



16 June 2016

MA 05-16

TO ALL FIDIC MEMBER ASSOCIATIONS

FIDIC BOARD ELECTION 2016

Dear Members,

In accordance with FIDIC's By-Law IV. 1-4, we are pleased to send you attached to this letter an electronic file for printing out special forms for the election of **two (2)** new members to the FIDIC Board at the General Assembly Meeting (GAM) 2016 that will take place on Tuesday 27th September in Marrakesh, Morocco.

Please read the **voting procedure** carefully before you vote. If you have any questions, please contact the FIDIC Secretariat at igoyzueta@fidic.org or by telephone, contact Mr. Italo Goyzueta, Deputy Director, on +41 22 799 4909.

Checklist of documents and information attached:

- Ballot Form – to mark your vote(s)
- Authorisation Form – to be completed with MA details
- Sample text for addressing the Ballot Envelope – where each Ballot form is to be enclosed
- Sample text for addressing the Outer Envelope – which holds completed Authorisation Form together with the separate Ballot envelopes. The Outer Envelope is to be sent to the FIDIC Secretariat or submitted to the FIDIC booth at the FIDIC 2016 Conference in Marrakesh, Morocco
- Voting Instructions Pictogram
- Profile summaries of six candidates and brief notes on their views
- List of Member Associations - for reference on the number of votes for each MA

Please let us know if any of the forms or information listed above is missing. Printed versions of these documents will also be available at the FIDIC booth or office at the FIDIC 2016 Conference in Marrakesh.

Voting procedure

The number of Ballot Forms and corresponding Ballot Envelopes depend on the number of votes each MA is entitled to at the General Assembly Meeting (GAM). The number of votes is determined by the number of staff declared by MAs at the beginning of the year for the payment of subscriptions.

1. Taking your voting rights into consideration, please print the appropriate number of Ballot Forms. The minimum number of Ballot Forms per MA is 2 and the maximum is 6. If you are uncertain of your allocated number of votes, please refer to the 'List of Member Associations' document provided.
 - Each Ballot Form lists the six candidates alphabetically according to country represented
 - Each Ballot Form should be used to cast votes for up to **two (2) candidates only**
2. Select up to two (2) candidates by marking an "X" in the last column on the form.
3. Once you have selected your candidates, insert each Ballot Form into a separate envelope that you should name "Ballot Envelope" (see sample text attached).



Do NOT write anything else apart from the text “Ballot Envelope”. These ballot envelopes must remain anonymous.

- Only one Ballot Form should be inserted into each Ballot Envelope.
- 4. Please make sure that the number of Ballot Forms is equal to the number of votes that your MA is entitled to in the GAM.
- 5. Please print out the Authorisation Form and complete it with the details of your MA. The Authorisation Form should be signed by a representative of the MA, duly authorised in accordance with its own statutes and by-laws.
- 6. The Authorisation Form and all the Ballot Envelopes (each containing only one Ballot Form) should then be put into one Outer Envelope.

Only the Outer Envelope should be marked with the name of the MA (see the sample text attached).

The Authorisation Form should NOT be enclosed in a Ballot Envelope.

- 7. Please send the Outer Envelope and its contents, **preferably by priority mail or express courier** to:

FIDIC Secretariat
World Trade Center II Geneva Airport
P.O. Box 311
CH-1215 Geneva
Switzerland

- 8. Please note that the Outer Envelope and its contents must be received by the FIDIC Secretariat **no later than 17.00h Central European Time (CET) on Friday 16 September 2016**. Care should be taken to send it early enough to meet this deadline. The Secretariat will date-stamp the Outer Envelopes as they arrive and will keep a register of the envelopes that have been received.

Alternatively, the Outer Envelope and its contents may be deposited in the ballot box to be provided at the FIDIC booth during the FIDIC 2016 Conference in Marrakesh, **no later than 17.00h (CET) on Monday 26 September 2016**.

If an MA subsequently and inadvertently submits a second Outer Envelope, this will be rejected.

Vote Counting

When the balloting closes, the Ballot Forms will be examined and votes will then be counted by two tellers appointed by the FIDIC Board. Counting will be in accordance with By-Law IV.5, in the following manner:

- The Outer Envelopes will be opened first
- The Authorisation Forms will be examined and the number of Ballot Envelopes counted. The Ballot Envelopes will be placed separately to one side, where they remain anonymous
- After all Outer Envelopes have been opened and Authorisation Forms checked, the Ballot Envelopes will then be opened and the votes recorded on the Ballot Forms will be counted
- The number of votes for each candidate will then be tabulated for presentation to the GAM. The whole procedure will be duly noted



International Federation of Consulting Engineers
The Global Voice of Consulting Engineers

Please note that votes will be discarded (not counted) if:

- The Authorisation Form is missing, or if it is not duly filled in and signed
- The number of Ballot Envelopes exceeds the number of votes which the MA is entitled to at the GAM
- The MA is in arrears with its subscription payments and is therefore not entitled to vote at the GAM.
- There is more than one Outer Envelope for a single MA
- More than two candidates are marked on a Ballot Form
- The name of the MA is written on the Ballot Envelope

Thank you for your kind attention. We look forward to receiving your support for these candidates.

Best regards,

Enrico Vink
Managing Director



FIDIC SECRETARIAT

World Trade Center II, Geneva Airport
P.O. Box 311, CH-1215 Geneva 15, Switzerland
+41 22 799 49 00 - www.fidic.org



FIDIC GENERAL ASSEMBLY MEETING 2016

ELECTION OF TWO BOARD MEMBERS For the term 2016 – 2020

BALLOT FORM

Each MA wishing to cast a vote should print out copies of the Ballot Form. The number of copies should be equivalent to the number of votes the MA is entitled to at the GAM. The number of GAM votes for each MA is given in the attached printout of the FIDIC Member Associations list. The minimum number of Ballot Forms per MA is 2 and the maximum is 6.

For each Ballot Form, vote for a maximum of two candidates, by marking 'X' in the last column (Vote).

Please put each completed Ballot Form into a separate Ballot Envelope. (1 form: 1 envelope)

Please put the Ballot Envelopes into an Outer Envelope together with the completed Authorisation Form.

Send the Outer Envelope and contents to the FIDIC Secretariat or submit this personally to the FIDIC Office at the FIDIC Conference in Marrakesh 2016.

FIDIC Board Candidates

Candidate Name	Country	Nominated by	Supported by	Vote
Sam MAMBO	Kenya	Association of Consulting Engineers of Kenya (ACEK)	Association of Consulting Engineers of Tanzania	
Reyes JUÁREZ DEL ANGEL	Mexico	National Chamber of Consultancy Firms (CNEC Mexico)	Asociacion Peruana de Consultoria	
			Federación Panamericana de Consultores	
Ibikunle Stephen OGUNBAYO	Nigeria	The Association for Consulting Engineering in Nigeria (ACEN)	Ghana Consulting Engineers Association	
Aisha NADAR	Sweden	Romanian Association of Consulting Engineers (ARIC)	Association of Consulting Engineers of Serbia	
			Association of Consulting Engineers from Republic of Moldova	
Ivan BRLEJ	Slovakia	Slovak Association of Consulting Engineers (SACE)	Slovak Association of Consulting Engineers	
Fuzile Felix FONGOQA	South Africa	Consulting Engineers South Africa (CESA)	Association of Consulting Engineers of Zambia	
			Association of Consulting Engineers Botswana	



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FIDIC GENERAL ASSEMBLY MEETING 2016

ELECTION OF TWO BOARD MEMBERS

For the term 2016 - 2020

AUTHORISATION FORM

To be put into the Outer Envelope together with the Ballot Envelopes.

_____ [Name of MA]

Member of FIDIC, hereby submits its ballots for the election of two members of the FIDIC Board for the term 2016 – 2020.

The undersigned, duly authorised, confirm(s) that the ballots submitted properly represent the votes of

[Name of MA]

in this election.

Done at _____ On _____
[Place] [Date]

By

_____ [Signature(s)]

_____ [Name(s)]

_____ [Position(s)]



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FIDIC GENERAL ASSEMBLY MEETING 2016

ELECTION OF TWO BOARD MEMBERS
For the term 2016 - 2020

BALLOT ENVELOPE – *SAMPLE TEXT*

Each Ballot envelope should contain only **one** Ballot Form

Text to be written on the Ballot Envelope

BALLOT ENVELOPE



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P.O. Box 311, CH-1215 Geneva 15, Switzerland
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FIDIC GENERAL ASSEMBLY MEETING 2016

ELECTION OF TWO BOARD MEMBERS

For the term 2016 - 2020

OUTER ENVELOPE

The Outer Envelope should contain the appropriately filled Authorisation Form and the Ballot Envelopes (each Ballot Envelope to contain one Ballot Form).

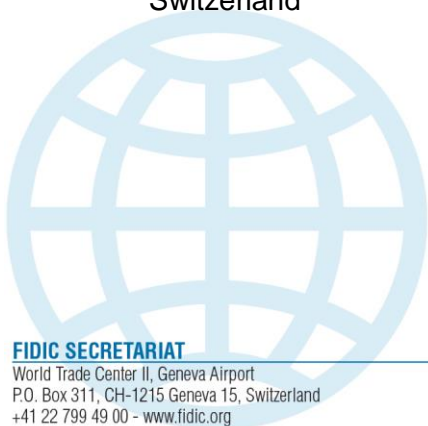
Text to be written on the Outer Envelope

For the election of 2 FIDIC Board members to serve 2016 – 2020

Sent by: [Name of Member Association]

The Outer Envelope and its contents should be sent to:

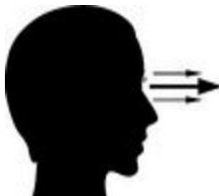




FIDIC Secretariat
World Trade Center II
Geneva Airport
PO Box 311
CH-1215 Geneva
Switzerland



FIDIC SECRETARIAT

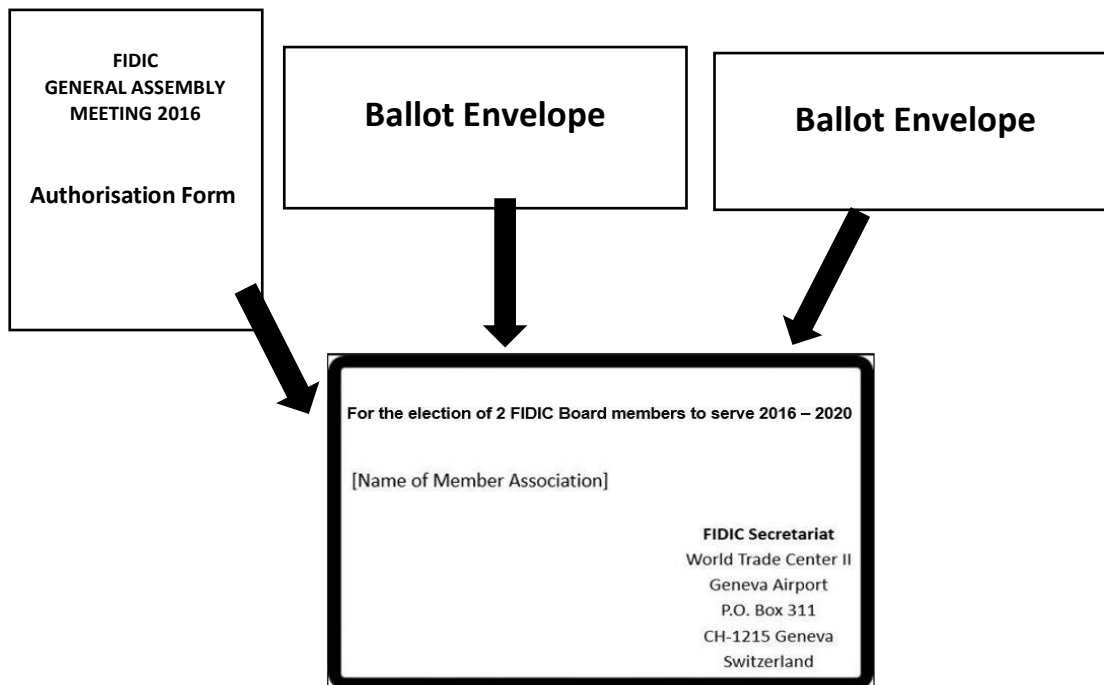
World Trade Center II, Geneva Airport
P.O. Box 311, CH-1215 Geneva 15, Switzerland
+41 22 799 49 00 - www.fidic.org

Voting Instructions Pictogram

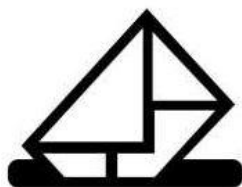
<p>Verify the number of votes you are entitled to</p> <div style="display: flex; align-items: center; justify-content: center;">  <div style="border: 1px solid black; padding: 10px; margin-left: 20px; text-align: center;"> <p>List of FIDIC Member Associations</p> <p>GAM 2016 Votes</p> </div> </div>	<p>Print the appropriate number of Ballot Forms</p> <div style="display: flex; align-items: center; justify-content: center;">  <div style="border: 1px solid black; padding: 10px; margin-left: 20px;"> <p>Ballot Form</p> <p>Candidate _____</p> <p>Candidate _____</p> <p>Candidate _____</p> <p>Candidate _____</p> <p>Candidate _____</p> <p>Candidate _____</p> </div> </div>
<p>Vote by indicating an "X" for your preferred candidate (Maximum of 2 votes)</p> <div style="display: flex; align-items: center; justify-content: space-around; margin-top: 20px;">  <div style="text-align: center;"> <p>(candidate name)</p> <div style="border: 1px solid black; padding: 5px; display: inline-block;">X</div> </div> </div>	
<p>Enclose 1 Ballot Form into 1 separate envelope and label it "Ballot Envelope". Repeat for other Ballot forms.</p> <div style="display: flex; align-items: center; justify-content: center; margin-top: 20px;"> <div style="border: 1px solid black; padding: 10px; text-align: center; margin-right: 20px;"> <p>1</p> <div style="display: flex; flex-direction: column; align-items: center;"> <p>Ballot Form</p> <div style="background-color: #ccc; width: 20px; height: 40px; margin: 5px;"></div> <p>Candidate</p> <p>Candidate</p> <p>Candidate</p> <p>Candidate</p> <p>Candidate</p> <p>Candidate</p> </div> </div> <div style="font-size: 2em; margin: 0 20px;">→</div> <div style="border: 1px solid black; padding: 10px; text-align: center; margin-left: 20px;"> <p>1</p> <p>Ballot Envelope</p> </div> </div>	
<p>Complete the Authorisation Form</p> <div style="display: flex; align-items: center; justify-content: center; margin-top: 20px;">  <div style="border: 1px solid black; padding: 10px; margin-left: 20px; text-align: center;"> <p>FIDIC GENERAL ASSEMBLY MEETING 2016</p> <p>Authorisation Form</p> </div> </div>	
<p>Prepare Outer Envelope with your MA details, FIDIC address, and label it "For the election of 2 FIDIC Board members to serve 2016 – 2020".</p> <div style="display: flex; align-items: center; justify-content: center; margin-top: 20px;">  <div style="border: 2px solid black; padding: 10px; margin-left: 20px; width: 300px;"> <p>For the election of 2 FIDIC Board members to serve 2016 – 2020</p> <p>[Name of Member Association]</p> <div style="text-align: right; margin-top: 20px;"> <p>FIDIC Secretariat World Trade Center II Geneva Airport P.O. Box 311 CH-1215 Geneva Switzerland</p> </div> </div> </div>	



Fold the Authorisation Form and enclose it along with the sealed Ballot envelopes into the Outer Envelope



Send the Outer Envelope preferably by priority mail / express courier to FIDIC Secretariat, Switzerland **OR** submit it personally to the FIDIC booth in Marrakesh.



OR



Deadline for submissions:

By Mail to Geneva: 17.00h Central European Time (CET) on Friday, **16 September 2016**

Personal submission in Marrakesh: 17.00h (CET) on Monday, **26 September 2016**



SUPPLEMENT TO BOARD ANNOUNCEMENT

FIDIC GENERAL ASSEMBLY MEETING 2016

Candidate Profiles

Sam Mambo



Sam Mambo graduated from the University of Nairobi with BSc in Civil Engineering more than 30 years ago. He has an MSc in Highway Engineering from the University of Birmingham, UK and he is currently pursuing an MBA degree.

Mr. Mambo is registered as a Consulting Engineer with Engineers Board of Kenya and is a corporate Member of: Institution of Engineers of Kenya, American Society of Civil Engineers and Institution of Highways and Transportation, UK. He is a retired Chairman of the

Association of Consulting Engineers of Kenya. He is currently a member of FIDIC Capacity Building Committee.

Since obtaining his BSc degree, Mr. Mambo has worked and held various positions in different companies based in Nairobi. He has worked with East African Engineering Consultants, Norconsult a/s, Carl Bro a/s and is currently working with GIBB Africa Ltd as a Director and Head of the Transportation Unit.

Reyes Juárez del Angel



Dr. Juárez is Chairman and CEO of FOA Consulting, a Mexican company specialized in APPs projects. FOA was the first firm worldwide certified in the BIMS System by FIDIC in 2001. Dr. Juárez was President of CNEC Mexico from 2007 to 2010, and currently is President of FEPAC.

He has 36 years of professional experience in projects in Mexico and Latin America, taking care of clients from public and private areas, governmental agencies and multilateral bank (IBRD & IADB). He is an advocate of QBS & FIMS; and the need of encouraging a structured process to prepare projects in the integral circle of life with sustainability and social responsiveness, combining public and private resources.

He is convinced that FIDIC can contribute a lot more in this regard. He has been linked with FIDIC in the last 17 years and representing FEPAC since 2007 at FIDIC forums, contributing to having closer relationships.



Ibikunle Stephen Ogunbayo



Ibikunle Ogunbayo qualified as an Electrical Engineer in 1973 and has been working in the Consulting Industry since 1978. His career started in the Nigerian office of the UK firm of Oscar Faber and Partners where he became a Partner in 2001, with responsibility for the MEP Engineering aspects of the Firm. He started the practice of Kunle Ogunbayo and Associates (now KOA Consultants Ltd) in 1985 and the firm has now grown to be one of the larger firms in Nigeria with Clients in Nigeria, Ghana and the UK.

Mr. Ogunbayo has served the Engineering Profession in many areas including President of the Association for Consulting Engineering in Nigeria, President, Council for the Regulation of Engineering in Nigeria and as past Chairman of the Nigeria section of the IEEE.

He is a fellow of the Nigerian Academy of Engineering and Nigerian Society of Engineers and a UK Chartered Engineer.

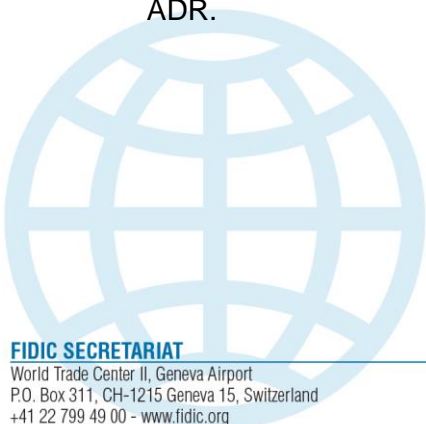
Aisha Nadar



Aisha Nadar, a FIDIC expert, speaker and trainer, CC TG member, FIDIC accredited adjudicator, has been a regular speaker and a volunteer since 2009.

For over 30 years, Aisha has been actively involved in all phases of the negotiation and implementation of large-scale cross-border infrastructure and defence programs. Her procurement and international contract management experience includes holding senior level positions in the US, the Middle East and Europe.

Aisha is listed on FIDIC President's List of Accredited Adjudicators and currently serves as a member of FIDIC's Update Task Group updating the FIDIC 1999 Red, Yellow and Silver conditions of Contract and as the Special FIDIC Procurement Advisor on Multilateral Development Bank matters. She also serves as a member of FIDIC Task Group 13, responsible for drafting updated FIDIC Dispute Avoidance/Adjudication Rules. She is an officer of the International Construction Projects Committee of the International Bar Association and has previously served as a member of the Standing Committee of ICC International Centre for ADR.



Ivan Brlej



Ivan Brlej has been in the international consulting engineering business for more than 36 years. Upon graduation from Mechanical Engineering University, Ivan worked as design engineer in the automotive industry in former Czechoslovakia. Moving to Canada in 1980, Ivan initially became engaged in the pulp and paper industry, working as design and project engineer on projects in Canada, USA, Malaysia, Thailand, Pakistan, and later on was transferred to Germany working on development and implementation of various international industrial projects in Europe and the Middle East.

In 1994, Ivan returned back to Slovakia and started contracts management consultancy business introducing contract management practice and standard forms of FIDIC contracts to the Slovak construction industry. As part of Slovak FIDIC member association (SACE) activities Ivan participated in translation of numerous FIDIC documents and provides lectures and training in using standard forms of contracts. Ivan is presently a managing director of Contracts Management Consultants Company actively working with FIDIC member association SACE promoting goals of FIDIC organization in the Central and Eastern Europe.

Fuzile Felix Fongoqa



Felix Fongoqa is a civil engineer with over 27 years of broad experience on engineering and built environment project execution and executive management and leadership.

He has worked on different roles in different projects, ranging from design engineer, project engineer, project leader and project director. His key engineering experience includes:

- Planning design, tender documentation, contract administration and site supervision for conventional and labour-intensive projects using different forms of contracts including NEC, GCC and FIDIC.
- Management of large engineering and multi-disciplinary projects
- Water resources planning and management.
- Design and management of bulk water supply schemes including pipelines, pump stations, weirs, reservoirs and water treatment works.
- Design and management of bulk earthworks and infrastructure for institutional buildings and industrial parks

Mr Fongoqa has been part of ILISO Consulting's core leadership team since 2000 and has served in various capacities from executive director, Chief Executive and is the current Executive Chairman of the company.



Brief Notes on the “Nominees’ own views on some subjects of importance to the consulting engineering industry”

This information below has been provided by each candidate “as is”.

Sam Mambo, GIBB Africa Ltd, Kenya

Quality and Cost Based Selection (QCBS) vs Quality Based Selection (QBS)

For a long time, engineering services have been acquired using quality and cost based selection (QCBS). In certain cases, employers have even opted for least cost based selection (LCBS) where they just set a minimum score in technical proposal and among those who meet the threshold, the bidder with the least price is commissioned to offer the services. In QCBS, quality and cost are usually allocated ratios ranging from 70:30 to 80:20. Almost without exception, facilities designed and implemented by Engineers are for use by humans and mistakes in engineering are very unforgiving. It is therefore very important that quality be the overriding factor that should at all times determine who is commissioned to offer engineering services. I am therefore a strong supporter of FIDIC that is advocating adoption of QBS rather than QCBS. There is still strong resistance from Employers and some major Donors for this approach, particularly in Africa, but whenever I have had an opportunity, presenting papers in conferences and workshops, I have expounded on advantages of adopting QBS in favour of QCBS. I had numerous opportunities to do this when I was the Chairman of the Association of Consulting Engineers of Kenya (ACEK) from 2010 to 2012.

Capacity Building

There is a serious capacity gap in the engineering industry, particularly in Africa. The number of registered engineers per million of population is as low as 42 in Kenya to about 315 in South Africa. This compares poorly with countries such as Japan with about 3,300 registered engineers per million of population or Norway with about 8,190. This explains the influx of consulting engineering firms from the western world and Asia. Africa has long way to develop its infrastructure such as roads, railways, water, power, telecommunications etc. All these sectors require qualified engineers to design, supervise construction and manage after completion. For sustainability, African Engineers must take the lead role. When I joined GIBB Africa Ltd in 1999, I was appointed the Training Manager. I always ensure young engineers from the universities work under qualified and experienced engineers to get balanced training in design, preparation of proposals and construction supervision. In addition, I was instrumental in getting our young engineers join the Young Professionals (YPs) under ACEK, which is a FIDIC initiative. I also ensured the company sponsored a young engineer to attend the GAMA annual conference in Accra, Ghana, in April 2015. Since 2006, I have been making presentations on Contract Management seminars that are organised once or twice a year by the Institution of Engineers of Kenya (IEK). The objective of the seminar is to build local capacity. I should also add that I am currently a member of the FIDIC Capacity Building Committee. I strongly believe that for the engineering industry to be sustainable, we must support, sacrifice resources and have structured training for the YPs.



Linkage between Institutions of Higher Learning and the Industry

There appears to be a disconnect between institutions of higher learning that are churning out graduate engineers and the industry. We in the industry find that fresh graduates lack appreciation and at times basic knowledge in crucial aspects of engineering. To give student engineers an appreciation of practical engineering, our company always takes interns from local universities to get hands-on experience in engineering. I also personally support financially and attend functions of the Engineering Students Association of the University of Nairobi. At these functions, I give talks on various topics in Engineering. It is encouraging to note that ACEK has now established formal collaboration arrangements with the local universities.

Collapse of Major Engineering Structures

In many parts of the world, there are cases of failure or collapse of major engineering structures resulting in big financial losses, injuries and worst of all, loss of human life. The causes of failure could be due to design errors, poor construction and at times failure to engage qualified engineers to carry out the design and monitor construction. I strongly believe that engineers have major roles to play to minimise the disasters that we are witnessing all around us. As consultants, we should be in the forefront in advocating for continuous research to facilitate review of standards and design manuals. We should also always take the lead in championing the need to adhere to professional ethics and be seen to be living examples. We should at all times be courageous enough to point out the rotten potatoes among us and ensure quacks masquerading as engineers are routed out.

Climate Change

There has been noticeable climate change over the last few decades. We are now experiencing much higher temperatures than in the past. Rainfall patterns have also become erratic and at times difficult to predict. When I was growing up as a young boy in rural Kenya, I used to see thick forests all around our homesteads. The rivers were perennial, clean and relatively large. All that is now long gone. The forests have been replaced with cash crops such as tea and coffee. Water flowing in the rivers and streams is brown and some have become seasonal and much smaller. As an Engineer, I strongly believe we can lead by example in arresting this deteriorating situation and perhaps reverse it. I am particularly passionate about tree planting whenever possible. This could be around the home compounds, along newly constructed roads, railway lines and around dams. We should also be visible ambassadors advocating use of renewable energy.

Pollution

Pollution in any form is unacceptable. This is because all forms of pollution can be mitigated against or managed. Air pollution from factories, vehicles, dust and similar other pollutants can be minimized if Engineers do their design homework well and the users/owners of these facilities take responsibility to maintain them well. In addition, it is important to have proper solid waste management systems. In this regard, Engineers have a role in designing environmentally friendly recycling plants but discipline among the citizens is crucial to minimize having solid waste thrown all over. In a nutshell, the responsibility of having a clean environment rests with all of us.



Water Scarcity

Water scarcity or lack of safe drinking water is one of the world's leading problems affecting more than 1.1 billion people globally. This means that one in every six people lacks access to safe drinking water. Sub-Saharan Africa has the largest number of water-stressed countries than any other place on planet earth. It is estimated that about 300 million people (about 38% of the estimated population in Africa) live in water-stressed environment in Africa. This scarcity negatively impacts on people's health, agriculture, productivity, development and often leads to conflicts between different communities as they seek control of the scarce resource. It is my view that Engineers can play major roles in water preservation, investigation of alternative sources and, whenever possible, encourage water re-circulation.

Corruption

Corruption is perhaps the biggest enemy to the consulting industry. This affects procurement processes and implementation of projects. Companies are commissioned to offer services that are beyond their capacity and during implementation, quality of construction is compromised. The consequences are premature failure of projects and the tax payer is denied value for money. When I was Chairman of ACEK, I wrote an article addressing this issue among other issues, which was published in one of the popular local newspapers, The Standard, and I was also invited by 4 TV stations, KBC, Nation, Citizen and KTN, to expound on causes of the frequent failures of buildings and other infrastructure projects in this country. Among other causes, I emphasized that corruption was one of the major contributors. In addition, I have expressed my strong views on the subject in conference papers that I have presented at GAMA conferences in Botswana, Sudan and Ghana. I strongly believe that the private sector has a major role to play to eradicate corruption since the practice is usually between persons from the private and public sectors. Our company, GIBB Africa Ltd, believes in integrity and have chosen not to participate in bribing anyone in order to get jobs but I must say this has come at a price. Often we are denied jobs despite being rated best among the bidders simply because we refuse pay bribes. But this is the route we intend to follow for we believe, in the long run, it is more sustainable than the alternative. All our employees sign a Code of Conduct that clearly spell out our core values.

All the above present challenges and opportunities for the consulting industry. If elected to the FIDIC Executive Council, I shall make my contribution by sharing my experience and making suggestions on ways to improve consulting industry to ensure it is sustainable and respected by all.





**Reyes Juárez del Angel, Felipe Ochoa y Asociados, S.C. (FOA Consulting),
Mexico**

Quality Based Selection

I'm convinced about the method of Quality Based Selection is the only way to transfer added value to industry. We have encouraged this method in Mexico and some countries in Latin America, where pernicious practices of selecting consultants by price persist. This has to be preceded by a change in local regulation, as recently happened in Mexico and Colombia. It is necessary to spread out and transmit the best practices of consultants' selection, hiring and refereeing by FIDIC in the FEPAC region.

FIDIC Integrity Management Systems (FIMS)

Throughout 34 years of practice in FOA, I am convinced about business ethics and integrity. This was demonstrated through the decision of our founding Chairman, Dr. Felipe Ochoa Rosso, when obtaining the first worldwide certification in integrity, and my responsibility as CEO in FOA to establish it. As of today, such certification is still valid in FOA. It is necessary to continue with this unique guild effort of FIDIC, involving our clients intensely of our services. This just started in Mexico by signing an integrity statement during bids. This effort should be continued and my commitment is to spread it out among FEPAC countries to be adopted.

Relations FIDIC-FEPAC with multilateral banks

It is necessary to strengthen the cooperation ties with multilateral Banks, including in the agenda to boost FIMS, and the recognition of these practices in the score of selecting consultants by quality in the bidding basis. The relevance that both IBRD and IADB have, as well as the continued importance that they give to hiring systems, convert them in global participants in charge of promoting FIDIC's BIMS principles.

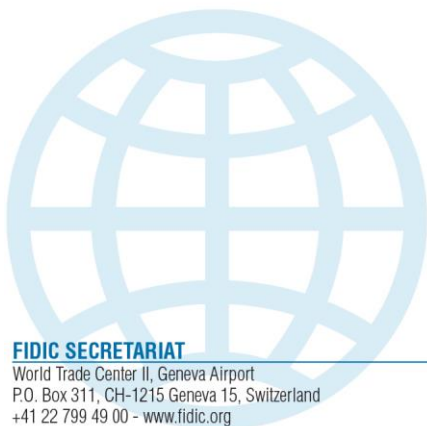
More and better APPs projects

It is necessary to urge the increase of productiveness and competitiveness in most countries in the world, in order to avoid falling behind in the world scene. However, public budgets are not enough to supply the annual investment needed in the countries to raise their competitiveness. So, it is necessary the private capital as APPs. To propitiate successful APPs projects there is a need to draft quality projects in order to attract sustainable quality investments, socially responsible. I am convinced that FIDIC can contribute in a better way to promote and adopt standards on preparation, evaluation, suitability and implementation of APPs projects, teaming up together several work groups regarding politics for structuring and developing projects to enable us answering in a better way our responsibility to improve the quality of life of our population.



Relations between FIDIC and regional organizations

FIDIC's leadership is indisputable to face its role representing the worldwide organized consulting. However, there is no chance to stop recognizing the reality that each region confronts in the world, both in their development opportunities and challenges that local consulting industry faces. In my judgment, it is necessary to become closer the authentic cooperation ties, particularly in FEPAC region, the emergent region whose languages (Spanish and Portuguese) are essential for FIDIC. It is necessary to exhibit and spread out an intense effort of Capacity Building practices that I consider as one of the major obligations of FIDIC about engineering consulting. It is mandatory to review the way to improve the affiliation in member countries, recognizing their limited budgets but also the need to foster the abilities of their organizations when affiliating to FEPAC and FIDIC.





Ibikunle Stephen Ogunbayo, KOA Consultants Ltd, Nigeria

FIDIC as the recognised voice of the Consulting Industry is committed to protecting and promoting the interests of the Industry worldwide and the mandate of the leadership, including the members of the Executive Council (EXCO) is to provide direction and guidance in furthering this goal.

FIDIC has taken great steps in the promotion of its areas of focus – capacity building in the industry, building of ethical and sustainable businesses, and protection of the environment by ensuring that projects are developed in a sustainable manner, etc.

All EXCO members accept and share in this responsibility and (having been nominated by their respective MA and accepted by their Regional Groups) also accept the responsibility of ensuring that the interests of their Member Associations (MA) and/or Regional Group is supported.

Each EXCO member thus has to play a dual role – as a champion for the global collective interests of FIDIC and its members and also as a spokesman for the MA and Region from where the member is elected.

The industry as a whole continues to face various challenges but the emerging markets in particular have peculiar challenges and FIDIC will have to pay special attention to promoting the Consulting Industry in these areas. Some of these challenges include:

- Poor recognition of the role of the Consulting Engineers by home country governments and businesses
- Poor remuneration which means that the industry is unable to attract the best engineering graduates
- A culture of delayed and often non-payment of fees. Very often these fees would have been negotiated to non-economic levels
- Poor access to and affordability of modern business tools. Consequently firms are unable to keep pace with and be at the forefront of technology

As the global spokesman of the industry, FIDIC, and its EXCO, should and can lead in making greater impact with all stakeholders in development of the built environment. This can take several ways:

- Continuing the already commendable liaison with the international multilateral agencies
- Providing advocacy support for MA so that they can get better recognition as key players in project development
- Providing guidance on how to effecting organic growth of firms so that these can build human capacity, either by mergers or acquisition.
- Encouraging and providing support to Mas so that they can increase the visibility of Engineering and the Consulting Industry with student at all levels of education. At the tertiary level, Engineering students need to be informed about the role that the industry plays and opportunities that it offers for career development
- Promoting the commendable work that has already been done by FIDIC in ensuring that projects are carried out in a manner that protects the environment



I am passionate about our industry and I have been involved in it for over 36 years. As a young 20-year old graduate, I was thrust into and had to accept responsible position in Engineering practice and management. As I progressed in my career, I have had the opportunity of serving the industry at all levels, as an employee, as a business owner, as President of an MA (Association for Consulting Engineering in Nigeria) as President of the Engineering regulatory agency in Nigeria (Council for the Regulation of Engineering in Nigeria – COREN) and have been an active participant in FIDIC and GAMA activities. Having worked with many National and International firms and many Blue-chip companies, I have a very good understanding of the challenges and successes that the industry has gone through and will bring these experiences to the Executive Committee.

I have successfully grown my own firm from a two person partnership to a limited liability firm with its own identity and having recently handed over management of the firm to a younger set of managers, I have demonstrated that Engineering firms can indeed outlive the founders. I am now able to devote my time and resources to serving the industry in many other diverse ways.





Aisha Nadar, Advokatfirman Runeland AB, Sweden

In my view, the main focus of consulting engineers is to share in the responsibility of ensuring that the infrastructure needed to meet the world's ever increasing demand for food, water, sanitation, energy, transportation, communication, shelter and health services are met. Consulting engineers are often tasked with the responsibility of planning, designing, inspecting and managing such infrastructure projects to meet these needs, in a sustainable fashion.

It is also important to note that consulting engineering services are offered through both consulting engineering companies and sole practitioners, with the companies ranging in size from a partnership of two individuals to multinational corporations that employ thousands of employees globally. Thus, a subject of great importance to the industry is meeting the challenge of creating a service industry that is fully focused on meeting the clients' needs for good quality and integrity, from local and international sources.

The consulting engineering industry employs people with:

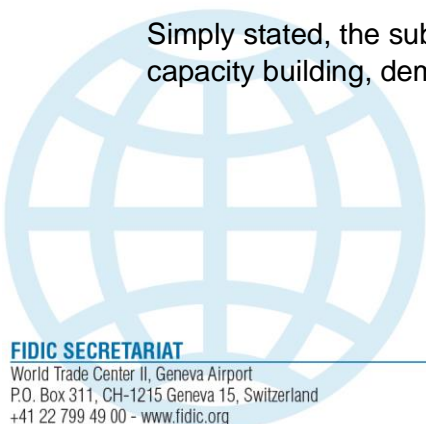
- every kind of technical specialization
- a wide range of ages and experience levels
- business, financial and administrative expertise
- construction knowledge and experience
- managerial expertise
- business development skills
- project management skills

The consulting engineering industry is as strong as its members and success of the industry is inextricably linked to the skills of its members. This makes it essential to promote the development of an industry that fosters excellence in expertise, rewards entrepreneurship and encourages and disseminates best practices.

Thus it is important to the industry to enhance the skills, knowledge and abilities of consulting engineering firms and professionals within firms in the management and development of successful consulting engineering practices.

Moreover, the consulting engineering firms require a reliable pipeline of work to be sustainable so they should proactively influence the demand for their services and lobby for a procurement regime that is fair and rewards quality in services.

Simply stated, the subjects of importance to the consulting engineering industry are threefold: capacity building, demand creation and transparency and fairness in procurement.





Ivan Brlej, Contracts Management Consultants, s.r.o., Slovakia

Through my working experience I have been involved mostly with consulting engineering practice in Canada/USA, some overseas countries (Asia, Middle East) and in the Central European countries.

While working in Canada I appreciated established working environment with high ethical and moral standards, focusing at improvements of management and execution of various projects, working in Central Europe after changes in 1990 it was quite different and far most challenging environment. And the challenge was the reason why I decided to move back to Slovakia in 1994. Since then I followed whole development of the consulting engineering industry in the country. My first task was to get large international construction project for major local contractor, who never worked outside of Slovakia. Naturally, when we managed to succeed in one of the international tender, the contractor admitted he is not able to manage such project outside of Slovakia, so we had to manage whole project for him. This is just to illustrate the status of consulting engineering industry in Slovakia then comparing to the status of today when great number of Slovak companies are working on projects outside of Slovakia, using standard FIDIC contract conditions and also implementing modern methods of managing their projects.

It was a long road, starting with basics, trying to change thinking of people in the industry, bringing new ideas fighting with old ones. That was the role of consulting engineering profession. I believe the years were successful, consulting industry is relatively in good shape, however still a lot of challenge in front of us. Mainly in the area of ethical and moral standards and procurement issues, which is viewed as the most problematic for the whole Central Europe region.

This is the main area of interest for coming years, realising that this will be probably the most difficult and challenging task. This task will require patient lobbying with persons influencing legislation, decision makers in the industry and politics. Believing that this is also the area of interest of FIDIC organisation we would expect full support in our endeavour.





Fuzile Felix Fongoqa, ILISO Consulting (Pty) Ltd, South Africa

Some of the major issues that I believe face our industry globally, together with my views on how FIDIC could make a difference thereon are detailed in the ensuing paragraphs, and can be summarised as follows:

- Slow growth in the economy
- Corruption
- Global warming

Economic growth

The slow growth in the global economy presents a major crisis in that governments have to manage the scarce financial resources in ways that can best be described as “business unusual”. Social spending and capital expenditure in social infrastructure tend to be first in the line in terms of the public sector budget cuts. With the deepening economic crisis, exacerbated by the prolonged period associated therewith, we are seeing an increasing and troubling trend in a number of countries where CAPEX for economic infrastructure is slowing down. The result of this is the worsening rates of unemployment.

I am of the view that expenditure in infrastructure is counter-cyclical and that the continued prioritisation thereof will maintain stability in the affected country and contribute immensely to the turnaround of the economy. FIDIC’s role should be to continue working closely with multi-lateral funding agencies to convince governments of this reality. Also, FIDIC should consider working closely with listed infrastructure funds to develop sustainable funding matrices for private sector funding for tradeable services and, working through Member Associations, should actively promote sustainable public private partnerships, particularly in emerging economies.

During periods of economic difficulty, our member firms should be encouraged to continue making investments in training and capacity building, particularly for young professionals. There are a number of FIDIC programmes that can be actively promoted by MAs with co-ordinated support and strategic interventions from FIDIC.

Corruption

At a recent summit, British PM alleged that an African country was “fantastically corrupt”. The President of that country agreed with the perception and outlined the steps that his government was taking to root out corruption. This got me thinking that we have reached the watershed moment and that Africa’s largest economy is set to boom! The admission of the scourge is the first step to fighting it and winning the battle. The reality is that corruption steals from the poor and makes the rich richer. What is needed now is for some of the most developed nations to also admit that it enables and fuels the “fantastically corrupt” practices that are practiced in developing economies, and starts putting in place mechanisms to combat these practices.



I believe that FIDIC is on the right track with regards to the implementation of BIMS and PSIMS. What is required now is further promotion and enforcing the BIMS as a pre-condition for FIDIC (MA) membership. On the supply side, I believe that more can be done by FIDIC working through regional economic blocks in promoting the Public Sector Integrity Management System, thereby facilitating the role of MAs in working with their Governments to ensure legislation of these systems.

I hold a strong view that our industry can thrive in an environment where procurement is free of undue and corrupt influences and that consulting engineers are appointed on merit, with elements of fair and equitable distribution and sharing of work between multi-national and national firms. I am a very strong proponent of a quality based system of procuring professional services and that FIDIC's QBS system represents best practice. I am also a very strong proponent of growing, nurturing and developing "home" grown talent. It am of the view that FIDIC should develop and publish best practice matrices that will assist clients in evaluating proposals for capacity building of local firms by multi-nationals, and monitoring the success of those programmes.

Global Warming

Global warming is a reality, and that those that are still in denialism do so at their own peril. Sustainable development has in my view become a non-negotiable. The documents developed by FIDIC in this regard represent a practical approach in dealing with these issues. Perhaps more needs to be done by MAs in organising courses for members to promote the principles espoused therein. The biggest challenge in my view is how we as an industry can ensure that these are adopted by our clients as best practice in the implementation of their projects. There needs to be a co-ordinated effort spearheaded at FIDIC level to ensure that the application of sustainable development principles is mandatory for developments globally. The multi-lateral funding agencies may be a good starting point in this regard.

Conclusion

The view contained on the above paragraphs are not expert opinions the subject matters, but represent how I see the world and what I believe is important for consulting engineers.





List of FIDIC Member Associations GAM 2016 Votes

Country	RSN	GAM Votes
Australia	26,735	5
Austria	4,159	2
Azerbaijan	353	2
Bahrain	110	2
Bangladesh	700	2
Belgium	3,800	2
Bosnia	715	2
Botswana	638	2
Brazil	26,713	5
Bulgaria	500	2
Canada	37,957	5
Chile	550	2
China	22,500	5
China, Hong Kong	7,142	3
China, Taipei	3,289	2
Colombia	550	2
Croatia	231	2
Czech Republic	1,677	2
Cyprus	100	2
Denmark	12,388	4
Ecuador	1,468	2
Egypt	355	2
Estonia	612	2
Finland	10,336	4
France	40,072	5
Germany	31,684	5
Ghana	660	2
Greece	400	2
Hungary	1,995	2
Iceland	1,070	2
India	14,926	4
Indonesia	1,472	2
Iran	2,200	2
Ireland	1,608	2
Israel	1,538	2
Italy	10,489	4
Ivory Coast	550	2
Japan	6,600	3
Jordan	300	2
Kazakhstan	588	2



Country	RSN	GAM Votes
Kenya	1,336	2
Korea	6,123	3
Kuwait	550	2
Latvia	280	2
Lebanon	923	2
Lithuania	1,032	2
Luxembourg	2,059	2
Macedonia	500	2
Malawi	109	2
Malaysia	1,132	2
Mali	185	2
Mauritius	550	2
Mexico	4,438	2
Montenegro	1,011	2
Morocco	1,200	2
Mozambique	1,187	2
Namibia	624	2
Nepal	92	2
Netherlands	10,769	4
New Zealand	9,387	3
Nigeria	2,083	2
Norway	10,159	4
Pakistan	2,410	2
Palestine	546	2
Paraguay	550	2
Peru	500	2
Philippines	1906	2
Poland	373	2
Portugal	2120	2
Romania	1830	2
Russia	10243	4
Saudi Arabia	1247	2
Serbia	643	2
Singapore	478	2
Slovakia	334	2
Slovenia	350	2
South Africa	24366	5
Spain	7416	3
Sri Lanka	228	2
Sudan	582	2
Suriname	172	2
Sweden	15050	4



Country	RSN	GAM Votes
Switzerland	9500	3
Tanzania	731	2
Thailand	112	2
Trinidad & Tobago	550	2
Tunisia	500	2
Turkey	2103	2
Uganda	562	2
UK	41010	5
USA	536246	6
Vietnam	2750	2
Zambia	388	2
Zimbabwe	377	2

