

**Global Services  
Enhanced Partnerships**

**FIDIC 2007 Singapore Conference**

Singapore, 9-13 September 2007

**PROGRAMME**

**SUMMARIES**

**SPEAKERS**

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## **Contents**

<b>INTRODUCTION</b>	<b>2</b>
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### **MONDAY 10 SEPTEMBER 2007**

#### **Plenary Sessions**

Opening Ceremony	3
Opening Plenary Forum	5
FIDIC 2007 Forum	7
FIDIC 2007 Forum and Panel Discussion	7

### **TUESDAY, 11 SEPTEMBER 2007**

#### **Workshops**

Programme	9
Workshops	10

### **WEDNESDAY, 12 SEPTEMBER 2007**

Plenary Session: Workshop Reports	38
Business Practice Workshops	38
Regional Networking Seminars	41
Future Leaders Workshop	41
Young Professionals Forum	41



## INTRODUCTION

Consulting engineers play a unique and increasingly important role in the global economy, where society seeks the highest quality at the local level.

FIDIC Budapest 2006 highlighted the industry's capacity to offer quality services at the crossroads between acting as both a trusted advisor and a commodity supplier.

FIDIC Singapore 2007 will carry forward the outcomes by exploring the essentials for developing successful relationships with colleagues, clients and other professionals to deliver quality globally. It will explore the relationships and key factors that lead to successful relationships between all the partners supplying professional services to the infrastructure sector.

FIDIC Quebec 2008 will then focus on the external themes related to the consulting engineering industry and include some perspectives from society, perhaps some views from the outside looking in, going beyond our clients. If we are better able to see what we provide, and how we provide it from the end user's perspective, this may help us to understand more clearly the relevance of many of the ideals the industry strives for in quality, integrity and sustainability.

For FIDIC Singapore 2007, speakers representing multilateral development banks, international trading institutions, national governments and multinational companies will analyse the key ingredients - political, cultural, business and personal - for successful partnerships to meet the ever-increasing demand for quality infrastructure.

Highlights include the improved identification of, and collaboration with, local capacity, and a close look at partnering, joint venturing and other collaborative working arrangements from different perspectives.

The aim will be to identify strategies and management tools for overcoming barriers to successful cooperation and for enhancing partnerships, both within the industry and with other sectors responsible for supplying today's vital infrastructure.

Key themes will be:

**Opportunities:** identifying the opportunities

- Accessing new markets
- Practical barriers
- The right resources

**Challenges:** understanding the challenges

- Procurement
- Strategic alliances and skill sharing
- Managing risk and liability

**Approaches:** practical approaches

- Harmonised procedures
- Collaborative working
- Engaging local capacity

The stage is set during **Monday plenary sessions** where six keynote speakers will present the views of national government, international finance institutions, development agencies and firms on the crosscutting issues that address a common theme - the trusted advisor, an essential player for prudent infrastructure investment.

In addressing the cross-cutting themes, the **Tuesday workshops** will explore local, regional and global views in a balanced way, while maximising participation through panel discussions.

This balance will be the key to the **Wednesday morning reports**, and indeed for the conference itself.

**MONDAY, 10 SEPTEMBER 2007**

## **Plenary Sessions**

### **Welcome Ceremony**

Ballroom 2, Level 2, Suntec

09.00 – 10.00

Chair: Lim Pheng Hong, *Singapore*

#### **Mah Bow Tan**

*Minister for National Development  
Singapore*

Educated at St Joseph's Institution, Mah Bow Tan was awarded the President's and Colombo Plan Scholarships to study at the University of New South Wales, Australia. He graduated with First Class Honours in Industrial Engineering in 1971 and received his Master of Engineering degree in Operations Research in 1973.



Mr Mah joined the public sector as an Administrative Officer in 1973. He was seconded to the Singapore Bus Services (SBS) in 1974 and served in various positions, including as its General Manager till 1983. He was then seconded to the Singapore News and Publications Ltd (SNPL) as the Chief Executive Officer of the Singapore Monitor. He was also Group General Manager of SNPL and Group General Manager (Co-ordination) of Singapore Press Holdings Ltd (1985-1988).

Mr Mah also held several public service appointments: Chairman of the Board of Directors of NTUC Comfort (1983-86); Chairman of the Board of Trustees of NTUC Comfort (1988-93); Chairman of the National Productivity Board, the National Productivity Council and Skills Redevelopment Fund Advisory Council (1986-91); Chairman of the Service Improvement Unit in the Political Supervisory Committee (1991). Chairman of the Board of Governors of the Singapore Institute of Labour Studies (1990- 2002). Currently, he is holding the following posts: Member of the Central Executive Committee of the People's Action Party (since Jan 2001), Deputy Leader of the House (since 2002), Chairman of the Inter-Ministerial Committee on the Aging Population (1998), Member of the Committee on Sporting Singapore (2000), Committee Member of the Sars Task Force (2003), Member of the Bird Flu Committee (2004), Advisor of the Football Association of Singapore (FAS) Council (1991-99), President of the FAS (1999- 2004) and Advisor of the FAS (2004 – todate); Chairman, National Youth Achievement Award Advisory Board (since 1994); Patron/Advisor, Samaritans of Singapore (since 1994); Chairman of the Singapore Labour Foundation (since 2001) and Patron of the Singapore Productivity Association (since 2006).

In 1988, Mr Mah was elected one of three Members of Parliament (MPs) for the Tampines Group Representation Constituency (GRC). In the same year, he was appointed Minister of State for Trade and Industry and Minister of State for Communications and Information.

In November 1990, he was appointed Minister of State for Trade and Industry and Minister of State for Communications in the Government led by Prime Minister Goh Chok Tong.

He was appointed Acting Minister for Communications on 1 July 1991, concurrently holding the post of Minister of State for Trade and Industry.

In the 1991 General election, he was re-elected as one of four MPs for Tampines GRC. He was promoted to Minister for Communications in September 1991. In July 1993, he was concurrently appointed the Minister for the Environment. On 17 April 1995, Mr Mah relinquished his post as Minister for the Environment. He remained as Minister for Communications.

In the 1997 General Election, he was returned unopposed as one of four MPs for Tampines GRC. On 3 June 1999, Mr Mah relinquished the post of Minister for Communications and was appointed Minister for National Development. In the 2001 and 2006 General Elections, he was re-elected as one of the five MPs for Tampines GRC. In Aug 2004 and May 2006, Mr Mah was re-appointed Minister for National Development in the Government led by Prime Minister Lee Hsien Loong.

His other achievements include:

- The Medal of Honour awarded by the National Trades Union Congress (NTUC) in 1991 for his distinguished service to the Trade Union Movement;
- The Alumni Award for Achievement awarded by the University of New South Wales on 24 February 1996 for his outstanding contribution to public service in Singapore;
- The Honorary Doctor of Science degree conferred by the University of New South Wales in 2001.

Mr Mah was born on 12 September 1948 and is married to Dr Sheryn Kaye Von Senden. They have two sons and two daughters. He enjoys golf, travelling, reading and is a passionate football fan.



## **Opening Plenary Forum: Global Services - Enhanced Partnerships**

Ballroom 2, Level 2, Suntec

10.30 – 12.30

Chair: Jorge Díaz Padilla, Mexico

It is in the key area of working together to achieve mutual objectives in delivering quality infrastructure in a sustainable way, that FIDIC believes the plenary opening speakers are in an outstanding position to make a major contribution to this vital theme of the FIDIC 2007 Conference. In their positions with development banks, the two speakers have an excellent oversight. Quality procurement, and quality delivery throughout the developing world is something both FIDIC and the banks seek to achieve. Establishing relationships where the key players have established trust is vital to success. It is in this context that keynote presenters are invited to contribute.

### **Lawrence Greenwood**

*Vice-President*

*Asian Development Bank*



C. Lawrence Greenwood Jr. assumed office as is a Vice-President of the Asian Development Bank (ADB) on 28 February 2006.

Mr. Greenwood is responsible for the full-range of ADB's operations in East Asia, Southeast Asia, and the Pacific. His mandate includes establishing strategic and operational priorities in his areas of responsibility, producing investment and technical assistance operations amounting to US\$2 billion - US\$2.5 billion annually, managing an existing portfolio of about \$14 billion, and leading an international staff of 320 professionals.

In addition, Mr. Greenwood provides ADB's President and Management with guidance on the formulation and implementation of a wide range of ADB policies and strategic directions, represents ADB in high-level multilateral fora, and contributes to managing its relationships with its 64 member country shareholders, other multilateral financial institutions, and key government, private sector, and civil society partners.

Mr. Greenwood, a career diplomat for nearly 30 years, has extensive experience in Asia, international finance, development, trade, and investment.

Prior to joining ADB, Mr. Greenwood was the Principal Deputy Assistant Secretary of the Bureau of Economic and Business Affairs at the US Department of State.

He helped coordinate donor activities in a number of post-conflict and post-disaster situations, including Iraq, Haiti, and Pakistan. He also helped launched a dialogue on structural reform between China's National Development and Reform Commission and the US Department of State and led the investment agenda for that Dialogue.

He led the US Government delegation to the Paris Club that successfully restructured \$125 billion of Iraqi debt, resulting in the largest debt reduction in history.

Mr. Greenwood earned his Master's Degree in Economics, Law and Asian Studies at the Fletcher School of Law and Diplomacy in Medford, Massachusetts. He earned his Bachelor of Arts Degree in East Asian Studies at the Eckerd College in St. Petersburg in Florida. Mr. Greenwood is married with two sons.

## **Bernard Becq**

*Head, Procurement Policy and Services Sector Board  
The World Bank*



### *Education*

- University of Southern California (USC), Los Angeles, USA
  - 1981: PhD in Urban Economics (ABD - Qualifying Exams & Screening of Dissertation)
  - 1978: MD in Urban and Regional Planning (Majors: Urban Transportation, Urban Economics) with honours
- 1976: MD in civil engineering, Paris, France
- PARIS VI University, Paris, France
  - 1974: MS in Mathematics (License) with honours
  - 1972: BS with dual major in mathematics and physics(DEUG) with honours

### *Memberships*

- Director, Dispute Resolution Board Foundation (DRBF)
- French Association of Civil Engineers
- Board of AIFPAUR (Association Internationale pour la Formation Professionnelle en Aménagement Urbain et Régional), an international non profit association
- Recipient of the World Bank first Awards of Excellence
- First cohort of the World Bank New Managers Leadership Program from July to November, 2002

### *Positions*

- February 2005 to present: Chief Procurement Policy Officer, Head of the Procurement Policy and Services Sector Board
- September 2001 to February 2005: Regional Procurement Manager (RPM) for the Latin America and Caribbean (LAC) Region. Acting Director Operations for the LAC region for a 4-month period from October 2002 to February 2003.
- September 1999 to September 2001: Team Leader in the Finance, Private Sector and Infrastructure Directorate of the Latin America and Caribbean region of the World Bank.
- April 1993 to September 1999: Task Manager (Operations Officer, then Senior Operations Officer) in the Africa region of the World Bank (division Energy and Infrastructure of the Southern Africa Department, then Transport division for Eastern and Southern Africa).
- March 1991 to April 1993: Consultant in the World Bank, managing the multi-donor Road Maintenance Initiative (RMI) of the Sub-Saharan Africa Transport Program (SSATP).
- November 1986 to March 1991 Deputy Chief of the International Consulting Firm of ENPC in France (management, human resources, and training in the infrastructure, transport and urban development sectors).
- August 1981 to November 1986: Project Officer, and adviser to the President, at Agence Coopération et Aménagement (ACA) in France (technical assistance to developing countries in the fields of urban development and regional development planning).

## **FIDIC 2007 Forum: Global Services - Enhanced Partnerships**

Ballroom 2, Level 2, Suntec  
14.00 - 15.20  
Chair: John Boyd, Canada

### **Satoshi Iijima**

*Director General, Project Development  
Japan Bank for International Cooperation*



- 1980: B.A. in Economics, Tokyo University
- 1980: Joined Overseas Economic Cooperation Fund (OECF)
- 1988: Representative, Representative Office in Paris, OECF
- 1992: Deputy Dir., Project Coordination Div., Coordination Dept.
- 1994: Director, Project Monitoring Div., Project Development Dept.
- 1995: Director, 4th Division, Operations Department (in charge of Indo-china region)
- 1997: Director, 3rd Division, Operations Department III, (in charge of African region)
- 1999: JBIC was established by merger between OECF and Japan Export-Import Bank.)
- 2000: Chief Representative, Representative Office, JBIC, Paris
- 2003: Deputy Director General, JBIC Institute
- 2004: JICA Expert for Aid Coordination and Management in National Planning Agency (BAPPENAS), Indonesia
- 2006: Senior Economist, JBIC Institute
- 2007: Director General, Project Development Department

### **David Savage**

*Managing Director  
Leighton Asia (Southern)*



David Savage has held senior executive roles in the construction industry in Asia for more than 17 years.

Mr Savage joined Leighton in 1998 as Director and General Manager of Leighton Contractors (Malaysia) Sdn Bhd. In this role he oversaw the development of the Malaysian operation into Leighton Asia's key revenue earners.

In 2001, Mr Savage was appointed Deputy Managing Director of Leighton Asia's Southern Region. In his current role as Managing Director of Leighton Asia (Southern), Mr Savage has responsibility for all Leighton Asia's activities in Malaysia, Indonesia, Singapore, Brunei, Sri Lanka, India and the Arabian Gulf.

Mr Savage holds a Bachelor degree in Civil Engineering from Deakin University in Victoria, Australia. He is an Associate Director of Leighton Holdings, the listed entity of Australia's largest project management and contracting group, the Leighton Group.

## **FIDIC 2007 Forum and Panel Discussion**

Ballroom 2, Level 2, Suntec  
16.00 - 17.10  
Chair: John Boyd, Canada

**Tony C.K. Shum**  
*Regional CEO-Asia, AECOM*  
*Group Chief Executive, Maunsell AECOM*



As Regional CEO-Asia, Tony C.K. Shum is responsible for leading business operations and development activities of AECOM, comprising Maunsell, Metcalf & Eddy, EDAW and ENSR in the region. His career spans more than 30 years and includes experience in senior management roles with an extensive background in managing multi-disciplinary projects in Hong Kong, China and Singapore.

Shum joined AECOM in 2000 as a result of the company's merger with the Maunsell Group, a consulting firm specializing in civil/structural engineering and related disciplines in Asia, Australia, Europe and the Middle East.

Before joining AECOM, Shum was Managing Director of Maunsell Consultants Asia Ltd., where he served in executive roles managing businesses in transportation & infrastructure (railway, highways, bridges, tunnels, geotechnical, ports & maritime, aviation), water & wastewater, building facilities and environmental management sectors in Hong Kong and China. In his early career, he was involved in noteworthy projects in Hong Kong such as the Shatin, Tai Po and Fanling New Towns; the Eastern Harbour Crossing; Tate's Cairn Tunnel; Western Harbour Crossing; and more recently, major rail projects such as the West Rail and Ma On Shan Rail.

## TUESDAY, 11 SEPTEMBER 2007

### Workshops

#### Programme

- 08.30 - 10.15      *Opportunities 1*  
New Market Opportunities – Partnering in Action  
Meeting Room 301-2, Level 3, Suntec
- Challenges 1*  
Choosing the Best Advisors  
Meeting Room 303-4, Level 3, Suntec
- Solutions 1*  
Partnering for Profit – Sharing Risks for Win/Win/Win Contracting  
Meeting Room 306, Level 3, Suntec
- 10.45 - 12.30      *Opportunities 2*  
Professional Recognition  
Meeting Room 301-2, Level 3, Suntec
- Challenges 2*  
Growing and Sharing Expertise  
Meeting Room 303-4, Level 3, Suntec
- Solutions 2*  
Delivering Quality Services – Essential Tools  
Meeting Room 306, Level 3, Suntec
- 14.30 - 16.30      *Opportunities 3*  
Developing the Young Professional – Recruitment, Retention, and  
Knowledge Transfer  
Meeting Room 301-2, Level 3, Suntec
- Challenges 3*  
Collaborate or Risk All  
Meeting Room 303-4, Level 3, Suntec
- Solutions 3*  
Developing New Skills  
Meeting Room 306, Level 3, Suntec

# OPPORTUNITIES 1

## New Market Opportunities – Partnering in Action

**08.30 - 10.15 – Suntec 301-302**

Chair: Geoff French  
Facilitators: Moh Wung Hee  
Peter Chan  
Kiran Kapila

There is no doubt that the fastest growing region in the world is Asia, both in terms of national economies, as well as expanding resources. This provides real opportunities, both for consulting firms in those markets, and for FIDIC's global members wishing to offer their expertise, or collaborate with local partners.

A range of experts, both from the client, agencies and consultants will share their experiences and highlight some of the realities of these exciting emerging markets. The speakers, coming from China, Singapore, India and the UK will look at some of the key ingredients to maximizing new opportunities, both from the view of more developed countries, and from developing countries.

Each speaker will comment for approximately 15-20 minutes, with examples of how they have identified such opportunities and how they have turned them into success. This will be followed by a panel discussion, and the audience will be invited to participate.

At the conclusion, the workshop will attempt to identify ways in which FIDIC and its member associations might collaborate more to assist member firms to maximize their opportunities, either through trade missions, guidelines, facilitation, databases and the like.

**Geoff French**  
*Group Chairman*  
*Scott Wilson, UK*

Geoff French has been Group Chairman, Scott Wilson, since 2002 with overall responsibility for 5,600 staff in some 80 countries worldwide. He moved to management in Scott Wilson after 25 years experience in transportation, development and engineering advice supplied to both public and private clients around the world, becoming successively a partner in 1985, a Director on the firm's incorporation in 1995, and Managing Director. He has lived and worked in the UK, Africa, Hong Kong and Iraq. Geoff has an engineering degree from Southampton University, UK, and is a Fellow of the Institution of Engineers and of the Institution of Highways and Transportation and a member of the Chartered Institution of Logistics and Transportation. Geoff was elected to FIDIC's Executive Committee in 2005 and is responsible for liaison with the Contracts Committee. In addition Geoff chairs a number of task groups for the UK's Association of Consultancy and Engineering (ACE).



**Moh Wung Hee**

*Director, Best Sourcing  
Public Utilities Board, Singapore*



Moh Wung Hee has a BEng(1st Class Hons)(Civil) Singapore, a MSc (Constr. Eng.) Singapore, and a Post-graduate Diploma in Hydraulic Eng. (with Distinction), The Netherlands. He is a PE (Singapore), MIES (Singapore), PE(Malaysia) and MIEM, Malaysia, and Chartered Engineer and MICE, United Kingdom.

Moh Wung Hee has 30 years of engineering experience all of which with Public Utilities Board, Singapore, and MEWR Singapore's (Ministry of Environment and Water Resources, the parent Ministry of PUB).

He was Chief Engineer (Planning and Design, Drainage) from 1988 to 1996, involved in over S\$1 billion of drainage and storm management scheme. From 1997 he was Project Director leading the implementation of the S\$1.2 billion "Compact-and-Covered Extension" Programme for three major Water Reclamation Plant in Singapore. In Feb 2000, he was appointed concurrently as the Deputy Director of Singapore's \$3.65 billion Deep Tunnel Sewerage System (DTSS) Project. He takes on his current position since Oct 2004 as PUB's Director (Best Sourcing), being the principal officer responsible for sourcing and procurement of capital assets and services for PUB Singapore. The projects under his charge cover a comprehensive range of water resources development works, including reservoirs and water supply facilities, used water and water reclamation facilities and storm water management systems, valued at about S\$1 billion per annum under PUB's capital infrastructure programme.

**Peter C.W. Chan**

*Chief Executive  
China Division, Scott Wilson Ltd., China*



Peter Chan is currently Scott Wilson's Chief Executive, China Division, responsible for the operations of Scott Wilson's Hong Kong and China businesses. The China Division has a staff of about 1,000, a major office in Hong Kong, and seven offices in China Mainland. He joined Scott Wilson in 1993 and was the Director responsible for the Environmental and Waste Management Section between 1996 and 2000. Between 2000 and 2006, he has been Director responsible for Scott Wilson operations in China.

He is also Chairman of Scott Wilson's joint-venture company, Jiangsu Scott Wilson Engineering Consultants Ltd (JSW) in Nanjing, and also the Managing Director of Scott Wilson (Shanghai) Ltd, a wholly owned foreign consultancy in Pudong, Shanghai, and a director of Scott Wilson Tianjin, a joint venture with the Tianjin Municipal Investments Ltd. He was educated in Canada and the UK where he obtained a BSc in Civil Engineering from the University of Manitoba and an MSc, DIC, in Soil Mechanics from Imperial College in London, respectively. He has been invited to give lectures and presentations on infrastructure development in various parts of China, including Beijing, Nanjing, Qingdao, Weihai, Wuhan, Chongqing and Chengdu, particularly as they relate to environmental design and foreign direct investments. He is currently involved in various urban design, landscape and environmental design for major infrastructure projects in China. He was also an acknowledged waste management expert, and has been involved with environmental missions from Canada, Hong Kong and Britain into China. He has been involved as contract specialist for major claim advice relating to hydroelectric, environmental (landfill) and road construction projects in China. Prior to joining Scott Wilson,

he was an associate with Golder Associates in Canada for 12 years, specialising in geotechnical and geo-environmental remediation.

**Kiran Kapila**

*Chairman and Managing Director*

*Intercontinental Consultants and Technocrats Pvt Ltd, India*



K. K. Kapila born on July 21, 1945, is a Chartered Civil Engineer from MBM Engineering College, Jodhpur, a Fellow of the Institution of Engineers (India) and Member of the Institution of Engineers, England. He has worked with International Airport Authority of India, prior to setting up Intercontinental Consultants and Technocrats Pvt Ltd (ICT). He is the Chairman and Managing Director (CMD) of ICT, a leading multidisciplinary consultancy organization involved in planning, design, and execution of infrastructure projects in India and about thirty countries abroad. ICT is presently ranked amongst the top 100 consultancy companies of the world.

Mr. Kapila is Founder Member and Secretary, Association of Airport Planners and Engineers. He was twice Vice-President, Indian Roads Congress and thrice Vice-Chairman of Consultancy Development Centre. Currently Mr. Kapila is Vice President of Consulting Engineers Association of India (CEAI), Vice Chairman of Consultancy Development Centre (CDC) and Senior Vice President of Indian Building Congress (IBC). He is the first and only Indian to be on the Governing Board of International Road Federation and is currently its Vice Chairman. He is also a Fellow of New York Academy of Sciences. He has also authored several papers, which have been published in various national and international journals. He is also a Member of Executive Committee, ASPAC, FIDIC.

He is the recipient of the coveted “Outstanding Professional Award” for his dedicated achievements in the field of Infrastructure Development by ABI-USA, in 2003, and also Niryat Shree award by the Vice-President of India for Outstanding Exports in Consultancy. CDC awarded Shields to ICT for excellence in consultancy services for their contribution in Asian Development Bank Project in Mongolia (2000) and for contribution in World Bank Project in Ethiopia (2003), World Lifetime Achievement Award (2004) and recently Global Road Achievement Award (2007).



# CHALLENGES 1

## Choosing the Best Advisor

**08.30-10.15 – Suntec 303-304**

Chair: Gregs Thomopoulos, USA  
Facilitators: Andrew Steeves  
Gian Casartelli  
Dato' Paduka Ir. Hj. Keizrul bin Abdullah

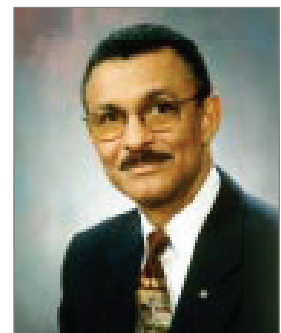
Increased risks are being imposed on consultants; fewer consulting engineers are available to propose for projects; sustainable quality engineering services are under threat – these are all real issues confronting the consulting engineering industry. The time has come for all parties to bite the bullet and come up with truly fair and reasonable procurement processes that achieve the stated objectives. But, are the stated objectives clear? The means to an uncertain end will never satisfy any of the parties.

The workshop will review and clarify the real objectives of the client and the end user, and hence determine the valuable role played by the engineering consultant, the trusted advisor. This will lead then to a way forward in the development of realistic procurement tools.

The debate over cost versus quality has also been heated for many years. Best practice will confront reality, and delegates will be invited to hear the viewpoints of, and debate with speakers from Canada, the World Bank and Malaysia, who represent the consultant, international financing organization and the client. Discussions will focus on the sustainability of existing policies and procedures, and an attempt to show that quality is achievable and that fair fees can be negotiated accordingly. What is not in dispute is that the services provided by the Consultant, particularly at the front end of a project, represent the most critical aspects of the project's success. The importance of choosing "The Best Advisor" who can provide optimum services to achieve a project's objectives is of fundamental interest to our clients. The current high demand for engineering services to meet the world's growing infrastructure and energy needs, coupled with the shortage of engineering resources worldwide makes "Choosing the Best Advisor" one of the top challenges facing the industry.

**Gregs Thomopoulos**  
*President and CEO*  
*Stanley Consultants*

Gregs Thomopoulos received a BS in Civil Engineering (with highest distinction) from the University of Kansas in 1965, and an MS in Structural Engineering and Structural Mechanics from the University of California, Berkeley, in 1966. Gregs is currently President and CEO of Stanley Consultants with 14 offices in the USA and five overseas. He joined the company in Iowa, USA, in 1965, and spent 10 years on assignments in East and West Africa before returning to corporate headquarters to head the International Division with activities in over 35 countries. Gregs is a Licensed Professional Engineer in 14 US states, a Fellow of the American Council of Engineering Companies (ACEC) and of the American Society of Civil Engineers, a member of the ACEC Engineering Excellence Awards Committee, and a former chair of the ACEC International Committee.



Gregs is currently a member of the FIDIC Executive Committee, to which he was elected in 2003. His major responsibility is Business Practice. He is being nominated as FIDIC Vice-President in 2007.

**Giovanni (Gian) Casartelli**

*Consulting Services Specialist, Washington DC*

- 1970-1: Research staff (Econometrics), Chair of Economics, University of Constance.
- 1971-2: Master of Science in Economics, London School of Economics and Political Science.
- 1970: Diploma in Economics, University of Heidelberg (Germany).



*Positions*

2002 - June 2007: World Bank consulting services advisor, Operational Procurement Policy Department, Vice Presidency for Operational Policies (OPCS).

Author of policy and operational policy studies among which: Bank Policy Guidelines on Consultants: Study of its Effectiveness; Consulting Industry Assessments Studies for Bank Borrowers: Viet Nam, Pakistan, Turkey, Colombia, and Mexico; World Bank Consulting Services Manual, first and 2<sup>nd</sup> edition.

2000 to 2002: Assistance and training to Bank operational staff on planning the use, procurement of consultants in Bank financed projects.

1997 - 99: Advisor to the Bank Executive Director for Italy, Portugal and Greece. Responsible for: review and discussion of Bank and IFC projects proposed by management to the board of directors with focus on: Infrastructure, public sector policy, regulation and institutional development, public sector governance.

1995 - 97: Consultants to the World Bank for East Europe and Central Asia Region for restructuring and privatization of state owned enterprises.

1974 - 94: with Elc-Electroconsult of Milan, Italy, consulting engineers for electric power sector development (hydro-and thermal power).

**Dato' Paduka Ir. Hj. Keizrul bin Abdullah**

*Director General*

*Department of Irrigation and Drainage, Malaysia*

- 1975: BE(Hons) Civil Engineering, University of Malaya (1975)
- 1979: Dip. Hydraulic Engineering, IHE Delft, The Netherlands
- 1971: M.Sc. (Water Resource Systems Engineering), University of Newcastle Upon Tyne, UK



Upon graduation in 1975, Dato' Paduka Ir. Hj. Keizrul bin Abdullah joined the Department of Irrigation and Drainage Malaysia and has been involved in the field of irrigation, drainage, river and coastal management, flood mitigation and water resources planning and development for the past 32 years, having served as planner, designer and implementer as well as in operation, maintenance and management. He assumed the post of Director General of Irrigation and Drainage in November 1997.

As Director General, Dato' Paduka Ir. Hj. Keizrul oversees an organisation with some 8,000 staff and an annual budget of over \$US 400 million. He is responsible for the strategic planning, development and management of all flood mitigation, river engineering, coastal engineering,

hydrology and irrigation and agricultural drainage programmes in the country and acts as the Technical Advisor to the Minister of Natural Resources and Environment on national policies and strategies relating to these areas. He is a member of the Board of Directors of the Selangor Waters Management Authority (Lembaga Urus Air Selangor, LUAS).

Dato' Paduka Ir. Hj. Keizrul is active in professional activities. He is a member of the Board of Engineers Malaysia (BEM), a statutory body responsible for the regulation and conduct of the engineering profession in Malaysia, and is concurrently Chairperson of the BEM Professional Practice Committee and member of the Management Committee. He is a registered Professional Engineer and a Fellow of the Institution of Engineers Malaysia (IEM) where he is the President.

In April 2002, Datuk Ir. Hj. Keizrul was conferred the prestigious IEM Award for Contribution to the Engineering Profession in Malaysia, and in September of the same year he was conferred the ASEAN Federation of Engineering Organisation (AFEO) Engineering Achievement Award.

Dato' Paduka Ir. Hj. Keizrul bin Abdullah has presented numerous keynotes and working papers on hydrology, water resources, floods, river and coastal management, irrigation and agricultural drainage, and on professional engineering issues in Conferences, Seminars and Workshops at national, regional and international levels and is frequently invited to speak at international functions.

### **Andrew Steeves**

*Vice-President*

*ADI Group Inc., Canada*



ADI is an employee-owned Canadian firm of engineers, architects and environmental scientists. Founded in 1945, ADI has 300 employees and works for clients across Canada and on projects in the United States, Latin America, Australia, eastern Europe and the Far East. The firm has won several awards for innovation and project quality and has been named one of Canada's 50 Best-Managed Companies.

Andrew is a graduate of the University of New Brunswick with degrees in Engineering and Business. He is past-Chair of the Association of Consulting Engineers of Canada (ACEC) and past-President of the Consulting Engineers of New Brunswick (CENB). He has served on committees for the Canadian Council of Professional Engineers (CCPE) and the Canadian Society for Civil Engineering (CSCE). Those committees have produced reports on Human Resources Challenges for Consulting Engineers, Technology Roadmap for Canada's Infrastructure Systems and Best Practices for Hiring Technical Professionals. In addition, Andrew has served on several business and community boards and committees including Enterprise Fredericton and the Greater Fredericton Airport Authority.

Andrew is the author of "How Consulting Engineers Make Money" and several technical papers and has lectured on business and engineering courses at the University of New Brunswick, Mount Allison University and the University of Prince Edward Island.

## SOLUTIONS 1

### Partnering for Profit: Sharing Risks for Win/Win/Win Contracting

08.30-10.15 – Suntec 306

Chairman: Richard Kell: *Cardno International*  
Facilitators: Rob De Wet: Contractor – *John Holland Group*  
Dennis Walsh: Client/ Owner – *Queensland Rail*  
Tony Barry: Consultant – *Connell Wagner / Mott Macdonald*  
Chris Newcomb: *McElhanney*

A major proportion of Australia's infrastructure is being delivered by alliance-style contracting, where the partners – government or private entities, contractors and consultants – actually share contractual risk. This risk sharing approach to contracts has led to a dramatic reduction in disputation and is now becoming the implementation model of choice for projects of value USD 50 million to USD 2 Billion or more, in all sectors – highways, rail, water, energy and buildings.

Relationships between the organizations and the people involved become central to the success of the risk sharing alliance model. Alliancing's integrated team approach gives increased flexibility to respond to changing work scope and improved risk management, innovation and optimizes use of resources on productive work rather than in contractual "point scoring". Reduced costs and project lead times, and improved employee satisfaction and retention are also outcomes.

The three speakers are experienced exponents of risk sharing alliance contracts and represent the three partners within the alliance team. Experience as a sub-alliance partner and consultant to an alliance will also be shared.

Each will present his experiences via case studies, and discuss the development and characteristics of the alliancing approach, how it works and what it delivers. Common emphasis will be on the four basic tenets of risk sharing alliance contracts viewed from the differing perspective of the three partners:

- focus on project outcomes,
- not adversarial / no disputes,
- risks are identified and shared under the contract,
- transparency: "healthy" projects are the aim.

The speakers will then join a panel of international practitioners to discuss with audience participation, the opportunities for the application of the risk sharing alliancing contract model internationally. They will also explore the concept of shared leadership models, and the behaviours this drives in project delivery.

The planned outcome will be a set of FIDIC Guidelines for Risk Sharing Alliance Contracts.

All those involved in our industry and who strive for dispute elimination, fair allocation of risk, encouragement of innovation and flexibility and positive utilization of resources and employee satisfaction, are urged to participate in this important workshop.

**Richard A. Kell**

*Chairman*

*Cardno International, Australia*



BE (Hons) University of Sydney, School of Civil Engineering (1959)  
Member of the Order of Australia  
Fellow, Academy of Technological Sciences and Engineering  
Past-President FIDIC; Member Executive Committee FIDIC  
Past President, ASPAC, Asian Pacific Group FIDIC Member Associations  
Honorary Fellow Institution of Engineers, Australia  
President 1994-96, and Board Member Association of Consulting Engineers Australia  
Past Chairman, Quality Assurance Services Pty Limited  
President PT HMAI Indonesia  
Non Executive Director of The Environmental Group Ltd  
Member of Australian Institute of Company Directors (AICD)

Richard Kell joined McMillan & Britton in 1960 as an Engineer and became Managing Director of McMillan Britton & Kell Pty Limited in 1975. Following the merger with Cardno Davies in 1999 he is now Chairman of the Board of Cardno MBK Pty Limited, a 450 person civil and environmental firm. Apart from corporate responsibilities, he has been responsible as Project Director within the firm for the design, management and administration of many of the bridges, roads, major marine, building, industrial and civil engineering projects undertaken by the firm.

He has worked in various capacities in projects in China, Malaysia, Indonesia, Vietnam, Cambodia, Laos, Papua New Guinea and the Philippines, as well as Australia.

Richard Kell has contributed to the wider Engineering Community in Australia and in a number of countries in Asia and the Pacific via Industry Associations, and has been recognised by the Australian Government by the award of Member of the Order of Australia (AM).

Richard Kell is a non-executive director of listed Australian Company, Environmental Group Ltd; and was until recently Chairman of Quality Assurance Services Ltd, a leading Certification Company.

**Robert De Wet**

*Manager, Relationship Contracting Group*

*John Holland Group, Australia*



Robert De Wet, Manager, Relationship Contracting Group, John Holland Group, is a Bachelor of Engineering (Electrical), University of Cape Town, South Africa, and has a Master of Business Administration, Cape Town.

Robert has 30 years of experience in industry and construction in Canada, Europe, South Africa and Australia. During that time he has driven successful business outcomes in Chief Executive, General Management, Marketing and Business Development roles. Strong commercial and people skills have been applied in recent years to the building of high performance project teams and the development and delivery of major infrastructure projects.

Currently responsible for the leadership and development of the new Relationship Contracting Group (RCG) within John Holland. The RCG provides team facilitation, coaching and organizational development and support to projects, and the business in general, to drive cultural

change within the John Holland Group. This entails management responsibility for project support to more than 8 major Alliance projects valued at over \$3 Billion and substantial hands on involvement in coaching of high performance teams. Current project involvement includes: ARTC South Improvement Alliance, \$US 600 million; Bell Bay Pulp Mill Alliance, \$AUS 160 million; Manaukau Harbour Crossing, \$AUS 160 million).

In the past 5 years Robert has been instrumental in driving the development and delivery of more than 15 major relationship based infrastructure projects valued at over A\$4 Billion and as a result has extensive knowledge of what works and what does not work in Relationship and Alliance contracts.

### **Dennis Walsh**

*Programme Director*

*South East Queensland Infrastructure Plan, Australia*

Dennis Walsh is the Program Director for the South East Queensland Infrastructure Plan - Rail (SEQIP) with Queensland Rail (QR). SEQIP is responsible for the delivery of the rail infrastructure improvements outlined in the Government's \$AUS 66 billion blueprint outlining two decades of road, rail, water, energy, health, education and community infrastructure improvements. This will include the establishment of major Program Alliance and a long term partnership with the construction industry.



Dennis' technical expertise lies in all aspects of railway engineering, particularly Power Systems, Telecommunications and Signalling, where he has almost 30 years of experience. He is also experienced in Project Development, Project Management, Strategic Planning, Marketing and Business Development. Dennis' current role in QR draws on his broad experience in the technical and commercial aspects of the transport business throughout Australia and Overseas.

### **Tony Barry**

*Managing Director*

*Connell Wagner / Mott Macdonald, Australia*

Tony is the Managing Director of the consulting firm, Connell Wagner, with 3000 employees operating in 8 countries with projects in well over 25 countries.

Tony is a Fellow of the Institution of Engineers Australia and a Fellow of the Australian Institute of Company Directors. He is a Councillor of Standards Australia. In 2006, Tony was named the Professional Engineer of the Year by the Institution of Engineers, Sydney Division. He was the recipient of the Sir William Hudson Award from the Institution of Engineers in 1998. He has served for 2 years as President of the Association of Consulting Engineers Australia (ACEA) from 2004 to 2006 and is currently a Director of ACEA.



Tony has thirty years experience of which twenty-four have been in consulting. He commenced his career with the New South Wales Department of Main Roads moving to MacDonald Wagner in 1982 and Rankine & Hill in 1985 becoming a Principal in 1986. In 1992, Connell Wagner merged with Rankine & Hill. He became the NSW Region Manager in 2002 and the Managing Director earlier this year.

He has written many papers and presented to a wide range of audiences on project delivery, risk management, liability management, design management, innovation, contracts, risk allocation and insurance, sustainable business futures for design professionals and leadership.

As National President of ACEA, Tony represents the interests of some 260 firms, including all but one of the major consulting engineering firms, with over 22,000 employees in Australia. In his role as President, Tony has sponsored a number of ACEA approaches to government on PI insurance, risk and liability management, proportionate liability, the Trade Practices Act, skills shortages, immigration and safety.

Tony is passionate about the engineering and consulting professions and works tirelessly to ensure they flourish.

**Chris Newcomb**

*President*

*McElhanney Consulting Services Ltd., Canada*



Mr. Newcomb received his Civil Engineering degree from the University of Manchester, England in 1969. For several years he worked for engineering consultants and contractors on the design and construction of highway and pipeline projects in France, Canada, East Africa and South America.

In 1981 Mr. Newcomb joined McElhanney, British Columbia's oldest consulting engineering and mapping firm, with twelve offices in BC and Alberta, and one in Indonesia. This was the start of his close involvement in the development of British Columbia's transportation infrastructure, which continues to this day and has included the Vancouver Island Highway project, the Annacis Freeway, and the Sea-to-Sky Highway.

In 1997 Mr. Newcomb was appointed President of McElhanney. This gave him the opportunity to renew his interest in international work, leading to his participation in mapping and land administration projects in Indonesia, East Timor, Cambodia and Zimbabwe. His current projects include land administration work for tsunami resettlement in Aceh, Indonesia, for the Canadian Red Cross.

In 2002/03, Mr. Newcomb served as the President of the Consulting Engineers of British Columbia (CEBC), an association that represents the business interests of about 100 of the most important engineering firms in the province. In 2005 he was appointed to the Board of the Association of Consulting Engineers of Canada, and he currently serves as Chair of its International Committee.

Mr. Newcomb's involvement with CIDA dates back to 1974/77 when he was project engineer for construction of a CIDA-funded water supply system in Dar es Salaam, Tanzania. In the 1990's he was responsible for a GIS mapping project in Zimbabwe, completed with a CIDA INC contribution. More recently he led a private sector feasibility study in East Timor and a land administration project in Cambodia, both supported by CIDA INC contributions.

## OPPORTUNITIES 2

### Professional recognition

10.45 - 12.30 – Suntec 301 - 2

Cordinator: Lee Chuan Seng  
Facilitators: Dr Gue See Sew  
William Howard

As part of globalization, there has been a natural tendency on the part of many countries to protect and nurture their professionals, and their local intellectual property. Often, they have sought to control the flow of people and expertise in order to achieve this. Despite these challenges, the natural flow of professional and technical services has been crossing borders for many years (engineers do this anyway as part of their professional duty) and is flourishing. Do the perceived hurdles to trade exist in practice? Are they realistic? Should there be one international standard for professional engineers or for consulting engineers?

This workshop will explore some of the key issues impacting on the trade in services and the ways in which these challenges are being met and positively dealt with. Should FIDIC or Member Associations do more to address mutual recognition issues, local registration requirements, local investment restrictions, and other challenges?

This workshop will be run as a panel. It will be chaired by Lee, Chuan Seng.

The main paper will be presented by Dr Gue, See Sew, Chair APEC Engineer Coordinating Committee with supporting material from Barry Grear, President-Elect of WFEO, for 20 minutes, giving a fairly comprehensive briefing and update of what has been happening in engineering mobility, mutual recognition of professional registration and also accreditation of qualifications. Then William Howard will comment for 10 minutes giving his views. He will also comment on licensing issues in the USA. This will leave 50 to 60 minutes for the discussion with all workshop participants including a 10-minute summing up at the end. The objective is for the workshop participants to list out the areas where the initiatives taken by the various mobility fora/forums have worked - or not worked and their suggestions for improvement. Also whether FIDIC and member associations can/should take action to resolve these issues. These points will then be summed up for presentation in the Plenary session on the morning of the next day of the FIDIC 2007 Conference on 12 September 2007.

#### **Lee Chuan Seng**

*Chairman*

*Beca Asia, New Zealand*

Lee Chuan Seng is the Chairman of Beca Asia, a leading engineering consultancy firm in Singapore, and an Executive Director of the Beca Group, New Zealand.

Mr Lee is a New Zealand citizen and also a Singapore permanent resident. He holds an Honours degree in Electrical Engineering from the University of Auckland. Mr Lee has lived and worked in New Zealand, the Philippines and Indonesia and since 1989, has been based in Singapore. In the 1990s, Mr Lee led the expansion of the Beca





Asia business into Indonesia, Myanmar and Malaysia, and in the 2000s, into China. His international work experience also includes Vietnam, Australia, Hong Kong, Japan and Korea.

Mr Lee has worked on a wide range of projects in the office, retail, hotel and residential sectors and industries such as banking, power generation, manufacturing and food.

Since 2003, Mr Lee has been a Board member of Singapore's Building and Construction Authority (BCA), a statutory body which regulates and promotes the development of Singapore's construction sector. He is also a Board Member of the Singapore Professional Engineers Board and an Honorary Advisor to the Real Estate Developers' Association of Singapore. Mr Lee was International Vice-Chairman from 2002 to 2005 of the International Alliance for Interoperability (IAI) which has been setting up international standards for interoperable software in the Architectural, Engineering and Construction (AEC) industry. He currently chairs a number of industry committees, including the BCA Green Mark Advisory Committee which oversees the awards for green building technology in Singapore and the Technical Evaluation Panel for Ministry of National Development's S\$50m R&D fund for applied research into environmentally sustainable technologies in construction.

Mr Lee is also the Chair of the New Zealand Trade and Enterprise Beachheads Advisory Board for SE Asia and a Past President of the New Zealand Singapore Business Council.

**Ir Dr Gue See Sew**

*Managing Director*

*G&P Geotechnics Sdn Bhd, Malaysia*

Dr Gue is the Managing Director of G&P Geotechnics Sdn Bhd, a geotechnical consulting firm and CEO of G&P Professionals Sdn Bhd., a one-stop engineering specialists service centre in Malaysia.

He is the International Chairman of the Coordinating Committee of APEC Engineer (2001 to 2005, 2007 to 2009). He was President of the Institution of Engineers, Malaysia (IEM) (2001 to 2003) and Head Commissioner of ASEAN Engineers Register (AER) (2003 to 2007).

He is Honorary Fellow of ASEAN Federation of Engineering Organisations, Founding Fellow of the ASEAN Academy of Engineering & Technology, Founding Member of RedR Malaysia and the Representative of the World Federation of Engineering Organisations to the International Consortium on Landslides.

Dr. Gue is also active in the engineering education and research and has been appointed by eight local universities in various capacities; including Advisor, member of Board of Study, Industrial Advisory Panel and an Adjunct Professor.

He was conferred an Honorary Doctorate in Science from the University of Strathclyde, Scotland in 2006 and was awarded the Construction Professional of the Year Award 2006 (the first recipient) by Construction Industry Board Malaysia (CIDB).

He has published 88 technical papers related to geotechnical engineering in various conferences and seminars including a number of keynote addresses, theme lectures and special lectures.



William S. Howard  
Executive Vice President and Chief Technical Officer  
CDM, USA



Bill Howard is a graduate of Northeastern University where he received his B.S. in Civil Engineering in 1969. He received his M.S. in Sanitary Engineering from Cornell University in 1971 and completed the Advanced Management Program at the Wharton School of the University of Pennsylvania in 1993.

Mr. Howard serves on the Board of Trustees of his alma mater, Northeastern University, Chairs the school's Audit Committee, is Vice Chair of the Long Range Planning Committee, and is a member of Northeastern's Engineering Industrial Advisory Board, Engineering Research Committee, Academic Affairs/Commencement Committee, and the Special Committee on Graduate Education.

Mr. Howard serves as CDM's Executive Vice President for Quality and Client Service, and the firm's Chief Technical Officer. He has been a member of the firm's Board of Directors since 1992, and sits on the Board's Executive Committee. Mr. Howard is also responsible for the firm's executive education and training programs administered by CDM University which is IACET certified. He is also past Chair of the American Council of Engineering Companies.

Since 1990, Mr. Howard has been responsible for the training, development, and certification of CDM's corps of Client Officers, as well as, more recently, the firm's Project Managers. His efforts in this area have included the development of training programs, performance measurement systems, incentive compensation programs, and certification procedures.

Over the years, Mr. Howard has developed a keen understanding of the business of consulting engineering and is particularly aware of how the business is changing. As a member of the firm's Strategic Planning Committee, he is involved in positioning CDM for the future. As a member of the firm's Executive Committee, he is involved in weighing the business risks vs. opportunities emanating from changing market conditions.

Mr. Howard is also driving CDM's Quality and Client Service initiatives that expose him to the ever changing and increasingly complex issues facing CDM's business nationally and worldwide. In this regard, he is responsible for monitoring the quality of CDM's services, developing quality management systems, and implementing improvement programs where warranted.

## CHALLENGES 2

### Growing and Sharing Expertise

10.45 - 12.30 – Suntec 303 - 4

Cordinator: John Ritchie  
Facilitators: Prem Kumar  
Michael Reyes  
Sherif Wassef

Competitiveness is a key word in FIDIC's strategic objectives. The federation's many best-practice tools and guidelines aim at retaining natural competitive advantages while improving the competitiveness of all consulting engineers around the world, without compromising their ability to differentiate. What is the impact of outsourcing services or moving them offshore? How do benefits accrue to the various parties? Do such practices add value in both directions? Is this effective transfer of technology

This workshop will explore how firms form strategic alliances to open new markets, and identify new opportunities. Consultants will share skills and optimize opportunities through strategic planning and positive collaboration. Key points are:

- The role of strategic alliances
- Optimizing opportunities
- Positive collaboration

What are the main features of a successful collaboration with a foreign firm, from the viewpoint of the developing country firm? What are the main mistakes to avoid in a collaboration relationship? What is the relative importance of "technology transfer" and project and firm management capability?

Panelists will share their experiences with past collaborative arrangements, and will offer suggestions on how to take make them work effectively.

#### **John Ritchie**

*Director - India*

*Acres International/Hatch Energy, India*

John Ritchie is the Acres International/Hatch Energy Director for India. Mr. Ritchie is a Civil Engineer and senior member of Acres management team with over 30 years of experience in the field of water resources planning, engineering and management.



Mr. Ritchie was until recently Director, Corporate Affairs and Vice President, Hydropower and Water Resources, Hatch Energy. He provided corporate leadership of Acres Business Integrity Management, Quality Assurance, and Health and Safety Management programmes, and undertook specialized assignments in hydropower development and water resources planning and management. His professional memberships include: Professional Engineers Ontario; Association of Professional Engineers of British Columbia; American Society of Civil Engineers; International Water Resources Association; Canadian Water Resources Association. He has served as: Consulting Engineers of British Columbia, Past President (1995 - 1996);

Association of Consulting Engineers of Canada (ACEC); Board Member, Member Executive Committee (1997 - 2001); Canadian Hydropower Association (CHA), Board Member (2001 - present), FIDIC, Member, Task Force on Capacity Building; Member, Task Force on Integrity Management ; Chair, Capacity Building Committee (2004 - 2006); Conference Board of Canada Corporate Ethics Management Council, Member (2006 - present).

**Prem Kumar**

*Director*

*SMHB Sdn. Bhd., Malaysia*

Prem Kumar has been an Electrical Engineer with SMHB since 1985. He has over 20 yrs experience in electrical and instrumentation and controls for water and wastewater projects.

He is a Director of SMHB Sdn. Bhd. And heads the firm's mechanical/electrical division. Mr Kumar is active in the Association of Consulting Engineers Malaysia (ACEM) and serves on committees of the Board of Engineers, Malaysia. He is currently Honorary Secretary, ACEM.



**Michael Reyes**

*President and COO*

*DCCD Engineering Corporation, Philippines*

Michael Reyes is civil engineer, and President and COO of DCCD Engineering Corporation. He has over 10 years experience in design and project management for transportation, industrial park, housing and recreational development projects.

He is a Member of the Philippine Institute of Civil Engineers (PICE) and of the Road Engineering Association of the Philippines (REAP)



**Sherif Wassef**

*Principal/Partner*

*Wassef Design Office*

Sherif Wassef, a Civil Engineer, co-founded Wassef Design Office in 1979 and remains the Principal/Partner.

He has over 30 years experience in civil and structural engineering for building and transportation projects. He has been a Member of the Syndicate of Engineers, Egypt, since 1971, and his firm is a member of the Egyptian Society for Consulting Engineers (ESCONE).



## SOLUTIONS 2

### Delivering Quality Services - Essential Tools

#### Delivering Quality Services - Essential Tools 10.45-12.30 – Suntec 3064

Coordinator: Adam Thornton  
Facilitators: Andrew Read  
Rick Prentice

The modern consultant operates in a world that expects from its consulting engineers:

- Highest quality solutions
- Utilization of the latest technologies
- Instant response
- Global transportability
- Impeccable ethics and business behaviour.
- No risk
- Modest fees
- Unlimited resources
- Perfect documentation

Do you need help?

A key objective of FIDIC is to be “The authority on issues relating to business practice” in consulting engineering. It prepares and maintains a large portfolio of model contracts, guides, and policies.

In this workshop we will briefly review existing documents and then, in more depth, review and seek feedback on some documents that are in preparation. Finally we will seek feedback on what other resources would be of use to FIDIC members.

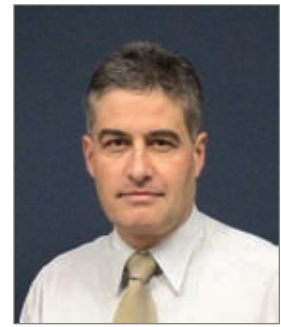
We will present draft guideline information that FIDIC may consider adopting or adapting. A guide has already been modified (in draft form) for international use, and there are also two possible companion documents or appendices ‘adopted’ from local Member Association guides. All three documents are vitally concerned with defining the quality of service. If the “Q” in QBS stands for Quality then these guidelines could be vital tools to help consultants (and clients) define and understand the quality of their work.

These guidelines are very preliminary and are very much up for debate. We are seeking your reactions in regard to the concept and direction of the guides. We are looking for some work from you today and we also seek volunteers to peer review the guide in more depth and offer input into their development. FIDIC believes the guides have potential value. Are you interested in them? In helping? Copies of the documents will be made available at the workshop.

**Adam Thornton**

*Managing Director*

*Dunning Thornton Consultants, New Zealand*



Adam Thornton is the Managing Director, Dunning Thornton Consultants, New Zealand. Prior to this he was: Senior Design Engineer with Holmes Wood Poole and Johnstone, Wellington, New Zealand; Design Engineer with Bruce-Smith Chapman & Amos, Wellington, New Zealand; Assistant Design Engineer with Morrison Cooper & Partners, Wellington, New Zealand.

He graduated in 1952 with a BE (Hons) (Civil) - Canterbury. Adam Thornton has 32 years experience as a consulting structural engineer working primarily in New Zealand but also in the Asia Pacific region. He has particular experience in commercial and high-rise buildings, seismic engineering, strengthening and refurbishment of heritage and earthquake prone structures and the relocation of heavy structures. He established Dunning Thornton Consultants with Cris Dunning in 1986 and has developed it to be a respected and well known engineering practice in New Zealand. In the 90's Dunning Thornton also established offices in Bangkok and Kuala Lumpur.

Mr Thornton is: FIPENZ Fellow Institution of Professional Engineers, NZ; CPEng Chartered Professional Engineer; IntPE International Professional Engineer Register; MemACENZ Association of Consulting Engineers NZ; Member of SESOC – Structural Engineering Society NZ; Member of NZSEE – Society for Earthquake Engineering; Member of NZ Timber Design Society; Member of EENZ – Earthquake Engineering Cluster.

Adam Thornton has made a significant contribution to leadership in professional associations for ACENZ (Association of Consulting Engineers New Zealand), IPENZ (Institution of Professional Engineers New Zealand) and FIDIC. His particular interests lie in insurance and liability, conditions of engagement and professional leadership. He is a candidate for election to the FIDIC Executive Committee.

**Andrew Read**

*Director*

*Pedersen Read Ltd, Christchurch, New Zealand*



Currently Director Pedersen Read Ltd, Christchurch, New Zealand, and Principal in Charge of Design Projects and Principal in Charge of Quality Assurance. Graduated with Bachelor of Engineering Electrical and Electronic with Honours from University of Canterbury, May 1986.

Fellow of the Institution of Professional Engineers New Zealand;

Chartered Professional Engineer; International Professional Engineer. Formerly Senior Electrical Engineer, Foster Wheeler Petroleum, Aberdeen, Senior Electrical Engineer, Hayden Young Ltd., London.

Andrew had sole responsibility for the electrical services design of Christchurch International Airport's Terminal Expansion Project, over 25 multi-storey buildings, retail shopping malls, theatres, hotels, cinemas, industrial and commercial projects. Extensive experience in London and Scotland in the commercial and petrochemical industries. Areas of expertise include 11kV reticulation, low voltage electrical services, lighting, security, telecommunications, data, emergency warning systems, public address and music systems.

**Rick Prentice***Vice President**Stantec Consulting International, Canada*

Rick Prentice P.Eng. is a Civil Engineering graduate from the University of Manitoba. He has 35 years' engineering and management experience mostly in the consulting engineering industry, and has been in several senior corporate leadership roles at Stantec Consulting and Earthtech. Rick specializes in environmental infrastructure, consulting on a wide variety of civil and municipal engineering projects internationally and throughout Western Canada, from feasibility studies through detailed design, on-site construction supervision impact assessment, public consultation, and project and program management in Western Canada and other locations that include China, Cyprus, Barbados and Malaysia.

Stantec provides professional design and consulting services in planning, engineering, architecture, interior design, landscape architecture, surveying, and project management. Continually striving to balance economic, environmental, and social responsibilities, the firm is recognized as a world-class leader and innovator in the delivery of sustainable solutions supporting our clients at every stage, from initial concept and financial feasibility to project completion and beyond. Our multidiscipline practice areas serve public and private sector clients in a diverse range of markets in over 100 offices in North America, the Caribbean and worldwide. Outside of North America Stantec is currently undertaking over 30 projects in 20 different countries.

In addition to his role as Vice President of Stantec Consulting International, Rick is an avid volunteer participant in local, national and international, community, service and industry organizations including Consulting Engineers of Alberta and the Association of Consulting Engineers of Canada.

## Opportunities 3

### Developing the Young Professional – Recruitment, Retention, and Knowledge Transfer

14.30-16.30 – Suntec 301-302

Coordinator: Richard Stump  
Facilitators: Lye Kuan Loy  
Dr. Shervin Momtahn  
Khelane Ndwandwe

The consulting engineering industry is facing many pressures at this time. In many countries, the demand for professionals is larger than the supply of new members entering the industry. Many firms are competing for a shrinking pool of young professionals. As demand for services increases and opportunities abound, companies must find new ways to keep their young professionals engaged and interested in staying with current employers. Finally, engineering, planning and associated industry professionals are becoming more senior and nearing retirement age. Their knowledge and experience must be passed on to the next generation of leaders.

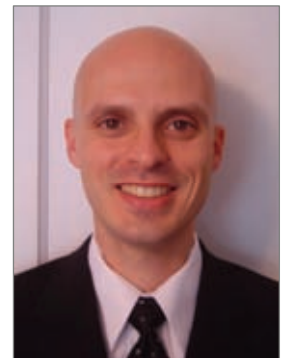
The future of the engineering, planning, and allied consulting industries rests on the shoulders of its Young Professionals. In this workshop, three case study presentations will be given on the themes of Recruitment, Retention, and Knowledge Transfer. Participants will work in small groups to identify problems and solutions to each of these challenges. Group discussion will allow these ideas to be shared in the workshop. A plan of action will be developed to allow young professionals and senior leaders to successfully tackle these pressing issues.

#### **Richard Stump**

*Vice President*

*Stanley Consultants International, USA*

Richard Stump is responsible for business development and project performance within the International Group of Stanley Consultants, Inc. He was nominated to the position of Vice President of Stanley Consultants International in June 2006.



Mr. Stump's work experience at Stanley Consultants began in 2001 with international assignments on US military projects. His current responsibilities include the geographic regions of North Africa, Southern Arabia and the Mediterranean, as well as US federal clients responsible for areas outside of southwest Asia.

As Chairperson of FIDIC's Young Professionals Forum Steering Committee (YPFSC) since September 2006, Mr. Stump has worked with FIDIC's Executive Committee and Young Professionals to develop new opportunities for younger members of the FIDIC community to actively participate within FIDIC. He is a 2005 graduate of the FIDIC Young Professionals Management Training Programme (YPMTP); this marked his first year as a member of the FIDIC YPFSC.

Mr. Stump has been involved with professional activities outside the United States since 1996. He spent five years of his career as an engineering officer in the US Air Force, which included assignments to Saudi Arabia, El Salvador, Guatemala and Haiti. His recent work outside the



United States has included project responsibilities and assignments in Japan, Iraq, Yemen, Afghanistan, the United Kingdom, Jordan, Kuwait and the United Arab Emirates.

**Lye Kuan Loy**

*Executive Vice President  
Specialist Services Group  
CPG Consultants Pte Ltd, Singapore*

Kuan Loy has been Executive Vice President of CPG Consultants Pte Ltd since July 2006. He oversees the operations of the civil and transportation, mechanical and electrical and environmental engineering divisions as well as the quantity surveying and contracts division of CPG Consultants. He supervises the delivery of services to a wide spectrum of building and infrastructure projects in Singapore, China, India, Middle East and South-east Asia.



Prior to taking up this appointment, he was the first managing director of PM Link Pte Ltd, a project management firm responsible for delivery of large building and infrastructure projects. Major projects include office buildings for government ministries, courts of justice, prisons, racecourse, hospitals and specialist clinics, polytechnics, schools and junior colleges and other public facilities.

Kuan Loy spearheaded PM Link’s entry into the vast China market in 2003. With his experience in managing large and complex projects, he led a team of project managers to clinch the project management consultancy contract for the Suzhou International Exposition Centre, the second largest exposition centre in China. Phase 1 of this technically exacting project comprising some 130,000 square metres of exhibition and ancillary spaces was completed in a short period of 12 months. Riding on this success, PM Link clinched contracts within a year to manage the development of a performing arts centre in Suzhou, hospitals in Kunming and Nanjing and a chain of supermarket stores in various cities in China.

He specialised in project management since 1992. He was the project manager for the development of The Esplanade – Theatres on the Bay, Singapore’s premier international performing arts venue from 1995 to 2003. Prior to that appointment, he managed the redevelopment of Tan Tock Seng Hospital, National Cancer Centre as well as the Changi Terminal 2 Expansion.

**Shervin Momtahn**

*Deputy Managing Director  
Mosharab Consulting Engineers, Iran*

Dr. Momtahn has been the Deputy Managing Director deputy and a board member of Mosharab Consulting Engineers since July 2005. He supervises planning and design of several water and wastewater network and treatment plant projects as well as developing some optimization models for them. He awarded the first rank of PhD students in civil engineering department of K.N. Toosi University of tech and taught there for seven semesters. He was the first chairman of the executive board of young managers’ branch of ISCE (Iranian Society of consulting Engineers). He is a member of the training committee of ISCE.



Projects he has supervised are located all around Iran. They include landscape irrigation networks of 14 major Iranian cities, water supply and other utility planning of Milad tower complex (as the new symbol of Tehran), improvement of some wastewater treatment plants in Tehran, and planning and supervising of some other Iranian water and wastewater projects.

His main field of interest is developing optimization models using Evolutionary Algorithms and other nonlinear optimization methods. He succeeded to make an optimization model for multi-reservoir systems operation which was applied to the Great Karoon-Dez reservoir system with 16 dams in south west of Iran. His optimization model for sizing water networks pipes is used vastly in several projects of his company.

He was elected as the first executive board chairman of young managers branch of ISCE about three years ago. Missions of the board was making missions, visions and executing rule of the young managers' branch as the base of its future activities. He is a member of the training committee of ISCE who coordinated several courses in the field of management for Iranian young professionals in the last year. He also coordinated research about young professionals' retention in ISCE member companies, with the results to be presented at the FIDIC 2007 Singapore Conference.

**Khelane Ndwandwe**

*Technical Director*

*Asakheni Consulting Engineers (Pty) Ltd., South Africa*



Khelane Nwandwe is a registered Professional Technologist Engineer. In 2002 he graduated with an Honours degree in Structural Engineering at the University of Pretoria. He is also a founding shareholder and director of Asakheni Consulting Engineers. As director in charge of design, Mr. Nwandwe focuses on innovation and value engineering in order to deliver projects of the highest standard.

Mr Nwandwe has many years of experience in structural engineering design and documentation with some of South Africa's best-known consulting practices. His experience lies in the design, documentation and management of projects from inception to final completion. He has been involved in many large pre-cast, post-tensioned, in-situ concrete, timber designs and structural steelwork projects.

Recent experience includes many projects in South Africa and the UAE; recent large projects in Dubai include design of structures for a \$US 200million hotel and retail development, and long-span arch structures for a sports stadium in Sport City, Dubai.

Mr. Nwandwe is a role model for all aspiring engineers in the new South Africa; his particular interests lie in skills development and training. Mr Ndwandwe is currently working on his MSc (structural) thesis at the University of Pretoria.

## Challenges 3

### Collaboration or Risk All

#### 14.30-16.30 – Suntec 303-4

Coordinator: Kevin Corbett  
Facilitators: Keith Lonsdale  
Nora Fung  
Stephen Bamforth

The workshop will look at the key risk challenges facing global consultants and in particular the burden of unreasonable and inequitable risk in appointments. By way of collaboration how can we encourage project parties to adopt a sensible risk transfer/proportionment in their procurement mechanism through the use of standard forms (such as the *FIDIC Client-Consultant Model Services Agreement*), appropriate insurance and recognition of the benefits of reasonable terms/obligations? The workshop will comprise four short presentations.

Kevin Corbett: *Procurement, Collaboration and Commercial Reality* - Use of appropriate forms, collaborative working arrangements and the criticality/recognition of appropriate risk management/sharing.

Keith Lonsdale: *Unreasonable risk and insurance* - A review of the unrealistic and onerous provisions in client bespoke forms and the availability, or not, of insurance.

Nora Fung: *Local professional association position* - The importance of client engagement, local association initiatives (such as the ACE campaign for proportionate liability) and the importance of engagement between the professions and project sponsors.

Stephen Bamforth: *Case studies and scenarios* - An insurer's perspective, as well as lessons learned, from experience of handling the claims arising from risk dumping.

#### **Kevin Allan Corbett**

*Executive Director  
Faber Maunsell, UK*

Kevin Corbett is the General Counsel and an Executive Director of Faber Maunsell. Faber Maunsell is part of AECOM, a global provider of professional technical and management support services to a broad range of markets, including transportation, facilities, environmental and energy.



Mr Corbett is a Solicitor and Chartered Civil and Structural Engineer who spent eight years working with contractors and consulting engineers, on civil engineering and building projects, prior to studying law. In 1995 he qualified as a lawyer specialising in construction law advising on both contentious and non-contentious matters.

He is qualified to practice law in England and Wales and Hong Kong. Mr Corbett is the Chair of FIDIC's Risk and Liability Committee and EFCA's Professional Liability Committee, a Board Member of the UK's Association for Consultancy and Engineering, a Panel Member of the Legal Advisory Panel of the Institution of Civil Engineers, London, a Member of the Legal Liability Panel of the Construction Industry Council and Chairs the Professional Liability Insurance Review Steering Group of the Association for Consultancy and Engineering, London.

**Keith Lonsdale**

*Partner and Joint Head  
Berrymans Lace Mawer, London*

Keith Lonsdale is a partner and joint head of Berrymans Lace Mawer's Construction and Engineering Group. BLM have offices across the UK, offices in the Middle East and associated offices across Europe. Keith was admitted in 1991 and became a partner in 1997. He acts on behalf of insurers and their insured in construction related disputes (arbitrations - some international - litigation, mediation and adjudication). He also provides miscellaneous policy advice to various brokers and their clients, miscellaneous advice to architects through the RIBA helpline scheme and general commercial litigation advice to insurers.

**Nora Fung**

*Legal Director  
Association for Consultancy and Engineering, UK*

Nora Fung is legal director at ACE, the Association for Consultancy and Engineering. Working in the construction industry since 1996, Nora has both contentious and non-contentious experience and since joining ACE in 2002, has been actively involved in issues relating to professional indemnity insurance and risk management. She is a member of ACE's Legal and Contractual Committee and is responsible for the running of ACE's Business Helpline, the issue of briefing notes to ACE members on areas of commercial importance such as novation, net contribution, limitations of liability, legislative developments as well as the production of the ACE Agreements. Nora is a barrister, a member of the Society of Construction Law and a member of the Chartered Institute of Arbitrators.

**Stephen Bamforth**

*Group Chairman and Chief Executive  
Griffiths & Armour, UK*

Stephen Bamforth joined Griffiths & Armour in 1986 after graduating from Churchill College Cambridge and was made a Partner in the firm in July 1994. In June 2003 he became Group Chairman and Chief Executive. He specialises in advising construction consultants on their professional indemnity insurance requirements and is engaged in research into innovative insurance solutions for construction risks. He also advises FIDIC on contractual matters.



## Solutions 3

### Developing New Skills

#### 14.30-16.30 – Suntec 306

Coordinator: Eigil Steen Pedersen  
Facilitators: Dan Yang  
Gian Casartelli  
Exaud Mushi  
Cecil Rose  
Jacob Lipa  
Javed Haddad

In the global world of consulting engineering, and with the increasing demands on their skills and services, people are the critical ingredient. With a world wide shortage of skilled consulting engineers, it is now even more important that all the available resources are better understood, better utilized, and better supported – by the industry and by clients.

What are the ideal working relationships between developed and developing industries? How can clients and funding agencies recognize and offer realistic support for local resources? What impact will this have on procurement and funding policies? How is FIDIC influencing capacity building programmes with members? What are the roles of FIDIC, of Member Associations, of firms, and of the International Financing Institutions (IFIs)?

The workshop will examine the challenges facing consultants as well as their clients in this respect. Short presentations will be given by representatives from IFIs as well as consultants representing both developed and less developed countries. Furthermore, FIDIC will present its most recent activities involving capacity building.

Dan Yang: *Asian Development Bank's experience.*

Gian Casartelli: *Recent experience from World Bank Country Procurement Assessments and study of the effectiveness of World Bank Procurement Guidelines*

Exaud Mushi: *The view of an African consultant - challenges and suggestions.*

Cecil Rose: *The view from Africa's largest association of consulting engineers - in between DC and LDC.*

Jacob Lipa: *The view from a developed county - and the largest FIDIC Member Association.*

Javed Haddad: *The view from Iran - and as a member of the FIDIC Capacity Building Committee.*

#### **Eigil Steen Pedersen** *Denmark*

Eigil Steen Pedersen is a Danish citizen, born 1937. He holds an M.Sc. in Civil Engineering from The Danish Technical University, awarded in 1961, and an AMP diploma in management from INSEAD, France, awarded in 1987.

After military service he joined in 1963 Ostenfeld & Jonson, now COWI



and worked with the firm in various positions until 2005. His professional basis is civil engineering, mainly within bridges, and in managerial positions he has been active in many other fields of the multi-disciplinary firm. He was Head of Bridge Department from 1976 to 1981, Executive Director, International Operations from 1982 to 1987 and Managing Director (CEO) from 1987 to 2000.

He has extensive experience from working in developing countries with stays in Ghana, 1964-68 and Tanzania, 1969-73, as well as projects assignments in Nigeria and in several countries in Asia.

Mr Pedersen has been active in FIDIC since 1981: Client-Consultant Relationship Committee, 1981-88, Capacity Building Committee 1997-2001, Executive Committee 1997-2003, President 2001-2003. Furthermore he has served as vice-president on the board of the Danish Association of Consulting Engineers, FRI, from 1986 to 1990. During 2005-2006 he served on FIDIC's task force on improving the conditions of African consulting engineers.

Mr Pedersen has worked as specialist consultant to various national governments as well as The World Bank and Asian Development Bank on issues related to capacity development and the selection and engagement of consultants.

### **Dan Yang**

*Principal Procurement Specialist  
Central Operations Services Office  
Asian Development Bank*



Dan Yang is a Principal Procurement Specialist of the Asian Development Bank (ADB). Joining ADB in 1991, Dan Yang worked in various areas of ADB operations. In 1995, Dan Yang moved to the Central Operations Services Office (COSO) that is the focal point of ADB handling procurement of goods and works as well as consulting services for ADB funded projects. In this capacity, Dan Yang is responsible for the full range of ADB's procurement mandate that covers review, defining and updating ADB's policies and guidelines/procedures in relation to procurement and providing relevant advices and training to borrower staff and consultants. Her day-to-day responsibility also includes selecting consultants for ADB grant-funded projects and providing oversight to the process of recruitment of consultants and procurement of goods and civil works for ADB Loan-funded projects done by borrowers to ensure the procurement process follows ADB's Procurement Guidelines and Guidelines on the Use of Consultants.

Prior to joining the ADB, Ms. Yang Dan worked with the People's Bank of China, the central bank of PRC, as Deputy Director in charge of ADB operations for the PRC. Ms. Yang Dan earned her MBA degree in the United States and her Bachelor degree and Diploma in English Literature and Development Economics in the PRC.

### **Giovanni (Gian) Casartelli**

*Consulting Services Specialist, Washington DC*

1970-1: Research staff (Econometrics), Chair of Economics, University of Constance.

1971-2: Master of Science in Economics, London School of Economics and Political Science.

1970: Diploma in Economics, University of Heidelberg (Germany).



## *Positions*

2002 - June 2007: World Bank consulting services advisor, Operational Procurement Policy Department, Vice Presidency for Operational Policies (OPCS).

Author of policy and operational policy studies among which: Bank Policy Guidelines on Consultants: Study of its Effectiveness; Consulting Industry Assessments Studies for Bank Borrowers: Viet Nam, Pakistan, Turkey, Colombia, and Mexico; World Bank Consulting Services Manual, first and 2<sup>nd</sup> edition.

2000 to 2002: Assistance and training to Bank operational staff on planning the use, procurement of consultants in Bank financed projects.

1997 - 99: Advisor to the Bank Executive Director for Italy, Portugal and Greece. Responsible for: review and discussion of Bank and IFC projects proposed by management to the board of directors with focus on: Infrastructure, public sector policy, regulation and institutional development, public sector governance.

1995 - 97: Consultants to the World Bank for East Europe and Central Asia Region for restructuring and privatization of state owned enterprises.

1974 - 94: with Elc-Electroconsult of Milan, Italy, consulting engineers for electric power sector development (hydro-and thermal power).

### **Exaud Mushi**

*Managing Director*

*NORPLAN Tanzania Ltd*

Exaud Mushi is the Managing Director of NOERPLAN Tanzania. He has a MSc (Highway Engineering), University of Dar es Salaam, and a BSc. Eng. (Hons), University of Dar es Salaam. He is: Member, Association of Consulting Engineers Tanzania; Fellow, Institution of Engineers Tanzania, and a Registered Consulting Engineer, ERB Tanzania. Mr Mushi has 24-years engineering practice covering: design and construction; supervision of civil engineering projects; contract management; research and study projects; contracting work



Regarding professional activities, Mr Mushi is: Chairman FIDIC-GAMA (May 2007 to date); Board Member, Engineers Registration Board Tanzania (Jan. 2007 to date); Immediate Past Chairman Association of Consulting Engineers (ACET), Tanzania, (July 2006 to date); Council Member Institution of Engineers Tanzania (2000 to date); training and mentorship of graduate and professional engineers.

### **Cecil Rose**

*SAACE, South Africa*

Cecil Rose graduated as a civil engineer from the University of Cape Town, South Africa, in 1967. He spent the first 20 years of his career as an engineer in the Cape Provincial Administration, Department of Roads (equivalent to a state agency). During this time he also obtained his Masters Degree in Transportation from the University of California (Berkeley) in 1983.



In 1988 Cecil joined consulting engineers Kantey & Templer. He became a director of the company in 1989. He has headed up the Roads and Transportation section in their Cape Town

office since then. He has been involved mainly with road projects for the provincial and national government agencies. He was Managing Director of Kantey & Templer from 2001 to 2006.

Cecil was elected to the Council of the South African Association of Consulting Engineers (SAACE) for his first two year term in 2000 and has served on its Executive Committee since 2001. He was elected President of the Association in 2006.

Cecil's first involvement with FIDIC was when he served on the organising committee for the 1995 FIDIC Conference in Cape Town. He also attended the FIDIC 2006 Conference in Budapest.

### **Jacob Lipa**

*President, Psomas, USA*

Jacob Lipa is the President of Psomas, a consulting engineering firm serving public and private clients throughout the western United States. The firm specializes in the land development, water, and transportation markets.



Mr. Lipa has managed the company through a period of dramatic growth. Since he became President in 2002, Psomas has more than doubled in size, has entered several new markets and expanded throughout the Western United States. He is in charge of all day-to-day operations of the firm, whose more than 850 employees are based in offices throughout the western United States.

Prior to assuming his current position, Mr. Lipa was principal-in-charge of Psomas' Land Development services. He has more than 26 years experience providing civil engineering services and managing large-scale projects in the United States and abroad. Mr. Lipa is experienced in all phases of project design and construction.

He is a member of the Urban Land Institute, the Building Industry Association, the Los Angeles Business Council, the Central City Association, the Los Angeles Area Chamber of Commerce, Heal the Bay, and the Friends of Ballona Wetlands. He is also a member of the Consulting Engineers and Land Surveyors of California and the American Council of Engineering Consultants.

### **Javad Haddad**

*International Business Development Director  
FDA Consultants, Iran*

After completion of his undergraduate studies in Civil Engineering in 1996, he joined Semnan Regional Road and Transportation Office and started his work in the design and route investigation department. His main activities were concentrated on design, rehabilitation, restoration and the project management of mountainous routes.



In 2001, after completion of his Masters Programme at Rockville University, Maryland, USA, in Engineering Management, he joined COMPUCO Consulting, Switzerland, as Middle East Management Coordinator and later on, in 2002, was appointed the Middle-East Director. COMPUCO Consulting is one of the leading Swiss companies in management consultancy all around the world. He was involved with two management projects and with international contractual issues in this company. In late 2002, he joined a team of consultants for project



management and international contractual issues for three major projects, one in Sudan and two others in Turkmenistan. The client was ICON, an International Joint Venture Company. He was appointed the Managing Director of PBS Construction Group in 2003 and after managing several construction projects, left the company in 2005. In 2005, he joined FDA Consultants as Contracts Officer and International Business Development Director.

In January 2007, he was appointed as a Member of the FIDIC Capacity Building Committee, by the FIDIC Executive Committee, in New Delhi, India, in 2007. He is the second Iranian consulting engineer to be elected for such position in FIDIC, and for the moment the only FIDIC Committee Member within the Middle East Region. He has the membership of several technical/engineering associations namely; American Society of Civil Engineers, Society of Construction Law, UK, Iranian Society of Civil Engineers, Iranian Construction Engineers Organization, Iranian Society of Consulting Engineers, and UAE Society of Engineers. At present, he is acting as “partner” and “Deputy, Planning and International Business Development” for FDA Consultants, Iran.

**WEDNESDAY, 12 SEPTEMBER 2007**

## **Plenary Session: Workshop Reports**

Theatre, Level 3, Suntec

09.00 – 10.30

Chair: Jorge Díaz Padilla, *Mexico*

Workshops Reports:

*Challenges - Opportunities - Solutions*

Panel Discussion: *Enhanced Partnerships*

Moderator: John Boyd, *Canada*

Closing Remarks: Chan Kok Siong, *Singapore*

## **Business Practice Workshops**

### **Project Sustainability Management Pays**

**11.00-12.00 – Suntec 301-2**

Chair: Bill Wallace, *USA*

Being sustainable has become a high priority for many companies and public agencies. No longer just something nice to do, organizations now see sustainable policies and practices as a matter of necessity. In response, organizations in both the public and private sector are starting to change the way they do business. To make the necessary changes, they are investing heavily in capital improvement projects, replacing or upgrading their facilities to make their operations more sustainable.

FIDIC recognized this trend some years ago, and in 2004 the Sustainable Development Task Force produced Project Sustainability Management (PSM) Guidelines. The guidelines offer a framework and process that allows project owners and their engineer to incorporate accepted sustainability goals and metrics into their projects. Since then, the guidelines have been applied in one form or another to a considerable number of projects.

Although feedback about PSM has been positive, users have told FIDIC's Sustainable Development Committee that the PSM sustainability objectives and measures need improvements in both structure and specificity. More significantly, many users have been frustrated by their inability to become more involved in the early stages of project development, where PSM would do the most good.

The committee has looked into this issue and concluded that the difficulty lies in the way projects are developed. By the time requests for proposals (RFPs) are released to consulting engineering firms, project scope and sustainability objectives are pretty much set, making further discussions about sustainable performance goals and metrics mostly irrelevant. In this sense, engineering firms sit at the bottom of the sustainable project "food chain", relegated to doing the conventional bits and pieces of sustainable projects in accordance with conventional practices.

Recognizing this dilemma, the committee has been considering pathways for the consulting engineering industry to move up the sustainable project “food chain” by, for instance, the formulation of processes and tools which when developed will enable engineers become more involved in creating sustainable solutions.

This presentation explores these issues in some depth and describes the processes and tools needed by consulting engineers to become more involved in sustainable engineering projects. One of the processes is an enhanced PSM process; others include sustainable procurement, project management and integrated design processes.

**William A. Wallace**

*President*

*Wallace Futures Group, USA*



William A. (Bill) Wallace is the Founder and President of Wallace Futures Group, LLC, providing consulting services in emerging trends and issues analysis, and strategic planning. He is a recognized industry leader in the field of sustainable development, serving on several national and international professional society committees, leading the preparation of policies and guidance, and helping public and private organizations apply sustainability principles to their operations. His book, *Becoming Part of the Solution: The Engineer's Guide to Sustainable Development*, has been labeled a “best seller” by the American Council of Engineering Companies. He is now writing a second book, with the working title: *Designing and Delivering Sustainable Solutions*.

Bill chairs the FIDIC Sustainable Development Committee and was the primary writer of FIDIC's *Project Sustainability Management Guidelines*. Bill is also the Immediate Past-President of Engineers Without Borders - USA (EWB-USA), a non-profit, 9000 member organization which sends project teams of engineering students and professionals to improve the quality of life in developing communities world wide. Lastly, Bill has been asked to serve on the Democratic National Convention Greening Committee, organized to help reduce the environmental impact of the convention and to promote sustainable practices.

Bill has over forty years of professional experience, including thirty years in the field of environmental engineering and management. While at CH2M HILL, Bill was a Liaison Delegate to the World Business Council for Sustainable Development, an international organization of over 190 multi-national member companies, all with a shared commitment to sustainability. In that role, he served on several working groups including Access to Water, Innovation and Technology, Corporate Social Responsibility, and Sustainable Development Reporting. He helped write the organization's report on corporate social responsibility, and led an international task force to prepare the Council's position on the U.N Global Reporting Initiative's (GRI's) Sustainable Reporting Guidelines.

## Winning with Business Integrity Management

11.00-12.00 – Suntec 303-4

Chair: Dr Felipe Ochoa, *Mexico*

Following a report of FIDIC's 2007 Business Integrity Management System (BIMS<sup>®</sup>) survey, examples will be provided of BIMS in practice. Speakers will also explore where the business drivers are leading, including an evaluation of procurement policies.

### Dr Felipe Ochoa

*Chairman*

*FOA Consulting, Mexico*

Dr. Ochoa, as a member of FIDIC's Executive Committee, was appointed in 2000 Chairman of its Task Force on Integrity Management that was renamed the Integrity Management Committee (IMC) in 2005. His committee developed the ISO-based Business Integrity Management System, BIMS<sup>®</sup>, which is becoming the standard for best practice in the consulting engineering community to comply with corporate integrity. In 2006, the committee prepared the Government Procurement Integrity Management System, GIPMS, as a tool devised for the demand side of corruption.



He is founder and chairman of the diversified firm in strategic planning FOA Consulting, headquarter in Mexico City. His firm is the first FIDIC Member firm implementing a BIMS with third party certification in 2001, having already ISO recertified the firm for integrity assurance in 2005. His firm has been recognized with the "Ethics and Values in Industry" award from the Mexican Confederation of Trade Industries (CONCAMIN) of Mexico in 2002 and 2004. Dr. Ochoa obtained his bachelor's and master's degrees in engineering from the National University of Mexico (UNAM) and his Doctor of Science degree in Operations Research and Systems Engineering from the Massachusetts Institute of Technology.

## BST Project Management Workshop

11.00-12.00 – Suntec 306

Chair: Peter Boswell, *FIDIC*

Facilitator: John Matthew, *BST Global*

*How to leverage and better utilise your most important asset: your people:* describes the latest business development tools to meet today's business issues head-on with confidence. John Mathew will present a roadmap for firms who are looking for proven process and systems strategies for project staffing, utilization tracking and demand forecasting across their resource pools and the business at large. He will invite participants to attend a private demonstration of BST Enterprise and its advanced Business Performance Management capabilities. At the demonstration, he will be presenting the challenges and benefits of implementing a Business Performance Management solution and showcasing examples of how leading firms are using BST Enterprise to leverage user-friendly and timely Portal-based access to financial information to empower their project, operations and resource managers and drive value in their organisations. This event is scheduled for Tuesday, 11 September, 7:30 – 8:30 at the Conrad Centennial, East Room, Level 2.

**John Matthew**

*Director, Project and Resource Management  
BST Global*



John Mathew is the Director of Project and Resource Management at BST Global, a provider of business performance management solutions to project-driven organizations around the world. In his role, John focuses on the project delivery needs of project-driven organizations as they pertain to project planning and scheduling, project execution and control, project accounting, portfolio management and resource management. Prior to joining BST Global, John was a management consultant at Deloitte Consulting and a software product manager. He received a bachelor's degree in Civil Engineering from N.C. State and a master's degree in Architectural Engineering from Penn State. John is a Microsoft Certified Professional (MCP) and Project Management Professional (PMP).

**Regional Networking Seminars****GAMA - Africa**

**12.00-13.00 – Suntec 301-2**

Chair: Exaud Mushi, *Tanzania*

**GAMA - Africa**

**12.00-13.00 – Suntec 303-4**

Chair: Aki Hirotsu, *Japan*

**Future Leaders Workshop**

**14.30-15.30 – Suntec 301-2**

Chair: Steen Frederiksen, *Denmark*

The report of the FIDIC 2007 Young Professionals Management Training Programme will be presented, followed by discussion of the main findings and how they relate to the conference theme.

**Young Professionals Open Forum**

**16.00-17.00 – Suntec 301-2**

Meet the FIDIC Young Professionals Forum Steering Committee and hear from future leaders on topical issues. Learn first hand how FIDIC can facilitate the fusion of Member Association networks into a single powerful voice for the industry's young professionals.

