ECFAJ NEWSLETTER

September 2017

Engineering and Consulting Firms Association, Japan

About ECFAJ

ECFAJ strives to enhance the growth of robust consulting industry by development of overseas consulting business, due diligence to integrity, quality improvement, networking with domestic & overseas consulting firms, research & innovation.
By doing so, ECFAJ aims at contributing to the growth of global economy and promotion of international cooperation.

The Engineering and Consulting Firms Association, Japan (ECFAJ) was approved as the legal entity by the Ministry of Economy, International Trade and Industry and the Ministry of Construction (now Ministry of Land, Infrastructure, Transport and Tourism) in 1964. Due to the consolidation between AJCE and ECFAJ in April, 2016, new ECFAJ was established. Since then, ECFAJ succeeded FIDIC membership from AJCE and now representing Japanese consulting firms to the International Federation of Consulting engineers (FIDIC).

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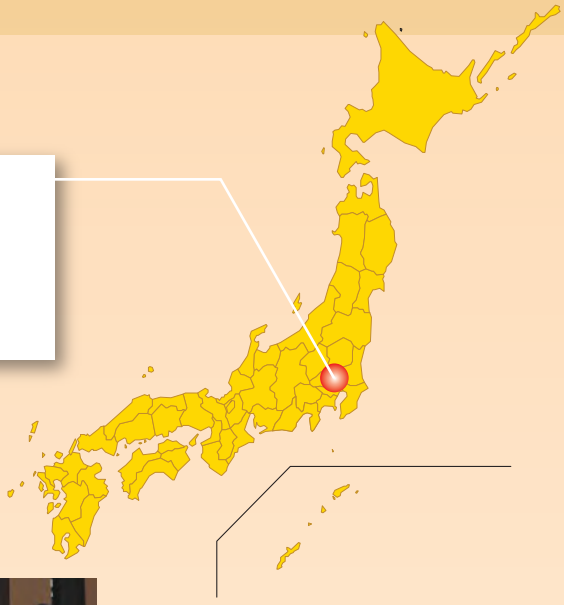

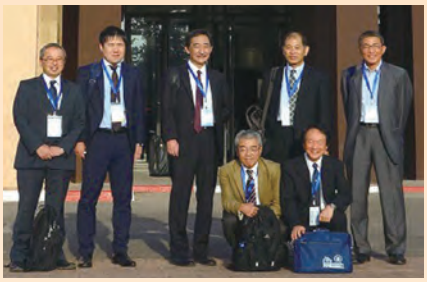

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ECFAJ and its Activities

Norio HANAOKA
Chairman, ECFAJ
Chairman, Yachiyo Engineering Co., Ltd.

1. Overview of 2016 to mid.2017

On 1 April 2016, new ECFAJ (Engineering and Consulting Firms Association, Japan) was established by consolidation between AJCE (Association of Japanese Consulting Engineers) and old ECFAJ. It represents consulting firms in Japan in charge of overseas consulting services. It covers not only Japan ODA but also non-ODA market, thereby overarching its scope of activities in the world.

Government of Japan has been tackling on policy issues of Sustainable Development Goals (SDGs) and Climate Change in which measures relevant to environmental concern, women's right, disaster prevention, global warming, etc. are being implemented in global scale.

Further, the Government has been continuously working on the policy of supporting investment in overseas market by exporting high-quality infrastructure and by supporting business deployment of small & medium size firms. These endeavors are carried out by strengthening Public and Private Partnership.

ODA budget in fiscal 2017 exceeded 2.1 trillion Japanese Yen (21 billion USD), largest in the history of Japan which is an increase of 13.2% from the previous year.

Currently, consulting industry is expected to respond to the urgent needs of infrastructure development such as recovery from 2011 East Japan Earthquake disaster, 2016 Kumamoto Earthquake disaster, 2017 Northern Kyusyu flood and landslide disaster and 2020 Olympic Games in Tokyo.

Contrary to such high expectation to consulting industry, recruitment and capacity building of young professionals and leaders have been the pressing agenda due to continuous trend of aging population.

Because of conventional institutional framework, track record in domestic projects is not counted in the biddings of overseas projects and vis-à-vis to biddings in overseas projects. Consulting industry has been requesting government to re-examine bidding system.

ECFAJ has been conducting continuous dialogues and close cooperation with government entities for the improvement of consultancy business environment and strategic development in ODA projects.

Further, ECFAJ exerts its effort to raise status of consulting engineers & professionals in international arena through FIDIC and to strengthen networking with member association of FIDIC.

As a part of regular activities, ECFAJ carried out various trainings and seminars for capacity building. Publicity activities expand from lecturing at university to participation in international cooperation events. Through these activities, dissemination of ODA projects, recruitment of young professionals, and raising the image of consulting engineers & professionals are promoted.

2. FIDIC Related Activities

(1) Comments and Proposal to Strategic Plan

ECFAJ drafted comments and proposal on FIDIC Strategic Plan. It was submitted to FIDIC EC meeting in May for review. Details are presented in this Newsletter.

(2) FIDIC Conference

About 35 members participated in 2016 FIDIC Marrakesh Conference. In this October, three

members of ECFAJ and a JICA expert will serve as speakers in FIDIC Jakarta Conference, "Resilient Infrastructure". They will share knowledge and experience in Japan.

(3) ECFAJ Annual Seminar
On 10 Feb., 2016, ECFAJ invited Mr. Jae-Wan Lee, FIDIC President as the keynote speaker for ECFA Annual Seminar, "Current Practice of Consulting Engineer – FIDIC's Endeavor". Prior to the seminar, FIDIC President had courtesy calls to government entities in charge of overseas projects. He was invited for dinner by ECFAJ Board members in the evening.

(4) Young Professionals
ECFAJ dispatched Young Professionals to FIDIC and ASPAC Conference to support activities of FIDIC/ASPACYPF. Takashi Matsuo (ASPACYPF Chair) reported activities of FIDIC YPF in Marrakesh Conference and initiated ASPAC YPF Business Plan.

3. Recruitment of Consultants
In order to strengthen support for the recruitment of young & mid-level professionals, ECFAJ carried out Recruitment Seminar in which participants can consult with several firms for recruitment. In addition, Open Week was held for those who are interested in visiting firms to examine business operation and requirement for recruitment.

4. Capacity Building
(1) Silver Book Seminar
Following completion of Japanese translation, Seminar on FIDIC Silver Book 1999 was held on 12 April, 2017. Next translation work will be New Red Book which is to be published in 2017. ECFAJ holds seminars on FIDIC Conditions of Contract several times a year.

(2) Dispute Board Seminar
To explain claims & dispute resolution procedures in FIDIC Conditions of Contracts, Dispute Board Seminar was held on 14 Oct. 2016. Second seminar will be held on 22 Sept. 2017.

(3) Contract Administrator Training Seminar
It is essential to understand FIDIC conditions of contracts for the management of overseas infrastructure projects. ECFAJ offered series of seminars from the introductory-level to advanced-level for understanding FIDIC Conditions of Contract in depth.

(4) Trainings and Seminars for ODA Project
To train professionals working in overseas projects, ECFAJ offered following training programs in 2016 : a) Fundamentals for consultants, b) Project Cycle Management, c) Analysis on Project Finance & Economic, d) Seminar on Enforcement Policy of JICA projects, e) Seminar on Environmental and Social Considerations (EIA) and f) Introduction to Yen Loan. In 2017, Project Finance Seminar, Seminar on Building Information Modelling will be held.

5. Public Relations
In fiscal 2016, ECFAJ visited 15 universities and institutes to introduce ODA projects and consulting services to about 1000 students in collaboration with JICA. Further, ECFAJ participated in international cooperation events such as "Global Festa" and "One World Festival" to introduce practice of consulting engineers & professionals to students and people who were interested in overseas business. Considerable number of people who participated in these events are now working in consulting firms.
In Dec. 2016, ECFAJ published Japanese Newsletter to members, clients and related organizations to introduce activities of FIDIC and ECFAJ.
English Newsletter is mainly published and distributed to FIDIC and FIDIC MAs to introduce activities of ECFAJ in which business practice of consulting engineers & professionals in Japan is introduced.

6. Closing Remarks
It is the endeavor of ECFAJ that we exert our effort for the realization of FIDIC's fundamental principles, Quality, Integrity and Sustainability. In the process of achieving these objectives, we will continuously work for raising the image of consulting engineers & professionals in the world.

Transformation of Japanese Technology

Jun ISHIMOTO
Vice Chairman, ECFAJ
Managing Director, ALMEC Cooperation

Infrastructure is the lifeline of the Japanese society and the platform from which the people are able to work, study, play, and gather together. Infrastructure makes cities competitive, livable, and resilient against natural and man-made disasters. Yet, many countries and cities suffer from a lack of necessary infrastructure. ADB's paper entitled "Meeting Asia's Infrastructure Needs" published in 2017 says USD26 trillion is required for 2016-2030 or USD1.7 trillion a year to build economic infrastructure such as power, transport, water and sanitary systems. This figure does not yet include social infrastructure such as schools, hospitals, housing, and other public facilities, as well as social infrastructure on disaster risk management. In spite of the recent economic growth in the Asian region, the infrastructure gap has widened due to various reasons such as rapid urbanization, lack of public funding, inefficient spending, and weak governance. Although the private sector has grown tremendously in parallel to globalization, capacities of governments to tap this sector and maximize the opportunities for infrastructure development are weak.

All cities in Asia faced rapid urbanization, motorization, and industrialization which took place in a relatively short period of time, probably within three to four decades since the 1970s. Compared to Asian countries, western countries had enough time and resources to adapt to the same changes. The big wave of urbanization experienced in Asia started in Japan, rolling into the rest of East Asia, sweeping Southeast Asia in its wake, and spreading to South Asia. Many countries and cities have tried to keep pace with the challenges brought by urbanization, but not many have sailed through.

Japan was a different case altogether. After being a closed country for more than 200 years between 1639 and 1854, it was able to confront dramatic internal and external impacts of urbanization. It underwent the required structural transformation in many aspects including socio-economy, politics, legal frameworks and integrity in line with global standard. Transformation of the management of nation from traditional to modern system and catching up with Western countries were done in haste by employing highly paid foreign advisors in all sectors such as science and technology, education, law, foreign affairs, medical sciences, the arts, and various industrial technologies such as agriculture, agricultural chemistry, mining, shipbuilding, hotel management, silk reeling, and shoe making. It should be mentioned that architecture, civil engineering, and transportation covered wide range of discipline such as architectural design and construction, flood and erosion control, development of ports, railway, roads, water and sewerage systems, and manufacturing of domestic locomotives.

During the first 30 years after a self-imposed national isolation until 1898, the Japanese government hired more than 10,000 foreign professionals who were dispatched to various organizations. British experts transferred technology on railway construction, public works, power, architecture, and naval system. Similarly, American experts transferred know-how on foreign diplomacy, educational system, modern agriculture, business, cattle breeding, and development of industry in Hokkaido. From Germans, system and technologies on medical sciences, establishment of universities, laws were transferred. Furthermore, French military system and laws; Italians - arts; Dutch - maritime transport; and experts from other countries

transferred their technologies and know-hows. It was common knowledge that these experts were paid well. In fact, in 1871 when the monthly salary of the Grand Minister was JPY800, the foreign experts received somewhere between JPY600 and JPY1, 000.

The lessons and knowledge imparted by these experts were soon substituted by local standards and technologies. Home-grown experts in engineering and manufacturing made rapid progress, contributing to the subsequent development of central and local infrastructure in Japan. Initial modernization and accelerating urbanization promoted rapid economic growth and demanded corresponding infrastructure to be developed all over the country especially in urban areas. This 'build-build-build' mindset continued for a long time until this miracle was ceased by the burst of bubble economy.

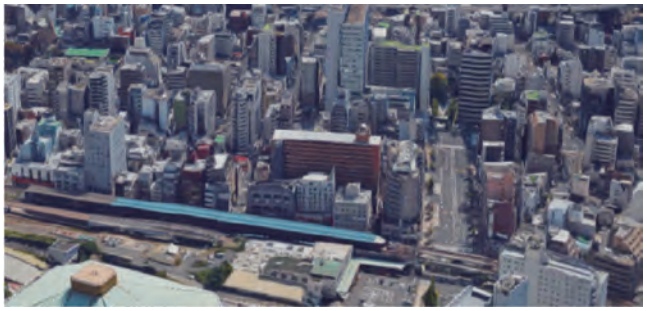
It should be noted that Japan was often hit by serious natural and man-made disasters. In 1923, the Great Kanto Earthquake destroyed almost 43% of Tokyo's urban area and casualty of more than hundred thousand lives. Then two decades later, World War II inflicted a far more serious blow over Japan, urban areas in particular.

The development of a disaster-prone nation and its reconstruction after World War II were made possible by technologies attributable to Industrial Revolution and by so-called "Industrious Revolution," a term coined by a Japanese economist to represent potential of human resources. Japan imported western technologies, then, they were studied, up-graded, and transferred to developing countries in due consideration to sustainability, safety and disaster resilience.

Now Japan faces new challenge of aging population and decreasing child birthrate. It is the time to re-examine the nation's process of achieving safe and efficient infrastructure in a relatively short period of time. Then, to take affirmative action to cope with changing environment by integrating appropriate infrastructure management. At the same time, Japanese consultants are expected to assist for the growth of developing countries by ensuring quality, integrity and sustainability in infrastructure and human resources development through trusted partnership.

Source: Earthquake Pictrial Edition, Osaka Mainichi Newspaper
Nihonbashi & Kanda after the Great Kanto Earthquake (1923)

Source: http://www.kmine.sakura.ne.jp/kusyu/kuusyu.html
Ryogoku Area after The Bombing of Tokyo (1945)



Source: Google Earth
Ryogoku Area in 2016

Ensuring Transparency by Responding to Social Demand

Ryuichi ARIMOTO
Vice Chairman, ECFAJ
President, Nippon Koei, Co., Ltd.

As the business environment never stop-changing, companies have to meet with society demands without fail. In sustainable business operation, responding to and meeting with social demands is crucial as it ensures integrity of firms. Commemorating my 40th anniversary of practice in Nippon Koei (NK), I would like to share my thoughts on integrity and high-level ethics of firm

Starting my Career

When I joined NK, first I was appointed to Documentation Group of the General Affairs Department. The Department was responsible for secretarial works for the board of directors, legal and stock-related affairs and publicity-related matters including the company magazines. My first task was to take care of the shareholders' meetings.

Forty years ago, when almost with no exception, shareholders' meetings were called "shan-shan meetings" which end very quickly with no particular questions and were viewed as a great success. To think of it now, to start and end the meeting that way, employees in charge of the meeting struggled many useless hours to prepare questions & answers to handle racketeers called sokaiya. Though the meeting ended successfully, we could not have a sense of achievement but just a feeling of exhaustion.

Several years later, the Commercial Code of Japan was amended in connection with shareholders' meeting to fulfill its original function, including the introduction of a unit share system. Firms in Japan parted from racketeers for good. It was the time when I was given another assignment for the first time since I had joined NK.

Lessons Learnt on Integrity

Since then, I built-up experience in different divisions, such as divisions for electricity engineering, information systems and personnel affairs. In 2000, I was transferred to the division in charge of domestic consulting services. It was the difficult time when budget in public works was cut every year. I worked hard to improve business performance of NK. In 2002, when I was making efforts for recovery, a disgraceful affair occurred that an employee of NK was arrested in relation to procurement of construction works in Kunashir Island. Because of this incident, NK was suspended not only from public work tenders by the national government but also from most of the local governments' tenders. This incident let NK's account balance in red in that year.

In the next fiscal year, as the business performance remained poor, NK downsized its workforce for the first time since its establishment. As I was in charge of secretarial office of domestic consulting services at the time, I had to go through all the process of downsizing and job hunting for those who were laid-off, and it was a tough psychological experience for me. At the same time, the company leaders worked hard to recover integrity and disseminate ethics of engineers. This incident as well as relevant market trends taught me that consultants should shift from cost based competition to quality (or qualification) based competition that transparency is integrated.

Some people in NK said that shifting away from the conventional business model could negatively affect the company's business performance. However, I had a strong belief in quality based competition such as the bidding based on technical proposal and I took the decisive action to obtain understandings from the executive board members. As our customers shifted gradually from price competition to proposal-based competition, our efforts were rewarded. This allowed us to gain a larger market

share and made a favorable upturn in business performance. More importantly, we could see our employees filled with confidence.
Though huge effort was required in this shift but it gave us significant outcome beyond our expectation. Efforts we made at the time are now the strong pillar to support my belief in business management.
In that period, NK enforced various measures to improve corporate governance such as establishment of code of conduct which is based on the business philosophy, "Act with integrity & contribute to society through technology and engineering" and reform of the board of directors e.g., introduction of outside directors, and integrated employee training. Despite of hard measures like downsizing of the workforce and pay cuts, all the staffs in NK, from employees to the top management strived to recover the lost trust and business performance.

Strategy for Growth

In the recent years, we are enjoying continued and steady growth of business performance. I am certain that such achievement is a result of efforts made by employees. In 2014, when I was appointed to the office of president, I once fixed my eyes on the future of Japan. We are practicing our services in a rapidly aging country with a declining number of children. I was afraid that NK may decline revenue if we clung to conventional business model only. I became keenly aware that NK needs the strategy for growth. As the result of research and discussions made on the global consulting market and changes in the environment-related policies around the world, we identified the growth could be achieved mainly in overseas market, specifically in the area of urban development, traffic and energy.
In the spring of 2014, Nippon Koei acquired architecture and design firm, BDP in UK. Just after the acquisition, UK decided to leave EU and currency (Bond) was depreciated since then. This start became another severe blow to NK. Nevertheless, I was confident and encouraged by the fact that NK and BDP have been carrying out a strong synergy strategy that realigns our corporate governance and targeting to the Asian market. This strategy is based on our 100-day plan to navigate collaboration between the two companies.
The key to successful M&A is synergy and integration of corporate culture. If the top management cannot share realization of common values overarching the two firms, we will end up with the messy aftermath of acquisition several years later. It is also important to respect earnest attitude to achieve integrity and high-level of ethics in the corporate culture. Prime importance should not place on short-term sales but place on sustainable growth.

Ensuring Transparency by Responding to Social Demand

When doing business in developing countries, we should be always careful about the corruption trap. I hear even judges ask for money in some countries. It seems as if it is a big joke. In performing cross-border business, we sometimes encounter difficulties to move projects forward. There are differences in commercial practice, accounting methods, taxation and procurement processes from country to country. That is why we see many example of unreasonable struggles which could create illegal acts subject to punishment by the authorities. Even in Japan, when reforms on regulations and system such as review of working hour , enhancement of preventive measures against injustice transactions , establishment of codes of corporate governance, etc. are underway, sometimes our society cannot prevent incidents such as death by overwork, accounting fraud and data fabrication.
Whenever such incidents occur, I keep in mind that my responsibility is to "Ensure transparency by responding to the social demand." Before closing, I would like to introduce what I frequently say in board meetings or whenever appropriate that "We should share risks and solve any issues with our collective wisdom." I am certain that it is a strong foundation for improving our corporate values.

Role of Japanese Consulting Engineers

Keiji SASABE
Vice Chairman, ECFAJ
Chairman and Executive Director,
CTI Engineering International Co., Ltd.

The last issue, AJCE News Letter March 2016, Vol. 37, came out a month before the merger of ECFA and AJCE. In the magazine, it was discussed that the merger will strengthen representativeness of the association in the domestic consulting engineers and professionals (hereinafter called as "consulting engineers") in Japan, and that the industry should develop much more. In my article "Seek Growth Abroad," I wrote that each consulting engineers should put more effort in seeking growth abroad, and mentioned the Japanese Natto (fermented soy beans) industry as a good example; even one of the Japan's most traditional food industry is taking measures against the slowing down of the domestic market by seeking growth abroad. I would imagine that the obstacles of selling Natto in overseas market is much greater than that of consulting engineers. Many Japanese industries are fighting for survival. The large consulting firms have sought global expansion in conventional manner, however, it should be done much more aggressively. The smaller and medium size consulting firms should follow the path paved by large firms. How does your county see consulting engineering industry in Japan?

Now, let me give you some information about the market size of consulting engineering industry in Japan. In Japan, consulting engineers are called as civil engineering consultants, and the body representing them is called as the Japan Civil Engineering Consultants Association, JCCA. Consulting industry in Japan mainly practice services in civil engineering projects. The domestic market size is said to be between 500 billion to 1 trillion Japanese Yen, which is 5 to 10 times larger than that of international market that is mainly operated under Japan ODA. Approximately 4,000 companies are registered as civil engineering consultants, in which 440 companies are the members of JCCA. Regarding the share of the companies, small-size firms share a great part, i.e. firms with the capital less than one hundred million Yen share 85% of the total number. The number of consulting engineers that belong to consulting firms is approximately 60,000 in Japan, in which about 40,000 are employees of JCCA member firms. Considering these numbers, why is the industry not as global as it should be? First of all, there is a language barrier. Though English communication is essential in working overseas, many Japanese consulting engineers feel difficulty in working in English. Secondly, domestic projects have been much profitable than those in international market, Japan ODA in particular. Therefore, incentive to expand business in international market has been moderate. However, it is a story in the past. It is acknowledged that Japan's domestic consultancy market is not expected to grow significantly in the future.

What is the Japanese government's stance towards the global infrastructure development? Japan ODA used to offer aid to developing countries by focusing on 3 major principles, technical cooperation, grant aid and loan cooperation. In addition to conventional methods, government places special interest in "proactive export of high quality infrastructure." This means that Japanese government encourages private firms to apply their advanced technology and know-hows in global infrastructure market. The Japanese government is working actively, to achieve this goal of project promotion by public-private partnership, execution of high level sales, and encouragement of Japanese firms to enter into the global infrastructure market. What is the viewpoint of the high-quality infrastructure? Most importantly, the quality of infrastructure is assured by high economic feasibility including the aspect

of Life Cycle Cost, safety, resiliency against disaster, sustainability convenience, and comfortability. At the same time, application of guidelines in environmental and social consideration, contribution to the local society & economy should be included in which capacity development of the people, conformity to the development & economic strategy and efficient funding including PPP are considered.

In order to realize the government's policy, role of Japanese consulting engineers is important than ever. We will be working at the forefront of the Japan ODA and the export of high-quality infrastructure. Master Plan formulation is our strong point in which wider range of scheme is required. It includes not only traditional Japanese aid scheme, but also that of private. Proactive participation in the upstream part of a project is necessary for the realization of large-scale and high-quality infrastructure projects. Further, financing, system improvements in the partner country, human resource development for operation & maintenance have to be looked into at the same time.

Japanese consulting engineers will be putting more effort than ever for the growth in abroad. In this context, it is recommended to enhance cooperation with the overseas consultants such as the members of FIDIC.

Comments and Recommendations on FIDIC Reform

Engineering and Consulting Firms Association, Japan

Because of the significance of the FIDIC reform to the activities of its Member Associations, the Engineering and Consulting Firms Association, Japan (ECFAJ) established a special task group in December 2016 to review and examine FIDIC activities, FIDIC Master Plan (renamed as "Strategic Plan") in particular. The task group conducted survey to concerned members in ECFAJ and collected opinions regarding improvement of the Strategic Plan. Based on the survey opinions, the task group drafted "Comments and Recommendations on FIDIC Strategic Plan" which was submitted to FIDIC EC meeting in May 2017 for review. It is our expectation that the Comments and Recommendations as shown below would provide useful input to the finalization of the FIDIC Strategic Plan as well as to share information with FIDIC MAs.

1. General Comments

1.1 FIDIC Vision

We support the vision of FIDIC as the voice for representing consulting engineering industry in the world.

1.2 FIDIC Mission

We support the Mission statement in general. However, the statement should identify mission clearly together with relevant implementation schemes.

1.3 Challenges

(1) Ongoing Challenges

1) Regular dialogues with international authority should be continued in which concerned MAs are invited.
2) Regular dialogues with MDBs such as Biennial Meeting of International Lending Agencies and the Consulting Industry (BIMILACI) should be restored and their discussion results should be shared by MAs.

(2) Emerging Challenges

1) QBS should be promoted in the dialogues with International Financing Institutions (IFIs) in which transparent evaluation procedure and good practice on QBS are strengthened. Cooperation between FIDIC and IFIs is essential such that conditions to employ QBS are mutually acknowledged in which criteria on integrity, level of deliverables, qualification of key consultants, etc. are identified.
2) Networking among MAs should be enhanced.
3) Examine and promote new delivery method such as PPP and PFI.
4) As for sustainability & climate change, FIDIC should initiate the CE industry to pay due consideration on project sustainability in whole life cycle and mitigate climate change impact.

(3) Major Challenges

1) FIDIC should examine strategy for keeping leading international firms as members.
2) CE should play an active role in the policy planning not as the person behind the scene or backseat player.
3) FIDIC needs to establish systematic undertaking for raising value and image of CE and how it is realized.
4) As for the collection of relevant information, periodic questionnaire should be sent to MAs to collect relevant information and updated needs on challenges stated above and to create or innovate new services.
5) Strengthen collaboration with firms that are ranked in the top group of Engineering News-Record (ENR), mostly European and American firms. To become the stakeholder representing CE industry, this collaboration is indispensable.
6) Need to strengthen human resource and function of FIDIC secretariat.

2. Specific Comments

2.1 FIDIC Conference

It has been a long and continuing challenge for FIDIC to raise image of consulting engineers and professionals. One of the tangible solution to this challenge could be to make FIDIC conference attractive and provocative. Invitation of

prominent speakers and stakeholders who are in charge of infrastructure development or policy making is essential to the success of FIDIC conference. In addition, invitation of opinion leaders who will stimulate our mind and provoke innovative discussions could be considered.
Conference theme need to be political, practical and challenging to cope with rapidly changing business environment. Dedicated and strong Conference Committee should be established for planning and management of attractive FIDIC conference.
FIDIC has to take affirmative action for the improvement of FIDIC conference or FIDIC may lose good potential participants.

(1) Enhance participation of members from USA and Europe
Participation from USA and Europe MAs has been reducing in the recent years. This may be attributable to the change in CE business practice - globalization, giant international firms, decreasing incentive to be a member of respective association, etc. Further, repeated operation of similar FIDIC conferences might have fallen into mannerism. Enforcement of innovative Strategic and Action Plans would overcome this challenge.

FIDIC GAM, Rio de Janeiro, 2014

(2) Improvement of FIDIC conference
1) Speakers
Add value by inviting keynote speakers in charge of infrastructure development such as ministers, governor, mayor, CEOs of international firms, senior executives of financing institutions, high government officials in charge of procurement, etc.
2) Program
a. Timely, practical and innovative subjects should be integrated in the program.
b. Together with Plenary, program should provide parallel seminars. This option will offer participants to attend sessions they would like to participate.
c. Best Business Practice Forum should be reviewed whether full day is necessary.
d. Prime consideration should be given to composition of main program.
3) Conference Venue and Logistics
a. Conference venue should be selected by due consideration to safety, geopolitical balance and accessibility.
b. Efficient and effective operation is essential to the success of FIDIC conference. In the recent FIDIC conferences, poor logistics have been observed.
4) Committee Meetings
Committee meetings should be mandated in FIDIC conference. It is the ideal opportunity to share common objectives and discuss viable action plan.
5) Social Program
a. Gala seating should be fair and transparent and managed consistently. FIDIC secretariat is requested to draft guidelines on seating.
b. City tour should be planned well such that it does not overlap with meetings, session, DNS, etc. It is a good social event to enjoy and understand host city.
c. Local Color Night should be planned in due consideration to local cultural representation and reasonable cost. In the recent conferences, we find it is quite unsatisfactory - high cost and poor cultural performance.
6) Frequency of FIDIC Conference
FIDIC conference should be held by due consideration to the degree of burden to hosting MA, geographical balance, avoidance of duplication with similar conference, and conference theme. In this context, we should be flexible and practical about frequency of holding FIDIC conference. FIDIC should examine if the FIDIC conference could be held every 2 or 3 years.

2.2 Committee Activities

(1) General Comments
From our observation, majority of FIDIC committees seem to follow old routine. Their activities should be stimulated or reshuffled.
It is regretful to see that many committees don't have committee meetings in FIDIC Conference. It is the best time to share common objectives and plan for viable actions.

TOR of current committees should be reviewed and improved such that they have clear objectives and missions in relation to FIDIC Strategy Plan and Action Plan.
Proper selection of committee members who are responsible and willing to work for the committee is the prime importance. Those who do not participate in FIDIC conference, do not participate in committee meetings and teleconferences, or do not contribute to committee activities should be eliminated.
Guidelines should be drafted for nomination, selection, terms, and replacement of committee members. This procedure should be reflected in committee TOR. Together with committee chairs, FIDIC secretariat is expected to take a leading role in nominating and selecting committee members by fair and transparent manner.

FIDIC Contract Committee

1) Qualification and selection procedure of Contract Committee members should be transparent to invite additional competent/ experienced candidates.
2) In general, development of Conditions of Contract that reflect FIDIC strategy and market needs is necessary. It is recommended to collect needs of market and CE industry through questionnaires addressed to MAs and FIDIC committees.
3) Information and schedule on progress of publication, such as revision and new publication of Conditions of Contract should be disclosed directly to MAs. It is discouraging to hear from non-FIDIC contract-organizers about publication of new/ revised FIDIC Conditions of Contract before FIDIC MAs are informed.
4) Timely update Conditions of Contract and initiate development of new documents.

Business Practice Committee (BPC)

1) TOR of BPC should be examined to clarify its role and responsibilities. We find activities of BPC overlap with those of Contract Committee, Capacity Building Committee and Sustainable Development Committee.
It is recommended that chair-meeting among related committees should be established in which periodic teleconference is mandated. Engagement of FIDIC secretariat is essential to carry out communication effectively and efficiently.
2) BPC has been in charge of QBS Promotion, Consultant Selection, Building Information Modeling (BIM), Best Value Evaluation, etc. To make these activities more fruitful, it is recommended to enhance collaboration with MAs.
3) It is recommended to collect relevant information or needs from MAs or DNS through questionnaires such that new subjects could be identified. Best Business Practice Forum in FIDIC conference does not seem to collect enough inputs from the participants.

Sustainable Development Committee (SDC)

1) Tools for Sustainable development that will lead to project promotion and consulting practice should be developed. Project Sustainability Management (PSM) seems past issue for SDC. In contrast, current SDC focuses on highly political aspects such as ISO and COP. This may be attributable to the fact that majority of SDC members are in Europe, EFCA in particular. It is recommended to review and examine current activities of SDC and draft new action plan that reflects practical aspects as well.
2) It is suggested to collect needs and relevant information from MAs, DNS and related committees through questionnaire. We need innovative idea.
3) As the Environmental Social Consideration (Sustainability) is mandated in majority of infrastructure projects, fundamental subject of sustainability such as Environmental Impact Assessment (EIA) should be considered as one of the potential subjects for SDC. It is recommended to establish Task Force to examine relevance of EIA to SDC activity. EIA could be introduced as the means to evaluate and improve Project Sustainability Management.

FIDIC YPF and Regional YPF

1) FIDIC YPF has been managed well. In contrary, regional YPF in ASPAC, GAMA and FEPAC regions have challenges in their operation and management such as lack of financial support and human resources as well as lack of support from respective member associations. For example, we find scarce participation of YPFs in ASPAC conferences.
2) It is recommended that FIDIC examines viable

options to financially support YPF members for participating in FIDIC or reginal conference. It should be examined if implementation of Action Plan can manage to raise some financial support for YPFs.

3) FIDIC is expected to further develop IT platform for activating communications among YPFs. To enhance operation and management of platform, it is recommended for FIDIC to organize a body in which FIDIC secretariat and FIDIC & regional YPFs discuss its operation and management.

2.3 Support of Regional Activities

FIDIC should work closely with FIDIC regional groups for strengthening their activities. To enhance their activities, viable financial support is needed. This support shall be examined if implementation of Action Plan can manage to raise financial resources.

Supporting ASPAC

1) Due to diversified nature of ASPAC, consistent activities were not possible in the past.
2) Establishment of permanent secretariat has been discussed in ASPAC. However, we recognise the lack of financial resources.
3) It is proposed to examine financial feasibility if FIDIC Strategy Plan could manage to raise money.
4) In addition, FIDIC might support ASPAC chairman and his MA financially. This option could strengthen function and power of ASPAC chairmanship such that ASPAC could be managed and operated efficiently.

ASPAC EC Meeting, Marrakesh, 2016

2.4 Capacity Building

Capacity building should be enforced to MAs in which due consideration is given to formulation of training programs that are relevant to regional and global requirement and application.

1) It is proposed that training modules and trainers could be provided by FIDIC in which remuneration, guidelines, and procedural rules should be established.
2) Guidelines for train-the-trainer and assessment for accredited trainer should be drafted and disclosed to those who could be qualified.
3) FIDIC should enhance use of President List/ National List of Adjudicators through dialogues with International Financing Institutions, procurement authorities and contractors associations.
4) DB manual drafted by Japan International Cooperation Agency (JICA) and Adjudicator Procedural Rules drafted by Engineering and Consulting Firms Association, Japan (ECFAJ) for the training and assessment of President List/ National List of Adjudicators could be utilised as useful tools.

2.5 Strengthening FIDIC Executive Committee

1) We strongly support establishment of Directors and Secretaries Advisory Council (DSAC). It will help FIDIC Executive Committee to overview business climate and challenges in diversified consultancy market and to take collective actions accordingly.
   Further collaboration between Executive Committee, Secretariat and DNS should be enhanced.
2) It is proposed that the meeting between FIDIC Executive Committee and representatives of FIDIC regional bodies (ASPAC, GAMA, EFCA, FEPAC) could be held periodically.

2.6 Innovate the Secretariat

It is pressing issue to strengthen function of FIDIC secretariat by examining relocation of secretariat office, revenue increase, cost reduction, efficient operation and reinforcement of human resources from effective operational standpoint and responding to increasing needs from MAs.

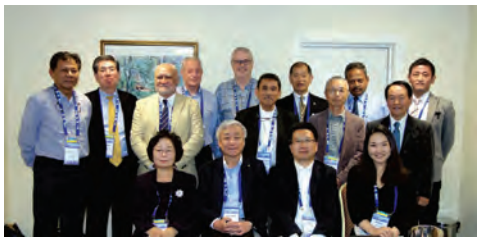
ECFAJ Activities 2016.4 – 2017.4

April

Consolidation of AJCE & ECFA Foundation of ECFAJ

May

ASPAC Queenstown Conference "A Shift in Global Focus"



June

Job Hunting Seminar JICA & ECFAJ

Futsal ECFA-CUP Tournament

October

FIDIC Conf. Reporting Seminar

Global Festa

November

Advanced Contract Seminar

January

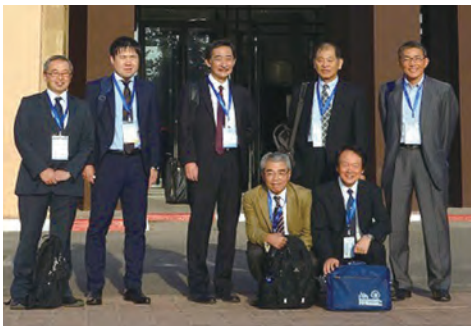
New Year Celebration Party

July

Lecture at Universities

September

FIDIC 2016 Marrakesh Conference “Engineering for the Challenges of Climate Change”

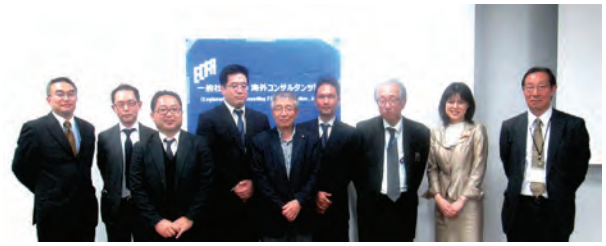


February

ECFAJ Seminar

April

Silver Book Seminar



Topics on ECFAJ Activities

1. Collaboration with Government and Financing Institutions

The Engineering and Consulting Firms Association, Japan (ECFAJ) represents Japanese consulting industry practicing overseas projects. In 2016, ECFAJ had periodic dialogues with Japanese government (Ministry of Economy, Trade and Industry, Ministry of Foreign Affairs, etc.) and financing institutions (Japan International Cooperation Agency) in charge of international cooperation and business development. The dialogues covered from (i) Global Challenges (peace building, etc.), (ii) Sustainable Development Goals (SDGs), (iii) Climate Change, (iv) Procurement of High Quality Infrastructure, to (v) Business Development of Medium and Small Size Firms in International Market. ECFAJ proposed policy recommendations for implementation of the above challenges and enhanced collaboration between government entities and consulting industry.

2. FIDIC and ASPAC Activities

(1) Participation to FIDIC/ASPAC Conference

Five members of ECFAJ participated in ASPAC Queenstown Conference in May, 2016 whereas 35 members participated in FIDIC Marrakesh Conference in Sept., 2016. ECFAJ encourages our members to participate in FIDIC/ASPAC conference to enhance networking with FIDIC members from all over the world.

Delegate from ECFA Japan
FIDIC Marrakesh Conference Sept. 2016

(2) Contribution to FIDIC/ASPAC Committees

ECFAJ members has been serving for FIDIC/ASPAC committees to enhance activities of FIDIC. They are Toshio Kurashige (ASPAC EC member, Chair of ASPAC Capacity Building Committee, FIDIC Quality and Liability Committee member), Koichiro Haru (FIDIC Sustainable Development Committee member), Kaoru Kariya (FIDIC Business Practice Committee member), Masato Toyama (FIDIC Business Practice Committee - Disaster Management TF member), Takahiro Shinchi (ASPAC Capacity Building Committee member), Takashi Matsuo (Chair of ASPAC YPFSC, FIDIC YPFSC member), Yukiko Itami (FIDIC YPFSC Sub-committee member), and Riota Adachi (ASPAC YPFSC member).

ASPAC EC Meeting, Marrakesh, 2016

3. Training and Capacity Building

In the fiscal year 2016 (April 2016 to March 2017), ECFAJ conducted various training and capacity building activities. They are briefly introduced in the followings.

3.1 Dissemination and Promotion of FIDIC Conditions of Contract

1) Introductory Training Seminars

On 6 Oct. 2016 and 14 Feb. 2017, introductory training seminars on FIDIC Conditions of Contract were held. Eighty-seven people participated in the seminars. Pink Book was used as the main text. The seminar covered outline of FIDIC Conditions of Contract and its major clauses such as right, role and responsibility of Employer, Engineer and Contractor, function of dispute board in claim and dispute resolution.

2) Intermediate Training Seminar

On 23 Feb. 2017, Fifth Intermediate Training Seminar was held for those who are working in contract management in overseas infrastructure

projects or intend to work in this subject in future. Seminar highlighted difference between Conditions of Contract used in Japan (two-party system) and that of FIDIC (three-party system) and role of "the Engineer" in project management. Following lecture on the essence of Pink Book, 74 participants were divided into 6 groups to discuss several questions that require interpretation of Conditions of Contract. Following report by all groups, lecturers gave comments that are essential to the solution of each problem.

Prof. Kusayanagi spoke on project management

3) Advanced Training Seminar

On 25 Nov. 2016, Fourth Advanced Training Seminar was held for those who have been working in contract management in overseas infrastructure projects for more than 3 years. The purpose of this Seminar is to foster experts for the contract management in overseas projects. Following lecture on the principle of contract management and essence of FIDIC Conditions of Contract, Pink Book in particular, a trial in arbitration court was used as a case study.

Group discussion

Thirty participants were divided into 4 groups after which each group reported the results of discussions. By going through the actual case study, participants learned how to interpret contract documents and follow procedures in claim and dispute resolution.

4) Dispute Board Seminar

On 14 Oct. 2016, Dispute Board (DB) Seminar was held for 40 participants to explain role, function, and merit of DB. Speakers were Toshihiko Omoto (FIDIC president List of Adjudicator), Kunihisa Oba and Takashi Okamoto (ECFAJ National List of adjudicator), Tomohide Ichiguchi (JICA) and Yukinobu Hayashi (Chair, ECFAJ Dispute Board Sub-committee).

5) Silver Book Seminar

On 14 April. 2016, following publication of Japanese version of FIDIC Silver Book 1999, explanatory seminar was held in Tokyo. Due to increased trend of projects by EPC Turnkey and Public Private Partnership, about 100 participants from consulting firms, contractors, manufacturers, law firms attended the seminar. Key features such as employer's representative, lump-sum contract, responsibility of contractor, ad-hoc based dispute board, etc. were presented in comparing with Red Book and Yellow Book.

Opening address by Mr. Kurashige,
Chair FIDIC Committee

3.2 Capacity Building through Various Seminars

1) ECFAJ Seminar

On 10 Feb. 2016, ECFAJ invited FIDIC President, Jae-Wan Lee as the keynote speaker for the annual seminar entitled "Current Practice of Consulting Engineer – FIDIC's Endeavor". FIDIC President presented Engineering Market Dynamics & Challenges for Asian engineering Industry. About 100 members attended the seminar.

Prior to the ECFAJ seminar, FIDIC President had courtesy calls to the ministries and the Japan International Cooperation Agency (JICA).

Keynote Speech by FIDIC President

Courtesy Call to Mr. Masafumi Mori, Vice-Minister, Ministry of Land, Infrastructure, Transport and Tourism

2) Interdisciplinary Seminar
On 17 Feb. 2016, ECFAJ invited 3 speakers for the Interdisciplinary Seminar. This seminar aims at sharing experience of speakers and providing relevant information for the professionals engaged in various sectors. Topics were i) Strengthening Competency in ODA projects, ii) Business Deployment for Small & Medium size Firms in Overseas Market, iii) Development of Curriculum for the Indian Institute of Information and Technology in which detail of training program and outcomes were introduced.

3) Young Professional Seminar
On 9 Sept. 2016, YP Sub-committee organized the seminar, titled "Bullet Train Technology Cross the Continent – Market Deployment in the Birthplace of Railway". Forty YPs participated in the seminar. The speaker explained how his firm was able to export bullet-train as well as challenges they had to overcome. It involved market research, negotiations with stakeholders, innovation, trial operations, procurement by PPP, etc. The seminar was a showcase as to how consultants could challenge in new market.

Speaker, Mr. Suzuki elaborated how his firm could successfully deploy railway business in U.K.

4) FIDIC Conference Reporting Seminar
On 28 Oct. 2016, FIDIC Conference Reporting Seminar was held for 40 participants who did not participate in FIDIC Marrakesh Conference. In the seminar, Plenaries, Business-Day program, GAM and social programs were presented by participants attended in the FIDIC Conference.

3.3 Capacity Building through Trainings

To promote job opportunity in overseas projects, ECFAJ has been initiating various trainings in cooperation with Japan International Cooperation Agency (JICA), and experts in the respective fields.

1) Training on Project Cycle Management
The training was offered 7 times in June and July to lean a project cycle from planning, implementation and project monitoring to evaluation. Method of training was based on participation by trainees, unlike conventional lecture. Thirty-three trainees participated in this training.

2) Basic Training for Rooky Consulting Engineers and Professionals
On 14 and 15 April 2016, basic training and work-shop for rooky professionals were carried out. Fifty-three participants form 14 member firms and 35 JICA freshmen learned structure and trend of Japan ODA, basic knowledge on consulting services.

Mr. Ishimoto, Vice-Chair of ECFAJ spoke to rooky professionals from member firms and JICA

Workshop held in JICA headquarters

3) Skill Upgrading Training

(a) Financial and Economic Analysis

Introductory workshop was offered two times in Aug. and Sep. 2016 for 3 days each to learn basics of financial and economic analysis. After learning basics, 26 trainees were assigned to analyze practical cases in ODA projects.

Intermediate workshop was offered in Jan. 2017 for 3 days in which 7 trainees learned financial and economic analysis in PPP projects. Due to the complex nature of the subject, future training will allocate longer period.

(b) Introductory Business English

On 20 and 21 June 2016, introductory business English course was offered for those who are working in overseas projects and want to strengthen literacy ability or persons who transferred from domestic to overseas department. Nine trainees learned practical expressions as well as business manners.

4) Introduction of Yen Loan in ODA Projects

On 31 Jan. 2017, ECFAJ invited JICA expert in charge of ODA projects by Yen Loan. Speaker elaborated the process in Yen Loan projects with examples to 49 participants and further explained recent trend such as Detail Design by Paid account technical assistance.

5) Seminar on Project Procurement in ODA Projects

For 12 consecutive working days in May and June 2016, ECFAJ invited executive JICA staffs in various divisions for introducing JICA's policy on project procurement, priority issues, outline of ODA projects in major recipient countries, expected schedule of public announcement of ODA projects and expected budget, etc. A total of 671 participants attended the seminar.

6) Seminar on JICA Guideline of Social and Environmental Consideration

On 12 April and 1 Dec. 2016, Seminar on Social and Environmental Consideration Guideline was held for beginners and practitioners respectively. ECFAJ invited JICA staffs in charge of the Guideline as speakers to introduce its outline and application by case studies. A total of 58 participants attended the seminar.

4. Recruitment of Consulting Engineers and Professionals

(1) Job Hunting Seminars

On 4 June 2016 and 25 March 2017, ECFAJ and JICA jointly held job hunting seminars at JICA's international conference room in Tokyo. University students, young people having potential educational background and those who are working in different sectors participated in this seminar. Fifteen member firms in the first, 12 member firms in the second seminar set up a booth to explain their business outline and tried to recruit young people. A total of 250 people participated in these job hunting seminars.

(2) Open House Event

In order to provide opportunity to examine business operation and management of consulting firms for those who are interested in working in consulting field, ECFAJ and member firms jointly organize so-called "Open Week". From 7 to 21 Oct. 2016, 11 member firms opened their firms for visitors who are interested in working in their firms.

5. Promotion of Consulting Profession to University Students

Since 2011, ECFAJ has been continuously conducting lectures on consulting profession in the universities all over Japan. Lectures focus on consulting services in overseas projects, ODA in particular. As many university students don't

know consulting profession, promotion of consulting profession in universities has been greatly contributing in creating potential human resources. In 2016, 17 lectures were offered in 15 universities and institutes for 991 students.

Lecture at Kyoritsu Women University, Tokyo

Lecture at Hirosaki University, Aomori Prefecture

6. International Cooperation Event

1) One World Festival

ECFAJ and JICA supported the international event "One world Festival", held on 4-5 Feb. 2017 in Osaka. The event is to promote human resources who would work in international arena. It includes professional in private and public sectors. By supporting "JICA Seminar of Human Resource Development", ECFAJ dispatched 2 speakers to explain works of consulting engineers in ODA projects. Throughout the event period, 5 member firms in ECFA corner welcomed visitors who are interested in consulting works and gave advice how they can develop career in our profession.

2) Global Festa

Another international cooperation event, "Global Festa 2017" was held on 1 and 2 Oct. 2017 in Tokyo.

About 100 organizations such as Ministry of Foreign Affairs, JICA, UNDP, NGOs, universities, media, consulting bodies, private firms, etc. opened booth and explained their activities on international cooperation. Twelve member firms of ECFAJ introduced works of consulting industry to visitors in our booth.

Global Festa, Tokyo

7. Promotion of Networking through Sports Events

On 25th Nov. 2016 and 24th June 2017, YP Sub-committee held futsal tournaments to enhance networking among YPs in member firms. In each tournament, 10 teams of 80 players gathered. After the tournament, get-together party was held to celebrate the winner and exchange information.

One World Festival, Osaka

Futsal Tournament, June 2017, Tokyo

Project Accomplishments by ECFAJ Members

Technical Cooperation Project for Capacity Development of PPP Project Formulation in the Philippines

Principal Firm (s)	Deloitte Tohmatsu Financial Advisory LLC with JV partner
Project Site	The Philippines
Client	JICA
Finance	Technical Cooperation
Period	December 2014 – July 2017
Type of Project	◆ Evaluation and Analysis of Capacity of the Client ◆ Technical Cooperation on PPP ◆ Project Management Services

Project Outline

◆ The undeveloped infrastructure has been a key issue in the Philippines though its economy has recently developed smoothly. In order to accelerate the development of necessary infrastructure and improve the capacity of formulation and implementation of PPP projects, this project has been planned and started.

◆ Deloitte Tohmatsu Financial Advisory LLC makes use of its experience and knowledge of PPP, and aims to improve the capacity of developing and implementing PPP projects of the country through ① support on reformulation of PPP project selection process to be more consistent and strategic, ② support on formulation and implementation of PPP projects for IAs etc.

Details

◆ Capacity development programs have been provided to below IAs and LGU with JV partner, based on the capacity of formulation and implementation of PPP Projects:
- Department of Transportation
- Department of Public Works and Highway
- Department of Health
- Local Government Unit (Iloilo City)

◆ A Scene in Capacity Development Program for DPWH

Project Accomplishments by ECFAJ Members

Survey on Management Data Analysis and Needs Analysis of Japan Centers

Principal Firm (s)	Deloitte Tohmatsu Financial Advisory LLC
Project Site	On-site survey (Vietnam, Cambodia) Desktop survey (Mongolia, Myanmar, Uzbekistan, Laos, Kyrgyzstan)
Client	JICA
Finance	Data collection survey
Period	December 2016 – August 2017
Type of Project	◆ Analysis of business ◆ Analysis of needs ◆ Consideration of the future business plans for Japan Centers in Vietnam and Cambodia

Project Outline

- ◆ "Japan Centers" have been established subsequently in the countries, which have been transitioning from planned economies to market economies, since 2000. The Japan Center was conceived in 1998 as a means to highlight Japan's ODA activities and to become hubs for training business personnel in the host countries and developing human networks between them and Japan.
- ◆ While Japan Centers are continuously expected to play a significant role in promoting interaction and mutual understanding between the host countries and Japan, it is essential for JICA to review the current project goals and inputs, so that JICA can provide support to those Japan Centers in a more effective and efficient manner.
- ◆ Deloitte Tohmatsu Financial Advisory LLC (DTFA) has been contracted by JICA to do thorough analysis on current status and elaborate the future business plans for Japan Centers in Vietnam (Vietnam-Japan Human Resources Cooperation Center (VJCC)) and Cambodia (Cambodian-Japan Cooperation Center (CJCC)). Deloitte's experiences in global business consulting contribute significantly to maximizing the impacts of JICA's assistance.

Details

- ◆ Do thorough analysis on the present status and elaborate the future business direction including the road map toward 2030 for VJCC and CJCC
- ◆ Do management data analysis on all the Japan Centers and propose a better monitoring framework to JICA

Project Accomplishments by ECFAJ Members

CONSULTING ENGINEERING SERVICES ON THE CONSTRUCTION PROJECT OF PASO REAL BRIDGE

Principal Firm (s)	CTI Engineering International Co., Ltd.
Project Site	On the Road of Muy Muy –Matiguas, specifically in the 151+545 station
Client	Ministry of Transport and Infrastructure Republic of Nicaragua
Finance	Grant Aid by Japanese Government
Period	June. 2014 - Nov. 2016 (28 month)
Type of Project	Detailed Design and Construction Supervision

Project Outline

The former Paso Real Bridge was destroyed by Hurricane Mitch in 1998. After that, a Bailey bridge located at 100m upstream from the former bridge has been constructed and used for more than 10 years. This Bailey bridge was helped to partially solve the traffic needs, nevertheless, its structure does not have enough load capacity of trucks and trailers are obligated to limit their freights causing transportation recurrence, increasing transportation cost, and in consequence, cost increase of the different items produced in the zone limiting the amount of export production.

The main objectives Project is the construction of Paso Real Bridge which can adapt the appropriate high water level located in a very important route (NR 21B) by meeting with the function of integrating the North Atlantic zones with the rest of the country.

Details

Bridge length: 170m (2spans: 85m+85m)
Super Structure type: Steel Truss

[Project Scope]

- Approach Road (Length is 510m with Cement Concrete pavement)
- Road Facilities (Drainage Pipes, Retaining Wall for falling Stone, Slope Protection etc.)
- Incidental Road Works (Sign Posts, Road Marking etc.)

[Project Features in Management Aspects]

It is necessary to manage;

1) the construction sequence and adapt the appropriate temporary facilities which consider the river water level during rainy season.
2) the safety for the workers working on high-portion and lifting and installing of heavy steel girders.s

<Destruction former Paso Peal bridge by Hurricane Mitch in 1998 >

<Perspective>

Project Accomplishments by ECFAJ Members

Project for Capacity Enhancement on Hydro-Meteorological Information Management in Ministry of Energy and Water (MEW) in the Islamic Republic of Afghanistan (HYMEP)

Principal Firm (s)	CTI Engineering International Co., Ltd.
Project Site	The entire country of Afghanistan
Main Counter-Part	Water Resources Department (WRD), General Water Management Department (GWMD), Ministry of Energy and Water (MEW)
Client	JICA
Finance	JICA
Period	Jan.2013 – Jan. 2018 (61 months)
Type of Project	Technical Cooperation Project

Project Overall Goal
The goal of HYMEP is that Afghanistan hydro-meteorological data and information are exchanged among WRD of MEW and relevant organizations such as Ministry of Agriculture, Irrigation and Livestock (MAIL) and Afghanistan Meteorological Department (NMS), and are utilized by the public, that contributes to promotion of IWRM and DRM.

Outline
As of July 2017, HYMEP is under implementation to provide users with hydro-meteorological data and information services from WRD through a sufficient and high-quality database system and course work with the dataset. The outputs of the Project are as follows:

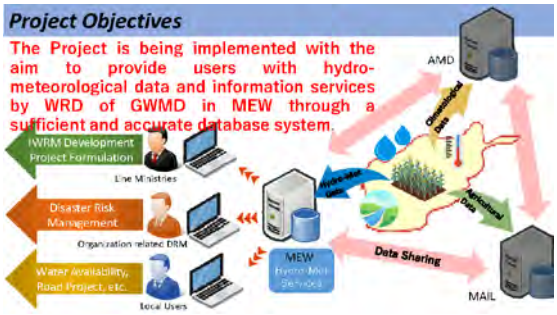
1. Formulation of Long- and Short-Term Plan
Long and short-term plans of organization, mandates, operation, and budget, etc. for WRD are elaborated.

2. Quality Control and Data Process of Data
Observed hydro-meteorological data is properly quality-controlled and data-processed in a sustainable manner.

3. Database
Qualified hydro-meteorological data and information are properly stored in a database system to be developed in HYMEP, which are utilized, retrieved and disseminated in a sustainable manner.

4. Data Analysis
The qualified hydro-meteorological data is properly analysed which is stored in the database. The analysis results is authorized and disseminated to users.

5. Information Sharing
The cooperation and coordination for mutual utilization of hydro-meteorological data and information are promoted with the relevant government organizations such as MAIL, NMS and related donors.



Objectives of Project


Project Activities (Total 90 Coursework)


Award Ceremony in the Forth Water Conference

Project Accomplishments by ECFAJ Members

KOMERING IRRIGATION PROJECT STAGE II, PHASE 2 in Indonesia (KIP II-2)

Principal Firm (s)	Nippon Koei Co., Ltd.
Project Site	South Sumatra Province and Lampung Province, Indonesia
Client	Government of Republic of Indonesia
Finance	Japanese ODA Loan
Period	Aug. 2006 – Dec. 2015
Type of Project	Engineering Services for Detailed Design, Construction Supervision, and Capacity Development

Project Outline

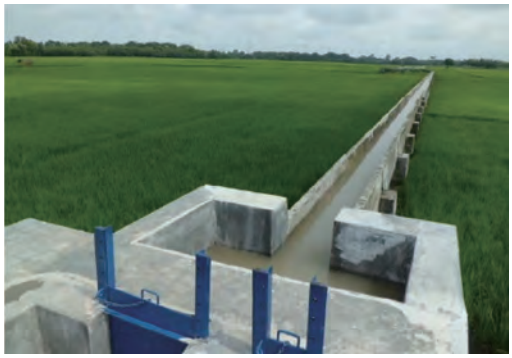
The Komering Irrigation Project (KIP) is located in the south-eastern part of South Sumatra Province and the northern part of Lampung Province. Since 1980's, Nippon Koei Co., Ltd. has continuously provided the consulting services for planning, design and construction supervision for KIP.

Following the previous stages of KIP I and KIP II-1, this project (KIP II-2) was implemented aiming at promoting growth of agricultural production in the downstream reach of KIP area by furnishing the farmlands with adequate irrigation and drainage facilities, thus ensuring year-round irrigation water supply for sustainable agriculture development.

As of completion of KIPII-2 in 2015, 59,148 ha of irrigation area has been developed. KIP is now ranked as the fourth largest irrigation scheme in Indonesia. In terms of the crop productivity, the unity yield of paddy had significantly increased to 6.0 tons/ha from around 2.5 tons/ha. The crop intensity became more than 200% because of input of continuous irrigation water supply during dry-season.

Arial view of Perjaya Headworks

Division Point from Main Canal to Bahuga Secondary Canal



Tertiary Canal by Aqueduct Flume in Bahuga Area

Beneficiary farmers and their paddy fields in the project area

Details of KIP II-2

Scheme	Construction Period	Development Area	Design Discharge of Secondary Canal	Length of Canals (Secondary , Sub-secondary)
Bahuga	2007 - 2012	3,135 ha	19.40 ~ 16.40 m^3/sec	20.44 km, 20.22 km
Muncak Kabau	2008 - 2014	6,021 ha	8.56 ~ 1.25 m^3/sec	23.75 km, 46.96 km
Lempuing	2012 - 2015	5,000 ha	19.78 ~ 13.05 m^3/sec	14.20 km, 52.40 km

Project Accomplishments by ECFAJ Members

PINATUBO HAZARD URGENT MITIGATION PROJECT Phase III In Philippines (PHUMP III)

Principal Firm (s)	Nippon Koei Co., Ltd.
Project Site	Mt. Pinatubo Area, Sacobia-Bamban and Abacan, River Basins, Province of Pampanga,Philippines
Client	Government of Republic of Philippines
Finance	Japanese ODA Loan
Period	Oct. 2008 – Feb. 2016
Type of Project	Engineering Services for Detailed Design, Construction Supervision, And Capacity Development

Project Outline

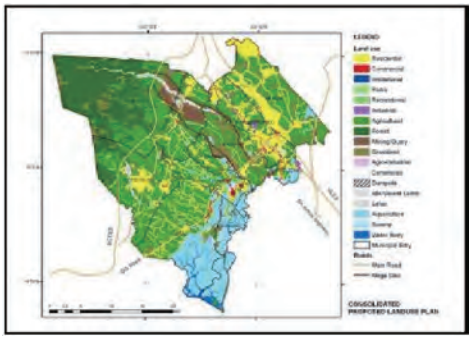
The Pinatubo Volcano erupted in 1991 and it was the largest volcanic explosion in the 20th century in the world. Since the eruption, typhoons and torrential rain have caused mud flows or lahars every year, leading to major mud slide disasters. NK has continuously supported the Philippine Government through Phase I (1997-2000) and Phase II (1999-2006).

The structures constructed under PHUMP III were carefully planned and designed to meet the main objectives of the project to reduce the extent, depth and duration of flooding, particularly in the major impact areas of the City of San Fernando, and municipalities of Guagua, Lubao and Sasmuan, Pampanga.

As to quality of the structures constructed under PHUMP III, there were no recorded major damages since partial operation in 2012, despite the occurrence of strong typhoons and floods in the previous years.

Hot mudflow (lahar) in the middle basins of the Pasig-Potrero River

Excavation / Dredging of Major Rivers



Preparation of Comprehensive Land Use Map

Details

<Part 1>

:Detailed design and Construction Supervision

- Dike embankment 33.3km
- Excavation/dredging of discharge channels 38.7 km
- Diversion of a river12.9km
- Construction and replacement bridges 14 nos.
- Raising height of roads 11.0km

<Part 2 >

:Capacity building and Soft Components

- Watershed management
- Flood management
- Land use management
- Institutional capacity building
- Livelihood development
- Waste management

Guagua Town Center before and after the Project Implementation

Project Accomplishments by ECFAJ Members

Hasanuddin University Engineering Faculty Development Project

Principal Firm (s) Oriental Consultants Global Co., Ltd.

Project Site Gowa district in South Sulawesi, Indonesia

Client Directorate General of Higher Education and Hasanuddin University (UNHAS)

Finance Japanese ODA Loan (IP-541)
Loan Period will be expired on July 2019

Period December 2007 - 2018

Type of Project
- ◆ Campus Master Plan
- ◆ Basic & Detailed Design
- ◆ Tender Management Assistance
- ◆ Supervision for Construction of Buildings and Infrastructure Development
- ◆ Supervision for Procurement of Laboratory Equipment and Furniture

Project Outline

◆ The objective of the Project is to make quantitative and qualitative improvement in education and further strengthen research activities in engineering through development of the Engineering Faculty, including establishment of the Center of Technology in Hasanuddin University in South Sulawesi.

Eco-friendly and Smart Campus

◆ Consideration of the environment and energy efficiency has been taken into account as the highest priority in achieving eco-friendly and economical campus, e.g., orientation and height of the buildings, passive cooling and natural lighting systems, and façade design.

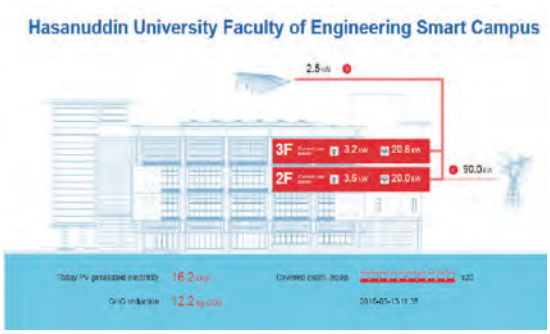
◆ "Smart Technology" has been introduced as a completely new approach and solutions for energy and facility management. It is simple but truly an effective tool to minimize the energy consumption and enables efficient facility operations with the energy management system. The smart energy campus has been implemented as a pilot project in the Center of Technology Building since December 2015 and successfully completed in August 2016 under a CSR program initiated by ACK Group Co., Ltd. a holding company of Oriental Consultants Global.

Details
- ◆ Site Area: 31.17 ha
- ◆ Total Building Floor Area: 71,000m^2
- ◆ Procurement Packages

Package-1: Center of Technology, Library Building, Classroom Building, Architecture Department, Civil Department
Package-2: Mechanical Department, Electrical Department
Package-3: Geology Department, Naval Department, Power House
Package-4: Workshop Building, Power House

Earthquake damage research at Gorkha

Bird Eye View Perspective of Gowa Campus



Main Screen for Visualization of Energy Consumption (Supported by ACK Group's CSR)

Project Accomplishments by ECFAJ Members

Detailed Design for Yangon-Mandalay Railway Improvement Project (Phase 1) in Myanmar

Principal Firm (s)	Oriental Consultants Global Co., Ltd.
Project Site	Myanmar Yangon to Taungoo
Client	Japan International Cooperation Agency (JICA)
Finance	Japanese ODA Loan
Period	Jun 2014- Jun 2016
Type of Project	Consulting services for Detailed Design

Project Outline

The objectives of this project are to rehabilitate weathered infrastructures and relevant facilities of the existing railway between Yangon city and Mandalay city in Myanmar and modernize them to increase the safety level and speed of train operation, to reduce transportation cost, and to increase passenger and freight transportation.

The technical targets of this project are to achieve a maximum train running speed of 100 km/h safely and to enable the train travel between Yangon and Mandalay less than 8 hours.

Details

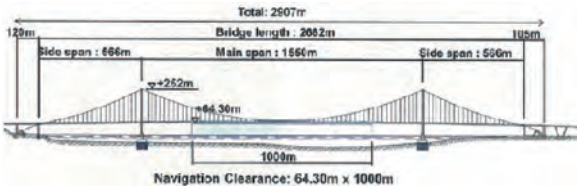
◆ Outputs:

- Determination of the deisign criteria, including selection of the technical standards, detailed construction methods, etc.,
- Detailed design and preparation of the bid documents, considering the most suitable form of the contract for International Competitive Bidding,
- The Project comprises a) civil engineering structures of the railway track line and b) railway system installation.
- Deliverables of the Detailed Design Study, draft bidding documents.

Project Accomplishments by ECFAJ Members

Consultancy Services during the Construction Period of Construction, Operation and Transfer of Gebze–Orhangazi–İzmir (İzmit Bay Crossing (= Osman Gazi Bridge) and Connection Roads included) Motorway under Build–Operate–Transfer Model

Principal Firm (s)	Chodai Co., Ltd.
Project Site	İzmit Bay, Turkey
Client	General Directorate of Highways (KGM)
Finance	OTOYOL A.Ş. (BOT scheme)
Period	May 2013 – June 2017
Type of Project	◆ Construction Supervision (CS) and review of bridge structure design ◆ Technology transfer



Project Outline

The project involved the provision of CS services for the 433 km long Gebze–Orhangazi–İzmir Motorway which connects İstanbul to İzmir, the third largest city in Turkey.

Chodai was responsible for the CS of the İzmit Bay Bridge (now called the Osman Gazi Bridge), the 4th longest suspension bridge in the world. The bridge was opened on June 30th, 2016 and it now takes only six minutes to cross İzmit Bay over the bridge.

1. Construction Supervision
- CS for main bridge section
- CS management
- Material and quality control
- Review of bridge structure design
- Review of technical documents
- Supervision of steel fabrication work, concrete work and suspension and stay cable work
- Conferences with the Contractor and the Designer
- Reporting to the Client and supporting the Client in dealing with various issues

2. Technology Transfer
- Acceptance of trainees

Details

Bridge Type:	3-span Continuous Suspension Bridge
Total Length:	2,907 m
Main Span:	1,550 m
Deck:	Streamlined steel box girder
Pylons:	252 m steel
Deck Width:	35.93 m (6 motorway lanes)

Project Accomplishments by ECFAJ Members

The Project for Recovery and Improvement of Water Supply System for Reconstruction of Leogane City in Haiti

Principal Firm (s) Chuo Kaihatsu Corporation

Project Site Leogane city West Department ,Haiti

Client Japan International Cooperation System (JICS)

Finance Japan's Grant Aid

Period July 2014 - July 2017

Type of Project Construction Supervision

Project Outline

Due to the huge earthquake of M 7.0 occurred in Haiti in January 2010, the city of Leogane near the epicenter was devastated. Our company had carried out the "Preparatory Survey on the Project for Recovery and Improvement of Water Supply System for Reconstruction of Leogane City in Haiti". The facility plan has implemented a seismic design taking into account the occurrence of the earthquake. After the survey, we have accepted an order of construction management project from July 2014, and we are implementing construction supervision works of water supply system.

Details

This construction work is divided into two Lots: Construction for elevated water tank (Lot 1) and Construction for water distribution network (Lot 2). A local construction company in Haiti has bidding for each lot and is carrying out construction. Construction starts in October 2015, and one Japanese (resident) engineer with many construction management experience is being stationed. In addition, we are hiring two local engineers and a coordinator to support the construction supervision. The facilities are as follows.

Table Summary of facilities

Construction for elevated water tank (Lot 1)	
Water intake facility	Deep well Q=1,900m^3/day, Submerged motor pump 1unit
Disinfection facility	Injection system of calcium hypochlorite
Elevated water tank	Cylindrical shape and Reinforced concrete structure 1unit, Tank Volume 340m^3, Height = 20m, Pile foundation structure (H-steel pile 25m x 72 piles)
Construction for water distribution network (Lot 2)	
Water distribution network	Extension of distribution pipe ϕ 63mm – 450mm Sluice valve, Air valve, Drainage valve, etc.
Provision of equipment	Water meter 900 units, Ferrule with saddle 900 units, Service pipe ϕ 20mm 5,400m

Photo Construction site of elevated tank

Photo Construction site of pipe

Project Accomplishments by ECFAJ Members

Project for Capacity Development on Operation and Maintenance in the Sewerage System in Rio de Janeiro

Principal Firm (s)	Nihon Suido Consultants Co., Ltd.
Project Site	Rio de Janeiro Brazil
Client	Waters and Sewer Company of State of Rio de Janeiro (CEDAE)
Finance	Japan International Cooperation Agency (JICA)
Period	April 2014~March 2017
Type of Project	Technical Assistance related to Japanese ODA Loan Project

Project Outline

In order to improve the water quality of the Guanabara Bay surrounding the State of Rio de Janeiro, construction of 3 sewage treatment plants (STPs) and installation of sludge dewatering machines in an existing STP using Japanese ODA loan was completed in 2008. However, machine troubles and/or deterioration have been found in a part of equipment in STP only 5 years passage after the launch of operation due mainly to inappropriate operation and maintenance (O&M). Hence, the Waters and Sewer Company of State of Rio de Janeiro (CEDAE) requested technical assistance aiming the capacity development of O&M of STP to JICA.

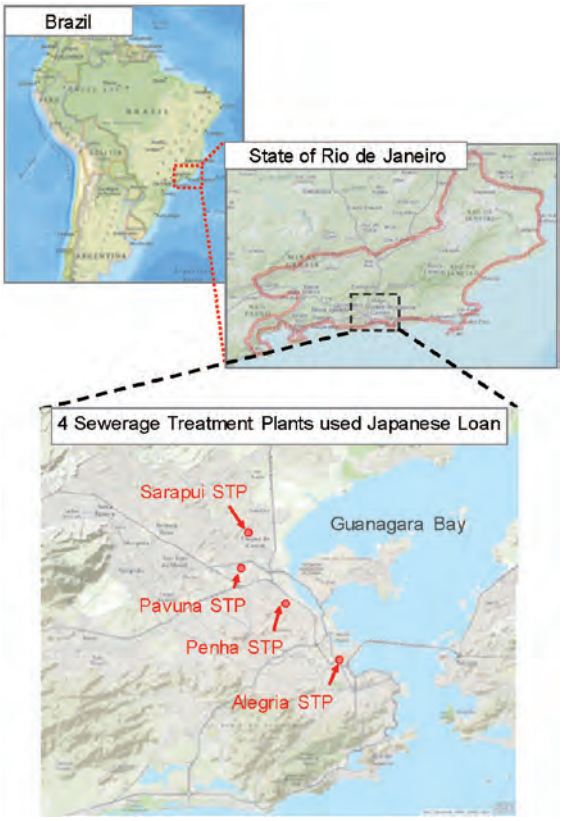
Details

The project purpose was "Improvement of capacity of engineers of CEDAE to operate and maintain the sewerage system", and 2 outputs were set to achieve the purpose, i.e. (1) Improved O&M procedures are institutionalized, (2) An O&M manual is elaborated.

The detail activities of the project were;

(1) Analysis of the actual situation of the structure and O&M of existing sewerage system,
(2) Identification of problems and areas for improvement,
(3) Formulation of a detailed activity plan,
(4) Technical transfer based on the plan above,
(5) Implementation of workshop to disseminate the experience of the project,
(6) Preparation of O&M manual,

The project was completed successfully in March 2017 owing to close cooperation between JICA expert team and counterpart staff of CEDAE.



Project Location Map

Guidance of laboratory equipment

OJT at pump facility

OJT at reaction tank of STP

Seminar for staff in STP

Project Accomplishments by ECFAJ Members

Project for Myanmar, Infrastructure Development at Super Soft Ground with D-BOX

Principal Firm (s)	Pacific Consultants Co., Ltd. Metry Technology Institute Co., Ltd
Project Site	Ayeyarwady region in Republic of the Union of Myanmar
Client	Japan Ministry of Foreign Affaires
Period	October 2013 – March 2014

Project Outline

Myanmar has yet to establish infrastructure development with economically feasible countermeasure against super soft ground such as the delta area in Ayeyarwady region. That has been causing serious subsidence problems and collapse of the embankment slope.

The **D-BOX** system developed in Japan enables control of subsidence and increase bearing power for the soft ground with simple operations. There is no need to use heavy equipment, only the use of human power of local residents alone. There is no need to use solidifying materials such as cements.

Future Development

With establishing a local subsidiary and carrying out quality management and technical guidance, we hope to introduce the **D-BOX** system to developing countries and promote bilateral business through deep partnership with local factories, dealers, and agents.

Pilot Construction Area

Working Situation of D-Box

Support Power Reinforcement Test

Loading Test for Subsidence Restraining

Slope Protection Test

Project Accomplishments by ECFAJ Members

The Project for Urgent Improvement of Water Supply System in Yangon City in the Republic of the Union of Myanmar (Lot 2: Improvement of the Pipeline for Kabar Aye Pagoda Road and Yankin Township)

Principal Firm (s)	TEC International Co., Ltd.
Project Site	Kabar Aye Pagoda Road and Yankin Township, Yangon
Client	Government of the Republic of the Union of Myanmar
Finance	Grant Aid of Japan
Period	May 2015 to June 2016
Type of Project	◆ Detail Design ◆ Construction Supervision ◆ Management Guidance (Soft Component)

Project Outline

Yangon is the main economic center and former capital of Myanmar. Despite having plentiful water resources, the water supply system of Yangon is not well developed and plagued with problems due to various reasons including long period of international isolation and lack of investment. The main problems include superannuated facilities, short supply duration, low pressure, and a high water loss level of over 50%. Both quantity and quality of supplied water are inadequate. Only about 42% of Yangon's residence are covered by the piped supply system.

This project (Lot:2 project) aimed at renewal of water transmission pipeline in Kabar Aye Pagoda road and renewal of distribution pipe network in Yankin Township as a pilot study. These would enhance water delivery and distribution system and reduce water loss.

Details

1. Renewal of Water Transmission and Distribution pipe in Kabar Aye Pagoda Road
   - DI pipe dia. 1000 mm (1569 m), 300 mm (230 m), and 200 mm (1163 m)
   - Trenchless crossing 5 locations (total length 106 m)
2. Renewal of pipe network in Yankin Township as pilot area
   - DI pipe dia. 200-400 mm, uPVC and PE pipe dia. 50-150 mm: 8,000 m
   - Consumer water meters: 1944 Nos.
   - Monitoring system for pilot area (flow meter, pressure transducer, chlorine analyzer at District Metered Area inlet, SCADA system at Yegu PS)
3. OJT and Soft component

Project Accomplishments by ECFAJ Members

Development of Bandung Institute of Technology (III)

Principal Firm (s) Yachiyo Engineering Co., Ltd.

Project Site Bandung, Indonesia

Client Bandung Institute Technology (ITB)

Finance Japanese ODA Loan

Period 2011-2018

Type of Project

Project Outline

This project is located in Bandung, West Java, approximately 150 km from the capital Jakarta, with the aim of improving the educational facilities of Bandung Institute of Technology (ITB), the highest technical university in the country, totaling approximately 7.8 billion yen Japan ODA loan project, of which approximately 5.6 billion yen is funded by Japan.

Details

- ◆ Design and construction supervision of newly constructed school buildings (4 buildings, 39,975 m^2)
- ◆ Design and construction supervision of renovation works of existing school buildings (4 buildings)
- ◆ Procurement supervision work of educational equipment (about 600 kinds)
- ◆ Bid support
- ◆ Procurement of furniture, etc.

Regarding the 1st package above for the construction of 4 new buildings, the proposed four (4) centers below are meant to enhance ITB's competitiveness in the international forum as well as maintain its role as a bench-marking reference for other universities in Indonesia.

- Center for Advanced Sciences (CAS), which aims to strengthen international competitiveness, which utilizes the rich natural resources available in Indonesia.
- Center for Infrastructure and Built Environmental Engineering (CIBE), which aims to respond to national demands for rapid expansion of infrastructure development as well as environmental protection.
- Center for Art, Design and Language (CADL), which aims to support human resources for the creative industries, which are given a strategic priority by the government. Capacity of language is recognized as an important base for internationally competitive research.
- Center for Research and Community Services (CRCS), which aims to conduct an intensive university - industry collaboration so that ITB expertise and capability will be fully utilized by industry, and eventually Indonesian industry will grow and provide prosperity for the people.
- In addition to the above, the following center is included in the project in the packages of the renovation of the existing building and the procurement of equipment in order to accomplish the purpose of the project, especially for enhancing the ICT field.
- Center for IT for Industrial Engineering (CITIE), which aims to strengthen application research based on the ITB experience of IT research for other fields.

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デロイト トーマツ

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Conceptual Diagram of IDA（International Development Advisory） Services

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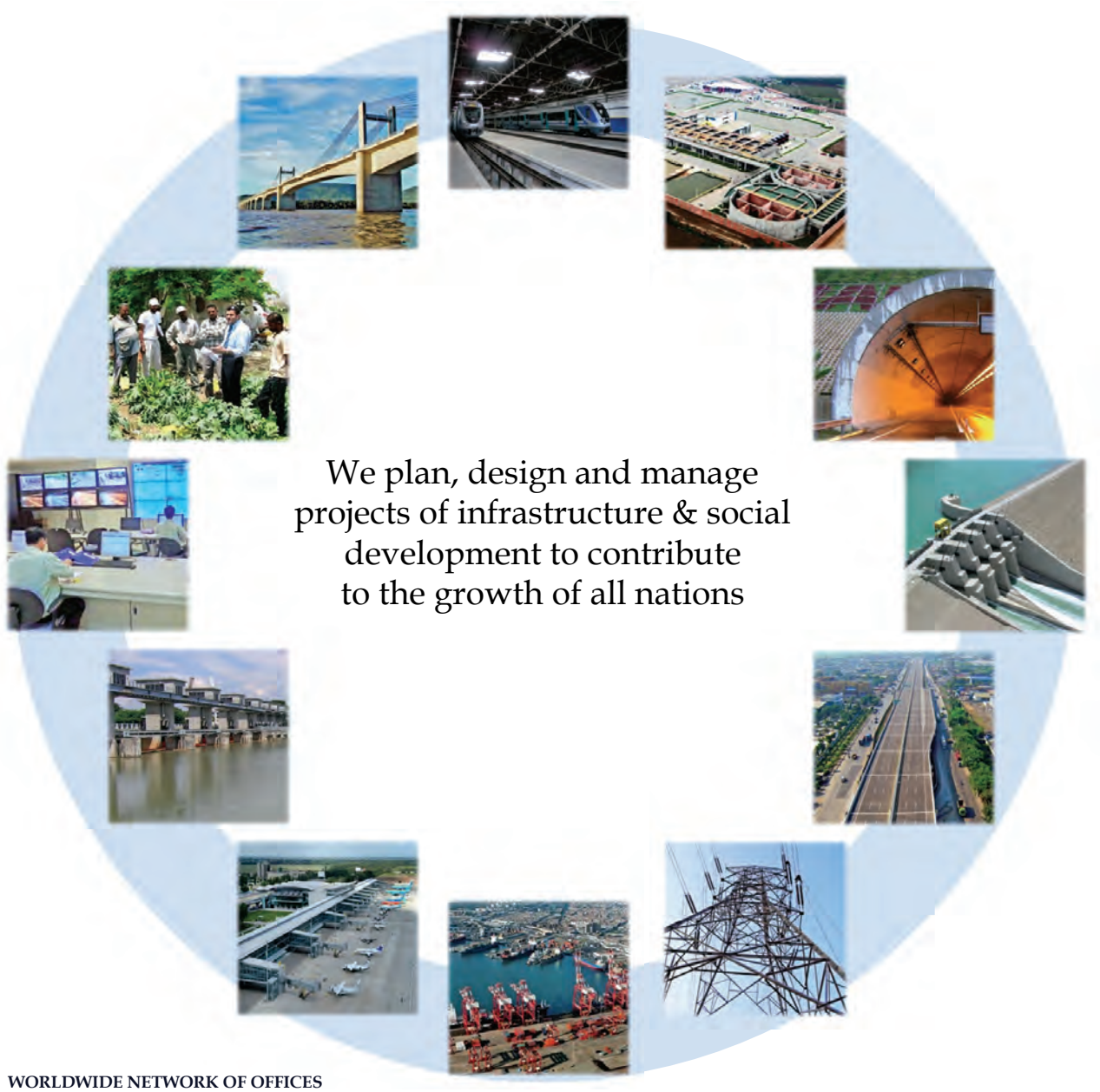

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Editor's note

ECFA merged with AJCE and established new association, ECFAJ in April 2016. We are pleased to deliver first edition of Newsletter after consolidation. Therefore the cover and logo are renewed. We will gradually resume publication work to the previous state in two years.

Chairman Mr. Hanaoka described a comprehensive introduction of ECFAJ activities while three vice chairmen, Mr. Ishimoto, Mr. Arimoto and Mr. Sasabe, presented subjects that are relevant to management and practice of consulting services. Following these articles, summary of ECFAJ activities in fiscal 2016, projects accomplished by member firms, and their advertisement are introduced.

Special article on "Comments and Recommendations on FIDIC Reform" is disclosed to share our concerns and expectations for betterment of FIDIC in future. This proposal was submitted to FIDIC president and requested for review in Executive Committee Meeting in Berlin. ECFAJ supports FIDIC reform and willing to contribute for its realization. The committee in charge of this subject established special task force in Dec. 2016. Since then, the task force collected opinions from members, discussed issues that are relevant to consulting engineers and formulated the proposal. Many challenges lying on FIDIC and ECFAJ seem common.

Recently, liberalism and protectionism are getting power globally. Further, terrorism and missile are creating threat. Besides these pressures, it is the responsibility and role of consulting engineers that we are committed to work for society and people as trusted partners.

In this respect, consulting engineers are mandated to plan and build robust infrastructure for the safety and peace of people in the world.

September 2017
Ichiro Seko

ECFAJ NEWSLETTER, September 2017

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