

# INTERNATIONAL ROUNDUP NEWS



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## Coming Events

**July 23-27, 2010**  
7th ICEC World Congress  
and 14th PAQS Congress,  
Singapore  
[www.paqs2010.com.sg](http://www.paqs2010.com.sg)

*More information Page 4-5*

**June 23-27, 2012**  
8th ICEC World Congress,  
Durban, South Africa

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Deakin West ACT 2600  
Australia  
Tel: + 61 3 9654 5279  
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ICEC Region 2 Meeting, France, 2009

### ICEC Chair's Report



Mr. Peter Cox

My best New Year wishes to all ICEC members, industry colleagues and your families.

2009 provided some challenges for many members operating in markets which have been negatively affected by the Global Financial Crisis.

There are signs of incremental recovery and it is to be hoped that this will flow through to opportunities for existing and future potential new

cost engineers, quantity surveyors and project managers entering the professions.

The ICEC Executive has committed time to meet (via telephone hook up) on numerous occasions during 2008 to 2010. A primary focus has been the continued refinement of the organization's strategic plan and its implementation. The revised strategies can be found at: [www.icoste.org/delegate.htm](http://www.icoste.org/delegate.htm)

During the course of the year it has been my honor to represent the ICEC membership at regional council meetings and related events in Africa (Region 3), India and Malaysia (Region 4) and France (Region 2).

*Continued Page 3*

**The International Cost Engineering Council (ICEC)**

[www.icoste.org](http://www.icoste.org)

A Worldwide Confederation of Cost Engineering, Quantity Surveying and Project Management Societies

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### Guest Editor



Jo Czeiger  
University of  
Technology  
Sydney

## ICEC office holders 2008-2010

### ICEC Executive:



Peter Cox  
Chair  
Australia



Dr Peter Smith  
Secretary-  
General  
Australia



Murtala Oladapo  
Senior Vice-Chair  
Nigeria



Carsten  
Wredstrom  
Admin. Vice-  
Chair  
Denmark



Alexia Nalewaik  
Admn. Vice-Chair  
United States



TT Cheung  
Tech. Vice-Chair  
Hong Kong

### Immediate Past Chair

- > Ginette Basak, Canada

### Regional Directors

#### Region 1

- > Angelo do Valle (Brazil)

#### Region 2

- > Andrej Kerin (Slovenia)

#### Region 3

- > Kwado H Osei-Asante (Ghana)

#### Region 4

- > Teoh Wooi Sin (Singapore)

### Regional Assistant Secretaries

#### Region 1

- > Chris Kinney (United States of America)

#### Region 2

- > Alec Ray (United Kingdom)
- > Rob van Hoeve (Netherlands)

#### Region 3

- > Egon Wortman (Republic of South Africa)

#### Region 4

- > HH Kwan (Malaysia)

### ICEC Advisory Committee

- > Roger Batten (United Kingdom)

## Our international network

ICEC is a worldwide confederation of cost engineering, quantity surveying and project management societies which acts to promote worldwide exchange of cost engineering and project management information and experiences.

ICEC is divided geographically into regions to encourage communication and to foster joint congresses, symposia, and forums on a continental or regional scale. The Regions are:

- › Region 1 North and South America;
- › Region 2 Europe and the Near East;
- › Region 3 Africa; and
- › Region 4 Asia Pacific.

A Region Director is appointed to oversee ICEC's activities within each region.

Through our regional structure, and as a organisation as a whole, ICEC endeavours to:

- Encourage the conduct of regional and worldwide congresses, meetings, forums, and seminars;
- Promote co-operative research and technical activities among the member societies;
- Promote development of standards for accreditation and recognition of cost engineering, quantity surveying and project management certification programs offered by the member societies;
- Encourage national and international networking among the members of all ICEC societies within the regions and worldwide; and
- Develop international standards for terminology in cost engineering, quantity surveying and project management.

If you have any further questions about the International Cost Engineering Council please contact the ICEC Secretariat or the member association in your country.

The ICEC Secretariat is located in Australia and can be contacted by the following:  
 email: [secretariat@icoste.org](mailto:secretariat@icoste.org)  
 phone: + 61 3 9654 5279

(continued from page 1)

The Region 3 council meeting took place in Dar Es Salam, Tanzania in conjunction with the African Association of Quantity Surveyors (AAQS) congress in June.

The Region 4 council meeting took place in Kuala Lumpur, Malaysia in conjunction with the Pacific Association of Quantity Surveyors (PAQS) congress in August.

The Region 2 council meeting took place in Paris, France in conjunction with the AFITEP project management congress.

Each council discussed regional issues affecting ICEC members as well as current strategic plans. The Chairman presented a paper which highlighted the role of ICEC and future opportunities for our professions. In between I also attended the UN Habitat Forum in Delhi India at which several thousand delegates talked about and debated the global challenges especially the challenge of urbanization. The Chairman presented a paper on the role of the cost manager in post disaster reconstruction.

I wish to encourage each member to participate fully in forthcoming local, regional and international congress events as they provide an invaluable opportunity to learn, share knowledge and network with your peers.

This year you will have several opportunities including the ICEC Region 1 meeting at Atlanta in conjunction with AACE in late June and the ICEC International congress in Singapore in late July in conjunction with the Pacific Association of Quantity Surveyors (PAQS).

The ICEC executive is keen to move forward with its strategic plans and invites your participation where appropriate. Please don't hesitate to contact me if you wish to contribute to or comment on the ICEC vision and our current activities and projects.

Peter Cox  
 ICEC Chair 2008 - 2010



ICEC Chair, Peter Cox *right* with Region 2 Assistant Secretary Rob van Hoeve at the Region 2 Meeting in Paris



7<sup>th</sup> INTERNATIONAL COST ENGINEERING COUNCIL WORLD CONGRESS  
 &  
 14<sup>th</sup> PACIFIC ASSOCIATION OF QUANTITY SURVEYORS CONGRESS



23 - 27 JULY 2010 - RESORTS WORLD SENTOSA

## ANNOUNCEMENT & CALL FOR PAPERS



[www.paqs2010.com.sg](http://www.paqs2010.com.sg)

[www.icec2010.com.sg](http://www.icec2010.com.sg)

## CONGRESS THEME

### SUSTAINABLE COST MANAGEMENT: BORDERLESS INNOVATION

The role of the Cost Engineer and Quantity Surveyor (CEQS) has been changing since the last decade, celebrating the maturity and innovative growth of the discipline. These roles have been entrenched in every construction project and have developed into value adding and even environmental saving responsibilities.

Since the inception of the discipline, there is a tremendous accumulation of knowledge and information generated from what the profession has to offer and all these happen through the boom and bust of the construction cycle, no matter what country we are in. This International Conference celebrates this bursting of knowledge and innovative services within the disciplines and the difference modules of services that have been generated that add value to clients, personifying the discipline further.

This congress touches on the development and contribution of the CEQS in the realm of Sustainable Construction, knowledge management, advancement in Construction Law and Alternative Dispute Resolution as well as innovation in Construction Cost Management, all personifying the importance and growth of the profession around the world. This varied approach presents an excellent opportunity for the participants to share ideas, further creating an environment for creativity and innovation.

With this systematic and orchestrated range of topics, it supports this year's theme of ensuring the sustainability, innovation and creativity of the CEQS fraternity therefore showing that the profession's borderless growth and expansion.

## CALL FOR PAPERS

Those who are interested to present a paper are requested to submit an abstract of not more than 200 words before 31 March 2010 with the following details: Proposed title of paper, Type of paper (research or practice), Name of author(s), Organisation, Email address.

### Suggested Topics Include:

- Sustainable Construction
- Innovation
- Construction Law / Alternative Dispute Resolution
- Knowledge Management / IT/ Standards
- Property Facilities Management / Safety
- Cost & Contracts

## PROGRAMME-AT-A-GLANCE

	23 July 2010 (Fri)	24 July 2010 (Sat)	25 July 2010 (Sun)	26 July 2010 (Mon)	27 July 2010 (Tue)
Morning		Accreditation Committee Meeting Research Committee Meeting ICEC Council Meeting	PAQS Board Meeting	Conference Day 1	Conference Day 2
Afternoon	PAQS - ICEC Golf (by registration)	ICEC Council Meeting	PAQS Board Meeting	Conference Day 1	Conference Day 2
Evening		Welcome Dinner	President Dinner (by invitation only)	Specialty Dinner	Farewell Dinner

## REGISTRATION INFO

### REGISTRATION FEE FOR DELEGATE

Category	Registration Fee
Foreign Delegate	S\$900.00
Day Registration	S\$450.00
Student Delegates	S\$100.00
Accompanying Person	S\$450.00

### CANCELLATION AND REFUND POLICY

Before & on 15 April 2010	50% refund
On and After 16 April 2010	10% refund
From 30 April 2010	No refund
No Show	No refund

## CONTACT INFO

**Congress Secretariat**  
 Ms Marianne Yee / Ms Jeron Ong / Ms Carol Yeo  
 17 Jalan Mesin #04-01  
 Lee Hwa Industrial Building  
 Singapore 368816  
 Ph: (65) 6339 8687  
 Fax: (65) 6339 9536  
 Email: paqs\_icec@siv.org.sg

**Organising Secretariat**  
 Ms Judy Poh  
 20 Maxwell Road #10-09B  
 Maxwell House  
 Singapore 069113  
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 Fax: (65) 6225 2453  
 Email: paqs\_icec@siv.org.sg

## UNIQUELY Singapore

*If there is one word that best captures Singapore, it is 'unique'. A dynamic city rich in contrast and colour, you'll find a harmonious blend of culture, cuisine, arts and architecture here. Brimming with unbridled energy, this little dynamo in Southeast Asia embodies the finest of both East and West!*

### HOTEL MICHAEL

DELUXE (Single/Double)		
Weekday	Weekend	Breakfast
Sun-Thur	Fri-Sat	
S\$260.00++	S\$290.00++	S\$35.00++

Famous as he is for architecture, Michael Graves shot to cult stardom with the 1985 whistling Alessi bird kettle that became an icon. His creative flair is responsible for a line of designer household items in both American chain store Target and the chic Italian brand Alessi.

Resorts World at Sentosa's Hotel Michael is a boutique hotel that carries Graves' signature stamp from floor to ceiling - and everything in between.

From crockery to linen, furniture to paintings, Hotel Michael will be the only place in the world to live the Michael Graves experience. It even has a Michael Graves boutique, where you can take home a piece of Graves' creations.

### HARD ROCK HOTEL

DELUXE (Single/Double)		
Weekday	Weekend	Breakfast
Sun-Thur	Fri-Sat	
S\$245.00++	S\$275.00++	S\$35.00++

Fun, energetic and glamorous, check into Hard Rock Hotel and check out the "Rock N Roll Rockstars" experience. Since the first Hard Rock Cafe opened in London in 1971, the Hard Rock experience has blossomed into a global love affair that extends from Hollywood to Chicago, Bali and Tokyo.

Hard Rock isn't just a name; it's pop culture. And at Resorts World at Sentosa, Hard Rock Hotel will be the perfect choice for those yearning for a taste of the Hard Rock credo.

If unique networking venues is what you need, the hotel is home to some of the resort's best meeting and conference facilities, and indoor exhibition space. This includes 26 meeting rooms and one of Asia's largest ballrooms with seating for 7,300 guests. All at the doorstep of Universal Studios Singapore @, the world's largest oceanarium and Asia's newest casino resort.

### FESTIVE HOTEL

DELUXE (Single/Double)		
Weekday	Weekend	Breakfast
Sun-Thur	Fri-Sat	
S\$220.00++	S\$250.00++	S\$35.00++

Few hotels in the world serve families the way Festive Hotel does. Contemporary and chic, Festive Hotel's creative use of space to form sleeping chambers for the adults and sleeping lofts for children makes it stand out from the rest.

Festive Hotel is the ideal getaway. Next to the posh Maxims Towers and bustling FestiveWalk, non-stop entertainment and amenities are just a stone's throw away.

Festive Hotel's hip and chic image goes right down to its foundations. Beneath the hotel is a 1,600 seat plenary hall that is home to the resort's resident musical Le Vie, a musical extravaganza.



## ICEC Secretary-General Report



Welcome to the new look ICEC International Roundup Newsletter. The new design and format has been developed by our Guest Editor, Jo Czeiger, from the University of Technology Sydney. The newsletter will be published twice a year in March and October. I would like to encourage all member associations and their individual members to contribute articles and other relevant information for each newsletter. It provides a good opportunity to promote congresses, seminars, forums, projects and other activities of your association.

Dr. Peter Smith

## 2010 Congress

The preparations for the joint 7th ICEC World Congress and 14th PAQS Congress in Singapore from 23-27 July are well progressed and all indications are that the Congress will be a great success. The event is being hosted by the Singapore Institute of Surveyors and Valuers (SISV). The SISV Congress Organising Committee Chairman Mr Daniel Wong Hwee Boon, Co-Chairman Mr Eugene Seah Hsiu-Min and the rest of the committee are working tirelessly behind the scenes with the support of ICEC Region 4 Director and PAQS Chairman Mr Teoh Wooi Sin.

I hope that all ICEC member associations will support ICEC, PAQS and the SISV in staging this event and consider sending delegates. It should be noted that the deadline for submission of abstracts has been extended to 31 March 2010.

The Congress website can be found at:

<http://www.paq2010.com.sg/>

## ICEC Knowledge Portal – International Sources of Project Costs

The ICEC website provides links to a wide variety of sources of international cost management and project management information, data and software. Plans are currently underway to develop this further to establish a 'Knowledge Portal of International Sources of Project Costs'. The objective is to provide a single source access point for links to all of the main sources of project cost data published around the world. Preliminary research has revealed that this type of portal does not exist. This provides ICEC with a tremendous opportunity to use its extensive global networks to establish such a portal. A group of students from the University of Technology Sydney have developed a preliminary database to provide a foundation for further development. It is hoped that with the support of member associations this will develop over time into an extensive global database that will prove of considerable value to the international cost management community.

## IBEC – Brazil

On 4 February 2010 I visited IBEC in Rio de Janeiro during my holidays in South America. IBEC are developing a certification system for Cost Engineers throughout Brazil and are working with ICEC to obtain ICEC accreditation of their program. They view ICEC accreditation as crucial for its successful implementation. It is also hoped that this program will provide a platform for the development of Cost Engineering certification in other South American countries. This signals an exciting catalyst for the development of the profession in South America.

I would like to convey my thanks to IBEC President, Eng Paulo Roberta Vilela Dias, IBEC Vice President Angelo Valle, Eng. Jorge Luis Garcia Almeida and the ICEC Board of Directors for their kind hospitality and the very fruitful meeting.

## 2009 KL Pact

The 13th Pacific Association of Quantity Surveyors (PAQS) Congress and ICEC Region 4 Meeting was held in Kuala Lumpur, Malaysia from 15-18 August 2009. Over 450 delegates from over 20 countries attended the Congress.

The Congress included a World Summit of Construction Economists, Cost Engineers and Quantity Surveyors. This was attended by Presidents/Chairs of the

- International Cost Engineering Council (ICEC)
- Pacific Association of Quantity Surveyors (PAQS)
- African Association of Quantity Surveyors (AAQS)
- Royal Institution of Chartered Surveyors (RICS)
- International Federation of Surveyors (FIG)
- European Council for Construction Economists (CEEC)

The summit was facilitated by the Board of Quantity Surveyors Malaysia.

This led to these organisations signing an 'in principle agreement' titled the 'KL Pact'. The agreement comprised a commitment to:

- further develop and foster a global community of leaders in the Profession;
- foster global cooperation in area of significance for global policy for the profession;
- shape the agenda for a global forum in terms of economic trends, climate change, energy and water management; and
- provide a platform, underpinned by knowledge and technology, to ensure the achievement of excellence, in terms of service delivery, competence and education.



Chairs/Presidents after the Signing of the 2009 KL Pact

The signatories to the Pact were: Peter Cox (ICEC Chairman), Gerry O'Sullivan (CEEC President), Trevor Main (PAQS Chairman), Sr Teo Chee Hai (FIG Vice President), Daniel N. Kimoro (AAQS President), Sr Ong See lian (RICS Vice President). Dennis Lenard (past ICEC Chairman) witnessed the signing.

## ICEC Region 4 Meeting

The ICEC Region 4 Meeting was held in conjunction with the PAQS Board Meeting on 16 August 2009. 24 ICEC delegates and executive members attended the meeting. PAQS is a strong supporter of ICEC with nearly all PAQS member associations also a member of ICEC. This provides a very strong foundation for the quantity surveying/cost engineering/project cost management profession in the Asia Pacific region.



ICEC Delegates and Executive Members at the Region 4 Meeting in Kuala Lumpur

## My vision for ICEC in the coming years

By Carsten Wredstrøm, Administrative Vice Chairman

ICEC is a unique organization - a worldwide assembly of national professional quantity surveying (QS), cost engineering (CE), and project management (PM) associations. This provides a superb opportunity for networking and sharing knowledge from all sectors of the project world and across different industries, nations and cultures. Rather than separating the roles, combining PM and CE/QS expertise constitutes a synergy that should ensure the best foundation for successful project execution.



Carsten Wredstrøm

ICEC has existed for well over 30 years now, but needs to further develop its mission of improving the professional level by taking advantage of the unique position ICEC has in the project world.

In the coming years I would like to see initiatives that put emphasis on:

### **Strengthening the interaction between CE and PM**

Often CEs and PMs operate independently. A closer cooperation is needed. Many project managers are not skilled in CE methodologies or not aware of the benefits of using CEs. On the other hand the CE world can ensure a more integrated effort of the managerial processes in projects. The same thing is valid for the different CE and PM organizations. They do not having sufficient cooperation, but could learn a lot from each other. ICEC provides the vehicle to make that happen because of ICECs unique combination of CE and PM organizations.

### **Strengthen the cooperation with IPMA, national PM organizations and other strategic cooperation partners shall be extended**

ICEC and IPMA have a good cooperative relationship and this should be extended, as this gives a mutual benefit as argued above. This should also be sought to other national PM organizations. This could include cooperation between the boards and common working groups, as well as more joint conferences and seminars. A win win situation can be achieved for all.

### **Further developing ICEC as a portal to the project world**

The ICEC web page should be improved to become a knowledge portal to the project world. Also seminars and congresses should put more focus on a holistic approach to Project execution through CE and PM.

### **Encourage and help member organizations implement CE certification programs**

There is a need to implement CE certification programs in many member organizations and beyond. ICEC could be a natural starting point and a knowledge center in the process of developing and implementing such programs.

### **Influence decisions makers /authorities**

A greater effort should be made on influencing national and international governmental bodies. Many governments are putting more emphasis on avoiding cost overruns on big construction projects. CEs have a lot to offer in this respect. ICEC's NGO status with the Economic and Social Council of the United Nations, is a good example of such an effort. The challenge here is to convert this status to concrete actions.

### **Higher visibility and relevance of ICEC**

ICEC is too unknown in many member organizations. Special effort should be made to make ICEC more present in the daily life of members in the various ICEC member organizations. ICEC has a lot to offer but has tremendous untapped potential in this respect.

### **Increase the number of member organizations and increased resources**

ICEC is a valuable organization and has great potential for further growth. The number of member organizations and active individuals should be increased to reach ICEC's full potential. Financial resources need to increase as well in order to fulfill these visions. ■

## *Advantages of ICEC Membership*

The following lists some of the main advantages of ICEC Membership for member associations.

- 1 Participation in a worldwide information network for exchange of cost engineering, quantity surveying, and project management information and experiences;
- 2 Encouragement of the conduct of regional and worldwide congresses, meetings, forums, and seminars;
- 3 Promotion of standards for certification and continuing professional development programs worldwide;
- 4 Accreditation of certification and continuing professional development programs of member societies and reciprocal recognition of such accredited programs;
- 5 Promotion of member society congresses, symposia, and other technical events worldwide through the publications of the ICEC member societies and the ICEC newsletter, "International Roundup";
- 6 Sharing of technical journals and other publications with the other ICEC member societies;
- 7 Right to reprint (with appropriate credit) articles appearing in the journals of other ICEC member societies;
- 8 Granting of host society member registration fees to members of any ICEC society while attending congresses, seminars, symposia, and other technical events sponsored by another member society;
- 9 Granting individual members of any ICEC society the rights and privileges of membership (excluding the right to vote or stand for elective office) while temporarily residing or working in the home country of another member society;
- 10 Promotion of co-operative research and technical activities among member societies;
- 11 Availability of a homepage on the Internet for promotion of society activities at no charge to the society requesting this service;
- 12 Development of international standards for terminology in cost engineering, quantity surveying, and project management;
- 13 Increased delegate attendance at congresses, seminars, and symposia through participation by members of ICEC societies in other countries;
- 14 Increased sales of publications through publicity and book reviews published in journals of other member societies and in "International Roundup";
- 15 Worldwide communication for queries about technical matters by individual members of ICEC societies;
- 16 Development of beneficial relationships with other worldwide coordinating bodies such as the International Project Management Association (IPMA), the Pacific and Africa Associations of Quantity Surveyors (PAQS & AAQS), and the International Federation of Surveyors (FIG);
- 17 Fostering of beneficial relationships between professors and universities engaged in cost engineering, quantity surveying, and project management education; and
- 18 Joint development of position papers and reference documents of broad international interest.

## *What is the ICEC*

The International Cost Engineering Council (ICEC) is a nonpolitical and nonprofit organization which was founded in 1976 with the object of promoting cooperation between national and multinational cost engineering, quantity surveying and project management organizations worldwide for their mutual wellbeing and that of their individual members.

ICEC member societies are located in more than 40 countries, and have chapters or sections in many additional countries. Through these chapters and sections, ICEC has access to more than 120,000 cost engineers and project managers in over 120 different nations. Regular ICEC meetings are attended by delegates of the member societies where subjects of common interests are exchanged and discussed. Each member society has one vote on the Council.

# FEATURE

## International construction cost comparisons

by Dr Rick Best

Questions such as “is it more expensive to build in X or in Y?” are often asked by a variety of stakeholders in various locations. Sometimes it is relevant to a firm looking at alternative offshore locations for expansion, or to a government agency comparing productivity at home with productivity in other countries. For the World Bank, as part of the International Comparison Program (ICP), comparative construction costs are a significant component of a broadly based comparison exercise that produces purchasing power parities (PPPs) that are routinely used to assess real income levels across more than 170 countries. Measuring construction costs across such a large and diverse range of countries presents many problems including development of a robust methodology that can be implemented at reasonable cost, adjusting for large differences in productivity and industry characteristics and linking costs to standard national accounting procedures.

Dr Rick Best FAIQS from Bond University is currently working as part of a small team developing a new methodology for the collection and analysis of construction cost data that will feed into the ICP. Dr Best completed a PhD thesis in 2008 that tested a method for the production of construction-specific purchasing power parities (C PPPs). Completion of that research led to him being invited to contribute to the revision of the ICP’s methodology leading up to the 2011 pricing round. Dr Best and his colleagues are developing an innovative approach to the assessment of comparative construction costs that will maximise utilisation of data already available from national accounts and minimise the amount of effort required to collect cost data in each country. The cost



Dr Rick Best

of implementing the ICP is a major factor in the design of the new methodology as many countries struggle to provide the resources necessary to undertake careful and comprehensive data collection exercises. The specific nature of construction costs generally requires that the personnel who collect the data need to have expertise in construction costing and estimating and this often means that consultants have to be paid to provide the data required.

As a result of his involvement in that research Dr Best has now established the Centre for Comparative Construction Research (CCCR) at Bond University. The Centre will provide a hub for research into a range of questions related to international comparisons with a primary focus on cost and productivity. The foundation members of the Centre are researchers from the UK and Australia; they include academics and practitioners who have a breadth of specialist knowledge that includes construction economics, quantity surveying, econometrics and statistics. Dr Best, who is the director of the CCCR, expects the membership to grow as questions are identified and developed into active research projects and publication of results begins. He

hopes that the Centre will attract interested people from around the world, academics and practitioners alike, who would like to collaborate on research and help to make the Centre a truly international enterprise.

Dr Best’s thesis is available for download from [http://works.bepress.com/rick\\_best/1/](http://works.bepress.com/rick_best/1/).

He can be contacted at the CCCR at [ribest@bond.edu.au](mailto:ribest@bond.edu.au).

### ICEC Knowledge Portal - International Sources of Project Costs

Three final year students at the University of Technology Sydney, Australia have undertaken a project to investigate, collect and analyse data on the sources of construction cost information published around the world.

They will be compiling a database of these international sources categorised by country and ICEC Region which will be available to members on the ICEC Website. This database will provide a foundation for developing this information into a comprehensive knowledge portal of links to the main sources of published project cost data around the world. ■

## AICE and Bocconi University joint venture for the ICEC world congress

The AICE – Italian Association for Total Cost Management in cooperation with the Business School of the Bocconi University (SDA Bocconi, School of Management) is working towards hosting the ICEC world congress in Milano in October 2014. It is extremely important to support the growth of Cost Management knowledge and techniques in Mediterranean countries. The congress will be instrumental in facilitating this growth.

The scope of our project was presented at the Paris Region 2 meeting in October 2009 is as follows:

- Organise the ICEC World Congress in Milan, which is the main scope of the project.
- Increase AICE's and the profession's visibility in Italy. By 2014 we will recommend the undertaking of the relevant research followed by a project to update and integrate the ICEC body of knowledge and to upgrade to a real body of competence. The research will also aim to establish how the "body of knowledge" can be a catalyst for sustainable business development. This will in turn, benefit all the ICEC associations.
- Establish the feasibility of an additional project to update the standards and best practices, in alignment with work already undertaken by ICEC and other associations.
- Pursue all the relevant research to define and validate the SWOT analysis relating to various certification processes available on the market (eg: IPMA, PMI, etc).

There are also some outstanding questions in relation to the differences between project management and project controls, in addition to the differences between varying certification procedures. These differences are very clear in English-speaking Countries but much less distinct in Mediterranean Countries. In our opinion, the competitive advantage of the ICEC certification is the emphasis on controls instead of management and the attention given to life cycle costs instead of being limited to construction costs. This will be demonstrated by our research, in addition to highlighting the differences between certification of competences and vocational qualifications.

In order to start the research activity on both the body of knowledge and the certification, we are proposing a joint project between universities and the cost management associations. This will enable cooperation between professionals, practitioners and academics to create a "virtual organization" which will work on all the aforementioned topics. Each participating country will consist of the ICEC association with some Universities or Business Schools. It may be worth considering the expansion of the scope to include non-ICEC associations interested in taking part in the project.

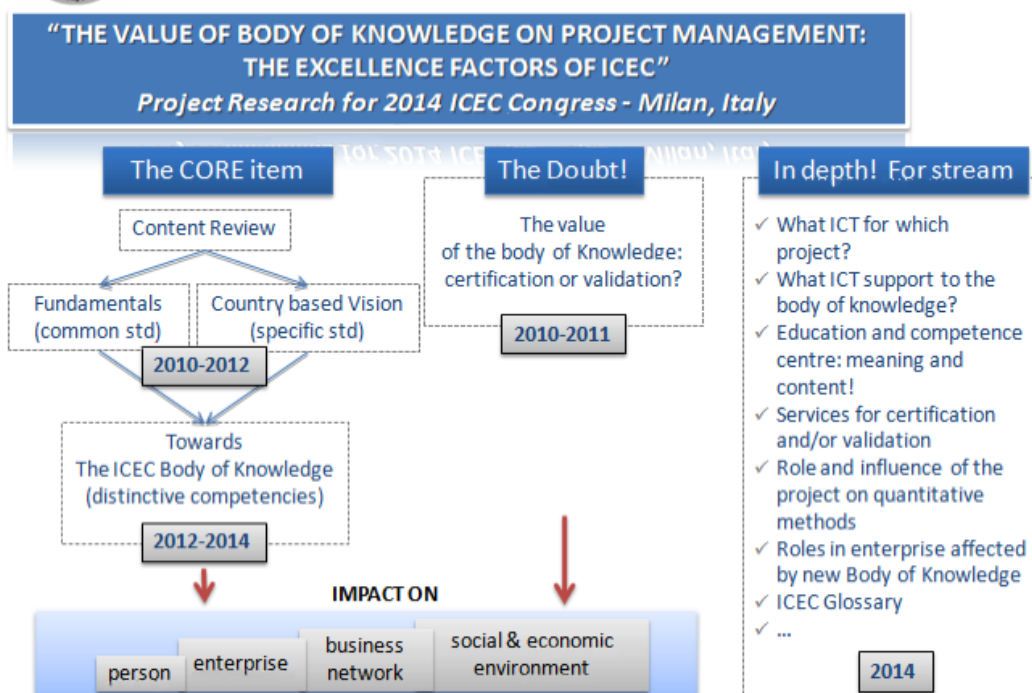
The AICE in conjunction with SDA Bocconi offers to coordinate the project and its relative activities and governance. The challenge will be to become a reference point on advanced and innovative matters in the field of our interest.

Gianluca di Castri, AICE, President  
Alfredo Biffi, SDA Bocconi, Leader Project Management Platform

The Italian Association for Total Cost Management  
email: [info@aice-it.org](mailto:info@aice-it.org)  
website: [www.aice-it.org](http://www.aice-it.org)



AICE – the Italian Association for Total Cost Management ICEC World Congress – Milan 2014



# FEATURE

## The Value of Continuous Program Assessment – a Construction Owner’s Perspective

by Alexia Nalewaik MRICS CCE MSc and Larry Eisenberg MPA



Alexia Nalewaik



Larry Eisenberg

### *Introduction*

Traditionally, public sector audit has been systems-based, focused on financial accountability and fiscal regularity. The need for accurate accounting of Federal expenditures in the United States was institutionalized by the Accounting and Auditing Act of 1950, which required internal audit functions to be established in Federal agencies. The accounting was considered to be satisfactory if it demonstrated that transactions were formally authorized, and reported accurately.

The disciplines and functions of performance auditing and program evaluation have evolved over the past 30 years as part of an ongoing global shift in government administrative culture to a post-positivist, quality-oriented stance. The Inspector-General Act of 1978 was a response to public concerns about fraud, waste, and abuse, promoting the assessment of efficiency, economy, effectiveness, and integrity. The tide shifted and, while continuing to require audits for financial accountability, began to focus on accountability to the public. Thus, in the United States during the Reagan and Bush administrations of the 1980’s and 1990’s, auditors focused on the legalistic inspection approach of stopping poor or illegal practices, and reviewing operations in terms of whether rules were observed and enforced.

These philosophical shifts resulted in a number of efforts at performance measurement and improvement, including (among others): benchmarking, balanced scorecards, output measurement, statistical process control, spiral analysis, total quality management (TQM), and six sigma. Although it has been said that what is measured will likely be acted upon, organizational paralysis was more often the result, with middle managers focusing on narrow local objectives and single measures of success instead of the broader performance perspective. This likely occurred because performance

measurement quantifies results against pre-established goals, but does not provide a means by which improvement can be effected. This is the realm of performance auditing.

Now, in the early 21st century, the “new” performance audit is based on the concept of public sector entities as adaptive organisms. While for statutory reasons there remains a component of focus on control and accountability, there is renewed growth of the common global movement toward performance evaluation. Whereas accountability focuses on the use and abuse of resources and authority within a statutory box, performance focuses on progress, continuous improvement, and evolution. Where traditional accountability asks, “Was it done right?” and verifies the reporting, the performance focus asks, “Was the right thing done?” and questions whether the rules serve their intended purpose. The accountability sphere has been broadened to include procedural (internal control), compliance (contractual and statutory), professional (peer), and political (stakeholder) accountability. While the systemic audit component continues to provide assurance through data validation, the substantive evaluation component assesses how well the program is working and applies best practices to underperforming activities.

Traditional control-based systems can be effective in an environment where tasks are repetitive and predictable. However, the construction environment is considerably less stable, such that it is not feasible to create detailed procedures and controls to cover all possible eventualities. The majority of construction audits involve the ex post process of collecting data at a single point in time, yet performance is not a discrete event and the built environment continuously evolves (from project inception through construction to completion and operations), which results in audit reports becoming outdated almost as soon as they are issued. Here a blend of traditional systemic and continuous substantive evaluation is needed.

Further, in the current dynamic construction environment, the construction management process requires that project managers play a proactive and assertive role to tackle issues and concerns that may have no pre-defined answer. When put into the context of a traditional hierarchical organization that attempts to maintain control through compliance with rules and laws, there can be a tendency to let bureaucracy hold sway and individual initiative, a critical skill in construction project management, take a back seat. Stated another way, project managers working in a bureaucratic environment can experience a virtual “hardening of the arteries” when it comes to decision making, hampering their ability to push the boundaries towards project success. An active

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evaluative function can help identify these blockages and re-establish a smooth flow of decisions, enabling the necessary assertive behavior. Without a real time evaluative / audit role, opportunities for improvement would otherwise have to wait for the next audit cycle rather than seizing the opportunity in real time and effecting immediate improvement.

### Case Study

For organizations that receive public funds for capital improvement programs, an annual audit is often mandatory. However, one owner has taken the process a step further, involving their auditor on a year-round basis and thus embracing continuous organizational evolution. Through ongoing review and comment, the audit staff facilitates the process of continuous quality improvement, allowing progress to occur on a real-time basis.

The Los Angeles Community College District is one of the largest community college districts in the country, educating more than 200,000 students each year. The nine campuses of the District serve students in more than 36 cities, covering an area of approximately 900 square miles in Southern California. The District is currently undertaking the largest public sector sustainable building effort in the United States. The Proposition 'A' Community College Facilities Construction and Repair Bond Program was approved by voters in April 2001 to provide \$1.245 billion in improvements to District facilities. That bond was later supplemented by Proposition 'AA' (May 2003), Proposition 'J' (November 2008), and State funds for a comprehensive capital program totaling \$6.1 billion.

The State of California Proposition 39 requires an annual independent performance and financial audit for all school capital programs receiving public bond funds. According to Generally Accepted Government Auditing Standards (GAGAS), performance audits involve a determination of the economy, efficiency, and effectiveness of government organizations, programs, activities, and functions, in addition to their compliance with laws and regulations. The District has expanded that definition to include a comprehensive operational program evaluation against corporate and industry standards, which assesses how and to what extent the program achieves its goals. This assessment provides a deeper appraisal of the District's capital program activities than can be obtained from conventional internal and statutory financial audit, looking not just at historic expenditures but also at the present and future of the program. LACCD's auditor compares actual operations to established policies and procedures, at the same time comparing both of those to industry-wide performance standards and traditional capital project expectations.

Throughout the entire operation, the participants maintain a questioning attitude as to why operations are conducted as they are. The team examines capital expenditures to assure controls are functioning, while at the same time assessing nonfinancial aspects such as organizational structure, planning and decision making, communication, staffing, reporting, and

more. It has been noted that operational audits of public entities have often been performed by non-accountancy consulting firms, indicating a definite shift from audit in the financial sense to audit of the operations and management performance of companies. Where the audit has been performed by a traditional accounting firm, the team may include specialty consultants with deep expertise in project controls and capital program management.

Since the District's bond program inception in 2001, audits by three firms have yielded 157 improvement opportunities, balanced by a lengthy list of good practices. The impacts from the performance audit over the years have included the evolution of contract language, streamlining of the program team, simplified reconciliation with the finance department, more frequent team communication, commissioning process improvement, and change management. Items that needed improvement in previous years have been listed as good practices in subsequent years, representing continuous improvement on the part of the District staff and Build-LACCD expanded team.

What Owner or project culture is best suited to engaging an auditor as continuous participant in the capital program lifecycle? The following characteristics apply:

- Strong commitment by the executive
- Independence, to avoid the perception of undue bias
- Willingness to address tough questions and challenge the status quo
- Clear goals and accountability for results – focus on performance and productivity
- Talented staff of management and technical experts as well as auditors
- Access to outside experts to bring new perspectives and knowledge
- Ability to create partnerships – public and private experts working in tandem to improve operations
- Identification as an agent of change, promoting a culture oriented toward superior performance, high-quality services, and cost consciousness.

The Los Angeles Community College District meets these criteria, and more, acting as a change agent and catalyst in public sector construction.

### Conclusion

By embracing a combination of systemic audit and substantive evaluation, and making a commitment to using the audit recommendations to effect change, this public entity has adopted an action-oriented philosophy. Not just reactively adapting to change in the environment, they are leading their peers by becoming a learning organization, discarding poor-performing management practices and anticipating the future. They are at the forefront of a global wave of Fortune 500 companies and public entities that are using performance audits in new ways to effect progress, continuous improvement, and evolution. ■

## Dr. Peter Smith visits IBEC in Rio de Janeiro – Brazil – February 4th, 2010

by Angelo Valle, IBEC Vice President International and ICEC Region 1 Director

The Board of Directors of the Brazilian Institute for Cost Engineering, (IBEC) (Instituto Brasileiro de Engenharia de Custos) provided a reception and dinner to host the important visit of Dr. Peter Smith, ICEC Secretary General, during his stay in Rio de Janeiro City, in Brazil.

The meeting was held in the President's meeting room of the Council Regional Engineering and Architecture (CREA) in the Regional Rio de Janeiro State, which governs the activity of engineering and architecture in the Rio de Janeiro State region.

There are Regional Councils for engineering and architecture in each of the Brazilian federation's 27 states. IBEC has branches in several states of Brazil with the national headquarters located in Rio de Janeiro (RJ) State, Rio de Janeiro City.

CREA-RJ is the main sponsor of IBEC. The President of CREA hosted a meeting to join board members of CREA-RJ and IBEC around Peter's visit.

The president of IBEC, Eng. Paulo Roberto Vilela Dias, and the president of CREA-RJ made welcome speeches to Peter and declared how proud they were at receiving his visit.



Standing left to right: Dr. Renato Luiz Csaszar, CREA-RJ Technical Staff, Eng. Arciley Pinheiro, CREA-RJ Chief Staff and Past President, Eng. Fernando Paes Leme, IBEC Vice President Administration, Eng. Marilio Fonseca, IBEC Immediate Past President, Eng. Jorge Luis Garcia Almeida, IBEC Board of Directors, Eng. Monica Sarmento, IBEC Board of Directors, Eng. Carlos Antonio Fernandes da Silva, IBEC Board of Directors, Eng. Gabriel Jacques, IBEC Regional Staff Member, Sitting left to right: Eng. Paulo Roberto Vilela Dias, IBEC President, Eng. Agostinho Guerreiro, CREA-RJ Presidente, Dr. Peter Smith, ICEC Secretary and Treasurer, Eng. Angelo Valle, IBEC Vice President International, Eng. Sergio Conforto, IBEC Board of Directors

During the meeting the IBEC Board of Directors displayed to Peter a summary of IBEC activities. The Engineer Paulo Roberto Vilela Dias, IBEC President stated the dream to host the ICEC Congress in Rio de Janeiro in 2016. The engineer Agostinho Guerreiro, CREA-RJ Presidente was proud to help and support the event in Brazil and promised full support to the ICEC Congress in Rio de Janeiro Brazil, as well as support for IBEC activities as a sponsor. ■

## ICEC's Strategic Goals: Consolidation and Implementation



Murtala Oladapo

by Murtala Oladapo, Senior Vice-Chair, ICEC

### *Introduction*

Since the founding of ICEC in 1976, by the American, Dutch, British and the Mexican Cost Engineering Societies, it has grown from 4 of 48 societies as at February 2010. The membership includes 14 Cost Engineering (CE), 18 Quantity Surveying (QS) and 16 Project Management (PM) societies. Through this membership ICEC has access to more than 180,000 professionals in over 120 different nations. Through the synergy brought about by the networking, the ICEC's objectives and programmes have been of benefit to the member associations and similar organisations.

The growth of ICEC is multifaceted. Member associations have reorganised themselves to meet the aspiration of their members by introducing specialism within their organisations while some of them even have or are developing global chapters and sections. Furthermore, the membership works in different sectors and industries in the national and global economy. These include public (government), private and academia. The far reaching demography of the specialism include, housing & property, construction & infrastructure, and engineering & manufacturing with associated process industries and management services to all areas.

These provide major challenges to the consolidation and implementation of the ICEC mission, objective and strategic goals.

### *ICEC Mission, Objectives and Strategic Goals*

The mission, objectives and strategic goals of ICEC are well documented on the ICEC website. The mission of ICEC is to promote the profession and co-operation between cost management and project management societies worldwide for their mutual wellbeing and that of their individual members.

The objectives are based on 8 key elements and these include:

- 1 Encourage, promote and advance the science of CE, QS and PM for public good worldwide.
- 2 Coordinate and sponsor congresses and symposia.
- 3 Encourage the formation of new national societies.
- 4 Cooperation with other international bodies eg. IPMA, FIG, UN, etc
- 5 Further research and development of CE, QS and PM.
- 6 Further the study of CE, QS and PM problems of worldwide and multinational character.
- 7 Encourage development of professional certification of programs in CE, QS and PM.

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- 8 Collaboration with UN and other international and regional agencies in the implementation, policies affecting construction and engineering development with respect to CE, QS and PM policy and strategic issues.

The strategic goals are related to the organisation structure and the methods required to implement the mission statement and objectives and these include the:

- 1 Administration and communication.
- 2 Technical Education and certification.
- 3 International congress and meeting.
- 4 Membership development.
- 5 Cooperation with other professional organisations
- 6 Image and recognition.
- 7 ICEC and governmental / private organisation collaboration.
- 8 Networking and services offered to the individuals and firms which make up the ICEC member associations.

### *The Challenges and Consolidation Issues*

A review of the programmes and activities of ICEC, regions, members associations and similar regional organisations ICEC bi-ennial delegate meetings, region & member associations' reports and ICEC Chair reports has identified several challenges and consolidation issues.

In 2006 Prof Basie Verster (ICEC Chair 2004-2006) identified the following issues for ICEC:

- To continuously strive for more influence through partnerships with professional organizations in related fields worldwide.
- To influence the world in the fields of Education, Research and Community Service, through knowledge and to remain in the vanguard of discovery, growth and service.
- The following programmes will be very important in coming years and will remain a challenge for ICEC:
  - › The housing and shelter problem in the world.
  - › Sustainability and environment and the role of cost engineers, quantity surveyors and project managers.
  - › Education and formalizing the network of academics.
  - › The establishment, implementation and administration of "Best Practice".

In 2008 Ginette Basak (ICEC Chair 2006-2008) highlighted the following major achievements during her term:

- The establishment of a new Administrative Secretariat in Canberra and transition.
- The initial development of an ICEC Location Factor Cost Model program.
- Revision of the Strategic plan to provide renewed direction.
- Continued definition of ICEC's role and responsibilities as well as opportunities with the United Nations.
- Establishment of the ICEC best practice Charter program based on the AIQS model.
- Establishment of the ICEC global database for cost

management and project management standards and practices.

She also highlighted the key challenges for ICEC and member societies as follows:

- Continued relevance.
- Attracting and retaining young profession.

In the last two years, Peter Cox (ICEC Chair 2008-2010) has focused on the following strategic plan areas along with the ICEC Executive Committee. These include:

- Certification (characteristics of each program with the view of either developing a new program or adopting an existing certification program).
- Strategic planning.
- International standards.
- Education and competency standards.
- Human Settlements & UN Strategy.
- ICEC Awards.
- Knowledge sharing.
- Communication strategies.

The PAQS Past Chair and ISM Past President, Mr Ong See Lian in the address as the Chair at the PAQS congress held in Tokyo in 2003 highlighted that:

- QS and CE is an important profession in national development building, but it remains a relatively unknown profession worldwide in comparison with other professions, such as Doctors, Architects Engineers and Accountants.
- QS or CE is not even included in one of the categories in the World Trade Organisations (WTO) Central Product Classification (CPC).
- There is a need to gain recognition of the profession in the CPC code to overcome the problem.

He went on to propose that PAQS should work together with other organisations such as ICEC and FIG to leverage and lobby for such recognition at the WTO.

This issue was discussed informally at the ICEC congress in 2004 at Cape Town. It was a welcome development to some members of ISM and PAQS in attendance that with the ICEC-UN initiative which commenced in 2000, the issue of CPC recognition would be resolved in the future as a response to globalisation challenges and WTO gradual liberalisation in trade and services programme. (Note: WTO is a Related Organization of the UN)

The challenges and the issues highlighted above generally represent the concerns of ICEC member societies and individual members as obtained during the visits to regional meetings by the Chairs of ICEC and Regional Organisations.

Furthermore, the issues highlighted above relate closely to the Mission, Objectives and the Strategic goals of ICEC. This clearly indicates that ICECs Strategic plan is being implemented notwithstanding the challenges being faced and will in the long run achieve specific objectives which are of interest to members. These are:

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- Sustainability of ICEC and the profession, globally and nationally.
- Recognition of the QS and the CE profession within UN system and gaining the CPC recognition.
- Influence through partnerships with professional organisations in related field.
- Attracting and retaining young people to our profession having regards to the characteristics of the demographic group, Generation Y.

Some of the issues will result work/action plans and definition of responsibilities between ICEC, regions, member associations and perhaps regional/multinational associations which should be further developed and implemented within an agreed time frame as projects or programmes.

### *Work/Action Plan Issues for Implementation*

- Education and formalising network of Academics and Research persons;
  - › Research and development,
  - › Establish the basis for diverse paper presentations at congresses.
- Professional development, ethics and standards and membership;
  - › Accreditation of CPD and certification programs.
  - › Implementation and administration of World best practice programme.
  - › Continued development and promotion of global standards.
  - › International cost database.
  - › Development of Standard constitution and Bye-laws for assisting in the formation of new associations in order to promote membership growth.
  - › Facilitate membership growth by ensuring that existing national societies join ICEC for their benefit and as basis for justifying CPC recognition.
- UN Strategy;
  - › Achieve CPC recognition (UN-Economic and Social Council [ECOSOC] and WTO).
  - › Housing and human settlement (UN- Habitat).
  - › Post disaster and re-construction management (UN- Habitat and relevant UN Organisations).
  - › Sustainability and environment issues (UN Environment Programme).
- Collaboration with Cost management and allied professional Bodies and Regional Government Bodies;
  - › Establishment of formal MOU's with all such organisations if none exists (e.g. PAQS, AAQS, RICS etc).
- Administration, management, communications and finance;
  - › Develop and define the responsibilities for carrying out the work/action plan based on ICEC devolving them to Member Associations, Regional / Multi-national associations which are best able to carry out the assignment on behalf of and for adoption by ICEC.
  - › ICEC Delegate meetings should approve the work/action plans prepared by the ICEC Executive and Secretariat for each subsequent 2 year period having

regard to current performance and ICEC Strategic goals and direction.

- › A structure and data base should be established at various levels of ICEC for participation:
  - › Sub-working groups
  - › People-Volunteers
  - › Systems and procedures
  - › Communications
- › Financing;
 

The definition of responsibilities for carrying out the work/action plan between ICEC, Member associations and Regional / Multi-national associations will result into a balanced funding which may be easily accommodated by all parties.
- › Administration and Coordination.
 

ICEC Chair, Executive and Secretariat

On the whole the work/action plan will provide a basis for measuring performance. Furthermore effective and efficient participation by all stakeholders; the executive & delegates, associations, members and firms as well as regional and multinational associations will create greater awareness and the synergy required for the development, relevance and sustainability of ICEC.

### *Conclusion*

This summary paper presents the challenges and the issues which represent the concerns of ICEC member societies and individual members as obtained during the visits to regional meetings by the Chairs of ICEC and Regional Organisations. The main issues can be summarised as:

- Sustainability of ICEC and the profession, globally and nationally.
- Recognition of the QS and the CE profession within UN system and gaining the CFC recognition.
- Influence through partnerships with professional organisations in related field.
- Attracting and retaining young people to our profession having regards to the characteristics of the demographic group, Generation Y.

These issues relate closely to the Mission, Objectives and the Strategic goals of ICEC. The review also established that ICECs Strategic plan has been implemented over the years notwithstanding the challenges being faced and will in the long run achieve specific objectives which are of interest to members.

However, there is need to consolidate and implement the Strategic plan within agreed time frames as projects or programmes based on bi-ennial work/action plans to be approved during the ICECs delegate meeting. The work/action plans to be implemented by subsequent executive will be prepared by the ICEC Executive and the Secretariat and include definition and the responsibilities between ICEC, regions, member associations and perhaps regional/multinational associations which are best able to carry out the assignment on behalf of and for adoption by ICEC. This will provide a basis for measuring performance, create greater awareness and the synergy required. ■

## ICEC accreditation

ICEC Member Associations are encouraged to seek ICEC accreditation of their Cost Engineering, Quantity Surveying, and Project Management certification and continuing professional development programs (CPD). These programs must meet ICEC standards for recognition.

Persons qualified under any of these ICEC accredited programs are entitled to use the International Cost Engineering Council name and logo and the post-nominals ICECA to designate their achievement.

In order to obtain ICEC accreditation for Project Management programs, the applicant organization must demonstrate that their programs fully meet the standards adopted by the International Project Management Association (IPMA). See the ICEC website for information about the IPMA program and for information about the IPMA's requirements for each level of their program.

Please visit the ICEC website at [www.icoste.org](http://www.icoste.org) for further information.

## The ICEC International Cost Management Journal

The ICEC 'International Cost Management Journal' (ICMJ) is now well established on the ICEC website.  
[www.icoste.org/icmj.htm](http://www.icoste.org/icmj.htm)

The ICMJ is a peer reviewed journal that features a collection of the best papers and articles that have been previously published in conference proceedings, symposia or journals produced by ICEC and ICEC member associations. It is a perpetual journal which allows papers to be submitted and included at any time. The ICMJ provides a great opportunity for ICEC member associations to acknowledge high calibre contributions to their publications and conference proceedings. The journal effectively contains the 'best of the best' papers/articles published around the world by member associations. Delegates of member associations that do not produce a suitable publication may submit papers/articles published from other sources in their country accompanied by an appropriate copyright release form.

ICEC member associations are encouraged to nominate suitable papers for inclusion in the journal. Please note that the papers need to be of a high calibre representing the 'best of the best' from your conference proceedings, journals and other publications. The refereeing process is to be done in the first instance by the member association. Non-English papers are welcome but must be accompanied by a detailed executive summary of the paper in English.

The ICMJ will provide a valuable asset to ICEC member associations and their individual members. It provides a single-source means of publishing high quality papers that have been produced worldwide in the fields of Cost Engineering, Quantity Surveying and Project Cost Management.

Papers should be submitted to either Dr. Peter Smith - ICEC Secretary-General ([peter.smith@icoste.org](mailto:peter.smith@icoste.org)) or the ICEC secretariat ([secretariat@icoste.org](mailto:secretariat@icoste.org))

The journal currently comprises 139 papers that can be downloaded from the ICEC website. These are all award winning papers or papers which have received very high evaluations at ICEC Congresses and Symposia and other papers that have been selected via a peer review process.

Examples include:

- Daniele Cimiotti, Italy "The Time Related Cost Index, "TRCI"" (2009 - AICE, Milan, Italy)
- Peter Cox, Australia, FAIQS "Are We Really a Teflon Coated Profession? (Quantity Surveying)" (2008 - Toronto, Ontario, Canada)
- Kevin Coyne, PE PSP, United States "Leveraging the Power of 4D Models for Analyzing and Presenting CPM Schedule Delay Analyses" (2008 - Toronto, Ontario, Canada)
- Dr. Gianluca di Castri, Italy "Time Span of Discretionality: A Way of Measuring Job Levels in Public and Private Organisations" (2008 - AICE, Milan, Italy)
- John K. Hollmann, PE CCE and Larry R. Dysert, CCC, United States "Escalation Estimating: Lessons Learned in Addressing Market Demand" (2008 - Toronto, Ontario, Canada)
- David Lucas, United States "Cost Management in a Complex Contracting Environment" (2008 Humphreys Award - AACE International, USA)
- John G. Musgrove, PE, United States "If You Build It, They Will Come – Making Project Historical Data Useful" (2008 - Toronto, Ontario, Canada)
- Murray Woolf, United States "When is the Critical Path Not the Most Critical Path?" (2008 - Toronto, Ontario, Canada)

# MEMBER ASSOCIATION HIGHLIGHTS

## BRAZIL

### “Cost Engineering Day” in Brazil - May 23rd

By Angelo Valle (ICEC Region 4 Director)

May 23rd is the official “Cost Engineering Day” in Brazil

The Rio de Janeiro State deputies Eng. Paulo Ramos and Eng. Luiz Paulo are responsible for creating a new Project of Law ‘number 3437’. The law was approved in Brazil by both chambers of government resulting in the creation of the “Cost Engineering Day”. The international membership of IBEC in ICEC was recognized in the Assembly by the deputies and in the Congress by the Senators who approved the law. The resulting law means that annually, May 23rd has been set aside to celebrate the “day of the cost engineer”.

The deputies who created the Project of Law, highlighted the 28 year old Brazilian Institute of Cost Engineering (IBEC – Instituto Brasileiro de Engenharia de Custos). They also mentioned the 25 years of IBEC membership in ICEC. In 2010, May 23rd occurs on a Sunday, therefore, the Day of the Cost Engineering Day” will be celebrated on May 26th 2010, at the Brazilian Engineering Forum.

IBEC will honour and acknowledge the deputies Eng. Paulo Ramos and Eng. Luiz Paulo who created the project of law, which made it possible to establish the “Day of the cost engineer” ■

## Hong Kong

### New President and Council is elected

Extracts from HKIS website: [www.hkis.org.hk](http://www.hkis.org.hk)

The Hong Kong Institute of Surveyors elected Professor CHAU Kwong Wing as the President at its Annual General Meeting on 11 December 2009. The AGM also announced the election of other Office Bearers - Mr WONG Bay as Senior Vice President, Ms Serena Lau as Vice President, Mr Edwin Tang as Honorary Secretary and Mr Lesly Lam as Honorary Treasurer - and Councillors to the General Council for the year 2009-2010.

### Celso Ragazzi, director of PINI Engineering Services, elected Cost Engineer of the Year

By Angelo Valle (ICEC Region 4 Director)



Engineer Celso Ragazzi, director of PINI Engineering Services, was named Cost Engineer of the Year at an event held by IBEC in Rio de Janeiro on May 23, 2009. About 300 people, including professionals, engineers, architects and personalities that stood out in Engineering last year, attended the event in honor of the professionals of cost engineering.



Cost Engineer Celso Ragazzi, Fernando Paes Leme and Angelo Valle.

About 50 professionals, including engineers, architects and personalities who have distinguished themselves in Engineering were also honored. Among them was the Secretary of State for the Environment and former mayor of Niteroi, Alcibiades Sabino dos Santos, and the president of Confea, Marcos Tulio de Melo. ■

### HKIS Media Luncheon 2010

The Institute has organized a Media Luncheon on 9 February at the Would Trade Centre Club. Friends of the media were invited to join the luncheon and meet the new Council. During the luncheon, Office Bearers, Divisional Chairmen and spokespersons were introduced to the media. Divisional spokesperson also presented their views on respective topical issues. ■

## SPAIN

### 14th International Congress on Project Engineering

Extract from AEIPRO website:  
[www.aepro.com/index.php/conferences](http://www.aepro.com/index.php/conferences)

The Spanish Association of Project Engineering (AEIPRO), the International Project Management Association (IPMA) and the Polytechnic University of Madrid (UPM) through GESPLAN Group (Planning and Sustainable Management of Rural-Local Development) inform you the next celebration in Madrid of the XIV International Congress on Project Engineering and 1st Latin American Conference on Project Engineering on June 30th and July 1st and 2nd, 2010.

The Organizing Committee hopes that this Congress becomes a meeting forum of all professionals related to engineering projects and professors involved in the training of future engineers.

The start-up of the European Space for Higher Education (ESHE) in 2010 provides new elements to keep in mind because of the influence that the Bologna Reform is going to cause in academic and business fields, even beyond European Union's frontiers. Therefore, the Organizing Committee has invited academic responsible officers and Latin-American enterprises - with whom we have strong cultural and economic ties - to actively participate in the Congress.

In the same line, and as one of the most important aspects, the growing institutional relationship between the Spanish Association of Project Engineering (AEIPRO) and the Associação Portuguesa de Gestao de Projectos (APOGEP), both linked to IPMA, will be visualized in this Congress.

Similarly, the Peruvian Association of Project Management (APDP) recently created and the Mexican Association of Project Management (AMDP) that is currently in the process of creation will also have presence in this Congress.

Projects to transform a city: Madrid

This is the slogan of the Congress that will be used as common thread of all activities. It is a paradigmatic case how a group of big projects is changing the capital of Spain: IFEMA, METROSUR, the M-30, the Río project, Olympic facilities, etc. These examples perfectly show the role that a well-conceived, developed and executed project can achieve in the development of a city. Also, the consideration of social aspects in all this process will have a special mention.

We invite all interested people (specialists who develop their project activity in industry, management, university, research and development centers) both European and Latin-American countries to participate in this Congress through their communications and attendance in order to provide business initiatives, research projects or experiences linked to the Area of Project Engineering that contribute to enrich the world of Project Engineering. ■

## AUSTRALIA

### AIQS appoints new CEO

Extract from The Journal of the Australian Institute of Quantity Surveyors

The AIQS has appointed a new CEO. Terry Aulich has commenced in the AIQS National Office in Canberra and, with the AIQS National Council, will head up the strategic direction of the organisation as it focuses on issues impacting the profession into 2010 and beyond.

Mr Aulich replaces Terry Sanders who has retired after 13 years with the AIQS. He comes from a strong political background having spent 16 years in political life including time as Minister for Education, Industrial Relations, Arts, Construction and other portfolios in the Tasmanian government. He was later State Secretary of the ALP in Tasmania and was elected to the Senate in 1984, retiring in 1993.

In the meantime Terry Sanders is enjoying retirement from the organisation that he has seen grow from a membership of 1800 in 1996 to well over 4000 today. Both "Terrys" believe that the strength of membership and the enthusiasm and commitment of the National council and national office staff will position the AIQS as a leading professional organisation that will achieve major goals for its members and the industry in general. ■

## GHANA

### Accra International Conference

Extract from website: [www.ghisonline.org](http://www.ghisonline.org)

The Ghana Institution of Surveyors (GhIS) is the recognized professional body that regulates the profession of Surveying and its practice in Ghana. It has three (3) areas of specialization and the professionals in the Institution are therefore admitted into these distinct but related disciplines namely:

- \* Valuation and Estate Surveying
- \* Quantity Surveying
- \* Land Surveying

In conformity with its constitutional mandate, the GhIS holds Annual General Meetings (AGMs) within the first quarter of each year, where apart from taking stock of its activities, relevant topical issues are discussed as part of the Continuing Professional Development (CPD) Programme for the year. These are geared towards enhancing professional competences of Members of the Institution.

This year, the GhIS in conjunction with the Commonwealth Association of Surveying and Land Economy (CASLE) and the International Federation of Surveyors (FIG) will hold a joint International Conference for Surveyors and Allied Professionals in Accra from 22nd – 28th February 2010. GhIS has planned this International Conference to include its activities for the 41st AGM and 5th Surveyors' ■

## MALAYSIA

### 11th ISM International Surveyors' Congress 2009

Extract from ISM Berita QS: [www.ism.org.my](http://www.ism.org.my)

The ISM 11th Surveyors' Congress (2009) was held at the Crowne Plaza Mutiara Hotel, Kuala Lumpur with an official opening ceremony and keynote address by YABhg. Tun Dr. Mahathir Mohamad.

The main theme of the Congress was "Smart Growth Thru Smart Partnership" The theme is chosen in line with the current scenario of the delicate partnership and balance between individual, race, religion, organization and parties for capacity building to face the onslaught of globalization and liberalization. The core principle of smart growth is progress and development that serves not only oneself but the economy, community and environment whilst the concept of smart partnership is a fair equitable sharing to maximize and balance the benefits for the partners. Success demands on smart work with perseverance in effective management of any project supported and substantiated with appropriate procedures, realistic time frame, commitment, integrity, accountability, transparency and good governance which would undoubtedly enhance delivery to the level of excellence.

In line with the theme, experts from within and outside Malaysia presented many papers on the subject and the speakers invited for the QS parallel session include Sr Chin Keh Liang on "Smart Tendering", Ms Foo See Yee on "Coating- Its Roles in Sustainability" and Ms Eugenie Lip on "Collaborative Working Key Contract Administration Watch points"

A total of 25 papers were presented in the two days. This is an annual event that precedes the QS Division and ISM Annual General Meeting as well as celebrating ISM's 48th Anniversary with a gala dinner with Guest of Honour: Y.B. Datuk Douglas Uggah Embas, Minister of Natural Resources & Environment. ■

## SINGAPORE

### SISV Annual Dinner 2009

Extracts from Singapore Institute of Surveyors and Valuers

On the 23 Oct 2009, SISV held its Annual Dinner at Shangri-La Singapore. Associate Professor Ho Peng Kee, Senior Minister-of-State for Law and Home Affairs was the Guest of Honour for the dinner. In his speech, he commended SISV for playing a key role in the development of modern Singapore. He also applauded SISV for taking initiatives to network with overseas partners as it boosts international recognition for Singapore in the fields of valuation, surveying and geospatial expertise. He ended his speech by expressing his confidence in the Institute and its members in meeting the challenges of a global economy. ■

## SOUTH AFRICA

### Joint AAQS / ASAQS International Conference, AAQS Council Meeting and International Cost Engineering Council (ICEC) Region 3 Meeting

This is to inform you that the above conference and meetings are provisionally scheduled for Cape Town, South Africa as follows:

**Wednesday 27 October 2010** - Association of South African Quantity Surveyors (ASAQS) board meeting (ASAQS board members only)

**Thursday 28 October 2010 and morning of Friday 29 October 2010** - Joint AAQS / ASAQS International conference (open to all – conference fee payable)

**Friday afternoon 29 October 2010** - Africa Association of Quantity Surveyors (AAQS) Council meeting (Presidents / Chairman of AAQS member associations / institutions and approved others may attend as observers)

**Saturday morning 30 October 2010** - International Cost Engineering Council (ICEC) Region 3 (Africa) meeting (representatives of member organisations and observers)

More details of the above and registration arrangements will be provided in due course. Only 200 seats available for conference and you are therefore advised to book early

Member associations / institutions of the AAQS are requested to notify their members of this forthcoming event

The conference fee (but not the fee for the gala dinner) will be waived for AAQS council members. All other costs such as transport and accommodation to be borne by the delegate

Corné de Leeuw

on behalf of the AAQS Secretary General ■

### Share Values, Strata Survey & Encroachments

On 27 May 2009, a joint seminar by the Land Surveyors Board and SISV was held at the Singapore Management University. More than 100 participants attended and asked many questions of the four guest speakers, which led to lively discussion followed by refreshments and networking. It was pleasing to see so many architects and developers amongst the attendees, and the event provided opportunities for our members to mingle and exchange personal experiences on the challenges faced when doing strata title surveys, four guest speakers provided very useful and informative talks relevant to the practices of the participants comprising SISV members, architects and developers. ■

## USA

### **AACE International Selects the U.S. Government Accountability Office for Industrial Appreciation Award and Jennifer Echard and Karen Richey for Award of Merit Recipients**

From AACEI website: [www.aacei.org](http://www.aacei.org)

AACE International presented the U.S. Government Accountability Office (GAO) the Industrial Appreciation Award and Ms. Jennifer Echard and Ms. Karen Richey, senior cost analysts at the GAO, were distinguished as the AACE Award of Merit recipients at the 2009 53rd Annual Meeting of AACE International in Seattle.

The 53rd Annual Meeting of AACE International brought together leaders, professionals and practitioners in the field of cost and schedule management from around the globe for a 4-day comprehensive conference that included workshops, educational sessions, exhibitions and awards. The Annual Meeting was held in Seattle, Wash., at the Seattle Sheraton Hotel Sunday, June 28, 2009 – Wednesday, July 1, 2009.

A highlight of AACE's Annual Meeting was the Awards Luncheon, held on Tuesday, June 30, 2009.

AACE's Industrial Appreciation Award is the only award AACE presents to a company or organization. It is presented to organizations which have rendered exceptional support to the cost management or cost engineering profession and to the aims and objectives of AACE International.

GAO SealThe GAO became the 37th entity to receive the Industrial Appreciation Award, which AACE has been granting since 1972.

The GAO is responsible for assisting Congress in overseeing federal government agencies' stewardship of public funds by measuring their performance against best cost management practices. GAO recently released the "Cost Assessment Guide: Best Practices for Estimating and Managing Capital Program Costs". The intent of the Guide is to establish consistent methodology based on industry best practices for use across federal government programs for developing, managing, and evaluating capital program cost estimates.

Ms. Jennifer Echard and Ms. Karen Richey were be honored as AACE International's Award of Merit recipients. The Award of Merit is presented to individuals who have made outstanding contribution or have rendered outstanding service to the cost management or cost engineering profession or to the public as a whole. The Award of Merit provides recognition

for particularly meritorious accomplishment, and bestows distinction, honor, and appreciation of AACE International on the recipients. The award is not restricted to AACE members. It is the highest award presented by the Association to recognize an individual's contribution to cost management and cost engineering field.

In developing GAO's "Cost Engineering and Assessment Guide: Best Practices for Estimating and Managing Capital Program Costs," Ms. Echard and Ms. Richey managed a two-year collaborative effort to compile and organize industry best practices and create a standardized approach for managing costs in federal government programs. They sought the advice of experts in government, industry, and professional associations, reaching across traditionally differing and, at times, adversarial, lines of business to achieve consensus on the Guide.

AACE's first Award of Merit was presented in 1957. Ms. Echard and Ms. Richey became the 56th and 57th recipients of the Award of Merit respectively.

AACE International was one of the organizations the GAO solicited and received input from for the collaborative work on the Guide. Ms. Echard attended AACE's 2008 Annual Meeting in Toronto and gave a presentation to participants on the Guide during the AACE International annual business meeting.

"The Government Accountability Office saw a need and undertook to meet that need", said William E. Kraus PE CCE, AACE International Past President. "The Cost Guide provides a standard framework and methodology for the estimating, management, and control of costs for projects conducted by federal agencies based on industry best practices. Unlike the process which might have been followed in some quarters, the GAO, led by Mses. Richey and Echard, sought advice from cost professionals throughout industry, government, and academia to ensure that the Guide reflects those best practices. The Guide has been met by enthusiastic responses as it provides not only the standards but also the methodology to be utilized in effectively estimating and managing costs."

The Annual Meeting covered topics relevant to project controls from fields such as claims and dispute resolution, cost estimating, planning and scheduling, total cost management, cost and schedule control, building information modeling, earned value management, high performance/green projects, global projects, IT/IM in project and cost management, decision making and risk management, as well as basic skills and knowledge sessions.

**The 2010 58th Annual Meeting will be held in Atlanta from June 27th to 30th 2010. ■**

# LYBIA

## A Letter from Libya

by Brian D Greenhalgh

Submitted by Ms. Suzanne Cash from QSi International

Libya may not be everybody's idea of a holiday destination or even as a first-choice place to work when taking the plunge to try it out overseas. It has certainly hit the headlines over the last year for various quite negative reasons but is now being taken very seriously by both contractors and consultants, as other more favoured oil-producing countries reach maturity and saturation in their construction industries.

The country has excellent advantages – a more moderate Mediterranean climate (rather than the scorch-your-butt-off Arabian Gulf climate) along the coastal strip where the main cities are located, fertile land which was once the bread basket of the Roman Empire, historical and archeological sites of epic proportions from the Phoenician, Roman, Greek, Byzantine, Ottoman and Italian colonial periods and most valuably, a very friendly and hospitable people. The disadvantages have been well documented over recent years but there is no visible sign of oppression or suppression among the people and the biggest difficulty for Westerners is probably the lack of things to do in the evening and the official ban on sale and consumption of alcohol in the country.

Libya is being transformed; thanks of course to their oil wealth, which accounts for 97% of foreign currency earnings and 92% of GDP as well as the lifting of economic sanctions. There is considerable investment in infrastructure where over US\$35 billion is planned to be spent in the next ten years, as well as tourism, where the numbers of tourists are expected to rise from under 200,000 in 2006 to over 10 million by 2020. Clearly, major construction work is required for this to happen, both in terms of infrastructure projects (road, rail, airports, ports and utilities) and hotel construction. At present, there are new Intercontinental, Renaissance and Sheraton hotels under construction in Tripoli alone.

This brings me seamlessly onto my own project, the New Tripoli International Airport Project (NTIAP) where two new terminals with a total area of 350,000 m<sup>2</sup> are being constructed either side of the existing passenger terminal. When completed at an estimated cost in excess of Euro 1.5 billion, the total airport will be capable of handling 20 million passengers per year.



Tripoli International Airport – Aerial view of two new passenger terminals with existing terminal in the centre

My role is Commercial Manager/Contracts Administrator for the Project Management Consultants, ADPi (Aeroports de Paris – Ingenieur). ADPi also acts as the supervision consultants and prepared the overall design of the terminal buildings with the main contractor being responsible for shop drawings. The main contractor is a JV of Odebrecht from Brazil and a consortium made up from TAV from Turkey and the Libyan arm of CCC contractors from Greece. Clearly, there are a lot of nationalities involved here, and so far, I have worked with people from Jordan, Turkey, Cyprus, France, UK, Ireland, Lebanon, Morocco, Egypt, Malta, Canada, Brazil, Argentina and Peru. Rather embarrassingly, all of them speak excellent English, which is the language of the project.

The project is scheduled to be completed in mid-2012, by which time many of the new hotels will be completed together with much of the upgrading of the road and utilities infrastructure projects. This should make the fantastic historical sites of Leptis Magna and Sabratha more easily accessible to the tourist.

Not a lot of people know this, but Sabratha and Leptis Magna are two of the finest Roman sites anywhere and are just a short drive from Tripoli. The two photos below show the quality of the archeological remains. So far – unspoiled by mass tourism, but in ten years, who knows? ■



Part of the Roman Theatre at Sabratha in a typical January day



The Arch of Septimus Severus at Leptis Magna in a typical February day

## UNITED KINGDOM

### ICES meets FIG (International Federation of Surveyors)

Extracts from ICEC website: [www.cices.org](http://www.cices.org)

ICES president Ken Hall and CEO Bill Pryke met with FIG president Stig Enemark in December last year to look at how to improve the global profile of surveyors. Two meetings were held, which were also attended by RICS president Max Croft, Diane Dumashie, chair of the RICS FIG delegation and James Kavanagh, director of RICS Land, covering how the organisations can work more closely together on such common issues.

### Professor Rajkumar Roy is new AcostE President

Extract from AcostE website: [www.acoste.org.uk](http://www.acoste.org.uk)

Professor Rajkumar Roy, PhD, CEng, FACostE, FRSA, took up office as the new ACostE President at the Annual General Meeting on 2 September 2008. Head of the Decision Engineering Centre at Cranfield University, Professor Roy is an internationally leading academic in cost engineering with strong links with industry.

He started his career in the automotive sector and is currently collaborating with several blue-chip aerospace, defence, automotive and IT companies. Professor Roy is a strong advocate of developing formal approaches to cost estimating and project control.

He is an ex-chairman of the ACostE's Engineering and Manufacturing Committee and has served as the Vice President and Director for the Association.

Professor Roy is a Chartered Engineer, a Fellow of the Royal Society for the encouragement of Arts, Manufactures and Commerce (RSA), a member of IEEE, IED and the Institution of Engineers (India). He has also been an Associate Member of CIRP over three years. Professor Roy is also the Editor in Chief of Applied Soft Computing journal published by Elsevier. ■

## INDIA

### Exchange of ideas between India and USA on Earned Value Management for monitoring projects

Extract from PMA-India News: [www.pma-india.org](http://www.pma-india.org)

September 21, 2009 marked the new beginning in understanding the latest developments in the field of Earned Value Management (EVM) as an effective methodology in monitoring projects combining Specifications, Time and Cost. A three hour meeting was held in Washington DC between the senior officers of the Federation of Aviation Administration (FAA), Government Accountability Office (GAO) which reports to US Congress, Project and Program Management Solutions (PPMS) , PM Guru Inc. and PMA.

Jennifer Echard of GAO presented the key aspects of the recently released Cost Estimating and Assessment Guide as a key document in management of projects and programs. Bob Rovinsky, Director, FAA gave a very lucid presentation in a form of case study as how FAA implemented PM/EVM systems to transform FAA to a well managed organization. Wayne Abba, well known EVM professional and acknowledged EVM Guru highlighted the salient developments in the field of EVM and offered his support to Government of India if required to introduce EVM. Adesh Jain requested him to come to India and share his experience in EVM with Indian business leaders and Global Symposium 2009 participants.

Matthew Morris gave an overall contribution of PPMS in working closely with the US Government in implementing projects and program management through EVM. Abba and Morris have agreed to participate in the Global Symposium 2009 as Keynote Presenters besides conducting 2 days Workshop on EVM. Hursh Jain of PM Guru Inc. highlighted the features of their newly developed product i.e. PMKQ (Project Management Knowledge Quotient) and PMKS (Project Management Knowledge Scan). PPMS would explore the possibilities of launching these products in the US Government. It was agreed amongst all the participants that the channel of communication between US and India in the area of EVM should further be strengthened by inviting appropriate persons as part of various exchange programs. ■

## CONTRIBUTIONS - INTERNATIONAL ROUNDUP NEWS



ICEC member associations are invited to submit contributions to the next issue of the International Roundup News.

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## Members of the International Cost Engineering Council

The following is a list of ICEC member associations as at December 2009.

Member societies of ICEC are generally national associations or institutes. Many member societies however have members in other countries. Some Member societies have sections or chapters in several countries.

The initials CE, QS, and PM denote cost engineering, quantity surveying, and project management societies respectively.

### Region 1 - North America and South America

- AACEI (AACE - International) (CE);
- AACEC (AACE - Canada) (CE);
- GOGRC (Grupo OFC Guia de Custos) (CE);
- IBEC (Instituto Brasileiro de Engenharia de Custos) (CE);
- SMIEFC (Sociedad Mexicana de Ingeneira Economica, Financiaeray de Custos) (CE).

### Region 2 - Europe and the Near East

- ACostE (Association of Cost Engineers - United Kingdom) (CE);
- AFITEP (Association Francophone de Management de Projet) (PM);
- AEIPRO (Asociación Española de Ingeniería de Proyectos) (Member 2003 - 2006) (PM) ;
- AICE (Associazione Italiana d'Ingegneria Economica) (CE);
- CAPQS (Cyprus Association of Professional Quantity Surveyors) (QS);
- DACE (Nederlandse Stichting Voor Kostentechniek) (CE);
- FDP(Foreningen for Dansk Projektledelse / Danish Project Management Association) (PM);
- GTE / MKK (GTE Cost Engineering Club) (CE);
- ICES (Institution of Civil Engineering Surveyors) (QS);
- NFP (Norsk Forening for Prosjektledelse) (PM);
- PMA (Projekt Management Austria) (PM);;
- PMG (Project Management Greece) (PM);
- PRY (Project Management Association of Finland / Projektiyhdistys) (PM);
- RACE (Romanian Association of Cost Engineering) (CE);
- SPPR (Spolocnost pre projektové riadenie / Project Management Association of Slovakia) (PM);
- SPR (Spolocnost pro projektové řízení / Czech Association of Project Management) (PM);
- VSF (Verkefnastjornunarfelag Islands / Project Management Association of Iceland) (PM);
- ZPM (Slovenian Project Management Association) (PM).

### Region 3 - Africa

- ASAQS (Association of South African Quantity Surveyors) (QS);
- GhIS (Ghana Institution of Surveyors Quantity Surveying Division) (QS);
- INQS (Institute of Namibian Quantity Surveyors) (ICEC Associate Member) (QS);
- IQSK (Institute of Quantity Surveyors of Kenya) (QS);
- MAQS (The Mauritius Association of Quantity Surveyors) (ICEC Associate Member) (QS);
- NIACE (The Nigerian Institute of Appraisers and Cost Engineers) (CE);
- NIQS (Nigerian Institute of Quantity Surveyors) (QS);
- SAPCI (Southern African Project Controls Institute) (CE);

### Region 4 - Asia Pacific

- AIQS (Australian Institute of Quantity Surveyors) (QS);
- ACES (Australian Cost Engineering Society) (CE);
- BSIJ (Building Surveyor's Institute of Japan / Nihon Kenchiku Sekesan Kyokai) (QS);
- CECA (China Engineering Cost Association) (CE);
- FIQS (Fiji Institute of Quantity Surveyors) (QS) (ICEC Associate Member);
- HKIS (Hong Kong Institute of Quantity Surveyors) (QS);
- IPMSL (Institute of Project Managers of Sri Lanka) (PM);
- IQSSL (Institute of Quantity Surveyors of Sri Lanka) (QS);
- ISM (Institution of Surveyors, Malaysia / Pertubuhan Juruukur Malaysia) (QS);
- JSCPE (Japan Society of Cost and Project Engineers / Kosuo Kougaku Ken'Kyusho) (CE);
- NZIQS (New Zealand Institute of Quantity Surveyors) (QS);
- PMAI (Project Management Associates – India) (PM);
- PUJA (Institution of Surveyors, Engineers and Architects - Brunei) (Member PAQS)(QS);
- SISV (Singapore Institute of Surveyors and Valuers, Quantity Surveying Division) (QS).

