



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

**2013
2014**

**Annual
Report**



Table of Contents

MESSAGE FROM THE PRESIDENT	3
TREASURER'S REPORT	4
MANAGING DIRECTOR'S REPORT	5
NEWS FROM THE EXECUTIVE	6
GLOBAL REPRESENTATION	6
GLOBAL EVENTS AND COMMUNICATIONS	7
INTEGRITY	9
QUALITY	9
SUSTAINABILITY	10
CONTRACTS & GUIDES	11
LIABILITY	11
CAPACITY BUILDING	12
FIDIC MEMBER ASSOCIATIONS AND ASSOCIATES	14
FIDIC INTERNATIONAL INFRASTRUCTURE CONFERENCE 2015	16
FIDIC SECRETARIAT	17

Message from the President



We have now entered our 101st year. The world is changing even more rapidly than ever and so is the business environment of our industry. FIDIC has certainly not sat back and reflected quietly. Despite the continued fall-out from the global financial crisis, FIDIC has witnessed the continued strong demand for basic infrastructure around the world, and the need for fair and reasonable terms of engagement for consultants and contractors. When linked into society's demand for greater innovation; higher quality; more sustainable solutions; no corruption; it is clear that more attention needs to focus on selecting the most appropriate consultant, much earlier in the decision making process. More thinking is required up front, before the doing begins.

This has led FIDIC to support and encourage procurement reform, in order to achieve stated goals of more effective development, and value for money by investors. In particular, FIDIC has been actively engaged with the International Financial Institutions (IFIs), who are considered by many government agencies as an example to follow. FIDIC has focused not only on the use of FIDIC contracts as the international standard (leading to negotiation for a new licensing Agreement with IFIs), but also on integrity and sustainability. New FIDIC documents such as FIMS (the FIDIC Integrity Management System), the newly launched Representative Agreement (supported by the World Bank) and the FIDIC Project Sustainability Management system have proved to be very popular in the debate on best practice procurement. The influence of the IFIs is still likely to impact on procurement practice in many countries.

Work has continued within the FIDIC Contracts Committee to upgrade the standard suite of 1999 contracts, incorporating refinements and improvements collected over ten years of experience. The standardisation process has also flowed into agreements with the International Tunnelling Association (ITA) and with the International Dredging Association (IDAC) to develop or upgrade standard contract forms, based on FIDIC. Different contract models, where the consultant is hired through the contractor, are also increasingly used. In this regard, FIDIC has reached an agreement with the Confederation of International Contractors' Associations (CICA), to develop a new contract model based on the FIDIC White Book, which CICA will recommend to its members when engaging Consulting Engineering firms. This strategic step will improve the business conditions of our industry.

The FIDIC Past President's Council (PPC) has been re-activated as an advisor to the Executive Committee on strategic matters, to ensure consistency and adherence to FIDIC principles and objectives. We have launched the FIDIC Annual Awards to acknowledge the innovative and important work being done by the industry. PPC members have been appointed as the judging panel. This first year the contest has been very straightforward and, after analysing the outcome, we may introduce some modifications in the future.

Further resources were also provided to regional development and regional groupings within FIDIC, in order to get closer to FIDIC customers, and support regional initiatives. The FIDIC-Asia (ASPAC) conference held in Indonesia and the FIDIC-Africa (GAMA) conference held in Mozambique, both benefited from record numbers interested in learning more about the changing market place and the huge increase in business opportunities. A special thanks to ASPAC chairman Hoig Kang from Korea, and GAMA chairman Arthur Park from South Africa for leading their active committees over the last period. We also look forward to continuing this excellent work with new GAMA chairman George Sitali from Zambia. Closer collaboration was also enhanced with the Pan-American Federation FEPAC, led by Reyes Juarez from Mexico, and the European Federation EFCA, led by Jan Bosschem from Belgium. FIDIC and EFCA have coordinated their efforts more than ever under the framework of a new collaboration agreement, signed in Barcelona. The new EFCA President, Flemming Pedersen from Denmark, former member of the FIDIC EC, brings a pragmatic and efficient outlook on further improvements.

During the year, FIDIC has been active at raising the profile of our industry through the increased use of social media, active engagement with partnering organisations; and an upgraded website to meet client needs for advice; documents; and training. Webinars, e-learning and publications on e-book format have all been promoted. More than 90 training courses were organised during the year with over 2700 participants. The Young Professional groups have expanded globally and regionally under the leadership of Selena Wilson from Canada, and have been adding considerable value, participating more in FIDIC activities and in our regional conferences. The Federation is now bigger than ever, representing Consulting Engineers in over 100 countries.

FIDIC also has to adapt to the new circumstances and demands of our members. The EC has therefore been busy working on a proposal for modifications to the statutes and to refine the system to calculate members' subscriptions. Under the strict control of our Managing Director we were able to accommodate the various financial requirements of the Federation, to have a balanced result at the end of last year, which continues during 2014.

I congratulate and thank all those who willingly offer up their valuable time and share their expertise to support the many FIDIC initiatives. Special thanks to the hard working Secretariat for all their support and for a job well done. Working together we will go far into a bright future. The consulting engineering industry can be proud of its role in enhancing Quality of Life.

Pablo Bueno, FIDIC President

2 Treasurer's Report

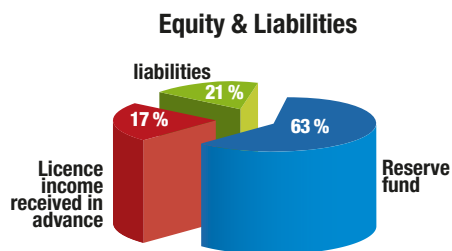
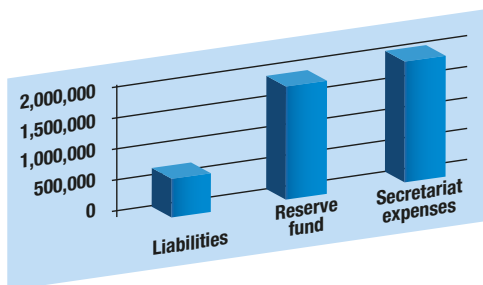


Fiscal year 2013

The FIDIC accounts for the year to December 2013 show an operating surplus of CHF 49,540 compared to a budget of CHF 2,000.

Income streams improved, particularly in the area of training events, with document sales also continuing strongly. As a result, reserve funds increased by CHF 49,540 to CHF 1,879,751.

FIDIC cash assets continue to be held predominantly in very



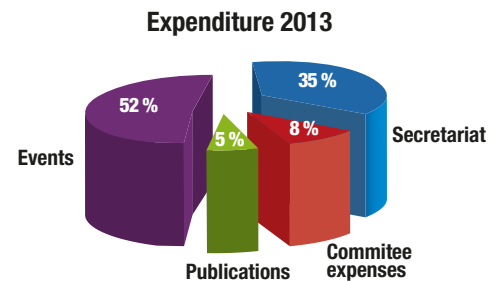
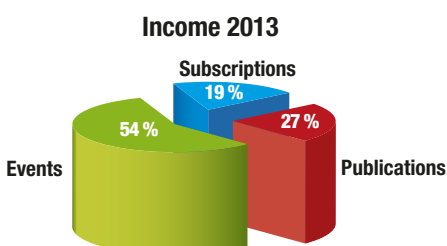
conservative and safe fiduciary deposits, in a mixture of currencies.

Income and Expenditure

MA Subscriptions remained static compared to 2012, in an economic environment which is still difficult for many associations. A reduction in the rate applied to subscriptions was offset by growth in the overall membership, despite contractions in some markets.

Overall expenditure was CHF 122,418 less than budgeted. This is reflected mainly in fewer new documents being published during the financial year. These will come to charge in subsequent years.

The Statement of Financial Performance reflects a combination of continued growth in FIDIC commercial activities, and stability in the membership. Overall the result was satisfactory considering the continued international financial uncertainties.



Balance Sheet

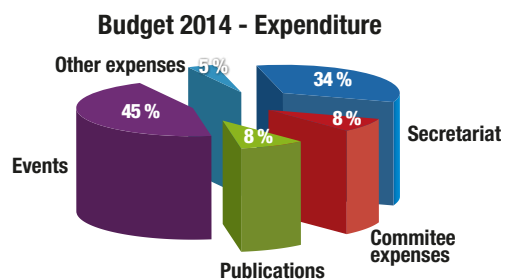
At the end of 2013 the balance sheet remained strong and reserves are within the FIDIC Executive Committee guidelines to maintain cash assets equivalent to the Federation's liabilities in the event of winding up. This is also approximately equivalent to the secretariat expenses for one year.

Remaining license income received in advance totalled CHF 502'188 at the end of 2013. This represents payments by the Development Banks for the use of the harmonized contract documents for future years, and new clients signed up.

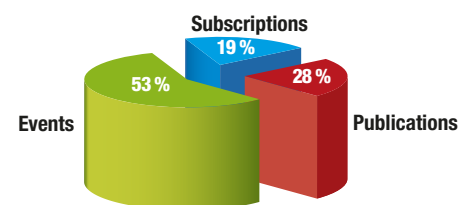
Year to date and 2014

At mid-year 2014 income was slower than in previous years, signalling a modest drop in order from some member associations as local activities are re-programmed.

The budget proposed for 2015 reflects a conservative approach to FIDIC activities, with further reductions in subscriptions, to be offset against increased commercial activities.



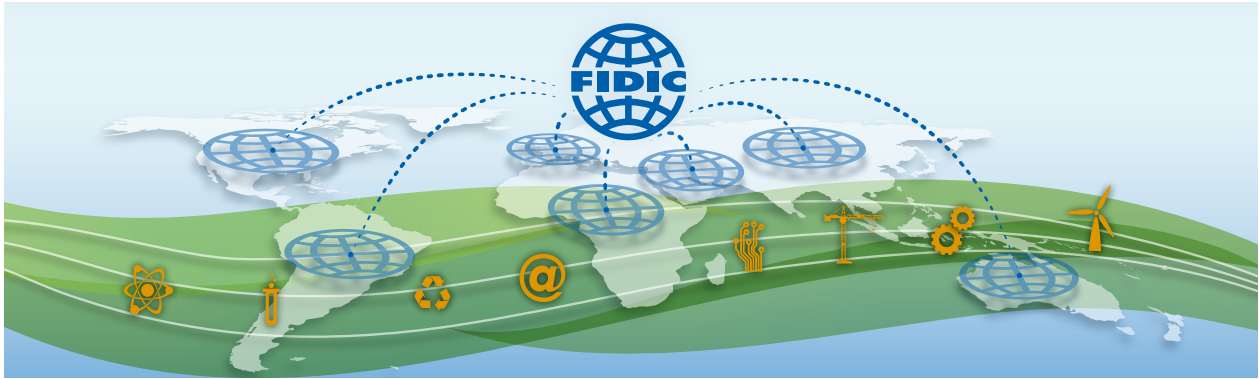
Budget 2014 - Income 2014



The Executive Committee recommends no further change membership fees, but is proposed a modified methodology in order to address inequities in the current model. The Executive Committee notes that the budget forecasts a (small) surplus for the 2015 year.

Alain Bentéjac, FIDIC Treasurer

Managing Director's Report



Regional strategy expands

One of the main challenges in meeting the demands and increased needs of FIDIC members, is resources. Budgets limit the engagement of additional professional staff. However, FIDIC has put some effort into streamlining its volunteer resources, in order to maximise their engagement, and enhance the quality of work they produce. Terms of reference for all committees have been reviewed, as well as the appointment terms, offering more flexibility to their time commitments.

In recognising the overarching importance of training and education, the Executive Committee agreed to a revamped Capacity Building Committee. Its principal role will be to overview all the activities of other committees to ensure a consistent approach to the possible training and education needs of the various products and services produced by FIDIC. Producing new documents and guidelines for the industry is considered important, but more focus will be placed on ensuring member associations understand the relevance and importance of each document or service, in order to share it with their consulting firm members. Relevant training will then be made available, in order to understand more fully how, for example, integrity management, can be introduced into a company, and how it might be used as a valuable business tool.

Each committee then has a dedicated liaison person from the Executive Committee in order to lend greater consistency and support to their activities.

To back all this up, a new Customer Relationship Management system has been developed within the Secretariat to improve links to the FIDIC Membership, as well as database management. Greater focus has been placed on regular contact with members, to share FIDIC developments, and learn of things happening in the marketplace.

At the same time, usage of social media has expanded rapidly, with far greater impact than previous bulk mailings. FIDIC followers now indicate growing interest in a wide range of FIDIC events and activities, often leading to increased sales and wide spread dissemination of useful information.

As I look back over my first 10 years at FIDIC, I reflect on the continued growth in the industry, and the impact of globalisation - mergers and acquisitions have not only impacted on the industry itself, but also the membership of associations. The profile of consulting engineers continues to be enhanced, but this is tempered by the challenges of getting more engaged with politicians and the media. FIDIC itself has witnessed significant growth in demand for training and education, as clients and consultants seek to understand more about the benefits of international best practice, represented by FIDIC contracts and other business guides. Online training has expanded rapidly as a cost effective solution, and webinars are also very popular. New topics are being introduced in 2014, and will likely expand further in the future.

The FIDIC Bookshop is being outsourced, recognising the advance of electronic business and the need to prioritise resources. All FIDIC records are now digitalised, and more space made available for our greatest resource - people. FIDIC has invested more in getting closer to its customers through its regional strategy, and by expanding its international base of accredited trainers. We still have much to do, strengthening the membership network, in order to share more resources and experiences with each other, to unite the voice of the industry in support of our consulting engineering firms, working to improve our Quality of Life.

Enrico Vink, FIDIC Managing Director

4 News from the Executive

FIDIC Executive Committee

Geoff French, UK (2013 President) **Jae-Wan Lee**, South Korea
Pablo Bueno, Spain (2014 President) **Kaj Möller**, Sweden
Alain Bentéjac, France (Treasurer) **Chris Newcomb**, Canada
Akihiko Hirotani, Japan **Exaud Mushi**, Tanzania
Bisher Jardaneh, Jordan

This year the FIDIC Executive Committee was hosted by Barcelona, Spain in September 2013; by Rabat, Morocco in February 2014; and by Stockholm, Sweden in May 2014. Such meetings also coincided with appointments with Government officials, enabling frank discussions on procurement issues, global trends in the consulting industry, and development of the local industry, and its role in supporting economic growth.

There were three vacancies in the EC in 2013 and, at the FIDIC Centenary Conference in Barcelona, Moncef Ziani (Morocco), Kiran Kapila (India) and William Howard (USA) were elected to the EC. The General Assembly also confirmed Pablo Bueno (Spain) as President, and Jae-Wan Lee (South Korea) as Vice President.

5 Global Representation

FIDIC Membership Committee

S. Mehrotra, India (Chair) **M. Mazloum**, France
B. Jardaneh, Jordan **R. Ünüvar**, Turkey (EFCA)
G. Fujie, Japan **I.B. Koesoemo**, Indonesia (ASPAC)
K.K. Kapila, India (EC liaison)

5.1 Membership Committee

FIDIC has been actively supporting interest from a number of countries interested in learning more about membership requirements. Often this has involved information about establishing a legitimate private sector association, to represent the interests of the industry in that country. In some countries this has proven to be challenge, where the history and political system is heavily dominated by the state, or professional societies. Area of particular interest to FIDIC include East Europe and the Middle East, where new members are expected to emerge in the near future.

5.2 Brussels MDB Conference

For only the second time, FIDIC organised a specialist conference focussing on infrastructure development, as seen from the perspective of International Financial Institutions. Participants from 30 countries included all the major development banks, plus a number of bilateral agencies, as well as industry representatives, and other international organisations involved in infrastructure (UNOPS, WFP, ILO, WTO, EIC, CICA and others).

Under the umbrella of the proposed procurement reforms of the World Bank, international speakers looked in some detail at the key drivers for successful investment in infrastructure development. They also looked at the significant benefits of utilising international best practice, harmonising wherever possible, procurement practices and processes.

In that context, the IFIs confirmed their continued commitment to supporting the use of FIDIC contracts. It is widely acknowledged that, despite the fact IFI funding represents less than 1% of global investment, the harmonised use of international standards such as FIDIC has considerable influence on the procurement practices of more than 100 countries. At the same time, FIDIC launched the Harmonised MDB-FIDIC contract in e-book format, a more user friendly version, especially for those operating in the field.



5.3 ICC

FIDIC enjoys close collaboration with the Chamber. Recent discussions have centred on the harmonisation of ICC terms with FIDIC terms, especially on the use of Dispute (Adjudication) Boards. FIDIC contracts have long used ICC Rules as the default option on arbitration procedures. In June 2014, a successful ICC-FIDIC conference was held in South Africa, focussing on both legal and procedural issues related to use of FIDIC contracts.

Global Events and Communication



6.1 New FIDIC Century Welcomed in Barcelona

In September 2013, a record 1200 delegates from 97 countries celebrated the centenary conference with a special fireworks display at the conclusion of a sparkling gala dinner, where numerous contributions from the industry were warmly applauded and rewarded. Some 45 infrastructure projects from around the world were recognised for their valuable contribution to the industry's advancement and improved Quality of Life over 100 years. The industry also acknowledged the significant contributions made by stalwart pioneers such as Yutaka Kubota and Sir Ove Arup.

Increased demand for infrastructure and the internationalisation of the consulting industry, pointed to opportunities for collaboration on key global challenges such as Water & Waste, Energy, Transport and Urbanisation in particular. Sustainability issues were seen as driving investment strategies in the future. A number of new tools have been developed for use by the industry, and were launched in Barcelona – not least of which the Sustainability Pack.



6.2 Regional Activities

GAMA 2014 Mozambique

The 2014 GAMA conference took place in Maputo, Mozambique, from 23-26 March. Some 250 participants from 20 countries took part in this successful event. Work levels have increased considerably in most African countries, and there is growing interest in cross border collaboration, both regionally and internationally. Guest speakers included the World Bank, and the African Development Bank.

Through its Regional Office in Tanzania, FIDIC was able to expand its African training programme, with considerable support for events in a number of African countries.

ASPAC 2014 Indonesia

The ASPAC 2014 conference was held in Bali, Indonesia in March, with approximately 300 participants from throughout the region, including Iran and Uzbekistan. The mood in the region was fairly upbeat, with most members indicating reasonable levels of activity. Despite the slow-down in China, economic activity is still quite robust in the region. Guest speakers included the Asia Development Bank, and the Japanese Aid Agency JICA.

FEPAC

FIDIC continues to enjoy a close relationship with the Latin American Federation, with focus during 2013 on the FIDIC conference in Rio de Janeiro, as well as broader opportunities in the Latin American market. Discussions also continued on the establishment of a FIDIC office in the region. The annual meeting of FEPAC held in October, was also supported by FIDIC.



MIDDLE EAST

FIDIC in Middle East: Opening of training centre in Amman, Jordan

In line with FIDIC's regional development strategy, the opening of a regional FIDIC training centre was approved in September 2013 with the ETC, the Engineering Training Centre of the Jordanian Association of Consulting Engineers. The centre is arranging training opportunities in both Arabic and English, in support of FIDIC's growing presence in the Middle East.

FIDIC Middle East Users Conference



Abu Dhabi successfully welcomed the 6th FIDIC Users' conference in the Middle East in February 2014.

FIDIC contract drafters shared their experiences on challenges in the Middle East from international and local projects. Experts also explored issues related to dispute avoidance & resolution and local.

Users Conference USA



The 2nd FIDIC North American Users Conference took place in Washington on 22-23 October 2013.

The event gathered more than 75 attendees and speakers with strong support from local sponsors. Increased participation from the Caribbean and Latin America was particularly noticeable.

Successful Users Conferences also took place in Shengzen, China, and in London, attesting to the wide interest in FIDIC contracts and their use in different jurisdictions.

EFCA-FIDIC Agreement

At the FIDIC Centenary Conference in Barcelona, a new Agreement was signed, outlining how the European Federation of Engineering Consultancy Association will represent FIDIC in Europe, especially on matters related to the European Commission, and its impact on market conditions for the consulting industry. Key issues being addressed include procurement; use of FIDIC contracts in the Union and on Europe-funded projects; liability and insurance; and sustainability issues.

UN Environment Programme (UNEP)

Also during the FIDIC Centenary Conference, an historic agreement was signed between FIDIC and UNEP. The agreement outlines closer collaboration on a Sustainable Cities programme, including support in the training of new trainers for sustainability, and the sharing of tools and guidelines on sustainability. FIDIC is represented on the board of UNEP-SBCI (sustainable building and climate initiative), a partnership of public and private organisations focusing on more efficient use of resources and energy in buildings.

As a follow up on the long term relationship between the two organisations an MoU has been signed in Barcelona. The memorandum is the starting point of collaboration on joint training and publication efforts related to Sustainable City programmes.

FIDIC Business Days

This relatively new concept has enabled FIDIC to reach out to a range of member countries and industry groups, with successful events taking place in Moscow (consulting industry development), and in Copenhagen (renewable energy – wind). Future business days will be rolled out in Africa, Asia and Latin America, and other specialist market opportunities explored.

Russia hosts Successful FIDIC Business Day



In Moscow on October 17th, a special one day seminar proved very popular with a varied audience interested in learning more about the FIDIC international standards, with particular focus on FIDIC contracts. Robust discussion indicated the suitability of FIDIC contracts in the Russian market.

Forms of Contract for the Renewable Energy Industry in Copenhagen on 27 June 2014



This initiative brought together parties involved in the renewable industry discussing evolution of forms of contracts based on the FIDIC approach. Perspective from the construction industry, insurance, banks and public sector were discussed. A special round table discussion focused on the offshore windfarm case study.



Integrity Management Committee

J. Díaz Padilla, Mexico (Chair)
M. E. Abdel Rahman, Sudan
M. Azizi, Iran
M. K. de Chiara, USA
L. Luobing, China

J. Ritchie, Canada
A. Haj Stifi, Germany
R. Stump, USA
P. Oortwijn, Netherlands (EFCA)
A. Hirotsu, Japan (EC Liaison)

ACEC Canada took the bold step of introducing its entire membership to Integrity Management principles and practices based on FIDIC. As a clear demonstration on the business case for integrity, ACEC is now recommending that all member firms adopt the Code of Ethics and implement integrity management. ACEC recognizes that consulting engineering firms make a vital contribution to the economic, social and environmental well-being of people and institutions across Canada and globally. Consequently, consulting engineering firms occupy a unique position of responsibility and trust. The onus is on the consulting engineering sector to live up to this responsibility and trust.



Business Practice Committee

R. Prentice, Canada (Chair)
A. Read, New Zealand
F. Colasan, Turkey
A. Thornton, New Zealand
P. Rauch, Switzerland
M. Steiner, USA
K. Kariya, Japan

A. Gobiet, Austria
M. Kruger, South Africa
D. Delizza, USA
S. Chatterjee, India
J. van der Putten, Belgium (EFCA)
C. Newcomb, Canada (EC liaison)

8.1 Importance of Quality Consultant Selection

Consulting engineering companies must deliver results to satisfy their clients, meet regulations and be technically sound. This, while operating as a business, returning a profit in day to day operations and continuously improving performance to build capacity and take on more and more complex projects as their experience grows. Consistent and effective business practice is essential. It is critical that the consultant recognize and promote the need to focus on quality when describing, pricing and performing their services. The consultant's role in this is so important to the industry that the BPC have created two informative and unifying documents (Qualification Based Selection & Consultant Selection Guideline) which outline the principles and summarize the tools for marketing and promoting QBS as found in the QBS Marketing Guideline.

8.2 Client Selection also Important

One way to focus on the best practice principles that will lead to successful projects as well as to reinforce the essential ingredients of integrity and transparency is to recognize clients who select consultants on the basis of quality. The BPC has assisted in development of a Client Award process template which, although still in draft form, has been used by some Member Organisations to provide such recognition. The concept of client selection is also gaining popularity, as good clients naturally wish to pursue quality outcomes for end-users, and appreciate the benefits of good professional advice.

8.3 Defining Scope of Services part of Quality

A third example best practice assists consultants in defining, organising, agreeing and administering scope elements key to a specific project. The Definition of Scope and Services is a Business Practice tool that has been available for several years. It is particularly useful where less knowledgeable clientele have limited project experience and are not familiar with the risk potential, contract requirements and general complexities involved in some projects and how to monitor their accomplishment.

New Practical Guide to Disaster Management

A second way is to rely on highly regarded technical support tools. Be prepared for professional involvement should a natural disaster strike with a copy of the Disaster Management Guide which provides a business practice framework to consultants providing services in such circumstances. This document will be released in 2014.

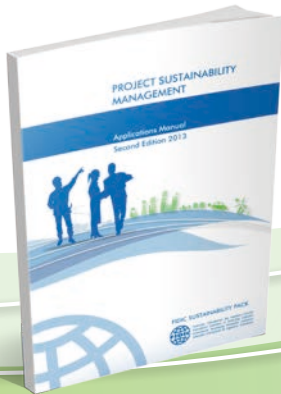


Sustainable Development Committee

J. Félix, France (Chair)
I. van der Putte, Netherlands
J. Boyd, Canada
S. Fryxell, Sweden
J.W. Lee, Korea (EC liaison)
RJ. Pullen, Netherlands
H. Koichiru, Japan

A. Persson, Sweden
S. Wij, India
A. Bentéjac, France (EC liaison)
N. Shokoufi, Iran
M. Bertoneri, Italy
H.J. Campos de Sousa, Portugal
N. Busquet, France

I. Chung, Korea
A. de Bie, Belgium
A. Granowski, Poland
W. Löffler, Germany
J. Scanlon, Australia
F. da Silva, France
P. Kerchoulas, Greece



Key focus for the Committee was the completion of an important set of new guidelines and tools on Sustainable Infrastructure, launched at the Centenary Conference in Barcelona.

The Sustainability Pack comprises:

“Project Sustainability Management – Applications Manual”

This 2nd edition of the Project Sustainability Management, PSM II, is first and foremost a list of core issues that engineers should consider when carrying out projects in a sustainable way, backed up by a number of processes for the broad inclusion of stakeholder input. Each item on the list brings with it a set of perspectives, which are the sustainability considerations that affect the way these issues should be considered on the project. A good part of this manual consists of descriptions of these perspectives and an indication of possible project responses as well as logical links between the perspectives of different issues.

“Rethink Cities”- a white paper on societal challenges, developed with the strong support of the Swedish member association STD, in collaboration with the FIDIC-EFCA Sustainable Development Committee.

The White Paper clarifies that the increasing demands on sustainability are very often concentrated in cities. It demonstrates with many examples from engineering consulting firms, the benefits that can be gained when considering interrelationships between urban functions and advocates a systematic approach to cities.

The «PSL Toolbox 2013» was developed with the strong support of the French member association Syntec-Ingénierie and contributions from the FIDIC-EFCA Sustainable Development Committee.

It comprises four linked tools to support the implementation of sustainable requirements in a project or programme in the built environment. The main aim is to facilitate collaboration between stakeholders.

The “PSL Project Sustainability Logbook” was designed to accompany a built asset or a group of designated buildings, infrastructure facilities and physical plant of a component of the urban environment (for example, a city district or a city block, respectively) or is designed to meet a specific urban function (for example, public transport or water supply). The Logbook, comprising a series of tables, offers a method of defining and monitoring the issues and objectives of sustainable development for a specific project or program.

10 Contracts & Guides

Contracts Committee

P.E. Jenkinson, UK (Chair)
C. Theune, Germany
S. Fahey, Ireland
Z. Záhonyi, Hungary
J. Amorim Faria, Portugal (EFCA)
K Möller, Sweden (EC liaison)

N. Bunni, Ireland (Special Adviser)
A.-V. Jaeger, Germany (Special Adviser)
M. Mortimer-Hawkins, Sweden
 (Special Adviser)
C.R. Seppala, France (Legal Adviser)
C. Wade, UK (Special Adviser)

Considerable effort has gone into the review of FIDIC 1999 suite of contracts, incorporating a number of modifications and improvements, taking into account changing market conditions and customer expectations. The first of these, the Yellow Book, is expected to be reviewed during 2014, to be followed in 2015 by the red and Silver books. Discussions have also commenced with the multi-national development banks, over the options for harmonised Construction Contracts for specific use by the banks and their borrowers.



11 Liability Environment in Europe

Risk & Liability Committee & Standards

S Jenkins, New Zealand (Chair)
U. Sassarson, Denmark (deputy Chair)
J. van der Putten, Belgium (EFCA)
T. Kurasige, Japan
A. Thornton, New Zealand
M. Hohberg, Switzerland

S. Bamforth, UK
W. Mayne, South Africa
R. Furtado, Portugal
J. Robert, France
V. van Egmond, NL
F. Callarà, Italy

P. Samuelsson, Sweden
D. Bueno Tomas, Spain
S. Stone, USA
M. Marot, South Africa
W. Painsi, Austria (ISO Rep)

Liability Environment in Europe Assessed

With the support of European Federation EFCA, a survey was undertaken into current market conditions in EU member states. This report offers consulting firms with the latest trends on liability and insurance issues in that market.

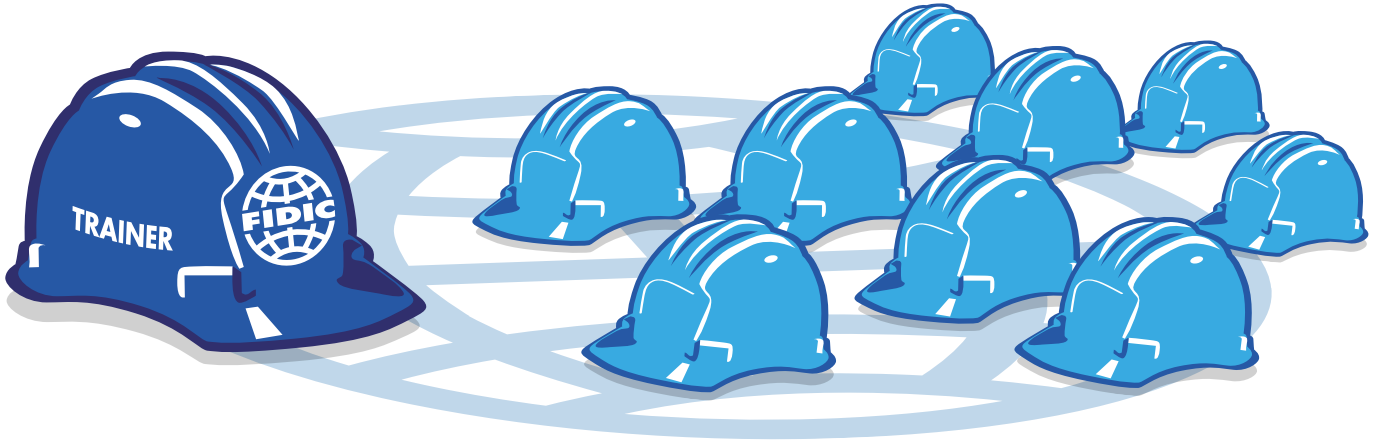
The joint FIDIC/EFCA Risk & Liability Committee is also working on a paper on the risks emerging from the drive for innovation and sustainable engineering. New risks emerging need to be better understood, so that they can be managed efficiently, and any liabilities dealt with in terms of professional responsibilities, and the response from the insurance industry.



Capacity Building Committee

G.S. Pirie, South Africa (2013 Chair)
J. Haddad, Iran
R.A. Kell, Australia
A. Rev, Hungary (EFCA)

J.C.W. Richie, Canada
M. Takeuchi, Japan
E. Mushi, Tanzania (EC liaison)



Trainers

FIDIC's Train the Trainer programme was expanded in order to help meet increased demand for more training across different regions, thereby offering more customers with access to cost effective training.

Webinars

With the support of FIDIC's Young Professionals, two new webinars were launched in 2013 as a new service from FIDIC. This programme will be expanded further during 2014, with additional webinars. These will provide a larger number of interested people with access to specific pockets of FIDIC expertise and experience with new products and services for the market.

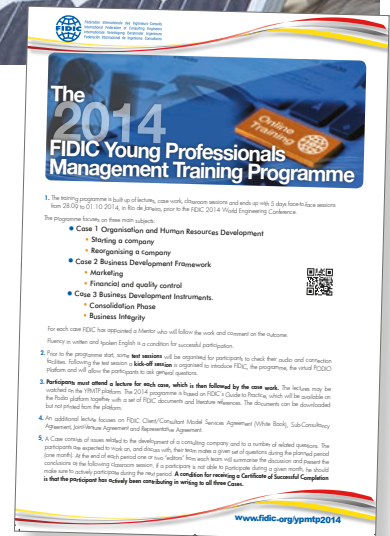
Other online courses with Advanced Contract Modules are planned in 2014.





10.3 Online Young Professionals Management Training Program 2014

Starting up and developing a consulting engineering firm, getting the right international exposure and a developed network is, today, a big challenge. Identifying motivated young professionals as future leaders with the necessary management skills is an intriguing exercise. These are aspects that the FIDIC Young Professionals Management Training Programme (YPMTP) will be focussing on during the 2014 programme. FIDIC is proud to announce that the 2014 programme will be the 11th consecutive annual training programme and that, to date, over 400 Young Professionals have participated and successfully completed the on-line programme.



Young Professionals Forum

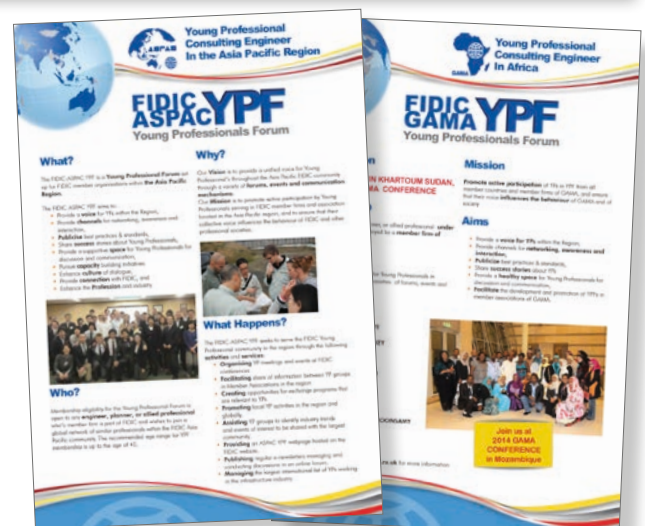
S. Wilson, Canada (Chair)
M. Azizi, Iran (Vice-Chair)
S. Davidson, Canada
A. Varón Tischer, Spain
H. Cheng, China
T. Wallner, Australia

T. Kitano, Japan
W. Bradley, UK
H. Ghellali, Libya
T. Feng, China
A. Stifi, Germany
W. Darkazanli, Saudi Arabia

S.J. Park, Korea
A. Obikanye, Nigeria
J. Bialachowski, Poland
J. Al Btoush, Jordan
A. Emambakhsh, Iran
M. K Hofmeyr, South Africa

13.1 YP Forum

A very active year saw the launch of regional YP groups in Africa and Asia, and closer collaboration with the YP group in Europe. Together they form a significant network of over 3000 future leaders for the industry. They have participated in conferences and seminars, sharing views and experiences on the consulting business, and on topical issues such as sustainability, integrity, and capacity building, as well as management and resource issues. Record numbers participated in various FIDIC events, thanks to strong support from their companies.



14 FIDIC Member Associations and Associates

Albania

Albanian Association of Consulting Engineers

Australia

Consult Australia

Austria

Austrian Consultants Association

Azerbaijan

National Engineering Consultancy Society of Azerbaijan

Bahrain

Bahrain Society of Engineers

Bangladesh

Bangladesh Association of Consulting Engineers

Belgium

Organisation des Bureaux d'Ingénieurs-Conseils, d'Ingénierie et de Consultance

Bosnia

Association of Consulting Engineers of Bosnia and Herzegovina

Botswana

Association of Consulting Engineers Botswana

Brazil

Associação Brasileira de Consultores de Engenharia

Bulgaria

Bulgarian Association of Consulting Engineers and Architects

Canada

Association of Consulting Engineering Companies, Canada

Chile

Asociación de Empresas Consultoras de Ingeniería de Chile

China

China National Association of Engineering Consultants

China, Hong Kong

Association of Consulting Engineers of Hong Kong, China

China, Taipei

Chinese Association of Engineering Consultants, Taipei, China

Colombia

Cámara Colombiana de la Infraestructura

Croatia

Croatian Association of Consulting Engineers

Czech Republic

Czech Association of Consulting Engineer

Denmark

Foreningen af Rådgivende Ingeniører

Dominican Republic

BG Ingenieros Consultores

Ecuador

Asociación de Compañías Consultoras del Ecuador

Egypt

Egyptian Society of Consulting Engineers

Estonia

Estonian Association of Architectural and Consulting Engineering Companies

Finland

Finnish Association of Consulting Firms

France

CICF/SYNTEC-Ingénierie

Germany

Verband Beratender Ingenieure

Ghana

Ghana Association of Consultants

Greece

Hellenic Association of Consulting Firms

Hungary

Association of Hungarian Consulting Engineers and Architects

Iceland

Félag Rádgjafarverkfræðinga

India

Consulting Engineers Association of India

Indonesia

National Association of Indonesian Engineering Consultants

Iran

Iranian Society of Consulting Engineers

Ireland

Association of Consulting Engineers of Ireland

Israel

Israeli Organization of Consulting Engineers and Architects

Italy

Sindacato Nazionale Ingegneri e Architetti Liberi Professionisti Italiani

Japan

Association of Japanese Consulting Engineers

Jordan

Jordan Architects and Consulting Engineers Council

Kazakhstan

Kazakhstan Association of Consulting Engineers

Kenya

Association of Consulting Engineers of Kenya

Korea

Korea Engineering and Consulting Association

Kuwait

Union of Kuwaiti Engineering Offices and Consultant Houses

Latvia

Latvian Association of Consulting Engineers

Lebanon

Lebanese Association of Consulting Engineers

Lithuania

Lithuanian Association of Consulting Companies

Luxembourg

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

Malawi

Association of Consulting Engineers of Malawi

Malaysia

Association of Consulting Engineers Malaysia

Mali

Order of Consulting Engineers of Mali

Mauritius

Association of Consulting Engineers

Mexico

Cámara Nacional de Empresas de Consultoría de México

Moldova

Association of Consulting Engineers in Republic of Moldova (ARMIC)

Mongolia

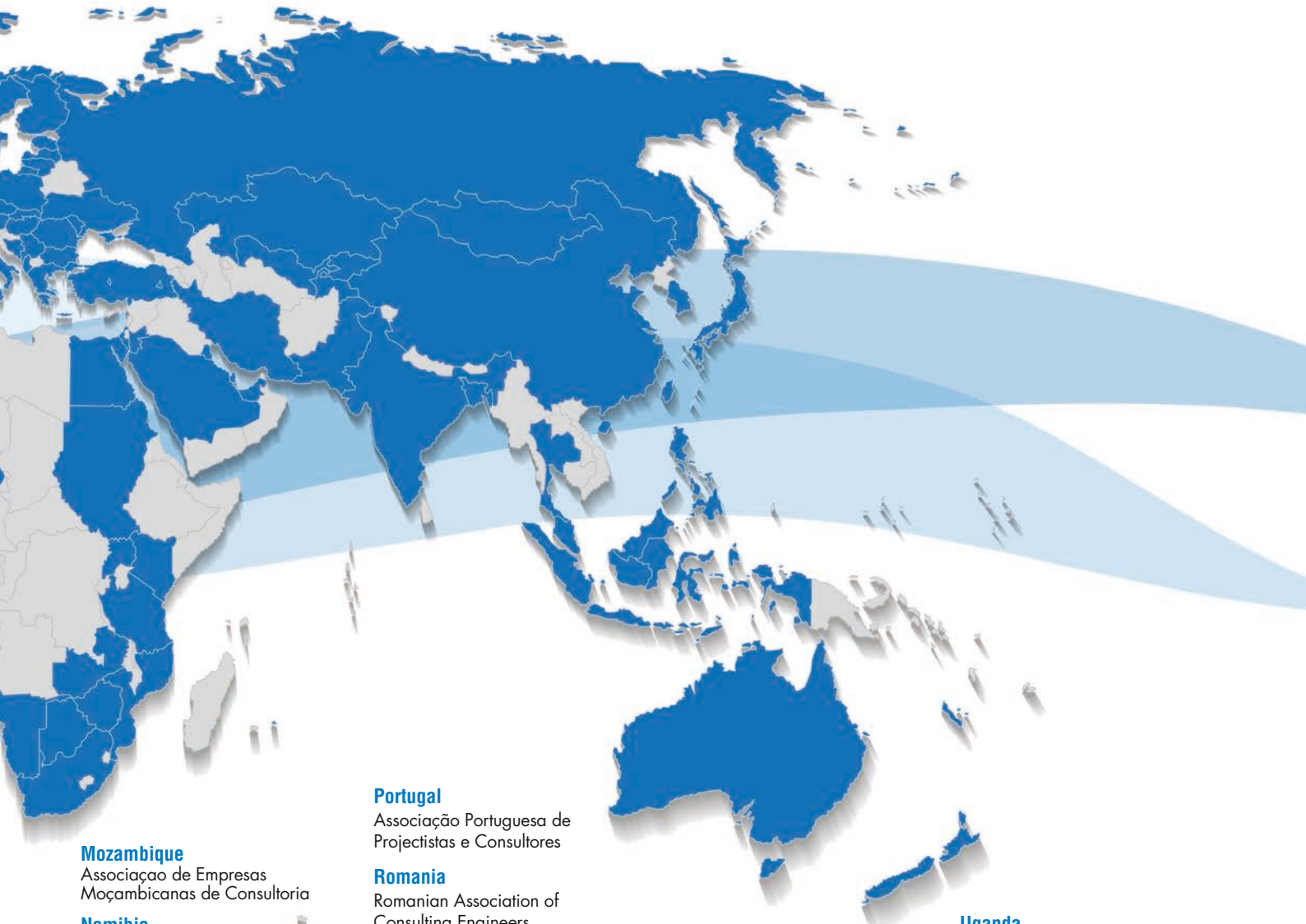
Mongolian Road Association

Montenegro

Association of Consulting Engineers of Montenegro

Morocco

Fédération Marocaine du Conseil et de l'Ingénierie



Mozambique

Associação de Empresas Moçambicanas de Consultoria

Namibia

Association of Consulting Engineers of Namibia

Nepal

Society of Consulting Architectural and Engineering Firms, Nepal

Netherlands

Nlengineers

New Zealand

Association of Consulting Engineers New Zealand

Nigeria

Association of Consulting Engineers, Nigeria

Norway

Association of Consulting Engineers, Norway

Pakistan

Association of Consulting Engineers Pakistan

Paraguay

Camara Paraguaya de Consultores

Peru

Asociación Peruana de Consultoría

Philippines

Council of Engineering Consultants of the Philippines

Poland

Stowarzyszenie Inżynierów Doradców i Rzeczoznawców

Portugal

Associação Portuguesa de Projectistas e Consultores

Romania

Romanian Association of Consulting Engineers

Russia

Russian Association of Engineering Consultants

Saudi Arabia

Saudi Council of Engineers

Serbia

Association of Consulting Engineers in Serbia

Singapore

Association of Consulting Engineers Singapore

Slovakia

Slovak Association of Consulting Engineers

Slovenia

National Association of Consulting Engineers of Slovenia

South Africa

Consulting Engineers South Africa

Spain

Asociación Española de empresas de Ingeniería, Consultoría y Servicios Tecnológicos

Sri Lanka

Association of Consulting Engineers, Sri Lanka

Sudan

Sudanese Engineering and Architecture Consultancy Association

Suriname

Orde van Raadgevende Ingenieurs in Suriname

Sweden

Swedish Federation of Consulting Engineers and Architects

Switzerland

Union Suisse des Ingénieurs-Conseils

Tanzania

Association of Consulting Engineers Tanzania

Thailand

Consulting Engineers Association of Thailand

Trinidad & Tobago

Joint Consultative Council for the Construction Industry

Tunisia

Association Nationale des Bureaux d'Etudes et des Ingénieurs Conseils

Turkey

Association of Turkish Consulting Engineers and Architects

Uganda

Uganda Association of Consulting Engineers

Ukraine

Association of Engineers-Consultants of Ukraine

United Arab Emirates

Society of Engineers - UAE

United Kingdom

Association of Consultancy and Engineering

USA

American Council of Engineering Companies

Uzbekistan

Uzbek Association of Consulting Engineers

Vietnam

Vietnam Engineering Consultant Association

Zambia

Association of Consulting Engineers of Zambia

Zimbabwe

Zimbabwe Association of Consulting Engineers

14 International Infrastructure Conference



Knowledge-driven Transformation of the World's Infrastructure

The task of Consulting Engineers is to transform the world in a sustainable way, whilst enhancing the Quality of Life of people by:

- Using the most advanced technologies;
- Providing innovative solutions;
- Achieving intelligent infrastructure and smart living.

Today's consulting engineers, more than ever, can offer advice on many fronts – economics, finance, planning, management, sustainability, integrity, capacity building, climate change, and of course design and construction solutions. Multi-national teams work side by side with local experts. What tools are available to assist professional consultants? How are they being used? What are the key issues impacting on the actual business of consulting engineering today?

Technology? Governments? Social needs? Finance? Human Resources?

Where better to discuss these issues and develop solutions, than in the Middle East, in Dubai.

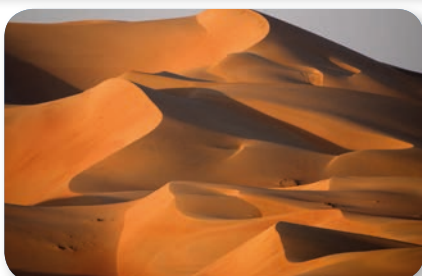
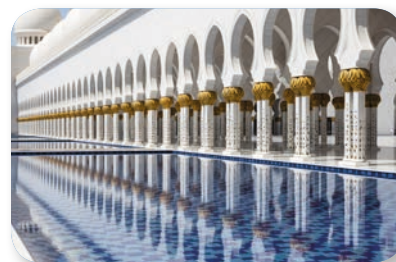
Dubai is one of the few cities in the world that has undergone a rapid transformation - from a humble beginning as a pearl-diving centre to one of the fastest growing cities on earth. Dubai today is a tourism, trade and logistics hub. It has earned itself the reputation of being the 'gateway between the east and the west and it is considered as the dynamic nucleus of the Arabian Gulf region.

From the timeless tranquillity of the desert to the lively bustle of the souk, Dubai offers a kaleidoscope of attractions. Dubai is a leading regional commercial hub with state-of-the-art infrastructure.

Join Us in Dubai 2015! Network and get first hand information from global leaders in the infrastructure and industrial sectors.

Don't miss the opportunity to participate in the first FIDIC International Infrastructure Conference in the Middle East!

www.fidic2015.org.



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FIDIC Key Objectives

- Be the recognised international authority on issues relating to consulting engineering best practice
- Actively promote high standards of ethics and integrity among all stakeholders involved in the development of infrastructure worldwide
- Maintain and enhance FIDIC's representation of the consulting engineering industry worldwide
- Enhance the image of Consulting Engineering
- Promote and assist the worldwide development of a viable consulting engineering industry
- Promote and enhance the leading position of FIDIC's Forms of Contract
- Improve and develop FIDIC's training and publishing activities
- To promote and encourage the development of Young Professionals in the Consulting Engineering Industry

The Global Voice of Consulting Engineers

www.fidic.org

The Global Voice of Consulting Engineers



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