



Proudly representing over one million  
engineering professionals and 40,000 firms  
in more than 100 countries worldwide.

Annual Report  
2018/2019



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# President's message

**Alain Bentéjac, FIDIC president**

It hardly seems like yesterday that I took over as FIDIC president from Jae-Wan Lee in Jakarta and yet here I am after two years handing on the baton to my successor Bill Howard. I think it is fair to say that much has changed over those two years. Indeed, we have tried to make a lot of changes to adapt FIDIC to a changing industry in a changing world.

Two years ago, we had a new strategic plan for FIDIC and my main goal has been to work towards the implementation of this plan. We had some key priorities. The first was to review and modernise the governance of the federation. This we have done by updating our statutes and bylaws to improve transparency and increase participation in our functioning. We have also established new committees of the board to improve governance in the areas of operations and oversight, risk and audit and governance and remuneration. As a result, FIDIC is now much better placed to increase its effectiveness and be more efficient.

We have also resolved the long-standing issue of the dialogue with FIDIC's directors and secretaries with the establishment of the D&S Council and we now have one representative of that body invited to all board meetings. This is helping to improve communications and engagement with our member associations and providing vital feedback to the board, making the organisation much more responsive.

My second key action to address was the selection and appointment of a new CEO. We put a group in place, chaired by past president Geoff French, to conduct the search and we were very happy to have found Nelson Ogunshakin, who of course arrived in July last year. The title of CEO is itself important because previously we used the term managing director and the change to CEO reflects the fact that we have a much more proactive leader and a member of the board who has introduced some key positive changes to the organisation.

I have enjoyed working with Nelson who has been a very visible leader and someone who I am confident will drive the lasting changes that FIDIC and its members want to see. Nelson is playing a very important role in the new strategy for FIDIC and is at the forefront of many of the initiatives we are taking forward. He has given a new and revitalised impetus to the whole organisation.

My third key priority was to oversee the strengthening and restructuring of the FIDIC secretariat in Geneva. The board felt that we needed to give our committees, MAs and the whole organisation much more support and to do that we needed to better resource the organisation. We have made a good start on this, thanks in large part to Nelson, and this is a work in process that is already paying dividends, as Nelson outlines in his chief executive's report.

My term in office also saw the publication of the new 2017 editions of the FIDIC suite of contracts and I am delighted to see that these have been very well received by users and the wider industry. The new edition contracts have also helped us to re-engage and strengthen FIDIC's already strong relationship with the multilateral development banks and other key international funding agencies and industry stakeholders. I was particularly pleased to see a number of new agreements signed during the recent period and I am sure that this trend will continue.

Another important development during my period of office has been the start of our review of FIDIC's regional strategy. This is very important as we know that we need to find a better approach with FIDIC's large regional groups - ASPAC, FEPAC, GAMA and EFCA. A key issue has been our discussions with the European federation EFCA and updating our cooperation agreement with them. We need to define a more global approach with all FIDIC's large regional groupings, to regionalise more and find the right engagement approach. We still have some work to do, but things are progressing well and FIDIC board member Tony

Barry has done some excellent consultation work in this area and we expect feedback from member associations in Mexico City. We hope to be able to define a new FIDIC regional strategy by the end of the year.

It would be remiss in this president's report if I did not mention FIDIC's excellent work in China, which I believe is of key significance for the future of the organisation and indeed our industry. We have now concluded our FCCE pilot training programme for Chinese engineers and it has been a significant success. We have trained around 1,000 Chinese engineers in the FIDIC system and the next step is to move to a permanent programme, first in China. We are in the process of establishing a permanent presence for FIDIC in China to support this programme and we also need to think about extending the programme to other countries with a need for training and capacity building so we can take this good practice and share it globally. I am pleased to say that there is a real demand for this, which is excellent news for FIDIC and the industry.

So, we have seen a lot of change over my two years as president and, I hope, a more effective and responsive FIDIC as a result. Our organisation is large, involving more than 100 countries, and we have a relatively small staff, so it is a big challenge to manage and carry out change. However, we have been fortunate to have had very good collaboration between the president, the board, the CEO and the secretariat, which has been very important. I want to pay tribute to and thank all the board members I have worked with as president, who have made my job easier than it might otherwise have been. It has been a pleasure to work with them as well as our dedicated and professional FIDIC staff over the past two years.

As I prepare to hand over to my successor as president, Bill Howard, I just wanted to reflect on the strength that FIDIC has as a diverse global organisation. We are strong because we are diverse and we work together across national boundaries. We need to keep in mind the diversity of our industry and the diversity of our MAs and the different cultures, language and size of organisations we represent because not all are the same. We should never underestimate this and continuously strive to ensure that FIDIC represents all its members wherever they may be.

Ours is a fantastic industry doing amazing things. In the future there will be more and more need for infrastructure and sustainable development which offers huge potential for our profession to provide the infrastructure that society desperately needs in a sustainable way.

I wish the new FIDIC president Bill Howard the very best of luck and I'm confident that he and the board will take the organisation forward. If he is even half as fortunate as me, then his two years as president will also pass in the blink of an eye and he will be handing over to his successor.





# FIDIC chief executive's report

**Dr Nelson Ogunshakin OBE, FIDIC chief executive**

I write my second chief executive's report after my first year at FIDIC. As I reflect on my first 12 months in office, I think we can say with confidence that we have achieved stability in FIDIC as a business and invested strategically to prepare the ground for the organisation to move forward with further improvements over the coming year. As the year comes to an end, I set out below a summary of our past achievements and direction for the future.

## Effective operations

We have conducted a strategic review of our staffing needs at the office and are restructuring the staff team and bringing in new resources. We have hired new staff and increased resources in our events and conferences, communications and policy capability. We have also improved our communications with a new website and strengthened our IT systems, which is also very important. We have made the important strategic decision to keep the FIDIC HQ office location in Switzerland and are in the process of looking to expand our commercial operations outside Switzerland. All this will help FIDIC provide a better and more agile service to our member associations and our committees, working groups and the wider industry.

## Communications

When I wrote my chief executive's report last year, I said that communications were a priority for FIDIC and I am pleased to report that we have taken some big strides forward in this area over the past 12 months. As well as our updated website, we launched a regular *CEO Update* to member associations to keep our primary audience well informed about our activities. We have also sought to better communicate FIDIC's activities during the year and members and stakeholders will have noticed an increase in the number of press releases and news articles about FIDIC. The past year also saw the launch of the new *FIDIC Contract Users Newsletter*, which will play a key role in bringing together this

very important community. All the above is strengthening our ability to be recognised as the voice of the industry and I look forward to an ever-increasing profile for FIDIC over the next year.

## Advocacy and positioning

We have also strengthened our relationships with several multilateral funding agencies and looked to influence international procurement terms by gaining endorsement for the use of FIDIC's suite of standard contracts. We have signed important agreements with the World Bank, Inter-American Development Bank and the Caribbean Development Bank and in the coming months we are looking forward to securing similar agreements with the European Bank for Reconstruction and Development, Asian Development Bank and the African Development Bank. This will provide the industry with a consistent procurement approach on development bank-funded projects across the world and will benefit funders, clients and consultancy firms in equal measure.

## Strategic collaborations

The past year has also seen FIDIC take some significant strategic steps forward in China. We have strengthened our position with our member association CNAEC and signed two important strategic Memorandum of Understanding (MoU) - with the China International Contractors Association, the largest contractors' association in the world, and the China Engineering Consultants Association, one of the largest consulting engineering associations. These are important steps in strengthening FIDIC's ties with an important market and are hugely significant for the future.

Elsewhere, we have been successful in signing an MoU with the Philippines Department of Trade and Industry to train government engineers and other construction professionals in the use of FIDIC contracts, which gives us a huge opportunity for capacity building in one of the world's fastest growing markets for construction.





## Future direction

Looking forward, training and capacity building is a key part of our business and we have taken the decision to set up FIDIC Credentiaing SA, a separate subsidiary business to qualify accredited professionals to be an adjudicator, trainers, contract managers and certified engineers. This new organisation will be the platform to roll-out the FCCE programme on a global basis. The FIDIC board believes strongly that we need to position ourselves in the capacity building space and creating this new business is a new investment and an opportunity for FIDIC to increase its influence beyond Switzerland and to help fulfil the need for training around the world.

Looking ahead, we are about to have a change of FIDIC president with the arrival of William (Bill) Howard to succeed Alain Bentéjac. Alain has done sterling work in seeing FIDIC through a period of major change and moving us on to the next chapter. Bill's challenge will be completing the 2017-2020 corporate plan and working with the board and secretariat to developing the new corporate plan 2021-2024. We now have the opportunity for us to leverage on all the investment that FIDIC has put in place in the last year and to increase our organisational capacity to deliver on our key priorities in the years ahead.

## Delivery priorities

Over the next 12 months, my key priority will be to deliver the outstanding objectives in our corporate plan 2017-2020 and ensure that FIDIC is fit for the future. This will include working ever closer with our member associations, a continuing key priority from last year, and the important FIDIC Directors and Secretaries Council group.

We hope to launch a new digital strategic communication platform that enables FIDIC to truly serves the global infrastructure sector. This will build on the success achieved with the *CEO Update*, *Contract Users' Newsletter* and connects the achievements of our member association and their respective members firms. This platform should help to cement FIDIC's various communications activities into a more cohesive proposition for all our stakeholders.

It is also excellent to see more tangible outputs from FIDIC's Young Professionals Forum Steering Committee, now rebranded and repositioned as the Future Leaders Steering Group. This change will be combined with the official launch of the Future Leaders Management Certificate, which will replace the YPMTP after 14 years. I look forward to working with the Future Leaders over the next year to deliver a more robust and cost-effective development programme.

Undoubtedly, the year ahead will be another busy and exciting one for FIDIC. I'm confident that with the support of the FIDIC board, our committees and task groups, member associations and our dedicated professional staff team, we will continue to improve FIDIC and the services we offer. As I said last year, that means making FIDIC an organisation that we can all be proud of and one that is ever more influential on the global stage.



# Treasurer's report

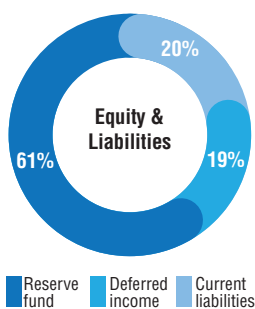
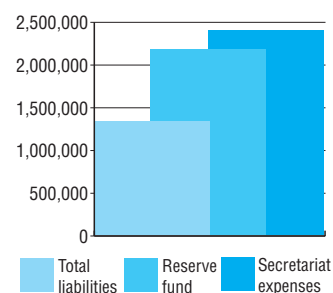
**Dr Bernd Kordes, FIDIC treasurer**

## Fiscal year 2018

The budget for the year 2018 as approved by the GAM in Jakarta 2017 was based on the assumption of moving the FIDIC secretariat to a new office location and therefore the budget included one-off expenses for transition and relocation. Actually, in 2018 the office did not move. So transition costs were considerably lower than budgeted. These factors were included in the revised budget for 2018 as presented in Berlin 2018 at the GAM. The FIDIC accounts for the year 2018 show an overall positive result of CHF 88,085, close to the revised budgeted result of CHF 110,000, whereas the original budget had foreseen a negative result of CHF -330,000. In the subsequent discussion of 2018 accounts the data will be compared to the revised budget, not the original budget.

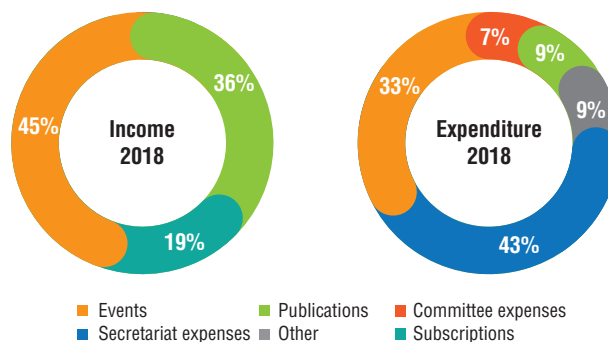
## Income and expenditure

Income from subscriptions was around CHF 40,000 below the revised budget due to financial difficulties of some MAs. Revenue streams from events and publications was around CHF 800,000 higher than the revised budget, due to strong sales resulting from new publications and better than expected income from the Berlin conference as well as some contract users' conferences. At the same time expenses also were around CHF 800,000 above budget, mainly resulting from higher than expected costs for the Berlin conference, transition costs in the secretariat and exchange rate losses.



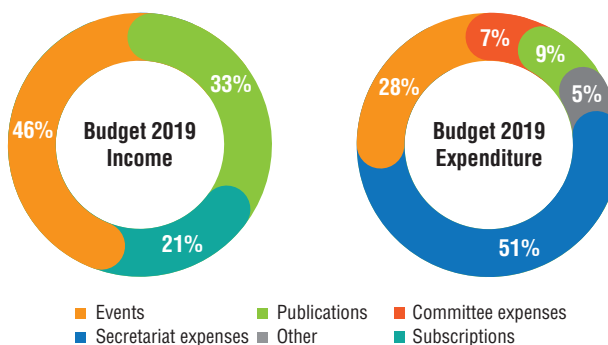
## Balance Sheet

At the end of 2018 the balance sheet remained strong and reserves increased by app. CHF 90,000. This continues to be close to one year's secretariat expenses. The total liabilities remained at a similar level as the year before.



## Year to date and 2020

At mid-year 2019 income is at the budgeted level and expenditure is below budget, but in the second half of 2019 expenditure will increase due to additional staff in the secretariat and costs for Mexico 2019. The revised budget for 2019 shows income at the level as originally budgeted and expenditure slightly below budget resulting in an overall deficit of CHF -140,000 versus the original budget of CHF -220,000. The FIDIC board considers this deficit not to be an operational deficit but an investment into future growth of FIDIC's operations.



Overall income in 2020 is expected to grow by around 10%, mainly resulting from higher training proceeds. At the same time the board wants to strengthen FIDIC's ability to deliver stronger advocacy for our industry and better services, which will require additional staff. This leads to growing salary costs. The 2020 budget shows therefore a small deficit of CHF 100,000. From 2021 onwards the long-term financial planning is based on a continuously growing surplus.



# FIDIC priorities

**Lead** the consulting engineering industry visibly and effectively

**Strengthen** FIDIC's position in the overall construction sector

**Connect** and **support** our membership more effectively

**Adapt** and **improve** the governance of the federation

**Innovate** the way the secretariat operates to be more **effective** and **efficient**





# Member association survey



This year we conducted a survey in order to gain views and experience on how member associations interact and engage with us. This is an important part of our planning process and the feedback received from our MAs is summarised below.

## FIDIC members' survey

FIDIC is undertaking a number of activities across its portfolio of operation to improve services for member associations. We believe these will improve the benefits to members but also help to promote and improve the visibility, integrity and reputation of the engineering and construction sector. To do this it is important that FIDIC tracks performance and industry trends as these can help to inform and guide our approach going forward.

FIDIC conducted a survey of its member associations in 2019 which will become a regular event and here we provide a snapshot of some of the results.

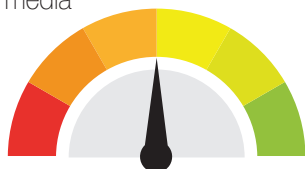
### The survey has identified areas where FIDIC performs well such as in the development and implementation of the following

Conferences  
Contracts  
Training



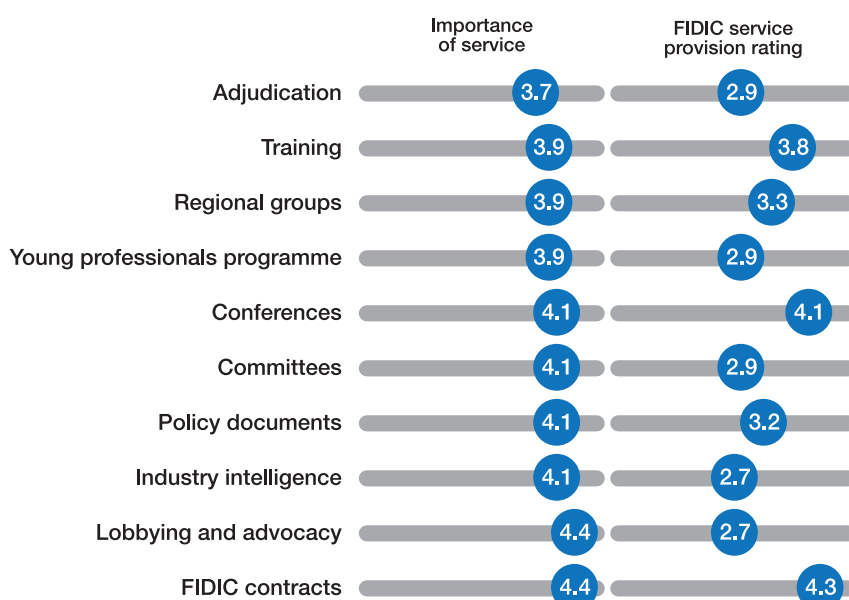
### But there are also areas where improvement is needed

Lobbying, advocacy and policy  
Industry intelligence  
Committees  
Adjudication  
Regional groups  
Website and social media communication



## FIDIC services

FIDIC performs well in its core areas but has room for improvement



## Training

Almost three quarters of member associations

71% have run a FIDIC training event in the past year.

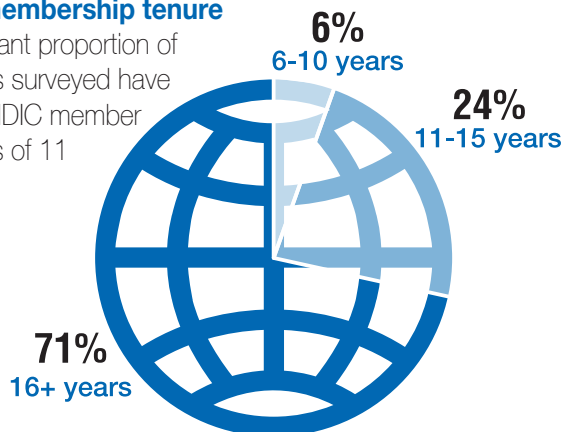


In total 94% of rating were neutral or above.

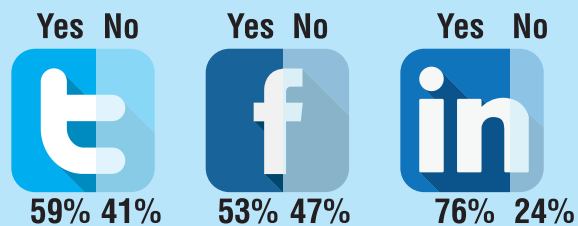
94%

## FIDIC membership tenure

A significant proportion of members surveyed have been a FIDIC member in excess of 11 years.



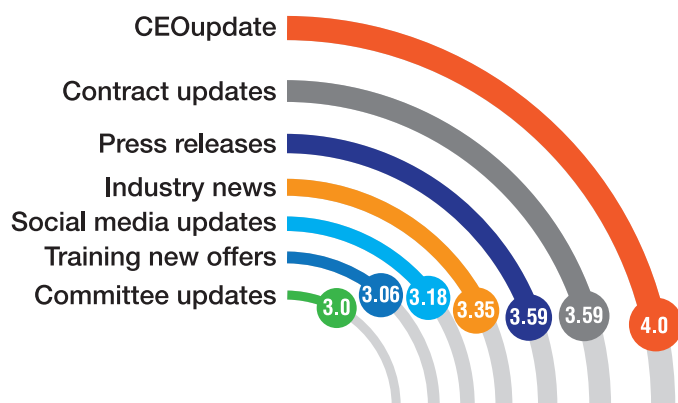
## Social media engagement



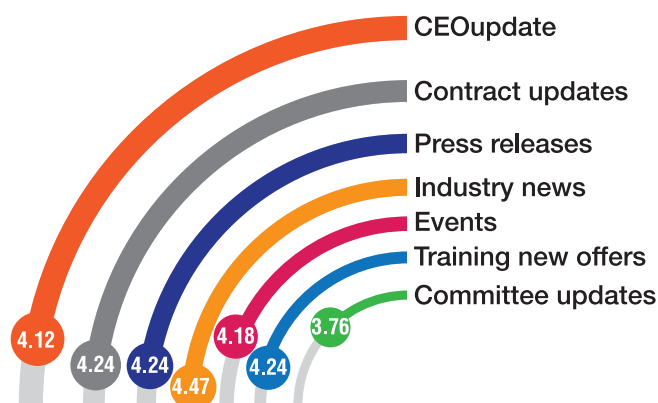
## Communications

The most popular communication output was the *CEO Update* with 4 out of 5, followed by the contracts update and FIDICs press releases. The most requested communication output was Industry news.

### What FIDIC gives to member associations

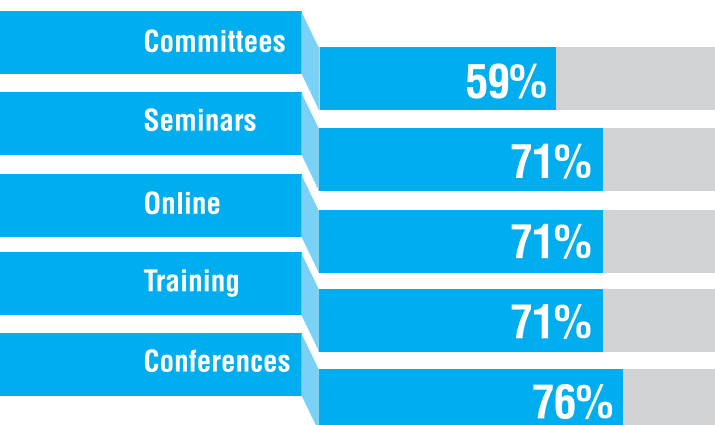


### What member associations want to receive



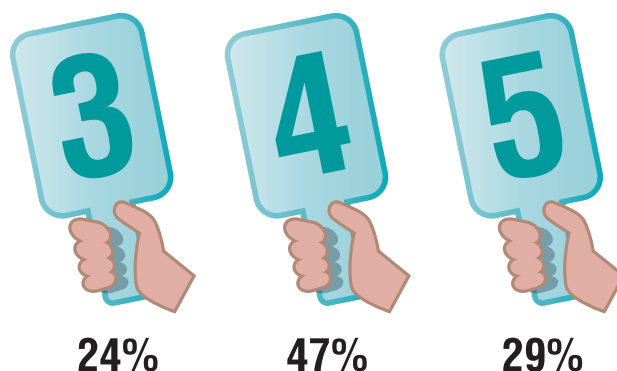
## What type of events do members want?

The main preference was for further conferences but this was not significantly above member associations also asking for further training, online and seminars.



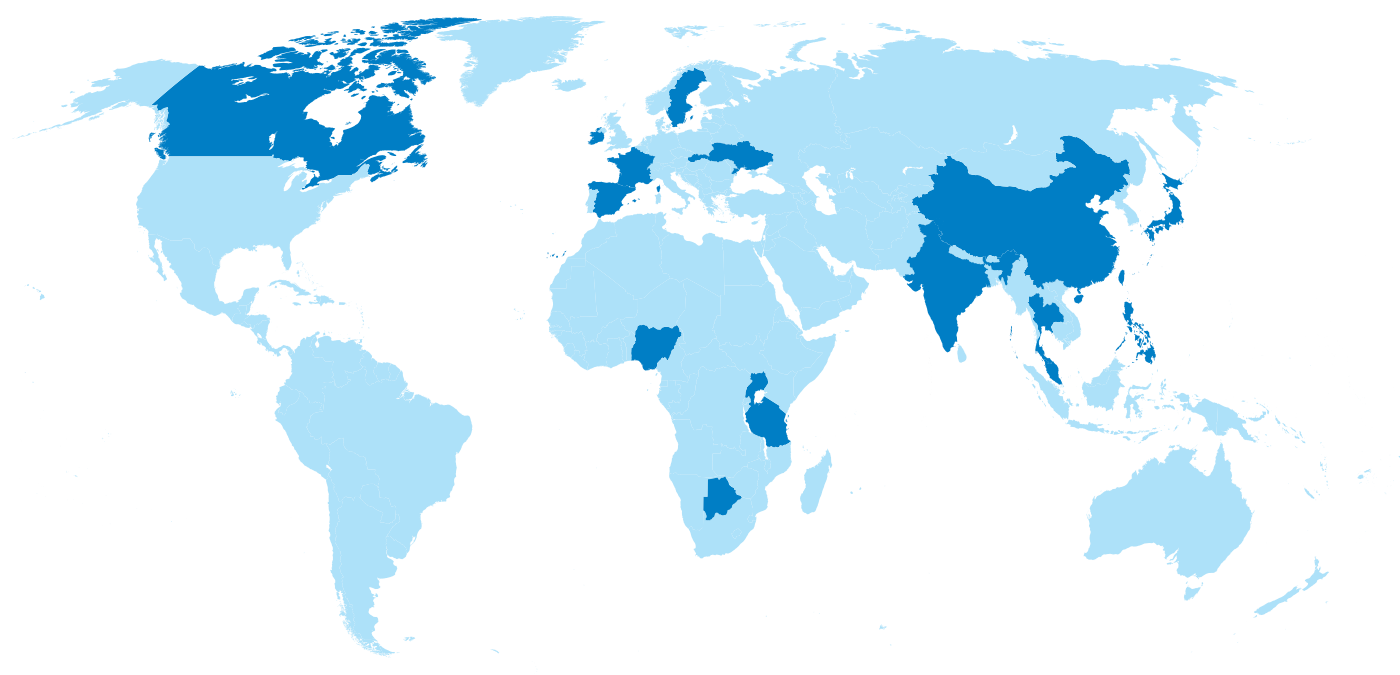
## FIDIC events

No one rated FIDIC events as less than three out of five which is an encouraging sign and the majority (76%) of responses rated FIDIC events as either a four or five out of five.





Issues raised	Current initiatives
<b>Lobbying, advocacy and policy</b>	FIDIC has launched its new website with a dedicated policy area which contains all of FIDIC previous policy statements which have been reviewed, revised and reformatted. In addition, the policy area also contains a new area dedicated to the multilateral development bank (MDB) agreements that have been signed. This area contains an overview of the campaign and a document dedicated to each bank which member associations can use not only for themselves but also to provide their members information on the number of projects MDBs procure, their procurement processes and how to get involved in their projects.
<b>Industry intelligence</b>	FIDIC has launched both the <i>CEO Update</i> and the <i>Contract Users' Newsletter</i> to improve the intelligence it offers to member associations. The FIDIC website has recently undergone a redesign which has included making industry news and such documents more accessible. At the FIDIC annual conference there will also be a far wider range of reporting and capturing of information to ensure that lessons learnt can be shared with participants and industry. Finally, there are a number of other products that are being developed in this area that member associations can look forward to in 2020.
<b>Committees</b>	<p>The FIDIC committees are currently in the process of being reviewed. This includes reinforcing and aligning their terms of reference which was a concern raised as part of this survey. This process is already underway and is due to be completed by the annual conference in September. In addition, we will be working with committee members and chairs to ensure bolster the attendance and activities of the committees.</p> <p>In conjunction with this, the committee pages on the new FIDIC website have been made more accessible from the menu and updated to give them a fresh feel, provide a clear indication of who committee members are and the terms of reference of the groups. Going forward the committee pages will provide an area for future committee activity updates.</p>
<b>Adjudication</b>	FIDIC is currently in the process of reviewing its adjudication processes. This process has included updating the current website and the beginning of the implementation of automated processes to ensure that member associations, firms, clients etc can access this service. Currently there are now online process for: expressing interest in becoming a FIDIC adjudicator; an application form for adjudication; adjudication/reclassification data entry. Going forward we are looking to further improve these processes and the search functionality for member associations, firms and clients.
<b>Regional groups</b>	FIDIC is in the process of conducting a consultation on its approach to the regions going forward.
<b>Website and social media communication</b>	FIDIC has recently relaunched its website. This has created a significant improvement from the previous site making information far more accessible. Much of the content has been refreshed and will continue to evolve going forward on aspects such as industry news, press releases and sharing capability has been built in to enable better communication to and from the website. FIDIC is also in the process of improving its social media engagement ensuring that new messages are provided more often and the information shared is more relevant to the audience with which it is engaging.



### Geographic responses

Countries included: Botswana, Canada, China, France, India, Ireland, Japan, Malaysia, Nigeria, Philippines, Slovakia, Spain, Sweden, Tanzania, Thailand, Uganda, Ukraine.

# Bird's-eye view of the board

The board met on four occasions during the 2018-2019 period, in Berlin (September 2018), Geneva, (December 2018), Johannesburg (February 2019), Beijing (May 2019) and will next meet in September 2019 in Mexico City at the International Infrastructure Conference. The board oversaw operational, strategic and governance matters and also represented the federation, thereby enhancing its profile, relationship and close ties with the industry. This year the board approved the formation of the following three committees, which are additional to those already established by the board: The Operations Oversight Committee, the Risk and Audit Committee, and the Nominations and Governance Committee, which complements the Annual Conference Advisory Group.

Finally, the board bids farewell to Alain Bentéjac and Bernd Kordes, who have contributed immensely to the board's work and the federation overall. We are grateful for their commitment and dedication over the last four years – a very warm thank you!

We also welcome two new members to be elected at the annual conference. The candidates for the two positions are: Sarwono Hardjomuljadi (Indonesia), Marcin Mikulewicz (Poland) and Luis Villarroya (Spain).

\*Alain Bentéjac (president), France; William Howard (president elect), USA; Anthony Barry, (vice president), Australia; Reyes Juárez del Angel, Mexico; Aisha Nadar, Sweden; Gavin English, UK; Liu Luobing, China; Bernd Kordes, Germany; Mark Pehlig, Netherlands; Nelson Ogunshakin (FIDIC).

## FIDIC Integrity management committee (IMC)\*

### Promotion of the FIDIC integrity management tools in the consulting engineering industry

This past year, the IMC has continued to see promote FIDIC integrity management tools and FIMS as a major priority. As part of this promotion, the IMC has engaged in a range of activities.

The IMC chair upon invitation of the World Bank and the Inter-American Development Bank delivered training courses in Buenos Aires and San José on the new 2017 FIDIC suite of contracts where integrity management and risk management regarding anti-corruption were highlighted.

The same key messages were reiterated in Panama at the Latin American FIDIC Contract Users' Conference.

At the International conference organised in May by the Dispute Resolution Board Foundation (DRBF) in Berlin, the chair highlighted the linkages between dispute resolution, the FIDIC 2017 suite of contracts and FIDIC's Integrity Management System (FIMS).

### FIDIC's interpretation and application of the ISO Anti-Bribery Standard ISO 37001

Another key activity was FIDIC's role as a liaison organisation during the drafting of the ISO 37001 Anti-Bribery Standard, which may be applied to complement FIDIC's integrity management system, in particular for the development of compliance programs required by firms that do business in countries with strict anti-corruption legislation.

Although FIMS incorporates the core principles embodied in ISO 37001, a company that has already implemented FIMS

would need to take additional steps to design an integrity system to conform to the compliance requirements of the ISO standard.

To this end, the IMC was charged with developing a guide that interprets the ISO 37001 standard for the consulting industry and describes how to build a compliance programme based on a FIMS platform that is consistent with ISO 37001. This will enable firms implementing FIMS as a first step to move to a compliance system certifiable by a third party.

To fulfil this objective, the IMC constituted a task group chaired by Richard Stump to develop this interpretative guide.

### Fast forward to the future

With the FIMS suite of documents, Parts I, II and III, the IMC has addressed the supply side of corruption. The IMC will undertake new work focusing on the demand side of corruption and the condoning side (MDBs and financiers).

### Finally, a big thank you to all our contributors for another productive year!

\*Jorge Díaz Padilla (chair) Mexico; Mohamed E. Abdel Rahman, Sudan; Manoochehr Azizi, Iran; Paul Oortwijn, Netherlands; Michael de Chiara, USA; Bernard Gilliot, Belgium; John Ritchie, Canada; Ahmed Haj Stifi, Germany; Richard Stump, USA; Liu Luobing, China (primary board Liaison); Bernd Kordes, Germany (board liaison).



# FIDIC contracts committee (CC)\*



2018 was a busy period for the FIDIC CC with many new and exciting developments.

We were delighted to welcome our new members, Deryl Earsom, Matthias Neuenschwander and Adam Bialachowski. We bid farewell to Mike Roberts and Pawel Zejer, and we thank them for their valuable contribution to the work of the committee.

We have much to celebrate with the publication of new documents. In May, we saw the launch of the new Conditions of Contract for Underground Works (the *Emerald Book*) at the 2019 World Tunnelling Congress in Naples. This long-awaited new contract document is a result of rich collaboration between FIDIC and the International Tunnelling Association (ITA). The *Emerald Book* has been very well received by representatives in this specialised field of the construction industry. An accompanying guide to the *Emerald Book* will be prepared and published in the near future.

Another significant milestone for the CC was the finalisation and publication of FIDIC's "Golden Principles". It aims to provide FIDIC contract users worldwide with the baseline and cornerstones for proper use of FIDIC contract publications. It sets out clearly criteria and FIDIC's expectations for users to be able to refer to their contracts a FIDIC contract, and it identifies practices and changes that would mean infringe or misuse FIDIC documents.

A significant achievement for FIDIC related to the CC's activities is that a group of multilateral development banks have signed an agreement with FIDIC to use the 2017 *Red*-, *Yellow* and *Silver Book* the 1999 *Green Book* and the 2008 *Gold Book* for projects they finance.

## Fast forward to the future

The CC aims to complete and launch the following documents.

- Conditions of Subcontract for Plant and Design Build (back to back with the 1999 *Yellow Book*)
- Conditions of Contract for "Operate-Design-Build-Operate" (*Bronze Book*)

- Standard Set of Particular Conditions of Contract for Renewable Energy Sector Projects (Off-shore Wind Farms)
- Update of the 1999 Short Form of Contract (*Green Book*)
- Guides for FIDIC's contracts/agreements, including:
  - The FIDIC 2017 Suite of Agreements Guide;
  - The FIDIC 2017 Contracts Guide
  - Underground Works Contract Guide

Another important task is to collect reliable statistical data about the spread and penetration of FIDIC contracts in the international market. In co-operation with the secretariat, the CC monitors and updates the FIDIC terms, which involves summarising terms and definitions that have specific dedicated meanings in FIDIC publications.

Long-term plans include new initiatives, such as developing possible new contract types for partnering/alliancing and other recent collaborative forms of contracts, PPP agreements, co-operation with some MDBs and other professional associations. The CC will continue to support the secretariat in maintaining good collaborative connections with international organisations like the ICC, EIC and the MDBs.

CC activities are carried out in collaboration with FIDIC's other committees to ensure that FIDIC products reflect consistent approaches. The CC strives to maintain co-operation with the FIDIC member associations, including in the collection and consideration of feedback and suggestions for updates and new documents and involvement of the MAs in organising users' conferences and business days – encouraging their membership's participation.

Our thanks go out to all the members of the committee and its task groups and other contributors for offering their valuable time and efforts to support our activities (including, but not limited to 'friendly reviewers').

\* Zoltán Záhonyi (chair), Hungary; Siobhan Fahey, Ireland; Des Barry, Ireland; Vincent Leloup, France; Kaj Möller, Sweden; Deryl Earsom, USA; Matthias Neuenschwander, Switzerland; Adam Bialachowski, Poland; Mike Roberts, UK; Aisha Nadar (primary board liaison), Sweden; Liu Luobing (secondary board liaison) China.

# FIDIC business practice committee (BPC)\*

The committee's key activities over the past year included an update to FIDIC's *Guidelines for the Selection of Consultants*, third edition, incorporating the best value approach methodology, and progress on FIDIC's building information modeling (BIM) compliance protocol and technology guidelines.

We're pleased to announce that the update to FIDIC's *Guidelines for the Selection of Consultants* will be launched at this year's annual conference in Mexico City. This update reflects FIDIC's continued preference for quality-based selection (QBS) as the method for selecting consultants and identifies some of the pitfalls of other selection methods.

A specialist BPC task group is looking at how technology impacts on consulting engineering businesses and the broader construction industry. It aims to produce the first draft of what will be FIDIC technology guidelines soon.

Building information modeling (BIM) is increasingly common as a tool for documenting projects from design through to construction and then operating them once complete. The BCP task group established to review BIM has produced a draft BIM protocol which is presently under review. Once the Protocol is complete, the task group will develop a definition of scope guideline.

Reflecting the importance that FIDIC attaches to sustainability and innovation, BPC members have provided input to the *United Nations Environment Programme's Guidance Document on Procuring Sustainable Buildings and Construction*.

To promote and encourage wider usage of its documents FIDIC has made watermarked versions of selected contracts available to tertiary academic institution for inclusion in their teaching program. This also helps raise the profile of FIDIC documents with young engineers. The board has



requested that the secretariat conduct a pricing review of all its current publications both hard and digital copies in order to agree a new pricing strategy and make all non-commercially viable products free of charge to members and stakeholders to encourage wider usage.

The BPC emphasises the importance of QBS - the FIDIC-preferred consultant selection process. The *QBS Marketing Guidelines* has been published to promote a common industry, client and contractor understanding on how best to select a consulting engineer. The BPC encourages the public promotion of these guidelines, which have a low adoption rate amongst our membership.

Finally, a word of thanks and gratitude to all members of the BPC, our task groups and contributors for their ongoing support to FIDIC. Their dedication, enthusiasm, professionalism, and selfless contribution are very much appreciated.



\* Andrew Read (chair), New Zealand; Chris Newcomb, Canada; Rick Prentice, Canada; Fatma Cölasan, Turkey; Mark Steiner, USA; Peter Rauch, Switzerland; Kaoru Kariya, Japan; Alejandro Varón, Spain; David DeLizza, USA; Jan van der Putten (EFCA), Belgium; Samarjit Chatterjee, India; Sharam Sandiani, Iran; Chengdong (Sonya) Zhang, China; Cory Wilson, Canada; Masato Toyama, Japan; Mark Pehlig (primary board liaison), Netherlands; Gavin English (board liaison).



# FIDIC sustainable development committee (SDC)\*



The SDC is a joint committee of FIDIC and the European Federation of Engineering Consultancy Associations (EFCA) supported by the EFCA secretariat\*

## Main achievements

SDC consolidated a partnership with UN Habitat at its meeting in Kuala Lumpur in late 2018. This facilitates FIDIC's involvement in contributions to the implementation of UN Habitat's new 2019 strategic plan. FIDIC was granted observer status at the 24th Conference of the Parties to UN Framework Convention on Climate Change in December 2018, which reinforces FIDIC's position as a high-level trusted adviser on sustainable development (SD) issues for the built environment.

SDC also contributed to improving the industry's role on SD issues in the built environment through contributions to ISO 37101 and FIDIC's proposed guidance for developers on ISO 37101 integration, adopted in fall 2018; FIDIC inputs the ISO 37155 Smart Infrastructure Framework adopted in early 2019 and EFCA liaison with CEN TC350 on sustainability of construction works and the CEN sector forum on smart and sustainable cities.

SDC partnered with international bodies for publications and training sessions on SD issues, such as: *ABC for Sustainable Cities*, a glossary of SD terms published by the UN Environmental Programme (UNEP) and included in the FIDIC glossary in 2018; FIDIC webinars on urban sustainability management requirements (ISO 37.101) in partnership with UNEP, ICLEI, Global Cities, ISOCARP; a UNEP guidance document on procuring sustainable buildings and construction published in late 2018 that includes a chapter on call for tenders provided by FIDIC; and massive open online courses (MOOCs) for building public sector expertise on the deployment of sustainable infrastructure developed by the Swiss Ecole Polytechnique Fédérale de Lausanne and GIB with the support of SDC members.

SDC burnished the image of FIDIC and the engineering consultancy industry through contributions to international events, including events at UNFCCC COP24 in December 2018. SDC also co-organised a series of national and regional conferences on the sustainable built environment jointly with iisBE, UNE and CIB in 2018 and 2019.

## Fast forward to the future

SDC aims to promote consultancy and engineering industry leadership among urban built environment stakeholders (architects, quantity surveyors, town planners, contractors, etc.) involved in following initiatives: UN Habitat's Strategic Plan 2020 – 2025; cooperation with the Habitat Professional Forum (HPF) and the International Federation of Housing and Planning (IFHP) in a collaborative mapping of sustainable urban built environment stakeholders done jointly with international federations of architects, quantity surveyors and town planners; and contribution to the SDG National Defined Contributions Working Group and to selected European institutions on SD initiatives.

The SDC will update FIDIC's *Commitments for Sustainable Development* to promote its use by the consultancy and engineering industry so that it is internationally recognised as a quality label. It will pursue an improved legal, regulatory and standards framework for smart sustainable cities and communities by active engagement in ISO TC 268 meetings, including the one planned for October 2019 in Wuhan (China). It will also seek observer member status in the international smart sustainable club of cities (ISSCC) being created as an international body in Brussels. SDC will maintain EFCA representation as liaison in CEN TC 350 (I.V.D.P.), which will have its plenary meeting in the Netherlands this year with continuing activities on the standards for sustainable buildings and civil works. It will contribute to G ABC thematic working groups on adaptation and follow work on other related international frameworks such as the World Bank review and consolidation of Envision, ICASA, SuRe and CEEQUAL.

SDC will support the consultancy and engineering industry best practices for including and promoting SD requirements.

\*Jean Félix (chair) France; Matteo Bertoneri, Italy; Peter Boswell, Switzerland; John Boyd, Canada; Hipólito Campos de Sousa, Portugal; Robin Crouch, Germany; Filipe Da Silva, France; Anya De Bie, Belgium; Sudhir Dhawan, India; Stellan Fryxell, Sweden; Bruno Georges, France; Italo Goyzueta, Switzerland (FIDIC); Aleksander Granowski, Poland; Haru Koichiro, Japan; Wolfgang R. Löffler, Germany; Anders Persson, Sweden; Robert Jan Pullen, Netherlands; Ian van der Putte, Netherlands; Nader Shokoufi Moghmian, Iran; Sherif Wassef, Egypt; Stephan Wüthrich, Switzerland; Gavin English (primary board liaison), UK; Mark Pehlig (board liaison), Netherlands.

# FIDIC diversity and inclusion task group (FDI)\*

While still in its infancy, the FDI has made great strides. The geographically, professionally and culturally diverse committee has continued its schedule of working groups over the past year, and key activities include the development of its first ever survey.

The survey will be launched officially at the FIDIC International Infrastructure Conference in Mexico City. It seeks to obtain feedback about global trends on the following:

- Current diversity management practices
- Benefits enjoyed by these programs
- Regulations or targets regarding the above
- Additional statistics of the current status quo
- Successes enjoyed
- Pitfalls to be avoided

We have already commenced research to mine information, studies and other surveys from across the world for supporting evidence on global and regional experience regarding the above-mentioned issues. So far, the results gathered have been very limited for engineering but have revealed successes around diversity in business in general.

These general trends will be communicated at the FIDIC annual conference.

FIDIC looks to inform FIDIC initiatives and address areas needing attention. Our aim is to share the results of our work far and wide, including with the industry, and for our public communication to be useful, practical and easily accessible. As part of our efforts we have created a LinkedIn page: <https://linkedin.com/groups/8692814/>. This page is currently hosted by FIDIC. It and other social media links will eventually include:

- Statistics on the improvement of profitability and productivity due to diversity and inclusion
- Case studies of successes
- Research papers
- Results of the FIDIC survey mentioned above
- Approaches to lobby for policy changes at member association level

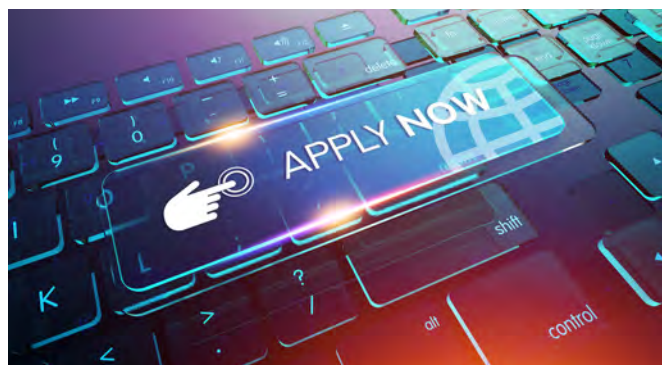
A huge expression of gratitude to the FDI members and all who have contributed to the committee's work with special thanks to our representative on the board, Aisha Nadar for her continued support.

Michele Kruger, South Africa (chair); Wafaa Ahmed, Sudan; Jomanah Albtoush, Jordan; Fatma Colasan, Turkey; Mandana Cont, Iran; Prashant Kapila, India; Elisa Macerati, Italy; Joost Merema, Netherlands; Edmond Mirzakhani, Iran and Armenia; Jeshika Ramchand, South Africa; Eleonora Smargiassi, Italy; Cosmin Tobolcea, Romania; Linda Dar, USA; Chantal Dagnaud, France; Aisha Nadar (FIDIC board primary liaison), Sweden.

## FIDIC Membership committee (MC)\*

At the end of August 2019, FIDIC has a total of 102 member countries and 64 affiliates.

The terms of reference for the MC are being reviewed with a view to further defining its activities. There are plans to enlarge the committee's membership beyond member associations and affiliates, which will help to secure payments and FIDIC memberships growth and retention. The chair is also considering the inclusion of representatives from the FIDIC regional groups to help execute the tasks of the committee.



\*Moncef Ziani (chair) Morocco; Parisa Borjian, Iran; Mandana Cont, (FIDIC YPF) Iran; Tian Feng, China; Italo Goyzueta (FIDIC), Switzerland; Naki Tetteh, Ghana; Liu Luobing, China (primary board liaison); Reyes Juárez del Angel, Mexico (board liaison).



# FIDIC young professionals forum steering committee (YPFSC)\*



Following an internal call for new members, the YPFSC now has 24 members from 20 countries, with members divided into the categories of YPFSC members and regional representatives. This past year, our 24 members worked in 32 sub committees and achieved a wide range of tasks and initiatives. Our ever-growing group of enthusiastic young volunteers continue to meet online once a month to discuss issues impacting them and the industry. This includes conducting a detailed evaluation for all YPFSC 2018 members between October and December 2018, and based on the results, the membership was approved, which also provided the base for the call for the new members.

YPFSC continues to prepare regular newsletters and distributing them widely within our networks using standard and social media services. We have continued to share and exchange views on topical issues and research undertaken on particular challenges. YPFSC is very active in social media and manages LinkedIn and Facebook pages. Furthermore, we have provided wide support to FIDIC committees and initiatives through our YP representatives. YPFSC members Cosmin Tobolcea, Adam Bialachowski and Cory Wilson participated respectively as members of the FIDIC SDC, CC and BPC committees. YPs connected to the sustainable development committee coordinated our application to COP24, but unfortunately our paper was not accepted. YPs are trying again for COP25 together with the help of SDC members.

We strengthened regional activities with all regional YPF groups (ASPAC, GAMA, EFCA & FEPAC) now linked to the FIDIC YPFSC. A concrete outcome has been the establishment of the FEPAC YPF group. YPFSC continues to participate actively in regional events such as EFCA/ GAMA/ASPAC FIDIC regional conferences with YP sessions, speakers and events inside the main conferences.

At last year's annual Infrastructure FIDIC conference in Berlin, our report was issued and distributed over the social media (e.g., Facebook, Twitter, LinkedIn). This year, we have been heavily involved in preparations for the 2019 annual conference, and on main activities including the YPs' sessions (3rd YP symposium and Future Leaders outlook session, technical tour, meet & greet, and board meeting organised in conjunction with the FIDIC annual conference in Mexico). For the third year running, the YPFSC has issued the YPs' booklet *The Reflection of the YPs* as a special publication for the annual conference, which includes several articles from YPs from all over the world and provides space for the YPs to reflect their point of views and needs.

As part of the YPF database and membership subcommittee, YPFSC is maintaining and updating a database for all YPs in FIDIC in addition to working on proposing an automated membership system to be part of FIDIC website. The board granted approval in May 2018, and we are currently working with the FIDIC secretariat to study the anticipated benefits. The YPFSC procedure for vice-chair and chair election was approved by the FIDIC board in February 2019.

## Fast forward to the future

At this year's conference, we will announce our name change from Young Professionals to FIDIC Future Leaders! The idea for the name change was first raised during the 2018 Berlin conference in the quest to find a term that represents FIDIC's efforts to support the rise of new leaders in the industry.

Following a series of surveys and analysis conducted by YPFSC it was evident that FIDIC Future Leaders (FFL) stood out from other competing terms. The new name was agreed within YPFSC and was subsequently approved by the FIDIC board. Going forward, FIDIC YP networks will be known as FIDIC Future Leaders. This name change will further cultivate and enhance a good network of young professionals who care about and dare to shape the future of FIDIC - who seek to influence tomorrow by taking the lead today.

YPFSC looks for greater engagement, support and involvement in all FIDIC committees. Therefore, we look to involve more YPFSC members in other FIDIC committees to serve FIDIC in different areas and ways. The YPFSC seeks the board's support and encouragement for YPFSC member presence in all FIDIC conferences, regional conferences and related events. Existing YPFSC initiatives, such as the FIDIC YPF career mentorship programme, the membership procedure, establishment of the FEPAC YPF group, social media, YPs efforts recognition and conference attendee analysis, will continue.

\*Cosmin Tobolcea (chair), Romania; Adam Bialachowski (vice chair), Poland; Hugh Tait, Australia; Wafaa Balla Beshir Ahmed, Sudan; Andre Jabir Assumpcao, Brazil; Charles Frank, Tanzania; Jennifer O. Ogazie, Estonia; Cory Wilson, Canada; Rafat Al Bouri, Saudi Arabia; Jeshika Ramchund, South Africa; Michael Walker, Canada; Rodrigo Juárez, Mexico; Lyubomir Petrov, Bulgaria; Joseph Declan Nolan, China; Oluwaseyi Adedeji Adesina, Nigeria; Seyram Aguadze, Ghana; Eleonora Smargiassi, Italy; Kaveh Heshmati, Iran; Aymen Abdelrahman, Sudan; Harold M. Chibwe, Zambia; Mahasneh Jaffar, Jordan; Masao Yamakawa, Japan; Xi Li, China; Zhou Sheng, China.

# Global activities



The past year has seen several successful regional conferences and contract users' conferences, all of which have assisted in bringing member associations and their member firms together and helped to spread the FIDIC message to a wider global audience. Proactive engagement with FIDIC's regional groups and member associations is a major part of FIDIC's core priorities and such events are crucial in raising the profile of FIDIC on the international stage. We are pleased to be working closely with our regional groups and event partners to deliver these successful meetings and conferences.

## EFCA

Dublin, Ireland, hosted the 2019 EFCA annual meeting on 9-11 May around the topical theme of "Future Trends: Talent, Tools and Technologies". The conference explored the future trends facing the industry over the coming years with a particular focus on examining how to develop the talent, and identify the tools and technologies required to prepare for future challenges.



A FIDIC delegation consisting of president Alain Bentéjac, board member Bernd Kordes, chief executive Nelson Ogunshakin and deputy director Italo Goyzueta attended the conference. FIDIC's CEO took part in a panel discussion looking at the challenges facing European member associations in the global, regional and national markets. As ever, the EFCA conference was well organised with excellent speakers and congratulations goes to Ciaran Kennedy and Dr Sarah Ingle; ACEI president and general secretary respectively, for the delivery of an excellent annual programme.

## GAMA

The 2019 regional Africa conference was held in Kampala, Uganda from 12-15 May. The GAMA annual event is traditionally one of the biggest networking events for consulting engineers and their clients in the private and public sector in Africa and this year was no exception. The main conference theme of "The Role of Consulting Engineers in Driving Growth in African Economies" was highly relevant, with delegates keen to get to grips with the important role they play in society in creating the right conditions to increase prosperity.



The GAMA event was attended by more than 250 delegates from across Africa, and congratulations are due to GAMA chair James Mwangi and his team for achieving such an excellent turnout and also attracting the vice president of Uganda, Edward Ssekandi, to speak at the conference, along with the minister of transport and the chief executive of the Uganda Road Agency.

## ASPAC

FIDIC member associations in Asia-Pacific region gathered in New Delhi, India from 7-9 July 2019 for the ASPAC annual event. Sustainable infrastructure took centre stage





at the conference, with delegates discussing and debating the main conference theme of “Quality Infrastructure for Clean and Sustainable Development”. This year’s theme was particularly relevant given that many ASPAC member associations are investing significantly in infrastructure development, not only with their own financial resources but also with funding from MDBs.

The conference provided FIDIC member associations inside and outside of the region with a platform to share views, ideas and network. Host association, the Consulting Engineers Association of India, did an excellent job in inviting key players from across the world to attend the New Delhi conference to explore potential business opportunities and to build partnerships. The packed conference programme also included sessions on Infrastructure Industry Revolution, Urban Mobility, Coastal and Marine Development, Energy and Quality of Life, Technological Developments, Regional Business Opportunities and a Young Professionals Forum.

### FIDIC contract users’ conferences

FIDIC’s international series of contract users’ conferences continued apace over the past 12 months, providing



delegates with a unique global platform for networking and guidance on successfully using the FIDIC contracts, managing major projects, handling claims, dispute avoidance and resolution and much more. Typically, each event has more than 30 FIDIC experts and users speaking to provide an unrivalled knowledge base on contracts and how best to use them.

February saw the launch of FIDIC’s first *Contract Users’ Newsletter* to update and keep in touch with those who use FIDIC’s highly regarded suite of contracts and other legal and contractual documentation. The second edition of the newsletter was published at the Asia Pacific contract users’ event in Hong Kong and future editions will be published to coincide with all other regional contract users’ conferences.

Contract users’ conferences held or yet to be held in 2018-19 are as follows:

Panama  
October 2018



Johannesburg  
October 2018



London  
December 2018



Dubai  
February 2019



Hong Kong  
June 2019



Zambia  
November 2019



London  
December 2019





# Multilateral development banks signing agreements to use FIDIC contracts benefits the whole industry

A recent study has revealed that there is growing need for countries to invest in both social and economic infrastructure, with a projected figure needed for investment as being \$94 trillion between 2016-2040.



FIDIC has undertaken and succeeded with its proactive advocacy initiatives that engaged with multilateral development banks, financiers, investors, insurers and private and public clients to ensure that FIDIC standard procurement contracts are used to deliver efficient and effective infrastructure.

FIDIC has secured major agreements with the following multilateral development banks - The World Bank,

Inter-American Development Bank, Caribbean Development Bank and the European Bank for Reconstruction and Development.

The licencing agreement signed with multilateral banks is a major win, a landmark achievement and good evidence of the value proposition for FIDIC member associations, member firms and stakeholders associated with FIDIC.

Under the terms of this agreement, FIDIC has granted a non-exclusive licence to refer to FIDIC contracts for projects they finance, and the documents will be used as part of these multilateral banks' standard procurement bidding documents.



**International use standardised contracts** – The agreements between FIDIC and MDBs will increase the use of standardised contracts. The wider use of FIDIC contracts aids in the promotion and development best practice in risk allocation, effective contract management, dispute avoidance and resolution within the global consultancy, engineering and construction sector.

**Advocacy and influence** – Agreements with multiple MDBs continue to increase the extent of FIDIC's global influence, which allows, FIDIC, its member associations and their members to engage at a strategic level.

**Delivering sustainable and efficient infrastructure investment** – MDBs play a significant role in the financing of infrastructure. The consultancy and engineering sector play a vital role in the design, plan and delivery the infrastructure that will last for generations. It is crucial industry work together to leave a legacy we can all be proud of.

**Promoting industry** – FIDIC contracts and their presence in global projects provide are a vital tool in

promoting the industry and the professionalism of the work it undertakes and delivers.

**SMEs** – A number of the MDBs have programmes to engage SMEs directly in their procurement processes purchasing targeted expertise. The FIDIC agreements which have been negotiated provides opportunities to SMEs on the standard terms in the contract lowering the cost of bidding it opens up markets that otherwise may have been restricted.

**Precedent** – Standardised contracts can be challenged but under precedent or common law, if a decision is made, they consequently set the standard for what is expected going forward. As a result, the FIDIC contract and the agreements made with global corporations can have a significant effect on legal and regulatory regimes.

**Training** – FIDIC has an established network of trainers that has been built up over many years and multiple editions which is accessible to member associations, this support helps firms when bidding under FIDIC contracts for projects across the various MDBs.

With thanks to the Multilateral development Banks for the above contribution.

# The Inter-American Development Bank



The Inter-American Development Bank (IDB), as the main source of development financing for Latin America and the Caribbean, aims to maintain the highest standards in the industry when it comes to deploy a procurement process, in order to achieve sustainable development goals. Every year, the IDB approves sovereign guarantee projects for about 13 billion dollars, 50% of which dedicated to infrastructure projects in the fields of transport, water, sanitation or energy. During the last ten years, major infrastructure IDB-financed works have used FIDIC standard contract forms, based on internationally recognised good practices. The FIDIC contract not only offers standardised conditions to the market, but also boosts transparency and reduction of transactional costs for contracting entities and companies. It also ensures the risks are properly balanced, as well as the obligations and responsibilities of the parties are clearly addressed. Those requirements are complemented by the key aspects of the IDB policies, integrity, environmental and social-wise.

As time goes by, numerous FIDIC clauses and documents have become more and more critical for the IDB to address execution in terms of quality and time. Specifically, for Mega-projects such as Metro de Quito (Ecuador) [\$2bn. 23 km], in which the provisions related to variations, value engineering, resolution of disputes, as well as the environmental and integrity requirements are being paramount to execute one of the most ambitious infrastructure projects in the region by the end of this year. Meanwhile, to assure excellence at the construction of the highway La Paz-El Alto (Bolivia) [\$46m. 11 km], the variation procedure and defects liability played a central role at finishing the works keeping the highest standards. In the case of the construction of the wastewater treatment plant for solid residues in Bahia, Panama City (Panama) [\$300m], the FIDIC *Gold Book* served as a fitting pathway towards

contract execution, given the engineer role and the varied procedures.

The last decade has seen the partnership between the FIDIC and the IDB grow and consolidate. It is a story of success which has brought innovation, efficiency and transparency to tackle the development challenges in the Latin America and Caribbean region, as well as certainty to the countries and the private sector, to continue improving lives.

For further information, please visit procurement opportunities on the IDB website.



With thanks to the Inter-American Development Bank for the above contribution.



# International Labour Organization (ILO)



International  
Labour  
Organization

100  
1919-2019



FIDIC's licensing agreement with the ILO demonstrates the breadth and reach of FIDIC contracts.

The International Labour Organization (ILO) through its Development and Investment Branch (DEVINVEST) promotes employment-intensive investment strategies, economic diversification and structural change for enhancing employment and productivity growth. It develops programmes to maximize the employment impact of trade and sectorial policies including in infrastructure.

The ILO Employment Intensive Investment Programmes (EIIP) support ILO member states in the design, formulation, implementation and evaluation of policies and programmes aiming to address unemployment and underemployment through public investment, typically in infrastructure development. EIIP reinforces and builds institutional and operational capacity to provide productive and decent work that has an economic, environmental and social impact.

The ILO mostly work through partners, in particular national government agencies such as public works departments. Capital investments and contracting are then under the

responsibility of these partners. Government partners will often use the FIDIC *Green Book* type of contract. In that case, the ILO will provide the technical support aiming at integrating decent work principles in the terms of reference of the contracts. In addition, the ILO will assist contractors in using the FIDIC *Green Book* documents and procedures.

It may also be the case that the ILO uses the FIDIC *Green Book* in its projects to contract directly with local companies. Over the last years, this has been the case in Indonesia, Lebanon, Timor-Leste and Comoros.

The *Green Book* provides a comprehensive set of legal provisions that are easy to understand and apply by small companies, which are implementing ILO projects below \$500,000 in LAC.

For more information, please visit:  
<http://www.ilo.org/employment/units/emp-invest/lang-en/index.htm>  
[https://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/---emp\\_policy/---invest/documents/publication/wcms\\_619821.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_policy/---invest/documents/publication/wcms_619821.pdf)

With thanks to the International labour Organization for the above contribution.



# Publications



This year has seen steady growth in FIDIC's publications and bookshop sales with notable continued interest and demand in the *FIDIC Rainbow Suite 2017 Edition*. The refresh of the FIDIC.org website has added greater visibility to the publications and bookshop section.

We also launched an errata sheet for the Red 2017, Yellow 2017 and Silver 2017 Books in December 2018. Furthermore, in February 2019, errata sheets were released for the *Client/Consultant Model Services Agreement 5th Ed (2017 White book)* as well as the *Sub-Consultancy Agreement, 2nd Ed (2017). Dredgers Contract, 2nd Ed (2016 Blue- Green book)* errata was also published in Feb 2019.

## What's new?

There have been some excellent developments for us this year in the form of two new FIDIC publications. In May 2019, at the World Tunnel Congress in Naples, we launched the *Conditions of Contract for Underground Works* known as the *Emerald Book*, which has contractual standards specifically for the tunneling and underground work industry. This publication is the result of collaboration between FIDIC and the International Tunneling and Underground Space Association.

The second new publication was the *FIDIC Golden Principles* launched at the contract users' conference in Hong Kong in June 2019. The *Golden Principles* set out the essential characteristics of the general conditions of contract that should not be amended if the contract is to be regarded as a genuine FIDIC document. This publication is available to download free of charge from the FIDIC website.

## Our licences

The licences strand of our work also goes from strength to strength with a range of expanding and diverse clients. We have issued 120 single bespoke licences signed with key clients including Scatec Solar, CERN, Japan Renewable Energy Corporation, Bank of Mauritius and many others.

Multi-year licences have been agreed with new and existing clients, which include Energinet, IKEA, CISCO and Microsoft.

Moreover, five-year bilateral licences have been issued to the Japan International Cooperation Agency (JICA), the Agence Française de Développement (AFD) and the German Development Bank - KfW.

It is very encouraging to see the growing demand for our licences and agreements from organisations such as the UN and its agencies. These include the ILO – for use in East Timor and Comoros – for their road rehabilitation programmes; and the United Nations Economic and Social Commission for Asia and the Pacific – for their Seismic mitigation project in Bangkok, Thailand. We are currently in discussion with the International Committee of the Red Cross.

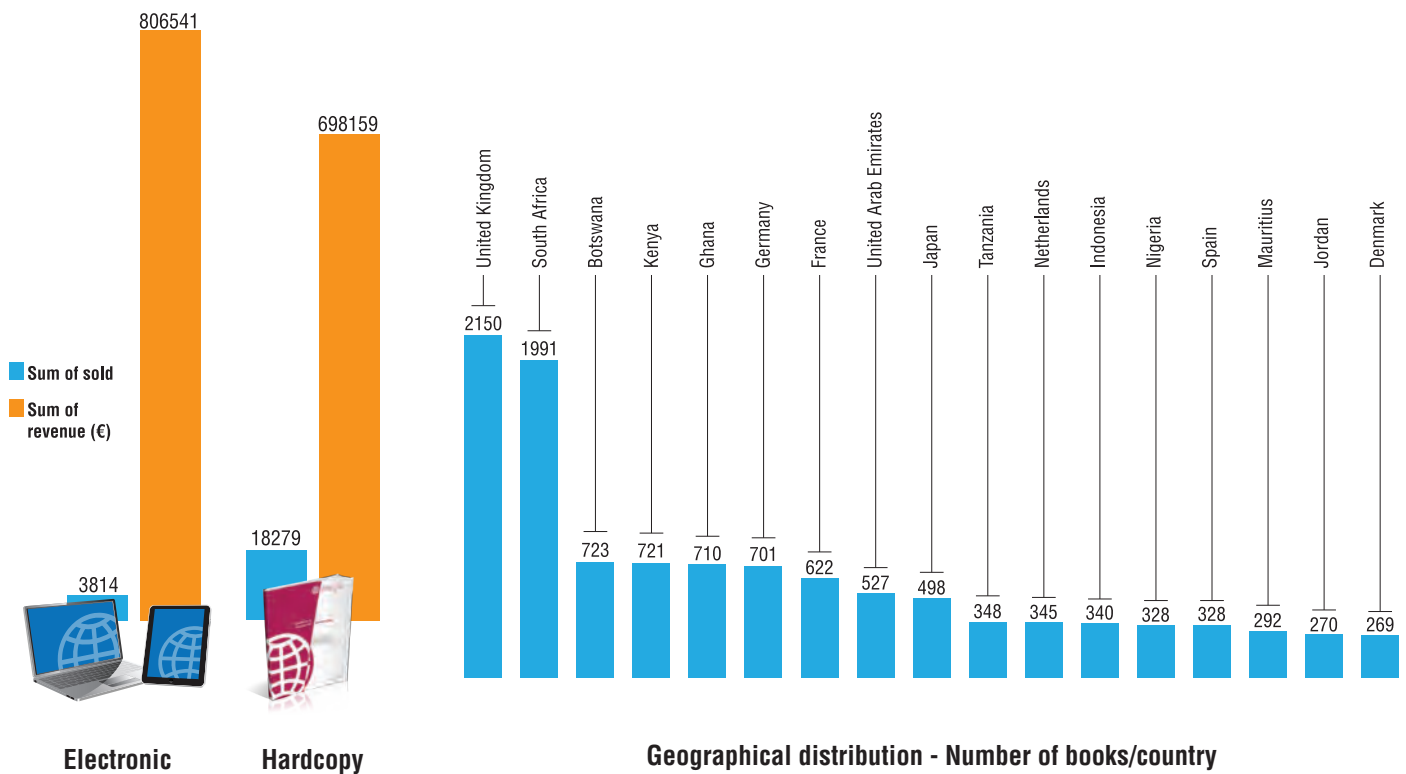
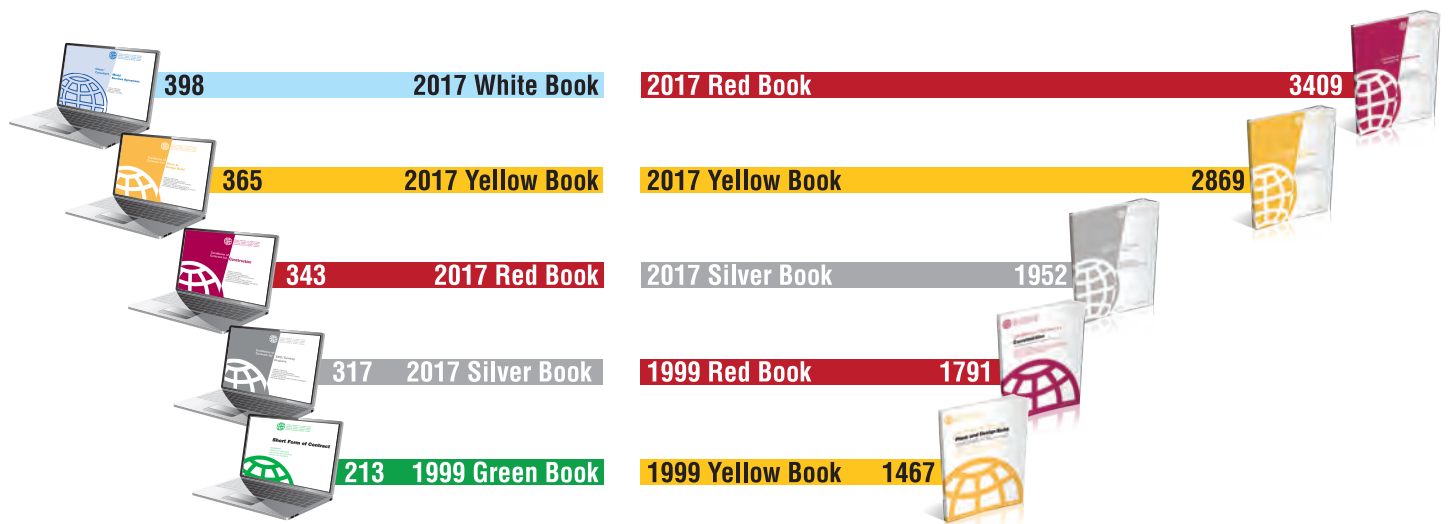
Finally, as reported previously, we have seen a huge appetite from multilateral development banks to partner with FIDIC that has resulted in many formal agreements. The MDB agreements demonstrate the appetite for FIDIC contracts globally and the high regard for the standards set by FIDIC contracts in the industry.



# FIDIC publications in numbers

Top 5 Sales Electronic

Top 5 Sales Hardcopy



# FIDIC goes digital



New technology and ever-increasing digitalisation is changing the construction and infrastructure sector and all those working in it. That includes FIDIC and the organisation has taken a number of steps to ensure that it keeps pace with technological developments and has the resources to provide a better service to members and stakeholders. In short, FIDIC is going digital.

In recent months, FIDIC has implemented the following measures, which will enable its staff to work more efficiently and to make it easier for member associations and the industry to communicate with the organisation.

- The FIDIC office infrastructure is now located in the cloud, making global remote working possible and paving the way for a larger, globally distributed team.
- Launched a newly-redesigned mobile-friendly website, restructured the content and the narrative of the site, while improving its performance and load time and also making the site more accessible to all users especially those on mobile and tablet devices.
- Upgraded the online security of the website making it safer against cyber-attacks.
- Launched a new global conference website for Mexico City and a mobile app, dramatically improving the experience for attendees and offering them enhanced networking facilities.
- The FIDIC conference in Mexico City also sees the launch of Infrastructure Global, a new global news and information platform for the international construction and infrastructure sector.

Going forward, FIDIC's digital transformation strategy will include:

- Launching a brand-new digital platform which will improve the delivery of FIDIC products and services to its global audience.
- Put in place a robust CRM system, doubled by a capable digital marketing system, which will allow FIDIC's globally distributed team to better engage with customers and stakeholders and increase the commercial impact of the organisation.
- Leverage the newly-signed multilateral development bank agreements to reach out to a wider audience for FIDIC contracts, improve user experience and offer new modern delivery alternatives, including web-based, web-2-print and tablet-based, underpinned by blockchain-enforced security.
- Improve FIDIC support systems and processes by the delivery of integrated customer success systems. These systems will greatly reduce friction, both internally and externally, by the deployment of AI-based chatbots which will lead to shorter turnaround times and more personable approaches.

The steps already undertaken and those planned will make FIDIC a fully digital global organisation better prepared to take advantage of the opportunities that will arise from the digital transformation, of not only the global economy, but the infrastructure sector itself.



# Training



FIDIC's training activity has continued to expand this year with an increase in demand for our training globally. This is set to continue as we invest further in rolling out various courses and enhancing the training system at FIDIC.

Our year in statistics attests to the delivery of 123 courses, comprising six online; 11 in-house with an ever-increasing growth; and 106 in-class in 37 countries. 137 persons participated in online courses, and 36 accredited trainers conducted the courses

We are delighted and congratulate member and partner associations in Nepal and Uzbekistan for organising training in their countries for the first time. Courses were also offered for the first time in Argentina, Belarus and Bhutan. Regionally, our Africa office saw an impressive 23 public courses organised in the region.

## What's new?

Two new key agreements will extend FIDIC's training reach. We signed an MoU with Kings College London Centre of Construction Law, our first contact training with a European University under which we will co organise a summer school on the practical use of FIDIC contracts. This course will start from summer 2020.

The second key training agreement is the MoU with the Philippines Department of Trade. It involves training government engineers and other construction professionals on FIDIC contracts as part of the Philippines Construction Industry Road Map 2020 – 2030.

We are also delighted that Bosnia and Herzegovina is organising their two first training events in September and November 2019 following the conclusion of a cooperation agreement with FIDIC's Bosnia and Herzegovina member association.

The most recent agreement was with SOE UAE (Dubai), which allows for jointly organised training events in UAE. A busy year lies ahead for the FIDIC training team! We are pleased that the FIDIC 2020 Future Leaders

Management Certificate (FLMC) will be launched at the Mexico conference with a new programme structure, new case studies and updated content, and new mentors Michael Walker and Richard Stump joining Michele Kruger and the rest of the trainers team. All three are alumni of the programme, and their careers were strongly influenced by their FIDIC training. This improved training is part of the FIDIC Future Leaders revamping initiative and promises to be more dynamic and attractive for young professionals focusing on a management career.



We are centralising the creation and distribution of training certificates for all courses and events, identifying each certificate with a unique code, and publishing them on our website (with the prior written consent of the participants). This new certificate platform is ready to use!

Further foreseen developments include the creation of a training programme covering the 2017 Contracts Edition, as well as developing a course on the *Emerald Book* and an online course for the EPC Contracts (*Silver Book*).

Finally, the accreditation process is being redesigned, and a new process is under review that will include the establishment of a FIDIC credentialing entity. Our aim is to provide a robust and efficient process for the assessment and accreditation of the future adjudicators and trainers. In short, there is lots to look forward to over what looks like an exciting year ahead.



# FIDIC Geneva 2020

INTERNATIONAL INFRASTRUCTURE CONFERENCE

**Infrastructure governance and leadership**

**13-15 September 2020**

**Kempinski Hotel and Theatre du Léman, Geneva**

## The premier gathering for the global engineering community

The annual FIDIC International Infrastructure Conference will take place in Geneva, Switzerland in 2020. The Swiss Association of Consulting Engineers (USIC) is proud to be the host member association and work with FIDIC in delivering the 2020 conference with the theme "Infrastructure Governance and Leadership". Geneva is a dynamic international city, home to many inter-governmental and non-governmental organisations, with a truly multilateral vocation.

The city is located at the western end of Lake Geneva (known as Lac Léman locally) and is in easy reach of the

Swiss and French Alps and other Swiss cities such as Lausanne, Berne, Lucerne and Zurich.

Structurally, the Swiss landscape with its roads, railways, bridges, dams and much more epitomises pioneering engineering and construction expertise with sustainability at its core. Geneva 2020 promises to be an excellent opportunity and venue for the FIDIC community to come together and further raise the profile of the international consulting engineering industry.

The 2020 FIDIC International Infrastructure Conference in Geneva is a must-seize opportunity.

*See you in Geneva next year!*

**#FIDIC2020**  
SWITZERLAND

**usic**

Union Suisse des Sociétés d'Ingénieurs-Conseils  
Schweizerische Vereinigung Beratender Ingenieurunternehmen  
Unione Svizzera degli Studi Consulenti d'Ingegneria  
Swiss Association of Consulting Engineers



# FIDIC member associations and associates

## Albania

Albanian Association of Consulting Engineers - [aace.al](http://aace.al)

## Australia

Consult Australia  
[consultaustralia.com.au](http://consultaustralia.com.au)

## Austria

Austrian Consultants Association  
[aca.co.at](http://aca.co.at)

## Azerbaijan

National Engineering Consultancy Society of Azerbaijan - [aspi.az](http://aspi.az)

## Bahrain

Bahrain Society of Engineers  
[mohandis.org](http://mohandis.org)

## Bangladesh

Bangladesh Association of Consulting Engineers - [bacenetbd.org](http://bacenetbd.org)

## Belgium

Organisation des Bureaux d'Ingénieurs-Conseils, d'Ingénierie et de Consultance - [ori.be](http://ori.be)

## Bosnia and Herzegovina

Association of Consulting Engineers of Bosnia and Herzegovina - [uki.ba](http://uki.ba)

## Botswana

Association of Consulting Engineers Botswana - [aceb.org.bw](http://aceb.org.bw)

## Brazil

Associação Brasileira de Consultores de Engenharia - [abceconsultoria.org.br](http://abceconsultoria.org.br)

## Bulgaria

Bulgarian Association of Consulting Engineers and Architects  
[bacea-bg.org/](http://bacea-bg.org/)

## Canada

Association of Consulting Engineering Companies, Canada - [acec.ca](http://acec.ca)

## Chile

Asociación de Empresas Consultoras de Ingeniería de Chile - [aic.cl](http://aic.cl)

## China

China National Association of Engineering Consultants  
[cnaec.org.cn](http://cnaec.org.cn)

## China, Hong Kong

Association of Consulting Engineers of Hong Kong, China - [acehk.org.hk](http://acehk.org.hk)

## China, Taiwan

Chinese Association of Engineering Consultants, Taipei, China  
[caec.org.tw](http://caec.org.tw)

## Colombia

Cámara Colombiana de la Infraestructura - [infraestructura.org.co](http://infraestructura.org.co)

## Croatia

Croatian Association of Consulting Engineers  
[sinisa.radakovic@exstructa.hr](mailto:sinisa.radakovic@exstructa.hr)

## Cyprus

Cyprus Association of Civil Engineers  
[spolmik.org](http://spolmik.org)

## Czech Republic

Czech Association of Consulting Engineer - [cace.cz](http://cace.cz)

## Côte d'Ivoire

Chambre Nationale des Ingénieurs Conseils et Experts du Génie Civil  
[chanie.org](http://chanie.org)

## Denmark

Foreningen af Rådgivende Ingeniører  
[frinet.dk](http://frinet.dk)

## Dominican Republic

BG Ingenieros Consultores  
[asicdom.org](http://asicdom.org)

## Ecuador

Asociación de Compañías Consultoras del Ecuador - [cec.ec](http://cec.ec)

## Egypt

Egyptian Society of Consulting Engineers  
[sheerif.wassef@wassefdesigngroup.com](mailto:sheerif.wassef@wassefdesigngroup.com)

## Estonia

Estonian Association of Architectural and Consulting Engineering Companies - [epbl.ee](http://epbl.ee)

## Finland

Finnish Association of Consulting Firms  
[skolry.fi](http://skolry.fi)

## France

CINOV/SYNTEC-Ingénierie - [cinov.fr](http://cinov.fr)

## Georgia

Georgian Association of Consulting Engineers - [aceg.ge](http://aceg.ge)

## Germany

Verband Beratender Ingenieure  
[vbi.de](http://vbi.de)

## Ghana

Ghana Association of Consultants  
[gcea.org.gh](http://gcea.org.gh)

## Greece

Hellenic Association of Consulting Firms - [segm.gr](http://segm.gr)

## Hungary

Association of Hungarian Consulting Engineers and Architects - [tmsz.org](http://tmsz.org)

## Iceland

Félag Rádgjafarverkfræðinga - [frv.is](http://frv.is)

## India

Consulting Engineers Association of India - [ceai.org.in](http://ceai.org.in)

## Indonesia

National Association of Indonesian Engineering Consultants  
[inkindo-dki.org](http://inkindo-dki.org)

## Ireland

Association of Consulting Engineers of Ireland - [acei.ie](http://acei.ie)

## Islamic Republic of Iran

Iranian Society of Consulting Engineers  
[irsce.org](http://irsce.org)

## Israel

Israeli Organization of Consulting Engineers and Architects - [iocea.org.il](http://iocea.org.il)

## Italy

Sindacato Nazionale Ingegneri e Architetti Liberi Professionisti Italiani  
[inarsind.it](http://inarsind.it)

## Japan

Engineering and Consulting Firms Association, Japan (ECFAJ)  
[ecfa.or.jp](http://ecfa.or.jp)

## Jordan

Jordan Architects and Consulting Engineers Council - [jea.org.jo](http://jea.org.jo)

## Kazakhstan

Kazakhstan Association of Consulting Engineers - [knapec.kz](http://knapec.kz)

## Kenya

Association of Consulting Engineers of Kenya - [acek.co.ke](http://acek.co.ke)

## Kuwait

Union of Kuwaiti Engineering Offices and Consultant Houses  
[zizoheim@yahoo.com](mailto:zizoheim@yahoo.com)

## Latvia

Latvian Association of Consulting Engineers - [lika.lv](http://lika.lv)

## Lebanon

Lebanese Association of Consulting Engineers - [oea.org.lb](http://oea.org.lb)

## Lithuania

Lithuanian Association of Consulting Companies - [lacc.lt](http://lacc.lt)

## Luxembourg

Ordre des Architectes et des Ingénieurs-conseils, d'Ingénierie et de Consultance - [oai.lu](http://oai.lu)

## Malawi

Association of Consulting Engineers of Malawi - [acem.mw](http://acem.mw)

## Malaysia

Association of Consulting Engineers Malaysia - [acem.com.my](http://acem.com.my)

## Mali

Order of Consulting Engineers of Mali  
[oicm.ml](http://oicm.ml)

## Mauritius

Association of Consulting Engineers  
[sootam.vyyaassconsulting@orange.mu](mailto:sootam.vyyaassconsulting@orange.mu)

## Mexico

Cámara Nacional de Empresas de Consultoría de México - [cnec.org.mx](http://cnec.org.mx)

## Moldova

Association of Consulting Engineers in Republic of Moldova (ARMIC)  
[armic.md](http://armic.md)

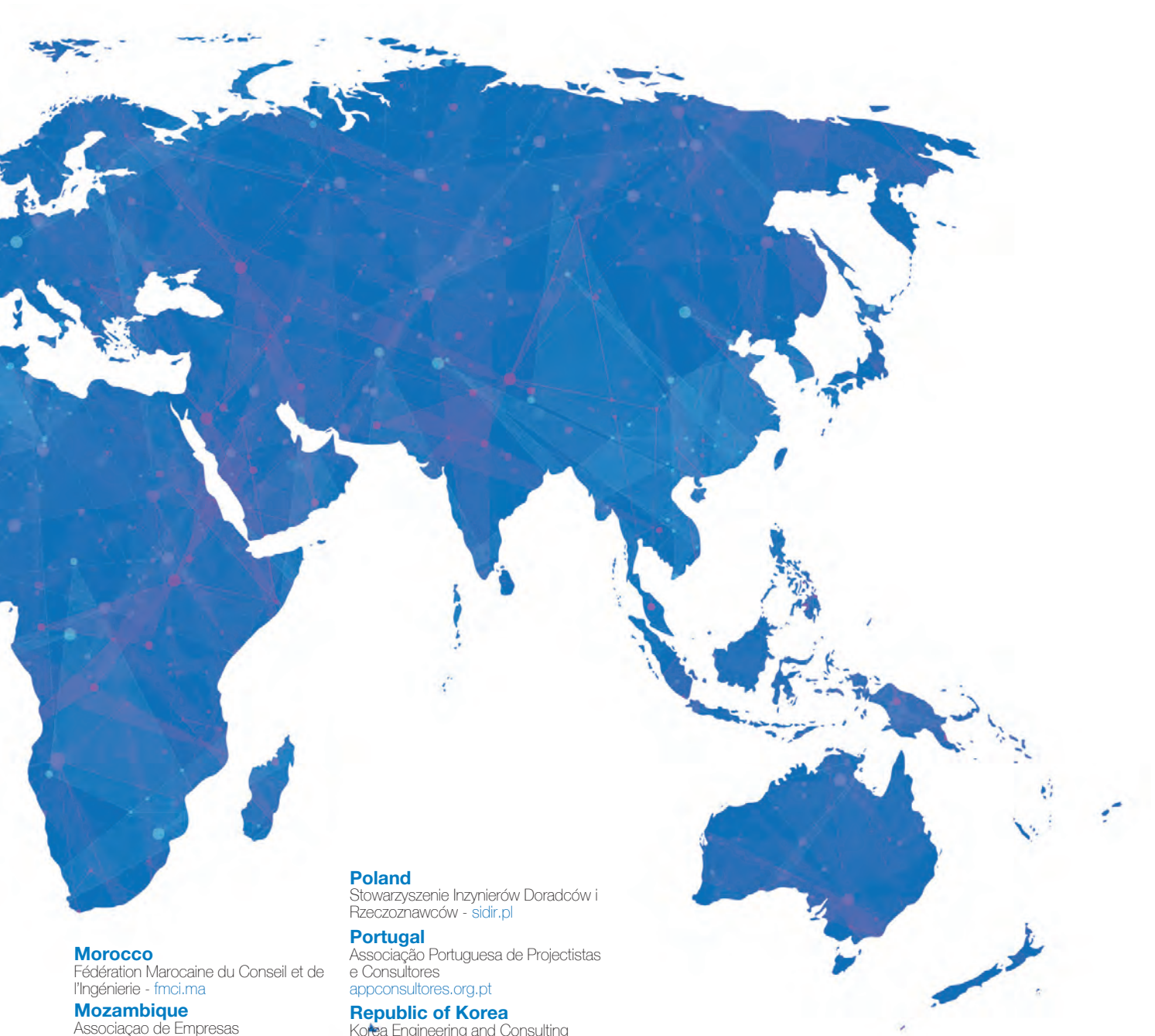
## Mongolia

Mongolian Road Association - [mra.mn](http://mra.mn)

## Montenegro

Association of Consulting Engineers of Montenegro - [acem.me](http://acem.me)





#### **Morocco**

Fédération Marocaine du Conseil et de l'Ingénierie - [fmci.ma](http://fmci.ma)

#### **Mozambique**

Associação de Empresas Moçambicanas de Consultoria  
[aemc.org.mz](http://aemc.org.mz)

#### **Nepal**

Society of Consulting Architectural and Engineering Firms, Nepal  
[scaef.org.np](http://scaef.org.np)

#### **Netherlands**

NLingenieurs - [nlingenieurs.nl](http://nlingenieurs.nl)

#### **New Zealand**

Association of Consulting Engineers New Zealand - [acen.z.org.nz](http://acen.z.org.nz)

#### **Nigeria**

Association of Consulting Engineers, Nigeria - [acen.org.ng](http://acen.org.ng)

#### **Norway**

Association of Consulting Engineers, Norway - [rif.no](http://rif.no)

#### **Pakistan**

Association of Consulting Engineers Pakistan - [acep.org.pk](http://acep.org.pk)

#### **Palestinian Territory, Occupied**

Engineers Association - [paleng.org](http://paleng.org)

#### **Paraguay**

Camara Paraguaya de Consultores  
[camarapyaconsultores@gmail.com](mailto:camarapyaconsultores@gmail.com)

#### **Peru**

Asociación Peruana de Consultoría  
[apcperu.org](http://apcperu.org)

#### **Philippines**

Council of Engineering Consultants of the Philippines - [cecophil.org](http://cecophil.org)

#### **Poland**

Stowarzyszenie Inżynierów Doradców i Rzeczoznawców - [sidir.pl](http://sidir.pl)

#### **Portugal**

Associação Portuguesa de Projectistas e Consultores  
[appconsultores.org.pt](http://appconsultores.org.pt)

#### **Republic of Korea**

Korea Engineering and Consulting Association - [kenca.org](http://kenca.org)

#### **Republic of Macedonia**

Association of Consulting Engineers of Macedonia - [acem.org.mk](http://acem.org.mk)

#### **Romania**

Romanian Association of Consulting Engineers - [aric.org.ro](http://aric.org.ro)

#### **Russian Federation**

RAEC / NACEC  
[xn--80aqqjx.xn--p1ai](http://xn--80aqqjx.xn--p1ai)

#### **Saudi Arabia**

Saudi Council of Engineers  
[saudieng.sa](http://saudieng.sa)

#### **Serbia**

Association of Consulting Engineers in Serbia - [aces.rs](http://aces.rs)

#### **Singapore**

Association of Consulting Engineers Singapore - [aces.org.sg](http://aces.org.sg)

#### **Slovakia**

Slovak Association of Consulting Engineers - [sace.sk](http://sace.sk)

#### **Slovenia**

National Association of Consulting Engineers of Slovenia - [gzs.si](http://gzs.si)

#### **South Africa**

Consulting Engineers South Africa  
[cesa.co.za](http://cesa.co.za)

#### **Spain**

Asociación Española de empresas de Ingeniería, Consultoría y Servicios Tecnológicos - [tecniberia.es](http://tecniberia.es)

#### **Sri Lanka**

Association of Consulting Engineers, Sri Lanka - [acesl.org](http://acesl.org)

#### **Sudan**

Sudanese Engineering and Architecture Consultancy Association  
[siham.mahjoub@newtech-consulting.ae](mailto:siham.mahjoub@newtech-consulting.ae)

#### **Suriname**

Orde van Raadgevende Ingenieurs in Suriname - [sunecon@sr.net](mailto:sunecon@sr.net)

#### **Sweden**

Swedish Federation of Consulting Engineers and Architects  
[innovationsforetagen.se](http://innovationsforetagen.se)

#### **Switzerland**

Union Suisse des Ingénieurs-Conseils  
[usic.ch](http://usic.ch)

#### **Thailand**

Consulting Engineers Association of Thailand - [ceat.or.th](http://ceat.or.th)

#### **Trinidad & Tobago**

Joint Consultative Council for the Construction Industry - [jcc.org.tt](http://jcc.org.tt)

#### **Tunisia**

Association Nationale des Bureaux d'Etudes et des Ingénieurs Conseils  
[anbeictunisie.com](http://anbeictunisie.com)

#### **Turkey**

Association of Turkish Consulting Engineers and Architects  
[tmmbb.org.tr](http://tmmbb.org.tr)

#### **Uganda**

Uganda Association of Consulting Engineers - [uace.or.ug](http://uace.or.ug)

#### **Ukraine**

Association of Engineers-Consultants of Ukraine - [aecu.org.ua](http://aecu.org.ua)

#### **United Arab Emirates**

Society of Engineers - UAE  
[soeuae.ae](http://soeuae.ae)

#### **United Kingdom**

Association of Consultancy and Engineering - [acenet.co.uk](http://acenet.co.uk)

#### **United Republic of Tanzania**

Association of Consulting Engineers Tanzania - [acet.or.tz](http://acet.or.tz)

#### **United States of America**

American Council of Engineering Companies - [acec.org](http://acec.org)

#### **Vietnam**

Vietnam Engineering Consultant Association - [vecas.org.vn](http://vecas.org.vn)

#### **Zambia**

Association of Consulting Engineers of Zambia - [acez.co.zm](http://acez.co.zm)

#### **Zimbabwe**

Zimbabwe Association of Consulting Engineers - [zace.co.zw](http://zace.co.zw)

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