

100 years' history of FIDIC

1913 - 2013

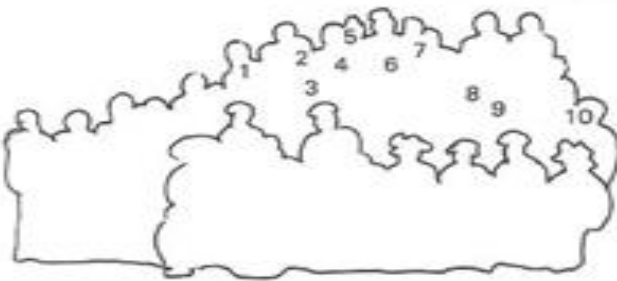


Please find in this document selected details collected on FIDIC's history from 1913 to 2013. Further details on the first 75 years of FIDIC were published in 1988 and are available from the FIDIC office.

This document will be used as a factual, historic guide, where all members can add / correct any information or add pictures, text etc.

Longer term the creation of a Coffee table book is envisaged. Details to follow.

With the contribution of all members we will then have the most complete and accurate document outlining the key developments and events which have taken place during the first century of this dynamic organisation.



Participants in the Founding Congress, 1913, assembled for the photograph. Some of the persons mentioned on the photograph as follows: 1 Flesch, 2 de Grobert, 3 Prangey, 4 Robert, 5 Fono, 6 Surveyer, 7 Roux, 8 Mathot, 9 Gnoinski, 10 Blochmann.

1913:

FIDIC was officially constituted on 22nd July 1913, by 3 national associations of independent consulting engineers within Europe (Belgium, France, Switzerland), supported by 2 additional associations (Netherlands and Germany). The objective of FIDIC was to promote the professional interests of the member associations and to broadcast information of interest to members. The 1st conference for Consulting Engineers was held in Ghent, Belgium, with the 5 national associations. First President Louis Prangey, France (1913-1937)

1914:

2nd Conference was held in Berne, Switzerland from 15 to 22 July, 1914.

Poland's association joins FIDIC.

FIDIC's first logo is introduced.



Participants in the 1914 Congress in Berne. Eighteen of the gentlemen mentioned in this History of FIDIC are identified on the photograph as follows: 1 Nagtglas-Versteeg, 2 Blochmann, 3 Forsvall, 4 Neeser, 5 Flesch, 6 de Grobert, 7 Fono, 8 Lebeau, 9 Roux, 10 Robert, 11 Gnoinski, 12 Leneveau, 13 Prangey, 14 Mathot, 15 Leroux, 16 Couturaud, 17 Masson, and 18 Frandsen.



1917:

Netherlands no longer represented in FIDIC when ONRI does not re-join.

1920:

Associations in Belgium and France redesign FIDIC to exclude Germany (VBI).

FIDIC is renamed the “Association Internationale des Ingenieurs Conseils Allies et Neutres”.

1921:

At a meeting held on 15 November, there was agreement to return to former name of FIDIC.

1924 :

The first Annual Report of FIDIC is published.

1925:

Delegates’ meeting held in Paris, France, at which Netherlands (ONRI) and Austria participated, and joined FIDIC.

1926:

3rd Congress held in Warsaw, Poland

Three Scandinavian Associations are reluctant to join FIDIC.

1927:

Association in Czechoslovakia applies for membership and SKIF (Sweden) also joins FIDIC.

1928:

4th Congress in Amsterdam, the Netherlands.

The three Scandinavian associations all on board when Denmark and Norway join FIDIC, following Sweden’s footsteps.

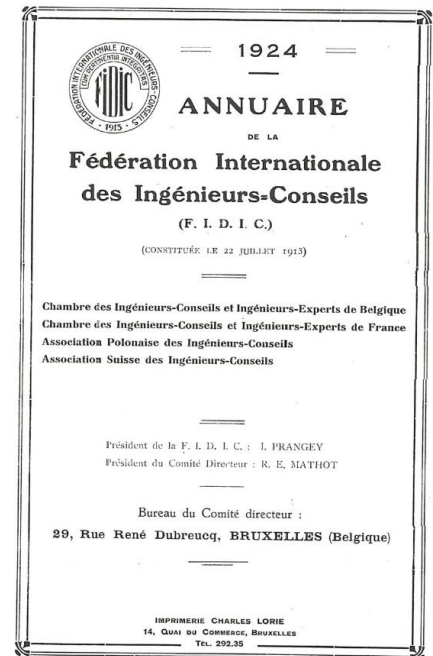
Correspondent members for Hungary, Greece, and Italy appointed.

1931:

Correspondent members for Spain, Portugal, and Romania appointed.

1932:

Associations in Italy and Hungary founded, and join FIDIC.



FIDIC reaches greatest strength before World War II.

5th Congress in Zurich, Switzerland. The Congress is attended by 58 Swiss engineers and 39 from other countries representing the 12 Member Associations and the 4 countries with Correspondent members.



1933:

FIDIC begins to disintegrate as a result of a dispute about statutes, organization and the political situation in Central Europe.

Denmark decides to withdraw its membership.

1934:

Norway decides to resign from FIDIC following France and Belgium's refusal to simplify the organization.

1935:

New statutes sent to MAs, and approved by the majority.

1937:

The new statutes are formally adopted on the 29th of June.

Belgium (CICB) resigns from FIDIC

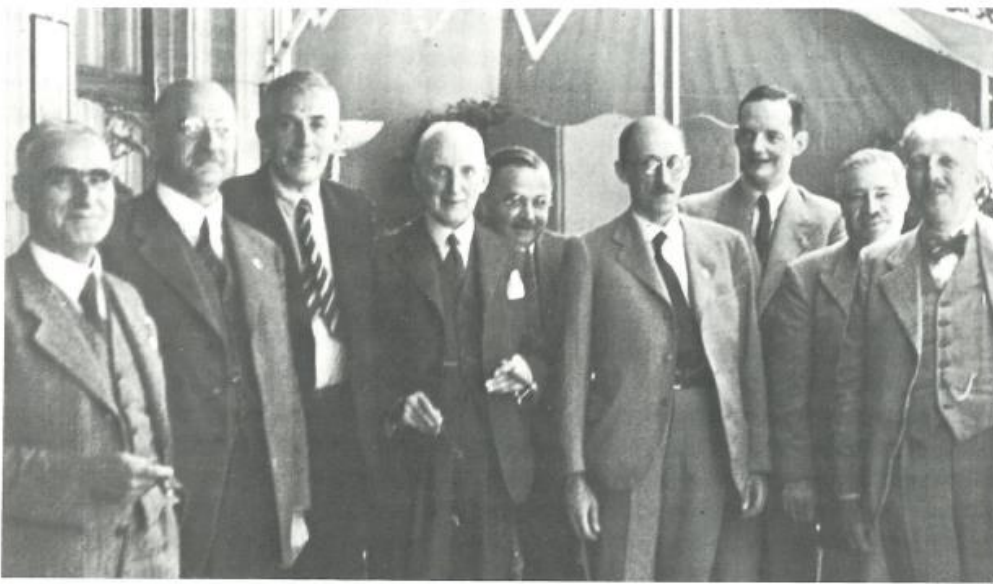
FIDIC President Hornell (Sweden, 1937-1939)

1938:

FIDIC ties grow weak. Most members are no longer active.

Number of MAs reduced to 6 (France, Netherlands, Switzerland, Sweden, Poland, and Hungary).

1939:



Delegates meeting in Zurich to elect new president following Pres. Hornell's death.

FIDIC President Hellstrom (Sweden, 1939-1950)

R.A Naef (Switzerland) elected Vice-President

Associations in Poland and Hungary disappear.

1946:

Informal meetings are held between President Hellstrom and representatives of ACE (UK), FRI (Denmark), RIF (Norway), CICF (France), and CICB (Belgium).

1947:

Meeting to reorganize FIDIC held in Amsterdam on 1st of September.

Belgium applies for membership in December.

1948:

Belgium, Denmark, and Norway permitted to re-join FIDIC

UK announces wish to join FIDIC.

1949:

ACE (UK) granted membership

1950:

ACE acts as host for General Assembly Meeting (GAM) in London on 13 July. All 8 Member Associations (MAs) are represented.

FIDIC President R.A. Naef (Switzerland, 1950-1955).

1951:

CICF (France) reorganized and decides to wait before joining FIDIC.

1952:

GAM held in Copenhagen on 23 May.

CICF sends an observer.

VBI (Germany) is granted membership.

1953:

GAM held in Brussels on 15 May.

CICF re-joins FIDIC.

Finnish Association (SNIL) admitted.

1954:

GAM held in Zurich on 24 April.

1955:

GAM held in Paris.

J.S. Tritton elected FIDIC President (1955-1963).

1956:

GAM held in London.

1957:

GAM held in Essen, Germany, on 10 May.

FIDIC Secretariat established in the Netherlands. Henk Rusting ("Mr FIDIC") appointed as FIDIC Secretary General, as well as for the Dutch association. He continues in this role until 1971.

Members' contributions to FIDIC double.

1958:

GAM held in Oslo, Norway.

Associations in Australia, South Africa, USA join FIDIC.

1959:

GAM held in The Hague, Netherlands.

Associations in Canada (ACEC), USA, Australia and South Africa join FIDIC.

ACEC, USA, holds a formal banquet in May at the St Regis Hotel in New York, it's first as a member association of FIDIC.

1960:

GAM held in Stockholm, Sweden.

ACE, Ireland, granted FIDIC membership.

1961:

GAM held in Zurich, Switzerland.



1962:

GAM held in Helsinki, Finland.

1963:

GAM held in London, England.

FIDIC's President Tritton succeeded by R.W. Mountain (UK, 1963-1966).

1964:

GAM held in Paris, France.

Iceland's FRB granted membership.

The FIDIC Forum is organised for the first time, and becomes part of the GAM.

1965:

GAM held in Copenhagen, Denmark.

Association in Central Africa admitted as member of FIDIC.

1966:

GAM held in Dublin, Ireland.

Association in Luxembourg admitted to FIDIC.

S. Rasmussen (Denmark, 1966-1970) elected FIDIC President.

1967:

GAM held in Washington, USA.

Association in Colombia granted membership.

Hans Hillebrand takes office as Exec. Secretary of the FIDIC Secretariat.

On 1st June 1967, the FIDIC Secretariat is established at 44, Javastraat, The Hague, Netherlands

Olson Committee established in August to investigate representation and independence within Member associations, and to prepare an international directory.

1968:

GAM held in Wiesbaden, Germany.

1st report from the Olson Committee presented in September.

1969:

GAM held in Oslo, Norway. King Olav V special guest.

Association in Italy approved as member of FIDIC.

1970:

GAM held in Brussels, Belgium.

W.W. Moore (USA, 1970-1972) elected as FIDIC President.

1971:

GAM held in Sydney, Australia.

Association in Malaysia admitted as member.

1972:

GAM held in Stockholm, Sweden. Discussions on Olsen Report continue.

Association in Singapore becomes member of FIDIC.

R.L Fitt succeeds W.W. Moore as FIDIC President (UK, 1972-1974).

1973:

GAM held in Amsterdam, Netherlands.

ACE India and ACE NZ granted membership of FIDIC.

Association in Colombia withdraws membership upon founding FELAC.

1974:

GAM held in Cape Town, South Africa.

Bill Moore, to the right, and Bob Fitt shake hands, after the former has been thanked for his outstanding service to FIDIC. The ceremony, which took place in Cape Town 1974, is observed by B.O.M. Olson, immediately to the left of the two.



B.O.M. Olson (Sweden, 1974-1976) elected FIDIC President.

Burt Campbell appointed Dep Director.

FIDIC moves to larger premises in the Hague. More staff hired in response to member demands.

1975-1979:

8 National Associations join FIDIC (Brazil, Hong Kong, Iran, Israel, Japan, Kenya, Nigeria, Spain) and 1 withdraws (Malaysia).

1975 GAM held in Paris, France.

1976:

GAM held in Ottawa, Canada. FIDIC President H.F. Buchi (Switzerland, 1976-1978).

1977:

GAM held in Helsinki. Mr Hillebrand officially appointed as Managing Director.

1978:

GAM held in London, UK. FIDIC President J.C. Frijlink (Netherlands, 1978-1980)

1979:

GAM held in Copenhagen.

ASPAC established to represent Asia-Pacific region. Peter Miller (Australia) first chairman. First 5 members Australia, Singapore, NZ, Japan and Hong Kong.



FIDIC's Executive Committee in 1979, posing on the balcony of FIDIC House in The Hague. From the left: Rudolf Amstein, Hans Walter, the Treasurer Wilson Binger, the President Elect, Kjell Grinde, Ken Gray, Douglas Coode, Peter Miller.

1980:

GAM held in San Francisco. President K. Grinde (Norway, 1980-1981).

Hans Hillebrand resigns.

1981:

GAM held in Berne, Switzerland. President Wilson V. Binger (USA, 1981-1983).
Burt Campbell appointed Managing Director.

1982:

GAM held in Singapore.

1983:

GAM held in Florence, Italy. President P.O. Miller (Australia) (1983-1985)

1980-1983:

7 National Associations join FIDIC (Austria, Bangladesh, Korea, Netherlands, Philippines, Sri Lanka, Surinam).

Association of Central Africa divided into Zimbabwe and Malawi.

Jamaica withdraws.

FIDIC Secretariat moves from The Hague to Lausanne in 1982.

1984-1986:

1984 GAM held in Rio de Janeiro, Brazil.

6 National Associations join FIDIC (Indonesia, Tanzania, Thailand, Tunisia, Yugoslavia, Zambia).

1985:

GAM held in Vienna, Austria. President J.G. Eldridge (UK, 1985-1987).

1986:

Subscription Task Committee created.

Marshall Gysi engaged as new Deputy MD on the 2nd of June, replacing Burt Campbell, who retired at the end of 1987.

Mr. P Morimura was elected to Executive Committee during the annual conference held in Auckland, New Zealand.

1987:

Publications: Red and Yellow books published and on sale.

Membership: Membership granted to Portugal. New subscription formula accepted, creating a graduated scale based on reported staff numbers. Cap introduced, and discounts for Developing Countries. Sliding scale aligned to voting strength of MA.

Executive Committee Changes: S.E Frick-Meijer (Sweden, 1987-1989), G Coates (UK) and R Hesse (USA) elected to EC. G Eldridge (UK) and D Cullivan (USA) retired.

Executive Committee Meetings: ECM 105 in London, ECM 106 in Montreal

FIDIC annual conference held in Lausanne, Switzerland.



Mr. and Mrs. Gordon Eldridge, to the left, greeting Messrs R. Srinivasan, in the centre, and Mario Rothschild, to the far right, FIDIC's guests from the World Bank, to the Welcome Reception at the 1987 Annual Meeting in Lausanne.

1988:

Membership: Cap introduced, and discounts for Developing Countries. Sliding scale aligned to voting strength of MA.

Trainings: Seminars on new Red and Yellow books organised in several countries, and also in the World Bank. Annual “Triologue” meetings between Banks, consultants and contractors became BAMC – Banks Annual meeting with Consultants.

Executive Committee Changes: J Folayan, E Hoffmann and P Hein elected. P Beauchemin, P Niederhauser and G Grillo retired.

Executive Committee Meetings: ECM 108 in New Delhi

Committees/Task Forces: Subscription Task Force created to review existing model after concerns expressed by some members.

FIDIC Annual conference held in Dublin, Ireland.

1989:

Publications: Red and Yellow books translated into French and go on sale. Discussions on White Book popular.

Membership: Membership transferred from SNIL to SKOL (Finland)

Executive Committee Changes: New President S.C. Gentry (New Zealand, 1989-1991). E Frick-Meijer and HJ Cordes retire.

Executive Committee Meetings: ECM 111 in Lisbon, ECM 112 in Tokyo.

Executive Committee Discussions and Decisions: Discussions commence on possible merger of CEBI and CEDIC (see 1992).

Secretariat: New fax machine improves communications.

Annual conference held in Washington, USA.

1990:

Publications: White Book published

Membership: First Affiliate Member and Sustaining Memberships granted. Issue of membership for China Taipei discussed.

Executive Committee Meetings: ECM 114 in Wellington, and ECM 116 in Istanbul.

Annual Conference held in Norway. Protests by public outside FIDIC GAM, Norway, because South African delegates were granted visas to attend conference.

1991:

Membership: Brazil withdraws membership due to financial constraints. CAEC/Taipei, TKP/KIDIR (Poland), and ESCONE (Egypt) granted membership

Executive Committee Changes: New President G.H. Coates (Sweden, 1991-1993). W. Lewis (US) elected.

Executive Committee Meetings: ECM 117 in Nairobi, ECM 118 in Lausanne, ECM 119 in Tokyo

Executive Committee Discussions and Decisions: European Bank for Reconstruction and Development (EBRD) invited to the next meeting between Banks and Consultants in April 1991 in Washington.

Executive Committee Representations: Visit to AfDB.

Committees/Task Forces: Debate on voluntary nature of committees, with subsidies agreed for direct costs of participation.

FIDIC conference Japan heavily subsidised by host association.

1992:

Publications: White book translated into French and German then printed for sale. Red Book translated into Arabic.

Membership: CNEC (Mexico), HELLASCO (Greece), AHCE (Hungary), SNILPI (Italy), and IOCE replacing IACE (Israel) granted membership. Yugoslavia excluded (the Member Association from Yugoslavia had ceased to exist since the headquarters for the former FIDIC Member Association was no longer part of the present country of Yugoslavia). Exclusion of Member Associations from Botswana, Senegal and Sri Lanka, due to unpaid subscriptions. Merger of the two European federations of consulting engineering, namely CEBI and CEDIC, into a new joint federation called "European Federation of Engineering Consultancy Associations (EFCA)". EFCA had 25 member associations in 17 countries and represented 210,000 professionals.

Executive Committee Changes: S Laubscher (Sth Africa) and R Wong (Malaysia) elected.

Executive Committee Meetings: ECM 120 in Ottawa, ECM 121 in Madrid and ECM 122 held in Wiltshire, UK.

Executive Committee Representations: As immediate PP, S Gentry gave a paper on FIDIC's behalf at the weeklong conference organised by The Business Council for Sustainable Development. The conference, for NGO's and major corporates to make their environmental views known, was held in Rio immediately prior to the UN sponsored Rio conference on the environment.

Awards: Prangey Award created. This award, named after the first president of FIDIC, was for extraordinary contributions to the goals of FIDIC. Tony Norris was awarded FIDIC's first ever Prangey Award. Tony Norris was the Chairman of the Civil Engineering Contracts Committee (CECC).

1993:

Membership: UACE (Uganda), Techniberia (Spain), and OAI replacing CICL (Luxembourg) granted membership. Discussions commence with CNAEC, China, over possible membership of FIDIC.

Executive Committee Changes: New President E. Hofmann (1993-1995), W Bowes (Canada) elected.

Executive Committee Meetings: ECM 123 in Kuala Lumpur, ECM 124 in Munich and ECM 125 in Zurich.

Executive Committee Discussions and Decisions: Code of Ethics to be included in statutes. Process of EC nominations to the EC discontinued.

Committees/Task Forces: Contracts Committee created consolidating several committees developing various contracts. Risk Management committee established.

1994:

Publications: Guide to JVs and Sub-consultancy completed. Paper launched on Consulting Engineer as entrepreneur.

Membership: ISCE replacing IACE (Iran) granted membership. FELAC changes to FEPAC.

Executive Committee Changes: G Nasser (Egypt) elected to EC.

Executive Committee Meetings: ECM 126 held in Curacao, potential host for the FIDIC conference. ECM 127 in Milan. ECM 128 in Sydney.

Executive Committee Discussions and Decisions: New member eased entry discussed. Discussion on World Bank priorities for training. Interest in FEPAC training programme with laDB.

Awards: Prangey Award given to M. Asin.

1995:

Publications: All FIDIC documents reviewed to ensure that environmental aspects were included, where necessary. Environmental Training Kit goes on sale, translated into Japanese, Chinese and Spanish. Collaboration with UNEP and ICC acknowledged.

Membership: New members from Greece, Estonia, Guinea and Croatia.

Executive Committee Changes: New President W.D Lewis (USA, 1995-1998).

Executive Committee Meetings: ECM 129 in Cape Town, ECM 130 in Warsaw.

Executive Committee Discussions and Decisions: Subscription rebate of 15% considered in light of increased document sales. Committee starts to explore FIDIC Management training programs independent of the World Bank. EC decide that FIDIC should only be providing the list of names of Arbitrators/Mediators that are currently being built upon FIDIC's Arbitrators List and Mediators List. EC Agreed that the Policy Statement on Corruption should be printed and circulated when revisions are completed, including the revised Code of Ethics, and that the amendments to the code should be submitted to the upcoming General Assembly Meeting for approval. SWAT analysis of FIDIC undertaken.

1996:

Publications: Guide to ISO 9000 quality management for consulting engineering firms prepared.

Membership: BCW (Germany), CNAEC (China), and CAVECON (Venezuela) granted membership.

Executive Committee Changes: Mrs. Fatma Colasan (Turkey) is the first woman to be elected to the FIDIC EC.

Executive Committee Meetings: ECM 132 in Budapest, ECM 133 in Stockholm and ECM 134 in Cape Town.

Executive Committee Discussions and Decisions: QBS adopted as new term instead of Selection by Ability. Budget for EC conference attendance agreed.

Executive Committee Representations:

Secretariat: FIDIC Secretariat goes online and computer network installed. Spanish is added as the 4th official language of FIDIC.

Committees/Task Forces: "Task Force 21" (TF 21) created to study the consulting industry as it is about to enter the next millennium, and to explore future of FIDIC.

Awards: Prangey award given to C. Molineaux

1997:

Publications: Risk Management Manual is published.

Membership: FIDIC offers support to EFCA after MD Knudsen leaves. Nepal and Vietnam become members in Edinburgh. CICF-SYNTEC (France), ACA (Austria), CEAI (India), USIC (Switzerland) represent their countries as members.

Executive Committee Changes: F Ochoa (Mexico), ES Pedersen (Denmark), and R Reith (UK) are elected to the EC. B Lewis, P Campbell and A Sarmiento retire from EC.

Executive Committee Meetings: ECM 135 held in Lausanne

Executive Committee Discussions and Decisions: Decision taken to remain in Lausanne. Guidelines for hosting FIDIC conference modified.

Secretariat: EC review structure of the Secretariat, and implement new communication plan for FIDIC. P Boswell appointed as General Manager, to support the MD.

Committees/Task Forces: New joint working group with the World Bank/ International Financing Institute (IFI) is created with the consulting industry (JWCI). The objectives of the JWCI are: a) examining IFI's policies that need improvement; b) monitor the selection of consultants; c) exchange information on consultants use; d) share resources to attain the work programme. TF21 completes strategic study on industry.

1998:

Publications: FIDIC starts sale of electronic documents with much success (new PDF format). The FIDIC journal Consulting Engineer International replaced by Annual Report as the former was not considered cost effective. The Task Force 21 Report "Engineering our Future" is published.

Executive Committee Changes: New President S. Laubscher (1998-2000). S Kawaguchi (USA) elected to EC after retirement of G Nasser (Egypt)

Executive Committee Meetings: ECM 138 held in Lausanne, ECM 139 held in Brussels, ECM 140 held in Edmonton.

Executive Committee Discussions and Decisions: BIMS is designed and Integrity Management Task Force is mandate for development of the tool. Sustainability becomes one of FIDIC's key policies: a special task force is established.

Secretariat: Gerda Paschoud retires from the Secretariat after 17 years. Upgrade to FIDIC website planned, to incorporate member statistics and resource material.

1999:

Publications: Conditions of Contract for Construction (Red Book), Conditions of Contract for Plant & Design-Build (Yellow Book), The Short Form of Contract (Green Book), and Conditions of Contract for EPC Turnkey Projects (Silver Book) published for the first time in standard format. Various banks report on use of FIDIC contracts.

Membership: SES (Saudi Arabia) and AICO (Columbia) granted membership. EFCA appoints new General Secretary, Jan van der Putten. Plans developed to re-activate regional groups ASPAC and GAMA. Dutch association donates funding to support developing countries attending the FIDIC conference in The Hague.

Trainings: First DAB training seminar held.

Executive Committee Changes: R Saegesser, R Campen and S Laubscher retired. T Amirsoleymani (Iran), R Kell (Australia) and R Meghi (Tanzania) were elected.

Executive Committee Meetings: ECM 141 held in Lausanne, ECM 142 held in Washington, ECM 143 held in the Hague before the conference.

Executive Committee Discussions and Decisions: One Voice Policy approved - FIDIC should be the "one voice" for the industry, while working with regional groups on task force findings to develop an industry position by consensus. FIDIC would continue to encourage regional federations to meet with the regional development banks to examine regional concerns, while respecting the FIDIC position and policy, where relevant. FIDIC would improve its communication programme with Member Associations and regional federations, so that they would be fully informed of the issues, task force results and positions being formulated. First formal business plan developed, based on 10 major focus areas. FIDIC Adjudicator list ("the President's List") established. New procedure for nominating VP of EC is proposed to streamline succession. Revised weighted voting procedures introduced.

Committees/Task Forces: Terms of reference developed for committees. Task Force on Integrity formed.

Awards: Prangey awards given to John Bowcock and Christopher Seppälä.

FIDIC 1999 Conference held in The Hague. BIMILACI held in Washington.

2000:

Membership: Associations in Bahrain and Bulgaria are granted membership.

Executive Committee Changes: New President W. Bowes (2000-2002) (Canada). F Colasan retires. E Langlo (Switzerland) elected.

Executive Committee Meetings: ECM 144 held in Montreux. ECM 145 held at Niagara Falls in conjunction with ACEC (USA) and ACEC (Canada) annual meetings. ECM 146 in Honolulu, hosted by ACEC, USA.

Executive Committee Discussions and Decisions: New Committee and Task Force Structure proposed and implemented, along with revised terms of reference for each. Current Task Forces then included: Sustainability; Integrity; Capacity Building; Best Business Practices; Quality Management; and Subscriptions.

Executive Committee Representations:

Secretariat: Discussions on location of FIDIC office. Search for new MD begins.

Awards: Prangey Award given to Michael Mortimer-Hawkins.

FIDIC Conference held in Honolulu, Hawaii.

2001:

Trainings: MOU signed with CNAEC and Tsinghua University on FIDIC Training Institute. Official opening in October, with a major symposium on FIDIC. S Kawaguchi and R Kell appointed to Tsinghua University Advisory Board. Special FIDIC Workshop at 3 Gorges Dam with CNAEC, TCDPAP, and ASPAC to strengthen collaboration with Asia/Pacific region.

Executive Committee Changes: Eigil Petersen elected President. JD Padilla elected to EC. F Ochoa retires from EC.

Executive Committee Meetings: ECM 147 held in New Delhi, ECM 148 held in Picton, Ontario, following BIMILACI meetings in Washington. ECM 149 held in Montreux prior to conference.

Executive Committee Discussions and Decisions: Harmonisation of Bank procedures discussed. During 2001 prolonged discussions regarding FIDIC relations with WFEO and GEF – without conclusions.

Executive Committee Representations: President and MD participate in CEEC Regional meeting in Budapest, following a meeting with Hungary's President Ferenc Madl on legal basis for consultants in that country.

Secretariat: Decision made to keep FIDIC Secretariat headquarters in Switzerland, but agreed to move to WTC in Geneva. M Gysi retires in September after 15 years. Daniel Ivarsson appointed as new Managing Director of FIDIC in July.

Awards: Prangey award given to Peter Booen, principal author of the 1999 suite of FIDIC contracts which adopted, for the first time, 20 standard clauses.

FIDIC 2001 Conference in Montreux, Host MA USIC. Concept of FIDIC Forum for Young Professionals discussed.

2002:

Publications:

Membership:

Trainings: P Booen and RAK present 3 day Workshop at Tsinghua University on FIDIC Practices and Contracts.

Executive Committee Changes: New President E.S. Pederson (2002-2003),

Executive Committee Meetings: ECM 150 in Paris, EC meeting and GAM in Santiago, Chile, ECM 151 and ASPAC meeting in Shanghai, ECM 152 in Acapulco, Mexico.

Executive Committee Discussions and Decisions:

Executive Committee Representations: President and MD attend meetings in Washington with World Bank and Inter-American Development Bank. Focus on harmonizing FIDIC Red Book for Bank use. Also meetings with British Embassy regarding consultants' problems in India.

President, RAK and MD attend Meetings in Hanoi with VECAS, ADB office, member firms and various ministers, including Vice Prime minister Nguyen Manh Kam. Mini seminar, introduction to FIDIC.

Meetings in Dacca, Bangladesh with BACE, WB and ADB resident offices and various ministries as well as member firms.

FIDIC participation in GCC Engineering Forum in Doha, Qatar. Special presentation of BIMS and Capacity Building and classification of consultancy practices. Initial discussions re Qatar Government's use of Red Book, training courses on contracts, capacity building, environmental impact assessment and possible affiliate membership a'la Kuwait

Visits to BACEA, Sofia, Bulgaria with EFCA. Meetings with Commission for local Government Reform and the press. On national TV together with BACEA President and participation in BACEA GAM. Meeting with World Bank local office.

Visit to SNILPI and OICE, Rome regarding SNILPI representation, possible merger.

Meetings in Indonesia with INKINDO, in Singapore with ACES including a seminar on procurement, and in Malaysia with ACEM.

FIDIC participation in a conference in Johannesburg with SAACE and the construction industry. Out of this was developed the FIDIC Guide on Resisting HIV-AIDS in construction industry.

Visits also to Tanzania and Uganda - meetings with MAs and government agencies.

FIDIC participation in IV Pan-American Consulting Congress, FEPAC.

Participation in FIDIC Tsinghua CNAEC Training Centre seminar. International Engineering Consultancy Forum on Sustainable Development of Shanghai.

Meetings in Madrid with Techniberia, and with European Contractors' chairman, José L. Vega and director Frank Kellenbach.

RINORD annual meeting in Copenhagen: address on FIDIC now and into the future.

FIDIC participation in World Summit on Sustainable Development (Rio + 10) in Johannesburg, presentations at various workshops. Discussions with NEPAD, WFEO, GEF. Good examples of focus on young professionals' training and participation are later used for developing FIDIC YPMTP in 2003/4.

FIDIC meetings with government officials and members of ACEB in Gaborone, Botswana: "FIDIC Presentation to Development Stakeholders in Botswana". Also met with members of ACEN in Windhoek, Namibia, especially on conditions for re-entering FIDIC.

ONRI 85-year birthday celebration in Scheveningen, Netherlands.

Discussions with WFEO on future collaboration – integrity and sustainability.

Participation in "Regional Seminar on NEW FIDIC Contract Conditions for the Construction Industry, Arusha, Tanzania.

Meetings with members of UACE and Government representatives in Kampala, Uganda.

November meetings with World Bank representatives in Nairobi, Kenya and leadership of ACEK, Kenya. Presentation of FIDIC at ACEK seminar

Secretariat: FIDIC Secretariat moves to Geneva, Switzerland in WTC 2, Geneva. Small reception held.

Committees/Task Forces: Peter Booen dies on 5th April. Peter had been an outstanding contributor to FIDIC Contracts Committee, the 1999 suite of contracts, and author of the Contracts Guide.

Awards:

FIDIC 2002 Conference in Acapulco. Secretaries (DNS) and Presidents' meeting held in conjunction with FIDIC conference.

2003:

Membership: Membership Associations in Belarus and Ghana granted membership.

Trainings: FIDIC-KAIST-KENCA (KCCEE) Training Centre established in Korea.

Executive Committee Changes: New President R. Kell, Australia (2003-2005). ESP retires.

Executive Committee Meetings: ECM 153 in Geneva. Reception for officials to celebrate new FIDIC office, ECM 154 in Paris.

Executive Committee Representations: FIDIC participation in CIEA – CDC Capacity Building Symposium in Delhi, presentation on BIMS.

FIDIC presentation at the TCDPAP – ASPAC Conference in Bali Indonesia.

President participates in FIDIC Contracts and Best Practices Workshops in Beijing with CNAEC and in Seoul with KENCA.

Participation also in CIEA – CDC Capacity Building Symposium in Delhi, presenting on BIMS.

Meetings later in year with ACEC Canada leadership in Ottawa on FEPAC/Canada relations, increased involvement in FIDIC of ACEC/C members, and involvement with Red R.

Later, meetings in Washington DC with ACEC, World Bank and IDB. Special meetings (separate) with WB and IDB procurement boards as well as Bank leadership. Presentation of FIDIC activities, soon to focus on future Bank use of Red Book.

FIDIC and EFCA leadership participate in workshop on capacity building and BIMS at German Aid Agency KfW, in Frankfurt.

Meetings in Manila with ADB officials. Seminar on presentation of FIDIC to Philippine MA Cecophil membership and selected local officials, followed by meeting with Cecophil leadership on possible models for return to FIDIC.

Later, meetings in Hanoi with VECAS, one-day seminar for VECAS membership and govt. officials, visits to selected firms, possible bilateral financing of future FIDIC seminars

Participation in seminar in Bangkok for CEAT members on FIDIC activities and meeting with CEAT board on possible need for FIDIC support re legislation.

Meetings in Seoul, Korea with KCCE/KENCA, Korea Advanced Institute of Science and Technology. Signing ceremony for creation of FIDIC KAIST KENCA Training Institute with government officials present. Seminar on "Global Engineering Industry". Discussions on FIDIC membership transfer from KCCE to KENCA.

FIDIC participation in 3rd World Water Forum in Kyoto, Japan, FIDIC presentation at Opening Plenary Session, keynote speech on "Sustainable and Secure Water Delivery and Flood Control Systems" and participation in panel discussions. Active participation from many AJCE members. May meetings in Tokyo with AJCE, ECFA, JCCA and IDI boards on possible coordination/merger of activities, AJCE International Committee. Furthermore, with government, Ministry of Lands, Industry, Transport and Tourism (MLIT), government related organisations, (JBIC) and a number of AJCE member firms.

Further meetings at World Bank with representatives of WB, IDB, ADB, EBRD and BSTDB on the future use of FIDIC contract documents. Initially the banks wished to licenced copyright for full use /right to modify, but the meeting concluded with an acceptance to work towards an MDB harmonised version where FIDIC would edit, based on input from the banks.

BIMILACI meetings at IDB in May prior to ECM 154 in Washington. ACEC satisfied with FIDIC approach to selection procedures, weighted voting etc. Meeting with WB officials on joint development of selection guidelines.

President participates in Large Firms dinner in London and meetings with ACE Council on relations between ACE and FIDIC as well as FIDIC/EFCA relations. Meetings also held with EBRD officials.

FIDIC delegation participates in EFCA Annual Meeting in Madrid, Spain. Furthermore, meetings are held with FEPC Council and Techniberia/Asince board members. Various discussions and meetings with EFCA leadership lead to agreement on forming a joint task force to come up with recommendations for future activities of EFCA and FIDIC.

President visits ACENZ conference in NZ. MD visit to Estonia. FIDIC seminar for EAACEC members and government officials. Meetings with officials of Ministry of Finance and Ministry of Environment

Then, visit to Lithuania. FIDIC seminar organized by Ministry of the Environment and UAB Lithuanian Construction Design Institute for local consultants, government and MDD representatives. Furthermore, individual meetings with ministries, EBRD and EU. Finally, visit also to Latvia. FIDIC seminar organized by Ministry of Environment.

Participation in RINORD annual meeting in Finland. Special discussions on benchmarking of firms a'la Swedish model and Swedish hesitation regarding relations to FIDIC and EFCA with apparent preference for the latter.

Committees/Task Forces: Special Contracts Committee meeting in Reading, UK, with focus on restructuring the committee after the loss of Peter Booen.

EFCA/FIDIC working group meeting in Lyngby, Denmark. From EFCA: Martin Güldner, Risto Laukkanen, John Cederberg and Jan van der Putten. From FIDIC Jorge Diaz Padilla, Eigil Pedersen and Daniel Ivarsson. Overview of current relations and current agreement of collaboration, review of expectations from member associations and individual firms, identification of tasks and activities to be performed. A list of issues to be dealt with in a revised agreement was drafted. Agreement signed between FIDIC and EFCA.

Conference 2003 in Paris.

2004:

Publications:

Membership: Associations in Latvia , Namibia, Philippines, Lithuania, Slovakia, Romania, Ecuador, Israel and Morocco are granted membership. 100th anniversary of Danish Association FRI.

Trainings: Introduction of first online management training course for Young Professionals. EC seminar on BIMS in Bahrain for various ministers and the Bahrain Society of Engineers.

Executive Committee Changes:

Executive Committee Meetings: ECM 156 held in Berlin, ECM 157 held in Tokyo, coinciding with the 25th Anniversary of the founding of AJCE, and the President and EC members including Dr Yumio Ishii, presented at a major seminar organised by AJCE. ECM 158 held in Copenhagen.

Executive Committee Discussions and Decisions: Sustainability accepted by EC as a major focus of FIDIC, following a presentation by J Boyd. Sustainability now joins with Quality, Integrity and Capacity Building as FIDIC focus areas.

Executive Committee Representations: FIDIC EC meets with two German associations VBI and VUBIC. FIDIC presentations on Best Practices, BIMS and Contracts at workshops with VECAS in Hanoi, and with CNAEC/Tsinghua Uni in Beijing, with CECOPHIL in Manila, with ACEHK in Hong Kong, and with ACEI in Dublin.

FIDIC participation in well attended GAMA Conference in Abuja Nigeria, followed by meetings and seminars with government officials and ACEK members in Nairobi, Kenya. Visits also to ACENZ conference in New Zealand, a FIDIC seminar organised by ACESL in Colombo Sri Lanka, and subsequently a workshop organised in Delhi by CEAI and CDC. President and MD participate and present BIMS at OECD Workshop in Paris on Combatting Corruption. FIDIC in Vienna at UNCITRAL fall meeting (6th session) in Working Group I, Procurement.

Secretariat: Daniel Ivarsson announces decision to resign as MD of FIDIC. MD Search Committee formed under Richard Kell as Chair. Enrico Vink, former CEO of ACENZ, New Zealand, appointed as new Managing Director in September.

Committees/Task Forces: Negotiations with MDBs Heads of Procurement (HOPs) on use of Harmonised Contract continued throughout the year. Major input from past president ES Pedersen, President Richard Kell, MD Daniel Ivarsson, and Christopher Wade from Contracts Committee.

Awards: M. Griffiths awarded Prangey award.

The Annual Conference held in Copenhagen.

2005:

Publications: FIDIC Training Manual developed by FIDIC (CBTF) and World Bank. Agreement on the Harmonised Version of Red Book was reached in March 2005. In April 2005, the Agreement between FIDIC and the World Bank was signed in Washington by VP James Adams, on behalf the World Bank, and FIDIC by Richard Kell. In June 2005, RAK signed the License Agreement between FIDIC and ADB on the Harmonised Contract in Manila with ADB Vice President Eichenberger. RK meets with MDB HOPs on three occasions in Washington, and with CICA Council, maintains contact with CC, and continues dialogue with the Chair of the HOPs, Mr Armando Araujo, on the drafting of the Harmonised Version of the FIDIC Construction Contract (Red Book) and the Agreement between FIDIC and the respective HOPs. Agreement reached with 10 major MDBs on 10 year licence to use a Harmonised Contract based on the FIDIC Red Book. This significant event represented a major breakthrough for the industry and financial institutions in terms of having FIDIC contracts recognised as the international standard for all development bank funded projects.

Membership: Association in Bosnia granted FIDIC membership.

Trainings: BIMS Training Course is designed by FIDIC (IMTF) and FEPAC. YP Net Forum is launched.

Executive Committee Changes: New President D. Padilla (2005-2007) elected first Latin American President of FIDIC.

Executive Committee Meetings: ECM 159 held in Geneva, ECM 160 held in Sydney, ECM 161 held in Beijing.

Executive Committee Discussions and Decisions: The concept of FIDIC as a major publisher/distributor of contract documents and facilitator for training on FIDIC Contracts was discussed and agreed. The objective was to reduce the FIDIC dependence on MA subscriptions and to increase the value of FIDIC to MAs and to the international infrastructure industry. This decision has been developed by subsequent ECs and FIDIC Executives and the CC members as a major activity of FIDIC and its partners, with significant success in achieving the original objectives.

Executive Committee Representations: FIDIC seminar organised by CECOPHIL on FIDIC contracts in Manila and at meetings with the ADB.

The President participated in seminars in Bangladesh with BACE, in Vietnam with VECAS, in Beijing with CNAEC, and in Korea with KENCA, on FIDIC Contracts and activities

FIDIC represented at the GAMA conference in Kampala Uganda. Meetings also with ACET members and presentation at the Tanzanian Society of Engineers in Dar Es Salaam, including members and government clients of ACEK in Nairobi

BIMILACI Meeting in Washington featured FIDIC BIMS presentation by J Díaz Padilla and Sustainability presentation by J Boyd.

Meetings with ACE in London and presentation to EBRD. Attendance at the ONRI AGM and Seminar in the Hague, and meetings with CICF/SYNTEC-INGENIERIE in Paris. Also, attendance at the EFCA meeting in Krakow Poland as FIDIC representative.

RAK had meetings and participated in seminars in Egypt with ESCONE, in Tel Aviv and Jerusalem with IOCEA, in Ankara with ATCEA where he spoke at a seminar together with representatives of the EBRD, and in Abu Dhabi with the UAE Society of Engineers, including discussions on potential FIDIC membership.

President represented FIDIC at a series of ANBEIC events in Tunis, including TV appearance, and negotiated re-activation of ANBEIC membership. He attended meetings with the AfDB.

RAK represented FIDIC as Past President and spoke at an ADB/OECD “Combatting Corruption” Workshop in Kuala Lumpur.

Committees/Task Forces: From September 2005 until March 2007, a taskforce undertook a review of GAMA activities with meetings also held in Lagos, Nigeria and in Kunduchi, Tanzania. General discussion at GAMA convention in Bagamoyo, Tanzania, in April.

The Annual Conference was held in China. Gala dinner for 900 held in Great Hall of the People in Tiananmen Square, organised by host MA, CNAEC, with significant support from the Beijing City Government.

2006:

Membership: Association in Azerbaijan granted membership. Mali elected member. 8 Affiliate members recognised. Statutes modified to simplify election of Affiliates. Statutes also modified to clarify voting procedures for EC members.

Executive Committee Meetings: ECM 162 held in Budapest, ECM 163 held in Mexico and ECM 164 in Budapest.

Executive Committee Discussions and Decisions: MOU signed in Jordan for collaboration on training activities. Meetings in Abu Dhabi with Engineering Society to explore possible establishment of consulting group. Business Plan 2007-2009 adopted.

Executive Committee Representations: On behalf of FIDIC, ES Pedersen undertook to assist the government owned property development company, Qatari Diar, in Doha, Qatar with the development of standard agreements for the engagement of consultants.

FIDIC represented by D. Nadoo, RAK and G. Pirie at a major South African government sponsored conference in South Africa on the important subject of Black Empowerment in the Construction Industry in that country.

Meeting in Geneva with CICA/EIC leadership re contractor's use of BIMS.

Supported EBRD sponsored forum in Albania, looking at infrastructure development in the region.

* The annual Conference 2006 was held in Budapest.

2007:

Membership: ACE (Malawi) granted membership.

Executive Committee Changes: New President John Boyd, Canada (2007-2009)

Executive Committee Meetings: ECM 165 held in Beijing, ECM 166 held in London and ECM 165 in Singapore.

Executive Committee Representations: FIDIC delegation participates in World Federation of Engineering Organisations (WFEO) conference in Tunis. Discussion over collaboration on corruption and sustainability. FIDIC meeting with MDB HOPS in Paris to review harmonisation of procurement procedure. Participation in Russia Forum to revitalise local industry support. MOU between Russia, Belarus and Ukraine to collaborate.

Awards: Tony Jensen and Axel Jaeger awarded Prangey Award.

The annual conference was held in Singapore.

2008:

Membership: Associate Member category is created to replace Correspondents. AECU (Ukraine) and UZACE (Uzbekistan) elected Associate members. Thailand excluded for non payment of fees. Five new Affiliates recognised.

Executive Committee Changes: F B Pedersen retired from EC. Andreas Gobiet (Austria) elected to EC.

Executive Committee Meetings: ECM 168 held in Madrid and ECM 169 held in Sydney.

Executive Committee Representations: FIDIC Awareness Seminar in Damascus, Syria under the patronage of HE the Prime Minister. Visit to Chile and Ecuador to bolster support for the industry and revive membership. Participation in EIC conference Amsterdam – joint statement on corruption in construction industry agreed. BIMS presented at UNCAC conference in Athens. UN Convention Against Corruption (UNCAC).

Committees/Task Forces: Dr Felipe Ochoa (Mexico) retired as chair of IMC. Richard Stump (USA) retired as first chair of YPF.

Awards: I. van der Putte awarded Prangey (strong advocate for sustainability).

2009:

Publications: First State of the World Report Infrastructure published. First FIDIC State of the World infrastructure report launched, headed up by G French.

Membership: Lebanon, Kuwait, Serbia, and Sudan become members of FIDIC. Five new Affiliates recognised. The concept of a standard minimum subscription fee was introduced.

Executive Committee Changes: President G. Thomopoulos (2009-2011). Retiring EC members: Subhash Mehrotra (India), Xie Shaojang (China), Akihiko Hirotsu (Japan)

Also retiring, long standing APA members Igor Leto (Italy) and Gordon Jaynes (USA), who had been replaced by Toshihiko Omoto (Japan) and Dr Cyril Chern (UK)

Executive Committee Meetings: ECM 171 held in Kampala, ECM 172 held in Sao Paulo, ECM 173 held in London.

Executive Committee Discussions and Decisions: Details on use of FIDIC logo agreed and worldwide register undertaken: Official and authentic texts: reference to the official and authentic texts should be in the copyright notice and not in the document itself, as has been the case since 2007. The text “FIDIC” in Helvetica (FIDIC) which has been trademarked, should be extended to other character sets. The only FIDIC logo should be the globe with the word “FIDIC” in Latin characters and not in any other character set. Accordingly, the FIDIC logo, currently registered in Switzerland, will be registered worldwide. FIDIC Strategic Plan discussed with view to FIDIC in 2013. Joint FIDIC/EIC round table agreed. ASPAC 2010 would not be held, but that special ASPAC events would be included in the FIDIC 2010 New Delhi Conference.

Executive Committee Representations: Meeting with IFI Heads of Procurement in Greece hosted by BSTDB – tri-partite discussions with CICA on the FIDIC Harmonised contract, and on procurement improvements.

Secretariat: Decision to register English as the main working language of FIDIC, to comply with Swiss legal requirements specifying one working language.

Committees/Task Forces: TF established to prepare guideline on Safety in Design. JDP becomes chair of IMC. The nomination of Philip Jenkinson as the chair to replace Axel Jaeger sometime in 2010 approved. Safety in Design Task Force: The appointment of David Watson, an EFCA nomination, was approved, The appointment of Ghoshal, India, was approved as was the appointment of Exaud Mushi from Tanzania. AT would serve as the acting chair with the view to an active task group member taking over. IMC: JDP confirmed as the IMC chair. The ToR was accepted and members nominated were approved. SDC: Meissa Batayneh, Jordan, approved as a member of the committee.

Awards: Felipe Ochoa receives Prangey Award

Annual Conference was held in London

2010:

Publications:

Membership: ABCE (Brazil) readmitted as a member of FIDIC. Montenegro, Uzbekistan admitted. Croatia and Belarus excluded provisionally. Croatia was subsequently restructured under a new board. Trinidad & Tobago (JCCCT) admitted as Associate Member. Three new Affiliates recognised.

Trainings: Discussion on pilot training programme with CNAEC to certify candidates in accordance with the FIDIC Guide to Practice. It was agreed that the present format of basing the YPMTP on Guide to Practice modules should continue.

Executive Committee Changes:

Executive Committee Meetings: ECM 174 held in Wellington, NZ, ECM 175 in Mexico, ECM 176 Delhi.

Executive Committee Discussions and Decisions: Concern at copyright breaches. Agreed to engage legal advice if wrong-doers do not desist. Watermarking of documents to continue as preferred means of protecting FIDIC documents. Electronic versions that are individually watermarked for a user, as well as being access protected.

It was agreed that the balanced scorecard which was used in the 2009 annual report be updated and used in conjunction with the Vision 2013 document to set business activities for the federation. Agreed to support GAMA during establishment phase of new Secretariat.

Agreed that Palestine could apply for membership, despite uncertainty of its status within UN. New models explored from Subscription task force. Statutes modified to clarify the size of a Member Association.

Business Plan 2010-2013 adopted.

Agreement reached with ENR for distribution of e-publication Engineering News.

Ongoing debate about sharing ASPAC conference with TCDPAP.

Agreed in principle to develop a joint engineering award with WFEO.

Agreed to base YPMTP courses on standard FIDIC Guide to Practice. A dedicated website for the YPF to be established through the FIDIC website. A stylised logo using the number 100, incorporating the FIDIC logo as the central O, was agreed after considerable discussion. The logo would be used on FIDIC documents and marketing materials. It was agreed that regional groupings, including GAMA, could go ahead with a regional event in the year a FIDIC annual conference was held in their region.

It was agreed that FIDIC would propose to TCDPAP a jointly organised, co-branded conference.

Executive Committee Representations: FIDIC EC participated in meeting of FEPAC committee, discussing closer collaboration in Latin America. Both delegations participated in 50th anniversary of Mexican Association CNEC. FIDIC participation in Centenary of Swedish association STD. President Thomopoulos and MD met with top level Chinese officials at CNAEC conference in Guangzhou - fighting corruption at top of agenda.

Secretariat: the FIDIC Secretariat starts to be reorganised in preparation for when General Manager Peter Boswell retires. Decision made to keep FIDIC office in Geneva.

Committees/Task Forces: Phillip Jenkinson takes on chair of Contracts Committee. Business Practices Committee: The nomination of A. Steeves approved.

Awards:

Annual Conference was held in New Delhi.

2011:

Publications: Agreed to price increases for FIDIC books to compensate for exchange losses. Final PSM2 guide, and the Draft Policy on Climate Change approved.

Membership: Palestine and Mozambique association join FIDIC. Four new Affiliates recognised (Mexico, Jordan, Spain and Iran). Statutes modified to clarify EC powers for excluding members.

Trainings: First MDB-FIDIC conference held in Brussels, supported by EFCA, CICA, BWI and ILO.

Executive Committee Changes: New President Geoff French (UK, 2011-2013). Alain Bentejac (France), Kaj Möller (Sweden) and Chris Newcomb (Canada) elected to EC. Retiring President G Thomopoulos (USA), and EC members Adam Thornton (New Zealand) and Patrick Batumbya (Uganda) recognised. Certificate of Appreciation awarded to retiring GM Dr Peter Boswell.

Executive Committee Meetings: ECM 177 in Hawaii in conjunction with ACEC board of directors meeting, ECM 178 held in Vienna in conjunction with Austrian seminar on Construction Project Management, ECM 179 - Conference venue moved from Tunis to Davos after Arab Spring overthrew Tunisian Government.

Executive Committee Discussions and Decisions: Strategic Partnership Agreements established with BST. Agreement reached on establishing a GAMA secretariat in Tanzania, with some initial set up support from FIDIC. Strategic Review undertaken of FIDIC objectives, six years after previous Strategic Plan, led by Geoff French. Agreement for FIDIC to support the World Bank – sponsored COST programme, advocating transparency in construction. Approval for transition from PSM1 to PSM2. FIDIC presence in committee on Uncitral Model Procurement Law confirmed with FIDIC being represented by Robert Smith. Business Development Plan introduced for increasing training events in Middle East and Africa.

Executive Committee Representations: Participation in centenary of Swiss association USIC.

Secretariat: P Boswell retires. New Commercial Director F Baillon appointed, signalling new focus on commercial activities. Position of Dep Director re-established. I Goyzueta appointed to strengthen the Federation's membership services.

Committees/Task Forces: ITF to proceed with set of 3 new documents on Integrity management, a Guide to Implementation, and a Training Guide.

Awards:

Annual Conference was held in Davos.

2012:

Publications: First ever FIDIC e-book tested.

Membership: New membership strategy to involve regional groups within FIDIC. Subscription rate reduced 5% after 7 years with no change. Four new members admitted: Chile, Colombia, Peru and Thailand (mostly re-admissions), Dominican Republic admitted as Associate. A record 18 new Affiliates recognised.

Trainings: Discussions with Jordanian reps on establishing FIDIC training centre/regional office. FIDIC/AJCE seminar. Second FIDIC-MDB conference held in Brussels

Executive Committee Changes: Exaud Mushi from Tanzania elected to EC.

Executive Committee Meetings: ECM 180 held in Amman, ECM 181 in Tokyo, ECM 182 held in Seoul.

Executive Committee Discussions and Decisions: General agreement reached to include YPs on all FIDIC committees, wherever possible. Committee structure reviewed and strengthened, including succession planning.

Role of EC members reviewed in order to allocate specific overview tasks, including liaison with members in the regions.

New strategy introduced to increase use of social media in reporting FIDIC activities and news items.

16 candidates approved for inclusion on the FIDIC President's List of Adjudicators.

Statutes modified to facilitate FIDIC activities overseas, such as opening an office in Tanzania.

Agreement to develop a special 100-year video on FIDIC for Barcelona conference. Special 100-year logo developed for general promotional purposes.

Agreement FIDIC retain its relationship with WWF.

Executive Committee Representations: During meetings in Amman, FIDIC representatives also had meeting with Arab/African Consultants association to establish closer ties in the region. Meetings with Government departments and with Development Funding agency (now known as JICA). MD promotes FIDIC integrity principles and guides at UNCAC conference in Brasilia.

Committees/Task Forces: Decision to re-structure Sustainability Committee following merger with EFCA committee. Jean Felix (France) to chair the new combined committee, and current Task Forces slot within this i.e. Innovation (also from EFCA) and Climate Change. Quality and Risk committees merged, and linked into EFCA Liability Committee. Presence of YPs enhanced through reps on each FIDIC committee.

Awards: Certificates of Appreciation for Dennis Sheehan (retiring chair of ASPAC from Australia), Mayen Adetiba (retiring chair of GAMA from Nigeria), Henning Therkelsen (retiring chair of CBC from Denmark); Bayo Adeola (retiring YP mentor from Nigeria).

Annual Conference was held in Seoul with significant local support, including sponsorship.

2013:

Publications: new project aims to put all available FIDIC publications on tablets. QBS Marketing Strategy launched. FIDIC Sustainability Kit launched, featuring an updated PSM (which sets out FIDIC's proposal for sustainable development), backed up by new tools such as PSL (a logbook which specifies and monitors sustainability objectives for a given project), plus a new approach to Sustainable Cities.

Membership: Subscription rate further decreased to reduce burden on member associations. Collaboration Agreement signed with EFCA, recognising EFCA as the voice of the industry in Europe. Three new members elected: Mauritius, Paraguay and Trinidad & Tobago. Two new Associates elected: Moldova and Mongolia. Three new Affiliates recognised.

Trainings: Record turnout at GAMA conference in Khartoum. Also strong support for ASPAC conference in Bangkok. For the first time, FIDIC Training events become the major revenue earner for the Federation, surpassing document sales, with subscription income now less than 30%

Executive Committee Changes: New President Pablo Bueno, (Spain, 2013-2015). JWL the first Asian to be nominated as Vice President. Kiran Kapila (India), William Howard (USA) and Moncef Ziani (Morocco) elected to EC. Geoff French (UK) retires.

Executive Committee Meetings: ECM 183 held in Dar es Salaam, ECM 184 in Ottawa, ECM 185 held in Barcelona.

Executive Committee Discussions and Decisions: Discussions continue on possible regional offices in Asia, Middle East and Latin America. Strategy for ongoing collaboration with IFIs in light of pending review of licensing arrangements: Aisha Nadar appointed to assist MD in leading the discussions. Agreement in principle to collaborate with DRBF for online training modules. New areas of collaboration agreed with UNEP (sustainability issues) and UNOPS (use of FIDIC contracts).

Executive Committee Representations: Meetings held in Dar es Salaam with Ministry of Works on procurement. FIDIC participation in Baltic regional conference held in Riga. Nordic countries also present. Discussions over use of FIDIC contracts in Estonia, and neighbouring countries.

Secretariat: FIDIC opens first external office, in Tanzania, in January 2013. Samuel Mwamsamali appointed FIDIC Africa Manager.

The FIDIC Secretariat launches support for activities of the QBS Marketing Strategy Task Force which envisaged promoting the use of QBS worldwide by improving its branding.

Committees/Task Forces: Regional YP groups successfully launched. Henning Therkelsen retired from the Capacity Building Committee and was replaced by Graham Pirie.

Awards: Fatma Colasan receives Prangey Award (the first woman recipient in the industry). Certificates of Appreciation for retiring EC members Bisher Jardaneh (Jordan) and Akihiko Hirotani (Japan).

The Centenary Conference was held in Barcelona. Record attendance of 1200 delegates from 98 countries.