIC. Considerable effort has gone into identifying additional strategic partners, which is expected to offer greater flexibility to FIDIC's regional strategy, and the availability of high quality speakers for key events.

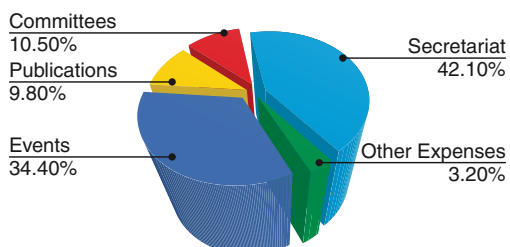
The budget proposed for 2013 has been based on previous financial performance and on the running year forecast. The Executive Committee recommends keeping the same level of membership fee as for the approved 2012 budget, which will mean that this is the eighth successive year with no increase to the basic membership subscription rate. With some fine tuning of the subscription formula, Members are expected to benefit on average by a 5% reduction in subscriptions. The Executive Committee notes that the budget forecasts a break even situation for the 2013 year.

Pablo Bueno, FIDIC Treasurer

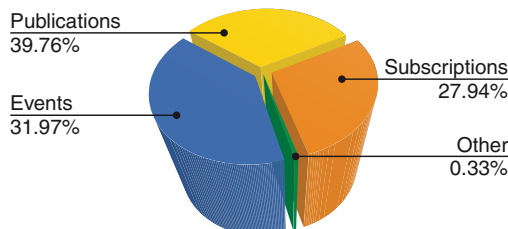
2011 EXPENSES (CHF million)



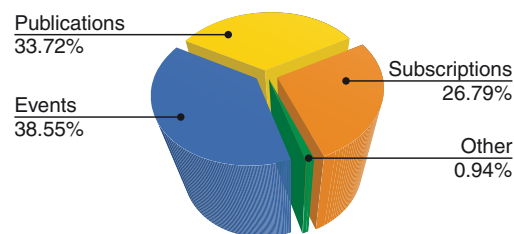
2011 EXPENSES BUDGET (CHF million)



2011 INCOME (CHF million)



2011 INCOME BUDGET (CHF million)



3. Managing Director's Report



Adding Value in a Changing Marketplace

The FIDIC year has been a challenging but successful one, as the services offered continue to grow in response to demand from Members as well as clients. Thanks to its expanding commercial activities, FIDIC has been able to invest in additional resources to meet this demand, with significant expansion undertaken with training programmes, enhancements to document development and online sales, and greater utilisation of social media and other new tools to better communicate externally and internally, and raise the profile of FIDIC and the consulting engineering industry.

Having an overview of a diverse and complex global market provides an insight into some of the fluctuations in activity, both in terms of infrastructure development, but also in the activities of Member Associations and their ability to adapt to change. The traditional approach when times are tough, is to cut back – on staff; on training; on marketing; on less essential services. More prudent organisations, with a longer term strategy, tend to take a different approach, opting to invest more in products and services that will add benefit. An even bolder approach, using risk management practices, will even see the use of reserves in order to maintain a strong presence and prepare for the growth that will inevitably return.

A more innovative approach noticed with some firms has been the Client selection approach. This entails a rigorous assessment of all ones clients, with a conscious decision taken to “release” those clients who make it difficult to provide a quality service through continuous changes, low fees, late payments etc. Experience suggests that more careful attention to Client Selection can significantly increase productivity; enhance the quality of services; improve staff moral; and improve the bottom line. FIDIC has spent a number of years developing guidelines on Consultant Selection, only to see the frustrations of the marketplace where the normal supply and demand theory seems to be ineffective in the face of a desire to underbid others. Quality Based Selection (QBS) will continue to struggle where price remains the dominant driver for both the selection process and the bidding process. FIDIC is therefore interested in developing some international guidelines on Client Selection.

It would seem that the cyclical nature of the consulting engineering industry has changed as a result of globalisation, and the much closer connectivity between global players. However, despite the significant issues within parts of North America and Europe, the picture is far from uniform. The challenge now for the industry is to adapt to these changes, and find new solutions for shifting resources to balance the troughs and peaks. Small wonder that the marketplace is witnessing unprecedented activity with mergers and acquisitions; joint ventures; alliances; partnering; and other forms of closer collaboration – to spread risk; to seize new opportunities; and to better utilise resources. Globally, the annual investment in infrastructure remains high, and promises to return to 2008 levels within the next few years. It is difficult to comprehend therefore, that the biggest threat about to confront the industry, is a shortage of skills. This challenge is already facing some countries. Doing more with less will become the new catch phrase, with innovation the new driver for business growth. FIDIC thanks all those who have contributed to activities of FIDIC, and looks forward to tackling the new challenges and opportunities which lie ahead.

Enrico Vink, FIDIC Managing Director



4. News from the Executive

4.1 FIDIC Executive Committee

Members of the Executive Committee (EC) are skilled practitioners within the industry who volunteer their time and knowledge to ensure strategic guidance for FIDIC through the Secretariat. The EC plays an important role to assist the Secretariat in liaising with member organisations to ensure more effective FIDIC representation and communication, improve the coverage of local and regional events where FIDIC members are involved, and promote FIDIC policies and principles. In addition, the EC acts as a liaison to the different FIDIC Committees to ensure close coordination within the EC and the work that the committees carry out.

There were three vacancies in the Executive Committee in 2011 and, at the FIDIC World Conference in Davos, the General Assembly confirmed Geoff French as FIDIC President, and Pablo Bueno as Vice President. The next Executive Committee elections will take place during the General Assembly Meeting to be held in Seoul 2012. Only one vacancy is to be filled in 2012.

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

4.2 Strategic Fine Tuning Implemented

To support the strategic direction of FIDIC, several modifications to the Federation's Strategic Plan were introduced at the General Annual Meeting in Davos. A more aspirational vision and mission was approved,

recognising the importance of the industry to economic development and social well-being. The amended Mission is now backed by eight objectives. Most

of these remain largely unaltered, covering the core principles of quality, integrity and sustainability, but two new objectives were added, which recognise the importance of Young Professionals to the future needs of the industry, as well as the critical importance of FIDIC's acclaimed forms of Contract, which represent international best practice in over one hundred countries.

4.3 Regional Development

In its meeting in Amman in February 2012, the FIDIC Executive Committee agreed to accelerate the development of FIDIC resources in the main regions of FIDIC activity: the Middle East, Africa, Asia, and Latin America. Using the growing demand for FIDIC training as a base, FIDIC aims to strengthen its presence in the regions; lend greater support to its regional groups; and facilitate the enhancement of the industry profile at the grass roots level.

FIDIC Executive Committee

Geoff French (President), UK

Pablo Bueno (Vice-President), Spain

Alain Bentéjac, France

Andreas Gobiet, Austria

Akihiko Hirotani, Japan

Bisher Jardaneh, Jordan

Jae-Wan Lee, South Korea

Kaj Möller, Sweden

Chris Newcomb, Canada

5. Global Representation

FIDIC Membership Committee

S. Mehrotra, Chair, India

B. Jardaneh, Jordan

G. Fujie, Japan

K.K. Kapila, India

M. Mazloum, France

R. Ünüvar, Turkey (EFCA)

5.1 FIDIC Membership

FIDIC Expansion Continues

A number of new applications were considered for membership in FIDIC during the year, as interest in FIDIC continues to grow. Having targeted several countries in the Gulf and Africa, new applications were approved from Mozambique and Palestine. With a target of 100 members by 2013 (from 89 currently), expanded activities in these regions, plus South America, has seen heightened interest in FIDIC. Achievement of this target would ensure significant coverage of the global consulting engineering sector by the time of FIDIC's 100 year anniversary celebration. Despite the down turn in economic activity in certain countries in 2009 and 2010, the industry continued to grow

in response to global demand for professional services engaged in the built and natural environment. Latest estimates put FIDIC representation at 60,000 consulting firms which generate in excess of \$400 billion in fees annually, a modest portion of the more than \$6 trillion invested every year in global infrastructure as a result of the professional services provided by engineers.

FIDIC's newly elected member association in Palestine hosted the first FIDIC training course in Ramallah during July 2012; the theme was "The Practical Use of the FIDIC Conditions of Contracts".

5.2 FIDIC Regional Representation

In 2011, FIDIC's Executive Committee agreed to establish membership and commercial strategies, and plans to strengthen FIDIC national and regional representation. Target areas include the Middle East, Africa, Latin America, and South East Asia.

The mission of the Membership Regional Task Forces (MRTF) is to raise FIDIC profile in the identified geographical regions; represent FIDIC and provide information about FIDIC membership and activities; facilitate the submission of membership applications; ensure a good communication with existing members; and encourage the involvement of potential members in FIDIC activities.

Russia Looks West

As a result of discussions at a senior level within the Russian Federation earlier in 2011, instructions were issued to all National Associations of the Russian Construction Industry to undertake a detailed study of FIDIC documents and procedures and, based on that, to develop recommendations on how to apply FIDIC's experience in the Russian market.

Subsequently, FIDIC was invited to participate in a special seminar held in London in September, hosted by the Russian National Association of Builders. The success of this led to an invitation for FIDIC to visit Russia in 2012, to meet with senior officials, and to participate in a major construction industry conference. The acknowledgement of private sector (FIDIC) best practices augers well for future developments and closer collaboration.

Latin American Opportunities Await

The annual Meeting of the Federation of Pan American Consultancies (FEPAC) took place in Rio de Janeiro in April 2012. It focused on investment in infrastructure, including the use of PPPs and concession projects to meet the growing demand for new and better infrastructure in Latin America.

FIDIC Vice President Pablo Bueno was a special guest, attending to encourage closer collaboration between the regional federation and the international federation. Several associations in the region are looking seriously at a return to FIDIC, whilst FIDIC in turn investigates options for a stronger presence in the region, particularly to help meet the growing demand for FIDIC training services, in Spanish as well as English.

Latin America Training Events Launched

Interest is increasing in Latin America in the development of FIDIC training activity. Late 2011, a FIDIC training workshop was held in Brazil. The event was very well attended and proved to be a hit with participants.

Several training events are planned for the 2012-2013 in the Latin America region, reflecting the increased use of FIDIC contracts in Latin America, and the need for better understanding on their use. The main FIDIC contracts have recently been translated into both Spanish and Portuguese to facilitate the uptake in their usage.

With the admission of Brazil to FIDIC membership, FIDIC is now working closely with a number of other Latin American associations in order to have them re-admitted to FIDIC.

South American Federation FEPAC Celebrates 40 Years

FIDIC congratulates its regional partner the Pan American Federation of Consultants (FEPAC) for the 40th anniversary of its foundation in November 2011. The event was celebrated in Lima, Peru and was preceded by an Executive Committee meeting hosted by the Peruvian consulting association (APC) and a Seminar about how consulting firms may be affected by the current economic crisis in the world. FIDIC's Vice President Pablo Bueno, and Practice Manager Italo Goyzueta attended the event, providing an overview of FIDIC and the global market.

FEPAC is composed mainly of Latin American consulting engineering associations, together with Spain and Portugal, who recently joined the Federation in 2011. The strong economic growth in Latin America is expected to attract a large number of consulting engineering firms from Europe and North America which are looking to compete for business opportunities in the region with local firms. FIDIC is actively exploring the strengthening of collaboration between the two federations through specialised training courses, and the provision of FIDIC contracts and other business guidelines and practices.

5.3 International Cooperation

FIDIC-UN Connections Strong

As part of its international profile building, FIDIC maintains close contact with a number of international organisations. Several of these are connected to the UN. As a registered NGO, FIDIC enjoys consultative status with several of these, including UNIDO (industrial development), the UNCITRAL (international trade and procurement), UNCAC (anti-corruption), and UNEP (environment). FIDIC also liaises with UNESCO (capacity building and training) and the UN Habitat (population and urbanisation). Previous news items have reported on the involvement of FIDIC representatives in enhancing international procurement through UNCITRAL, whose rules are often referenced in the consulting engineering sector because of international infrastructure projects involving consulting firms from member associations. FIDIC has also contributed to, and made presentations on, business integrity management systems (BIMS) to sessions of the UNCAC, and participated at the UNCAC conference in Morocco in November 2011. Here, FIDIC promoted the industry wide approach to managing corruption through business integrity systems. UNEP continues to be important to FIDIC, due to its close involvement in international discussions on sustainable buildings and climate change. Both FIDIC and UNEP are partnering organisations in the Sustainable Building Alliance, along with other bodies representing local government, building research, and international labour.

Enhanced Collaboration with World Bank and Inter-American DB

During FIDIC's annual visit to Washington in 2012, in conjunction with the annual conference of US member ACEC, FIDIC President Geoff French and Managing Director Enrico Vink held extensive, and open discussions with a number of bank departments, including procurement, infrastructure, environment, and integrity. A number of issues submitted by the industry were raised, on issues related to working on bank-funded projects, so as to clarify the bank's position, as well as suggest ways in which procurement and implementation might be improved. This feedback will be shared back with the industry.

The annual bi-lateral visits are seen as an ideal way to update key priorities for both sectors, as well as discuss common issues such as procurement policies and procedures; the impact of the financial crisis on funding development projects; dealing with climate change, corruption and sustainability.

A number of mutual events were also explored, including the FIDIC/MDB conference in Brussels in June 2012, and also bank participation in the FIDIC World Conference in Seoul in September.



6. Global Events and Communication

Belgium Celebrates 20th Anniversary

For its 20th Anniversary event in April 2012, Belgian Association ORI hosted guest speaker, Swedish Architect Stellan Fryxell, to present the Sustainable City project he developed in conjunction with Swedish association STD. The innovative project has been acknowledged by both EFCA and FIDIC as pointing the way forward in meeting the challenges of urbanisation. The project will also be presented at the FIDIC conference in Seoul.

Cautious Optimism as 20th Anniversary Celebrated by EFCA – the European Federation of Engineering Consultancy Associations

More than 100 delegates and visitors met in Portugal in May 2012 to discuss strategies for growing business during challenging times, as well as sharing tips on client satisfaction. FIDIC President Geoff French (UK), Vice President Pablo Bueno Tomás (Spain) and board member Alain Bentéjac (France) participated, as well as FIDIC managing director Enrico Vink.

The theme of the conference, “Developing the Engineering World – winning strategies”, was inspired from a recent EFCA publication, “Taking hold of our future”. This briefing paper provides food for thought to firms coming to terms with the changing environment, and guidance in identifying where future opportunities lie for business.

Supporting its member firms in identifying future perspectives and potential areas for growth and competitiveness are priorities to EFCA. Jan Bosschem, EFCA President, stated: “Our industry has the potential to nurture sustainable growth: it is a vital driver for the delivery of well-functioning public infrastructure and it helps the private industry to develop innovative products while raising the competitiveness of the European Union as a whole.

It is therefore essential that European legislation and policies create the right business climate. EFCA cannot be only responsive to the political agenda; it needs to influence this agenda to ensure that the firms’ interests are heard!”

100 Years of Success in Switzerland

Amidst a buoyant market, the Swiss Association of Consulting Engineers (USIC) celebrated its 100th anniversary in May 2012. FIDIC was represented by managing director Enrico Vink. In 1912, the association ASIC (former name) was founded in Lausanne to support and develop the interests of consulting engineers in Switzerland. To celebrate the last century USIC highlighted different projects through the production of a short anniversary movie, a special edition of the journal “USIC news” and the creation of an art exhibition with different artists working on the topic of engineering. More information concerning the anniversary activities can be found on the USIC website: www.usic.ch/100

Africa Upbeat as FIDIC Members Celebrate GAMA 20th Anniversary

The mood was very positive as some 200 delegates and visitors met in Zambia in April 2012 to explore the challenges with increased investment in African infrastructure. These are seen as providing more opportunities for local consulting firms, as well as partnering opportunities for international companies. The special event was attended by FIDIC President Geoff French, and managing director Enrico Vink.

The animated audience, representing some 15 African countries, including one of the newest countries in the world, South Sudan, focused on the important role of consulting engineers in developing projects for sustainable economic development. In Africa this also requires attention to the Millennium Development Goals, with core indicators for the improvement of health, standards of living, economic development, and education.

Recognising the importance of capacity building, the newly elected GAMA Executive Committee, under the chairmanship of Arthur Taute, has placed this on its priority list. They will work in collaboration with FIDIC to identify and address gaps in the skill sets of consulting firms, as well as clarify the importance of local expertise in the development of infrastructure. Representatives from the World Bank and

African Development Bank also provided reassurances of closer collaboration in working toward common objectives. Tributes were made to retiring chairperson Mayen Adetiba, after several years of dedicated support to GAMA and FIDIC.

6.1 FIDIC World Consulting Engineering Conference 2012 – Seoul, Korea

In its 99th year, the FIDIC world conference for the consulting engineering industry in 2012, will focus on the predominant theme of the emergence of green economic growth (as witnessed in many countries, including Korea), green technology and green procurement. Through the release of its latest State of the World report, the FIDIC conference will seek to clarify many of the issues related to sustainable development, as well as suggest a significant shift in the business models being adopted by consulting engineers in order to conceive, design, and deliver sustainable infrastructure in the future (see item 6.3). This conference is strongly supported by the Korean Government which is itself pursuing a Green Growth strategy. Some 900 participants from 75 countries are anticipated. The significant opportunities in the consulting industry, which will be explored in Seoul, will act as an added incentive for the world's leading consulting firms, and a number of their clients and other stakeholder groups. <http://www.fidic2012.org/>

For the first time, this event can be monitored using the QR code, which contains all the relevant and up to date information on the FIDIC conference.

6.2 Regional FIDIC Conferences

FIDIC Doha Users Conference: Delegates Enjoy the QATAR 2022 FIFA Pavilion

Delegates attending the latest FIDIC User's conference in Doha in February 2012 had the opportunity to visit the FIFA Pavilion exhibit office for the QATAR 2022 football world cup. Discussions and a multimedia 3D presentation gave an advance taste of the energy driving the construction industry in the region, and in sporting events in particular. Good forms of contract are once again being promoted as a key element in running successful projects in such a challenging environment. As the QATAR 2022 Supreme Committee explained, every project is designed to meet sustainability goals and they need to be eco-efficient, giving opportunities for consulting engineers to design innovative solutions. It is anticipated that FIDIC contracts will be used for the necessary infrastructure for the 2022 international event.

Asian Region Focus on Collaboration

The ASPAC/FIDIC/TCDPAP conference took place in Colombo in March 2012. Some 200 participants from 16 countries in the region shared experiences on the transfer of knowledge and technology in order to facilitate business networking and opportunities for collaboration on the significant investments taking place in infrastructure throughout the region. A brief overview of the international consulting engineering market from the FIDIC President and managing director highlighted that development and demand continues to grow in the region, presenting significant opportunities for both multinational and local consulting firms.

During the conference, FIDIC and ASPAC signed a new sponsor agreement with Strategic Partner BST Global, who are keen to support ASPAC with specific initiatives in the region.



Regional Warsaw Conference Exceeds Expectations

Considering the growing acceptance and use of FIDIC contracts throughout Central Europe and the Baltic region, FIDIC has recently signed a Partnership with the Court of Arbitration at the Polish Chamber of Commerce in Warsaw. The partnership will aim at setting up a Regional FIDIC Users conference, located initially in Warsaw during April 2012. FIDIC welcomes the support network available through this partnership, which will also facilitate collaboration with local member associations. It is intended to move this programme around the region so as to maximise exposure and opportunities for local and regional participation. This initiative is seen as offering a complimentary expansion of the services already available through FIDIC's established training programmes.

FIDIC/IBC Users Conference, Singapore

The FIDIC Asian Users conference took place in Singapore in June 2012. This was the main key FIDIC event in the region, aimed at better understanding and successfully using the FIDIC suite of contracts and effectively avoiding or resolving disputes – from FIDIC, for FIDIC users. This conference provided a special focus on regional usage of FIDIC contracts through an authoritative speaker line-up.

MDB Conference Explored Benefits of Standard approach to Development Work

Following the success of the inaugural FIDIC/Multi-lateral Development Bank Conference in Brussels in 2011, the second conference was expanded in 2012 over two days in June 2012. In addition to addressing various issues related to projects funded by Multi-lateral Development Banks (MDBs) and the use of FIDIC contracts, this equally successful contract also saw participation from a number of bi-lateral funding agencies, which have also adopted the Harmonised contract. Valuable contributions were made by the European Commission, the ICC, the contracting sector, construction worker and labour interests, the OECD, UN and various other international organisations. Key debates took place on the use of international best practice on the delivery and management of development (aid funded) projects, and the imperatives of social, economic and environmental responsibility in such development activity. The most valuable issues from the conference related not only to the benefits of a standard approach to construction contracts, but also to related topics concerning investment in infrastructure, use of labour, sustainability issues, as well as dealing with risks from corruption. FIDIC acknowledges the strong support from the MDBs, from EFCA, CICA/EIC, BWI, and other partnering organisations.



7. Business practice

Assessment Panel for Adjudicators (APA)

P.H.J. Chapham, (Chair) UK

C. Chern, UK

T. Omoto, Japan

Business Practice Committee (BPC)

R. Prentice, Canada (Chair)

S. Chatterjee, India

F. Cölasan, Turkey

D. DeLizza, USA

K. Kariya, Japan

M. Kruger, South Africa

P. Rauch, Switzerland

A. Read, New Zealand

M. Steiner, USA

A. Thornton, New Zealand

J. Van der Putten, Belgium (EFCA)

Contracts Committee (CC)

P.E. Jenkinson (Chair), UK

N. Bunni (Special Adviser), Ireland

A.-V. Jaeger (Special Adviser), Germany

M. Mortimer-Hawkins (Special Adviser), UK

C.R. Seppala (Legal Adviser), France

C. Theune, Germany

C. Wade (Special Adviser), Sweden

Z. Záhonyi, Hungary

J. Amorim Faria (EFCA), Portugal

7.1 FIDIC CONTRACTS

A number of new documents currently under production will become available during the year and into 2013. These will include various new translations of FIDIC contracts; and reprints of older FIDIC contracts still in use in a number of countries. Also launched during the year was the long awaited Project Procurement Guide (which covers all aspects of the procurement cycle), and the updated QBS guide on the selection of consultants – the one major issue facing consultants worldwide – how the quality of their services can be recognised and acknowledged in the selection process.

As part of FIDIC's expansion, two additional contract translations are now being licensed, providing access to projects in Serbia and Mongolia.

7.2 Subcontract for Construction Contracts

Conditions of Subcontract for Construction (First Edition, 2011) - for building and engineering works designed by the Employer.

The First Edition of the "Conditions of Subcontract for Construction" was published at the end of 2011. This document is to be used in conjunction with the FIDIC Conditions of Contract for Construction, 1st Edition 1999.

7.3 Seoul Conference to Launch State of the World Sustainability Report

Under the guidance of Prof Peter Guthrie, Centre for Sustainable Development, Cambridge University, a comprehensive study has been published for the conference. The report addresses sustainability in infrastructure projects. It offers practical guidance, and proposes an altogether new way of understanding and expressing sustainability at the different stages of a project's development. This will assist decision making and encourage informed debate on investments in infrastructure.

The ground breaking report set the scene for the FIDIC World Conference 9-12 September in Seoul, which also aimed to demonstrate a new approach to conceiving, designing and delivering projects in the future, where society will demand better solutions to global challenges.

The emergence of green economic growth (as witnessed in many countries, including Korea), green technology and green procurement, will take centre stage. Case studies and examples of these new policies and new ways of developing projects will be highlighted to stimulate the debate on future for investments in the built environment. Speakers from all parts of the globe will share their thoughts and experiences on the new approaches to sustainable development, and the need for the consulting engineering industry to step up and take the lead in delivering sustainable solutions.

7.4 FIDIC / ICC: Revised Uniform Rules for Demand Guarantees (URDG)

The ICC completed the revision of its Uniform Rules for Demand Guarantees (URDG, version 758). The revised rules, the first in 18 years, have been formally adopted by the ICC Executive Board. Comprising 35 articles, the revised URDG rules set out the liabilities and responsibilities of the parties at each key stage of the lifecycle of the guarantee. The changes include innovative treatments of payment contingencies and more precise language for determining whether a presentation made under a guarantee or counter-guarantee, whether paper-based or electronic, is a complying presentation. These changes are expected to curb the rate of rejection of demands and increase the certainty of the instrument. The new set of rules are destined to apply to hundreds of billions of dollars of demand guarantees securing monetary and performance obligations in a wide array of international and domestic contracts.

FIDIC has also officially endorsed URDG 758 under recommendation of its Contracts Committee in March 2012. The ICC form of guarantee is referenced in FIDIC contracts, which will gradually adopt the revised Rules as they are produced.

Europe re-examines Professional Procurement

All too often questions related to the procurement of professional services become clouded by discussions mixing together goods and services. In order to provide some further clarity on this issue, EFCA, the European Federation of Consulting Engineering Associations is engaging with the European Commission in discussions on defining the professional services as provided by consulting engineers, as intellectual services. As such, these services should not be subjected to the same criteria often used for the procurement of goods and construction services. If successful, the discussions should then progress with less difficulty into the use of Quality Based Selection (QBS) as the primary method for the procurement of engineering services. FIDIC, with its international representation and experience on procurement, is supporting this initiative and has offered to participate in the discussions, providing necessary resources as required.

7.5 Adjudication Services Expand

As a support to the existing FIDIC President's List of Adjudicators, which is widely used by clients, contractors and consultants, FIDIC also supports the development of National Listings, based on the FIDIC model. France compiled its National List following FIDIC guidelines and has its first official List out since the end of 2011. This follows on from the successful launch of a similar programme in Japan. Countries already offering an adjudication service to support their local construction industry, as well as international projects, are listed on the FIDIC website.

APA continues to oversee the standards and practices of international adjudication on projects where FIDIC contracts are employed.

A workshop for candidates aspiring to the Presidents List of Adjudicators was held in Amsterdam in April 2012, with 18 high quality candidates subjected to rigorous assessment by APA, the FIDIC Assessment Panel for Adjudicators. The results will be available as this publication goes to print.



8. Capacity Building

Capacity Building Committee (CBC)

Henning Therkelsen (Chair), Denmark

J. Haddad, Iran

R.A. Kell, Australia

G.S. Pirie, South Africa

A. Rev, Hungary (EFCA)

J.C.W. Richie, Canada

M. Takeuchi, Japan

8.1 Capacity Building brochure

The Capacity Building Committee has updated the Capacity Building brochure to be presented at the FIDIC 2012 World Conference in Seoul. This brochure will introduce the various activities undertaken by FIDIC with assistance from the committee, including those listed below.

The FIDIC Guide to Practice is also being upgraded, incorporating the new training modules now available. It is intended that these gradually be rolled out as part of FIDIC's expanding training programmes.

8.2 Young Professionals Management Training Programme

Some 60 candidates from 20 countries registered for the 2012 FIDIC Management Training Programme for Young Professionals. The course takes place on line over 7 months, culminating in several final sessions at the FIDIC World Conference in Seoul in September 2012. Focussing on management issues related to the consulting engineering business, the course aims to acquaint these future leaders with core aspects of running a consulting firm, combining theory with practical case studies, as well as regional nuances.

8.3 FIDIC Trainers Accreditation Assessment Workshop

The first FIDIC Trainers Accreditation Assessment Workshop was conducted in London at the end of 2011. A number of candidates successfully completed the rigorous course, and were accredited for

training either at international, or at national level. Other candidates were invited to participate in a mentoring programme before accreditation was completed.

It is acknowledged that Accredited Trainers can play a significant role in promoting the use and understanding of the FIDIC contract documents which are now widely accepted all around the world. FIDIC places great importance on this role, and is committed to maintaining the necessarily high standards that are required of those who are accredited to train on FIDIC contracts. Consequently the assessment process has been both necessary and rigorous.

This course is currently in highest demand, with FIDIC having arranged some 80 events in 2011 in over forty countries. FIDIC is delighted to strengthen and enlarge its pool of trainers and to offer to members and clients wider and sustainable support for high quality training.

8.4 National Training Programme

Building on the success of the extensive 2011 FIDIC-KENCA Training Programme, FIDIC and member association KENCA have expanded the 2012 programme to include more intensive training material focussing on enhancing knowledge of FIDIC's training modules covering human resources, finance, integrity, sustainability and risk management for consulting firms. As part of the process, FIDIC also assesses and accredits suitably qualified Korean trainers, who will be able to undertake training in their own right.

8.5 Training programme for the World Bank

The World Bank is assisting the growing hydropower sector in Nepal. The FIDIC Conditions of Contract are being increasingly used by the construction industry in this country. The World Bank has requested that FIDIC organise a training course on the practical use of the FIDIC Conditions of Contract to help build the capacity and confidence of engineers and managers in working with these documents whether representing Private or Public enterprises, employers, consultants or contractors.

The main objective of this training was to provide a good understanding of the practical use of Conditions of Contract for Construction (First Ed. 1999). The successful training course took place in Nepal in September 2011.



9. Sustainable Development

9.1 FIDIC Sustainable Tools & Initiative

Project Sustainability Logbook published

FIDIC and EFCA support the initiative lead by the French member Association (SYNTEC) to produce the Project Sustainability Logbook (PSL) at the international level.

The Project Sustainability Logbook aims to accompany a built asset, or a group of built assets, through all stages of its life by means of benchmarks that are updated regularly.

Comprising a collection of tables, the Logbook represents a method to allow the challenges and objectives of sustainable development which are specific to the built asset to be defined and monitored.

The draft English version has been circulated at the FIDIC 2012 Seoul conference .

FIDIC Rethinks Cities report

As all eyes focused on the Rio+20 conference in Rio de Janeiro in June 2012, FIDIC, through close collaboration with construction industry partners, and with the UN Environment Programme (UNEP), presented the EFCA-FIDIC report « Rethinking Cities » at a special UNEP-SBCI (sustainable buildings and climate initiative) symposium.

Launch of UNEP-GIREC supported by FIDIC at Rio+20

FIDIC, participated in and also made a statement at the press conference for the launch of UNEP's "Global Initiative for Resource Efficient Cities".

The consulting engineering industry supports this initiative, as it looks at a more holistic approach to urbanisation and the challenges with buildings, transport, water & waste, and energy. A more sustainable approach to these issues is advocated, with consulting engineers offering their expertise and experience in the debate. This important topic will also be presented and discussed at FIDIC's World Conference in Seoul in September, and future strategies developed further.

9.2 Climate Change Policy Statement Introduced

As the world's leaders met in Durban to discuss again further variations on carbon trading, and a possible new agreement to 2015, FIDIC continued to work on plans to introduce a carbon neutral approach to the development of infrastructure.

FIDIC proposes changes in the role for the industry:

1. In adapting existing infrastructure to deal with the consequences of the changes occurring in the world's climate;
2. In adapting design methodology so that new infrastructure will be resilient to future changes in climate;
3. In mitigating impacts by designing infrastructure which will reduce the release of greenhouse gas; and
4. In raising awareness of the issue amongst engineering professionals, their clients and appropriate regulatory bodies.

FIDIC and its members will contribute to the realisation and promotion of a low carbon society in all of the stages of project implementation – planning, design, procurement, construction, operation, maintenance and disposal. Copies of the full statement are available from the FIDIC office.

Sustainable Development Committee (SDC)

J. Félix, France (Chair)

I. van der Putte, Netherlands

J. Boyd, Canada

S. Fryxell, Sweden

F. Baillon (FIDIC)

The response to Climate Change, plus the development of a new Innovation strategy for the industry, will be incorporated in the comprehensive business programme being developed for the FIDIC World Conference in Seoul 9-12 September 2012.

9.3 Mergers announced with EFCA committees

In order to streamline a number of common objectives, FIDIC and EFCA have agreed to merge its work on risk & liability issues, as well as on the growing initiatives connected to sustainability. Combining resources will enable greater effort to be put into the identification of new and existing risks for the industry – through conditions of contract, and through the need to identify and promote innovative solutions for global challenges.

Sustainability has been identified as an area with huge potential for the consulting industry, as well as increased risk in elevating the role of consulting engineers in the economic,

financial and social debates related to green economic development, green procurement, and climate change. These issues will provide a strong focus for the FIDIC conference in Seoul in September.

In addition to merging the sustainability committees, the work undertaken by FIDIC on Innovation will become part of the larger group, as will FIDIC's work on Climate Change. The valued input of many volunteers is greatly appreciated by the industry.

During the year FIDIC and EFCA jointly developed a position paper on Limitations of Liability and published this for the industry. Given the mutual interests on risk and liability, the two committees also merged to pool resources. The joint committee is expected to address the emerging risks from greater innovation being demanded of the industry, partly as a result of sustainability issues, but also through the constraints of financial constraints and new investment strategies.

10. Integrity Management

Integrity Management Committee (IMC)

J. Díaz Padilla (Chair), Mexico

Liu Luobing, China

K. Nwandwe, South Africa

R. Stump, USA

J. Ritchie, Australia

P. Oortwijn, Netherlands (EFCA)

Risk and Liability Committee (RLC)

S. Jenkins, New Zealand (Chair)

S. Bamforth, UK

M. Hohberg, Switzerland

T. Kurashige, Japan

K.A.J. Lonsdale, UK

M. Padayachee, South Africa

A. Thornton, New Zealand

U. Sassarsson, Denmark (EFCA)

R Furtado, Portugal

J Robert, France

V van Edmond, Netherlands

F Callarà, Italy

P Samuelsson, Sweden

DB Tomas, Spain

Facelift for Integrity Management

As part of its upgrade for the Model Reps Agreement (the contract recommended for use when engaging a local agent overseas), FIDIC has consulted with a wide selection of stakeholders, including the multi-lateral development banks. This important contract is taking into account the latest developments in combatting corruption, including the introduction of new pieces of legislation introduced recently in some countries.

The document is seen as offering consulting engineers and others a useful tool to address one of the major risks in undertaking work overseas where local expertise is engaged. The document, which accompanies the FIDIC Integrity Management System (FIMS), will be available in draft form at the FIDIC 2012 World Conference in Seoul.

World Bank lifts debarment

Lahmeyer International is fully eligible to participate again in projects financed by the World Bank. Effective 11 August, 2011, the World Bank lifted the debarment more than two years prior to expiry of the original 7 year debarment period, because the company complied with the World Bank's requirements in an exemplary manner. This is the first time that the World Bank has released a company from debarment prematurely. A decisive factor for this release was that Lahmeyer developed and introduced comprehensive compliance policies as one of the first engineering consulting organisations worldwide to do so.

In combination with its Quality Management System, the company's Compliance Management System ensures transparency of processes for contract procurement and project implementation. The Compliance Management System was

repeatedly examined by independent agencies in the past few years and approved by a number of international financing organisations including the EBRD, before it was also reviewed on behalf of the World Bank with a positive result.

FIDIC applauded this development and sees this as providing a boost to the work being undertaken by its Integrity Management Committee in developing a new Integrity Management System for the industry which will also take into account compliance issues. FIMS – Part 1 – FIDIC’s new Integrity Management System, sets out the business case for adopting transparent integrity systems into one’s business, in order to manage and mitigate risks faced in doing business where exposure to bribery and corruption is possible. It also addresses the broader principles of acting with integrity as a professional way of doing business, irrespective of external threats.

Private Sector more prominent in Anti-Corruption (UNCAC - COSP4, Marrakech, 2011)

A five-page resolution on prevention calls for States Parties to promote engagement by the private sector in anti-corruption, including development of safeguards in sectors like energy, transportation, environment and in the organisation of major public events, including sport-related events. It also calls for work with UNCITRAL’s model law on procurement. It further calls on States to raise awareness about anti-corruption efforts and about “the existing rights and opportunities for the public to obtain information about the organisation, functioning and decision-making processes of their public administration” as well as to work with youth and to improve training for corruption prevention in the public and private sectors.

FIDIC presented its new Integrity Management System (FIMS) as a concrete example of how a significant industry has tackled the issue of corruption from the inside, with a tool developed specifically by the industry for the industry, in order to identify and deal with the risk of corruption and bribery. It has become clear however, that other solutions are being offered by other organisations, and that there is no global standard, even though influential organisations such as the World Bank (with its COST programme), the OECD, and even Transparency International, are all pushing generic guidelines on ways to combat corruption. FIDIC will continue to promote FIMS as an important criterion in the procurement process, and have this considered by clients and funders, as well as in the Uncitral Model Law on Procurement.

Corruption Prevents Economic Growth – FIDIC World Conference, Davos

“Corruption presents one of the most debilitating challenges to economic growth and stability world-wide” according to newly-elected FIDIC President Geoff French at the World Consulting Engineering Conference in Davos.

Consulting engineers, who deliver a significant portion of world infrastructure, acknowledge the frustrations of working in environments which have a high risk of exposure to bribery and

corruption. Official estimates put the annual loss of investment in construction at some \$600 billion, or 10 percent of the total annual investment in infrastructure. Not surprisingly, the topic of defining quality in the procurement of professional consultants received considerable attention, especially with the multi-lateral development banks in attendance. The topic of white listing as well as black listing remains sensitive, but continues to be pursued by FIDIC, especially with new tools such as FIMS (see below).

Over 600 of the world’s leading consulting engineers from 76 countries attended the premier event for the industry in Davos, despite the change in venue and dates. The organisers were successful in transposing the original programme with its many African themes and activities from Tunis into the Swiss Alp region of Graubünden. With support from colleagues in both Tunisia and Switzerland, delegates were able to share the business opportunities from networking with each other. On day one, North Africa was examined in detail, in the context of dynamic change and its likely impact on infrastructure development. Speakers from throughout the region shared their experiences and views on such developments in a special open Forum. Seminars later in the day explored good practices in procurement, financial management and governance issues, as well as the evolving business needs of firms to adapt to changing market requirements. Speakers from clients, contractors, consultants and banks shared their views on these cross cutting issues.

Capacity building throughout Africa was the focus of day two, with a number of imminent speakers contributing to the forums. Africa expert Baroness Lynda Chalker and South African Minister Trevor Manuel led off the day, looking at business opportunities on the continent. A feature of both days was the valuable contributions from Young Professionals who, as future leaders of the industry, were charged with meeting the challenges presented by clients, and by society.

Day three took a bold leap into the future of the industry, in identifying what firms and associations need to do in order to enable their member firms to sustainably offer quality services in the years ahead. Speakers from across the globe contributed their knowledge and experience into this important debate for the industry. Further details on the dynamic programme, and copies of presentations, are available on the FIDIC website at <http://www.fidic2011.org/>

Given the current challenges being faced in many countries, it was evident that a significant number of participants were making full use of the facilities available to network with other firms, and examine options for joint ventures and sub-consulting in other countries. Updated contracts for such services are currently in the FIDIC pipeline.

11. FIDIC Member Associations and Associates



Albania

Albanian Association of Consulting Engineers

Australia

Consult Australia

Austria

Austrian Consultants Association

Azerbaijan

National Engineering Consultancy Society of Azerbaijan

Bahrain

Bahrain Society of Engineers

Bangladesh

Bangladesh Association of Consulting Engineers

Belarus

Belarusian Association of Consulting Engineers

Belgium

Organisation des Bureaux d'Ingenieurs-Conseils, d'Ingenierie et de Consultance

Bosnia

Association of Consulting Engineers of Bosnia and Herzegovina

Botswana

Association of Consulting Engineers Botswana

Brazil

Associação Brasileira de Consultores de Engenharia

Bulgaria

Bulgarian Association of Consulting Engineers and Architects

Canada

Association of Canadian Engineering Companies

China

China National Association of Engineering Consultants

China, Hong Kong

Association of Consulting Engineers of Hong Kong, China

China, Taipei

Chinese Association of Engineering Consultants, Taipei, China

Croatia

Croatian Association of Consulting Engineers

Czech Republic

Czech Association of Consulting Engineer

Denmark

Foreningen af Rådgivende Ingeniører

Ecuador

Asociación de Compañías Consultoras del Ecuador

Egypt

Egyptian Society of Consulting Engineers

Estonia

Estonian Association of Architectural and Consulting Engineering Companies

Finland

Finnish Association of Consulting Firms

France

CICF/SYNTEC-Ingenierie

Germany

Verband Beratender Ingenieure

Ghana

Ghana Association of Consultants

Greece

Hellenic Association of Consulting Firms

Hungary

Association of Hungarian Consulting Engineers and Architects

Iceland

Félag Ráðgjafarverkfræðinga

India

Consulting Engineers Association of India

Indonesia

National Association of Indonesian Engineering Consultants

Iran

Iranian Society of Consulting Engineers

Ireland

Association of Consulting Engineers of Ireland

Israel

Israeli Organization of Consulting Engineers and Architects

Italy

Sindacato Nazionale Ingegneri e Architetti Liberi Professionisti Italiani

Japan

Association of Japanese Consulting Engineers

Jordan

Jordan Architects and Consulting Engineers Council

Kazakhstan

Kazakhstan Association of Consulting Engineers

Kenya

Association of Consulting Engineers of Kenya

Korea

Korea Engineering and Consulting Association

Kuwait

Union of Kuwaiti Engineering Offices and Consultant Houses

Latvia

Latvian Association of Consulting Engineers

Lebanon

Lebanese Association of Consulting Engineers

Lithuania

Lithuanian Association of Consulting Companies

Luxembourg

Ordre des Architectes et des Ingénieurs-conseils, d'Ingénierie et de Consultance

Malawi

Association of Consulting Engineers of Malawi

Association of Consulting Engineers
Malaysia

Order of Consulting Engineers of Mali

Cámara Nacional de Empresas de
Consultoría de México

Association of Consulting Engineers
of Montenegro

Fédération Marocaine du Conseil et
de l'Ingénierie

Associação de Empresas
Moçambicanas de Consultoria
(AEMC)

Association of Consulting Engineers
of Namibia

Society of Consulting Architectural
and Engineering Firms, Nepal

Nlengineers

Association of Consulting Engineers
New Zealand

Association of Consulting Engineers,
Nigeria

Association of Consulting Engineers,
Norway

Association of Consulting Engineers
Pakistan

Engineers Association

Council of Engineering Consultants
of the Philippines

Stowarzyszenie Inżynierów
Doradców i Rzeczników (SIDIR)

Associação Portuguesa de
Projectistas e Consultores

Romanian Association of Consulting Engineers

Russian Association of Engineering Consultants

Saudi Council of Engineers

Association of Consulting Engineers
in Serbia

Association of Consulting Engineers
Singapore

Slovak Association of Consulting Engineers

National Association of Consulting Engineers of Slovenia

Consulting Engineers South Africa
(CESA)

Asociación española de empresas
de Ingeniería, Consultoría y Servicios
Tecnológicos

Association of Consulting Engineers,
Sri Lanka

Sudanese Engineering and
Architecture Consultancy Association

Orde van Raadgevende Ingenieurs
in Suriname

Swedish Federation of Consulting
Engineers and Architects

Union Suisse des Ingénieurs-Conseils

Association of Consulting Engineers
Tanzania

Joint Consultative Council for the
Construction Industry

Association Nationale des Bureaux
d'Etudes et des Ingénieurs Conseils
(ANBEIC)

Association of Turkish Consulting
Engineers and Architects

Uganda Association of Consulting Engineers

Association of Engineers-Consultants
of Ukraine

Association of Consultancy and Engineering

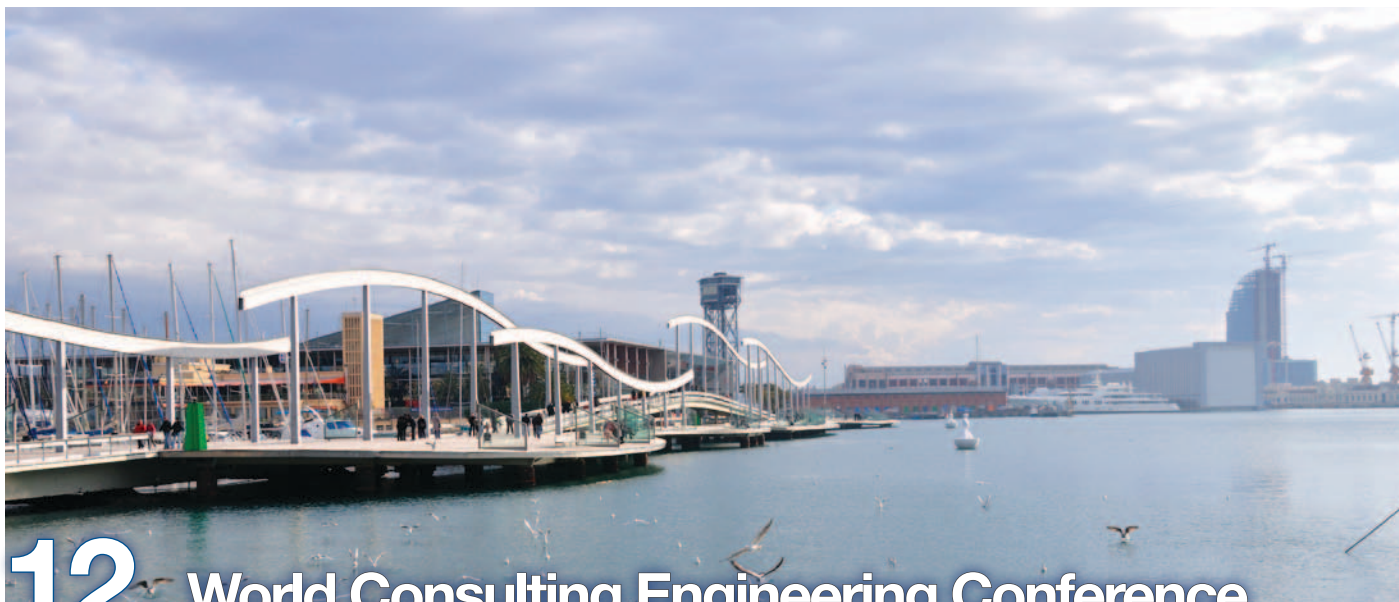
American Council of Engineering
Companies

Uzbek Association of Consulting Engineers

Vietnam Engineering Consultant
Association

Association of Consulting Engineers
of Zambia

Zimbabwe Association of Consulting Engineers



12. World Consulting Engineering Conference



FIDIC Centenary Attracts the World

Planning is well advanced for this unique event in the history of the industry, taking place in Barcelona on September 2013. With it's main theme "Quality of Life – Our Responsibility" the stage is set for debate on the global challenges confronting humanity, and how, collectively with partnering organisations, better solutions might be found to these challenges.

A full two day programme for the main part of the conference is being developed in consultation with a number of international organisations which also have interests in our Quality of Life, including water, transport, buildings, energy, the environment, urbanisation. Also invited to participate are the finance sector, insurance, law, construction and architecture.

Day One will focus on what has been achieved to date and how, plus lessons learnt. Day two will then focus on a more collaborative approach to finding better and more sustainable solutions to the needs of society and its quality of life.

Social activities are also planned to encourage networking and to enjoy the special things that Barcelona has to offer. Details will progressively become available on www.fidic2013.org.

FIDIC Centenary Awards Reminder

As part of the FIDIC centenary celebrations in Barcelona 2013, FIDIC will recognise and applaud the best consulting engineering achievements of the last 100 years, to help publicise the work of consulting engineers and the contribution they make to the way we all live, as well as to celebrate FIDIC's centenary.

The main 'headline' categories of Award will be:-

- a) major building project of the last 100 years
- b) major civil engineering project of the last 100 years
- c) the leading consulting engineers of the last 100 years

The award nominations will be made by FIDIC Members. The projects nominated should have been designed by a member firm and they will be judged against a number of criteria including international recognition, technical excellence, innovation, how well they have endured and their sustainability. Entries close by end of 2012. Further details are available on the FIDIC website.



13. International Federation of Consulting Engineers

Secretariat

Enrico Vink, Managing Director
François Baillon, Commercial Director
Italo Goyzueta, Deputy Director
Peter van der Togt, Publications Manager
Silvia Fossati, Events Manager
Maria-Blanca Trabazos, Accountant
Eivor Chollet, Administrative Assistant
Christophe Sisto, Design and Edition Manager

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

The Global Voice of Consulting Engineers



International Federation of Consulting
Engineers (FIDIC)
World Trade Center II,
Geneva Airport
P.O. Box 311
CH-1215 Geneva 15
Switzerland
Tel. +41 22 799 4900
Fax +41 22 799 4901
Email: fidic@fidic.org
www.fidic.org



The Global Voice of Consulting Engineers