10th ICEC World Congress
8-12 October 2016
Rio de Janeiro, Brazil

The 10th ICEC World Congress is fast approaching!

The host organisation, the Brazilian Institute of Cost Engineering (IBEC), are well advanced in the preparations for what promises to be a tremendous and well attended event.

The deadline for paper abstract submissions is 15 December 2015. More details can be found inside this newsletter and on the congress website at:

www.icec2016.com

Feature Articles:

- International Construction Measurement Standard - Measuring Up
- TT Cheung - ICEC Senior Vice Chair - Natural Born Leader
- Italian Association for Total Cost Management: AICE 2.0 - A Journey to a New Identity

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ICEC Chair Report:

It has been one year since the ICEC World Congress in Milan, and it is one year until the ICEC World Congress in Rio. We have so much more to accomplish.

In the second and third quarters of 2015, I have presented a paper at the PAQS conference in Yokohama and attended both the PAQS and ICEC Region 4 board meetings, presented a paper at the RICS COBRA conference in Sydney, attended AACE International’s strategic planning meeting in Las Vegas, presented at I2P2M’s program at George Washington University in Washington DC, and delivered professional topic webinars for PMI-UK and Human Systems (Australia). I also gave conference presentations at the HKIS/AIQS joint symposium in Hong Kong and the I2P2M symposium in Delhi. Somewhere in there, I also did billable work for clients. And now it is time to submit abstracts for 2016 conferences, then do the research and write the papers.

I’m very enthusiastic about the progress being made against our 2014-2016 Action Plan, approved in Milan by membership, and am thankful for the tireless energy and enthusiasm of our board and committee members. Of particular note are the following:

• Considerable progress is being made in the organisation of the 2016 World Congress in Rio de Janeiro (Paulo Dias).

• Through the efforts of Sam Griggs and Andrej Kerin, we are establishing our ICEC baseline Body of Knowledge and mapping it against that of IPMA.

• New ICEC membership and ‘value proposition’ printed materials have been designed and are available on the ICEC website for distribution.

• We are reviewing applications for membership from three professional institutions, and ICEC member associations will have recently received a call for voting on two of these associations. We are also fielding inquiries from five more professional organisations.

Have we strengthened our respective professions and furthered cooperation in the past year? I believe so, but it requires time and effort, and all of us are balancing ICEC, work, family, and more. Please join us in this effort. We have so very much more to do.

Dr. Alexia Nalewaik CCP FRICS FAACE DIF
ICEC Accreditation of Member Certification & Continuing Professional Development (CPD) Programs

ICEC recently accredited the Certificador Professional Certification Program developed by the Brazilian Institute of Cost Engineers (IBEC). This was accredited on 1 April 2015 and is a significant milestone in the development of the cost engineering profession in Brazil and South America.

ICEC would like to encourage member associations to consider applying for ICEC accreditation of their certification and/or continuing professional development programs (CPD). ICEC Accreditation provides international recognition for the qualification and professionals qualified under these accredited programs are entitled to use the ICEC name and logo and the post-nominals ICECA to designate their achievement.

Further details can be found on the ICEC website at: [http://www.icoste.org/accred.htm](http://www.icoste.org/accred.htm).

ICEC Secretary-General Report

Welcome to the December 2015 ICEC International Roundup Newsletter. This newsletter is published twice a year (usually 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.

10th ICEC World Congress 2016 – Rio De Janeiro, Brazil

The Brazilian Institute of Cost Engineering (IBEC) will host the 10th ICEC World Congress in 2016. The date for the event has been confirmed for 8-12 October 2016. The venue will be the Windsor Hotel in Copacabana, Rio de Janeiro.

There is currently a call for paper abstract submissions. The submission date has been extended to 15 December 2015. Further details can be found on the congress website at: [www.icec2016.com](http://www.icec2016.com).

New ICEC Membership Applications

ICEC recently welcomed two new member association applications from Honduras (Honduran Civil Engineers Association) and the Philippines (Philippine Institute of Certified Quantity Surveyors - PICQS). The applications have recently been sent out for voting on by member associations.

ICEC has also recently received strong interest in membership from the Philippine Society for Project & Program Management (PSPPM) and the Russian Central Research Institute of Economics and Management in Construction (CNIIIEUS).

A number of other associations have also expressed interest in membership.
International Construction Measurement Standards (ICMS)

ICEC continues to support a range of global initiatives being undertaken to help develop the project cost management profession on a global scale. The main current initiative is the development of an International Construction Measurement Standard (ICMS)

ICEC, the RICS and the European Committee of Construction Economists (CEEC) are currently collaborating to propose the development of a global construction measurement standard. There has been a Community website set up for the ICMS. This can be accessed at: https://communities.rics.org/connect.ti/icmscoalition/view?objectId=14279365

The inaugural meeting for the ICMS was held at the IMF headquarters in Washington DC on June 15-17 2015. 33 associations have now joined the ICMS coalition and voting recently took place to select the ICMS Trustees and the ICMS Standards Setting Committee.

An article on the ICMS by Alan Muse from the RICS has been included later in this newsletter. This article appeared in the September/October 2015 edition of the RICS Construction Journal

2015 ICEC Region Meetings

ICEC holds annual regional meetings in each of the four ICEC regions. The ICEC region meetings held during 2015 were as follows:

Region 1 – North & South America
The main Region 1 meeting was held on 27 September 2015 in conjunction with the 50th IPMA Anniversary World Congress in Panama City, Panama held from 28-30 September 2015.

Region 2 – Europe & Near East
The Region 2 meeting was held in Paris, France on 18 April 2015. It was hosted by one of ICEC’s newest member association – SMaP (Société Française pour l’avancement du Management de Projet).

Region 3 – Africa
The Region 3 meeting was held on 20 November 2015 in conjunction with the Nigerian Institute of Quantity Surveyors (NIQS) Biennial Conference and the AAQS Council Meeting in Nigeria.

Region 4 – Asia Pacific
The Region 4 meeting was held in conjunction with the 19th Pacific Association of Quantity Surveyors (PAQS) Congress and PAQS Annual Board Meeting that was held from 28 May – 1 June 2015 in Yokohama, Japan.
10th ICEC World Congress 2016

08 – 12 October 2016

10th ICEC World Congress 2016, promoted by Brazilian Cost Engineering Institute (IBEC) in association with International Cost Engineering Council (ICEC), aims to promote exchange of information and to disseminate the science of costs in Latin America and all over the world. This great event will be held in Rio de Janeiro and it will address issues of considerable importance for Cost Engineering and Project Management.

www.icec2016.com

Information: contact@icec2016.com

Hotel Windsor Barra - Rio de Janeiro

Realization:

Executive Secretary:

Official Jewerly:
As IBEC President and ICEC Director for the Americas (Region 1), the primary concern of Paulo Dias during 2015 has been informing countries and national engineering organizations in the region about ICEC and the benefits of ICEC membership.

During the UPADI (Pan-American Union of Engineers' Association) Assembly held between 1-3 July 2015 in Roatan, Bay Islands (Honduras), the President of IBEC spoke with several countries and associations and gave presentations on ICEC and ICEC membership. This included Cuba, Paraguay, Puerto Rico, Panama, Peru and Costa Rica. Paulo Dias also contacted the representative of the entity engineering of Spain.

Paulo Dias also met four Latin American countries, and Portugal, during the national Brazil Cost Engineer Day 2015 ceremony and IBEC’s 37th anniversary. On 18 May 2015, IBEC organized an International Meeting comprising a reunion of Brazilian and foreign professionals to discuss the scenario of global cost engineering.

On 19 May, the IBEC honored representatives of organizations that have contributed to global engineering and cost engineering. The "Highlights of the Year Awards" were presented to: the president of the Professional Council of Chemical Engineering (Argentina), Alejandro Vargas; the president of the Colombian Engineering Society, Diana Espinosa; the president of the Society of Engineers of Bolivia, Maria Teresa Zapata; the president of Civil Engineers College of Honduras, Claudia Zuniga; the coordinator of the Cost Engineers Association of Honduras, José Cálix; and Professor Dr. Hipólito Sousa, from the Civil Engineering Department, Faculty of Engineering, University of Porto (FEUP), Portugal. These representatives also signed an agreement of technical and scientific cooperation with IBEC.

IBEC has already scheduled further events in all of these countries. In addition, Paulo Dias is already providing the translation of the IBEC and ICEC World Congress websites into Spanish in order to boost integration and collaboration with the Spanish-speaking countries.
Alan Muse looks at how the new International Construction Measurement Standards will harmonise cost, classification and measurement definitions across the global construction sector.

Measuring up

Whatever your view of it, football is a global success story. It is worth reflecting, however, that the humble origins of the game, played in the medieval villages of England, would not have developed into a truly international game without the formulation of agreed rules and standards.

Business practices are increasingly demanding global rules. We have seen this in the accounting arena, with international financial accounting standards, and, with 70% of global wealth in land and property, valuation, measurement of property and ethics are prime candidates.

Similarly, construction is the risky intervention that turns land into property or an asset. In the UK, standards have made an annual contribution of £2.8bn to the economy, and 13% of the growth in labour productivity was attributed to standards. Standards have also been identified as enablers of innovation and facilitators of technological change.

Construction is a large contributor to world GDP and is recognised as having a significant 'multiplier' effect on national economies. It is also an increasingly mobile industry with projects carried out on an international basis. Global investment in construction is also rapidly changing (see Figure 1) and standards are required in emerging and developing economies.

Principally in developing and emerging economies, construction is also forecast to grow by 70% by 2025 as urbanisation gathers pace (see Figure 2).

However, uncertainty, or risk, is a major drag on investment in construction and infrastructure, often caused by a lack of comparable, consistent and collaborative standards. This lack of measurement standards means that construction projects, their inherent works elements and the resultant assets are incomparable from one geographical market to another. In addition, robust global benchmarks for cost, time, quality, risk and technology are not available.

At a micro level, surveys carried out by RICS (BCIS) in 2009 and the European Council of Construction Economists of cost consultants in 40 countries have shown that:

- approximately 50% of countries did not claim any published standard elemental classification of building parts
- in the absence of locally agreed standards, professionals frequently adopt 'foreign' standards or ad hoc in-house developed standards
- there is no common way of expressing cost per m², both in terms of the cost definition and the floor area
- there are many countries where the quality of cost information and data classification falls short of what local professionals might wish.

BCIS concluded in its survey: "Although there are countries with quite complete cost related standards and information sources, there appear to be many more where the quality of published guidance and cost information falls short of what local professionals might wish."

Consistency call

At a macro level and based on research carried out by Stephen Grunenberg at the University of Westminster, consistent approaches are required as to what is included in, or excluded from, construction activity, and how variables should be measured and presented. This needs to take account of the data requirements of statisticians, policy makers, international bodies, industry, researchers and others. It is an international issue and needs to be addressed at that level; construction is too important a sector of the economy to be measured so poorly.

One product of the lack of international measurement standards is that comparison of construction works between countries is inefficient and inconsistent. This scenario creates a barrier to well-informed investment decisions, from commercial real estate portfolios, through to the individual dwellings and land rights of the poorest sections of society.

Hence, the need for international standards in land, property and construction is well founded. International Property Measurement Standards (IPMS) have already been established as a coalition of bodies to agree, sector by sector, international standards for floor areas used in valuation, property management and construction. This now constitutes more than 60 organisations and a new code, RICS Property Measurement (incorporating...
IPMS 1st edition, has been issued. IPMS for residential has also recently been published for consultation (http://ipmsc.org/consultation).

Construction, land and property standards will connect at a measurement level, and cross-professional valuation and ethical standards will sit at the core (see Figure 3).

The international measurement standard principles will integrate with detailed measurement standards in accordance with local market jurisdictions, to ensure that standards are adopted bottom up. These will be developed in consultation with expert, international practitioners and panels, subject to international consultation and stakeholder review. All this will improve certainty in construction and enhance project performance for the users of the industry. This, we believe, is central to the mission of a professional body.

Coalition starts work
Accordingly, more than 30 professional bodies from around the world met at the beginning of June 2015 at the International Monetary Fund in Washington DC to launch the International Construction Measurement Standards (ICMS).

The ICMS Coalition was established by non-profit organisations representing professionals in more than 140 countries. Collectively, the group aims to harmonise cost, classification and measurement definitions to enhance comparability, consistency, statistics, and benchmarking of capital projects.

Inevitably, the coalition will continue to grow as further professional organisations come forward. Industry corporations, contractors and key government stakeholders are encouraged to contribute to, and lead adoption of, the new international framework in their capital markets.

Work is already underway by an independent committee of construction experts, appointed by the coalition. Indeed, the Washington meeting represented a landmark moment for the construction, project management, cost engineering and quantity surveying sectors as a whole. This is the first time these professions have come together in this way to develop unifying standards that reflect and enhance the increasingly international construction market. The coalition has stated its ambition to make tangible progress immediately, and to deliver an internationally agreed and adopted standard in the near future.

Global is the new local. As overseas developers continue to invest significantly in UK property and the construction industry, ICMS is as relevant to UK practitioners as overseas professionals. It will connect to, and enhance, quantity surveying and cost management guidance in national markets and across measurement issues in land and property. It does, however, require some new thinking. As Albert Einstein remarked: “We cannot solve our problems with the same level of thinking that created them.” And team games require team solutions.

Alan Muse RICS is RICS Global Director of Built Environment
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Sr T T Cheung has been described as a visionary due to his talent for identifying emerging opportunities ahead of others and leading the profession in its drive to achieve goals that have had a far-reaching impact not only on the profession in Hong Kong but also overseas.

Cheung could be described as a natural leader. Since early childhood he has taken up many leadership roles. He was class representative at primary school, a college prefect and house captain at secondary school, the resident hall students’ association chairman and student senator at university and then the leader of local and international professional associations.

“Leadership qualities can be cultivated from childhood. In life, we need to compete with others for survival and to stand out,” notes Cheung, who was HKIS President from 2004-2005.

His dedication to the surveying sector has motivated him to expand the local profession, particularly quantity surveying, taking it out of Hong Kong and winning global recognition. Cheung was Chairman of the Pacific Association of Quantity Surveyors from 2001-2003 and is Chairman-elect of the International Cost Engineering Council for 2016-2018.

In the 1990s, he was pivotal in introducing international practices to the mainland quantity surveying profession. The traits of a leader include vision, mission and charisma, says Cheung. “A leader’s vision should be identified with by others. Driven by his mission, he sets a clear plan of action to realise his vision.”

On top of these traits is perseverance. While President of HKIS, Cheung created the Property and Facility Management Division because he agreed with the vision of some pioneer surveyors on the potential of this specialised field opened to surveyors. “The creation of a new division at HKIS requires a referendum because it involves amendment to the constitution. Our proposal was not passed on the first attempt,” Cheung recalls. (cont’d next page)
It took considerable lobbying in the second attempt. “I led the preparation work and with much effort, eventually we got the new division established. It has been more than 10 years since and the division has been doing well.

Although I was not the only one working on its establishment, as president I led it. I motivated the others with my vision, mission and charisma. This has had a long-lasting impact on the industry. It is not just an additional division at HKIS. It has helped those outside the sector recognise that surveyors can deliver high-quality property and facility management services.”

Cheung is also among the field’s leading lights, helping the local profession gain national and international exposure and tapping business opportunities. Under the Closer Economic Partnership Arrangement between the mainland and Hong Kong, some local professional service providers can deliver their services across the border. On behalf of HKIS, Cheung negotiated with government officials and their mainland counterparts. “Because it concerned national-level policy issues, initially it was a challenge and involved numerous meetings in Beijing. We encountered resistance from our mainland counterparts. It’s tough for us to get the mutual recognition from them. Eventually the HKIS Quantity Surveying Division, which I represented, signed a mutual recognition agreement with the China Engineering Cost Association (CECA), the national body representing the cost profession in China, in 2005 in Beijing.

This was accomplished partly because of my deep personal relationship with CECA,” he adds. “Our relationship has been built on great mutual trust. We always have cordial discussions and I have helped them with many improvements.”

Back in the early 1990s, there was no concept of quantity surveying on the mainland because engineers led the estimation of building costs. Cheung was among the individuals who helped set up meaningful exchanges between CECA leaders and scholars from Hong Kong Polytechnic University, he notes. “We helped them set up advanced research on practices of international quantity surveying.

HKIS can take some credit for helping shape the current professional cost engineering practices in China.” Cheung has been involved with CECA for 20 years. “I’ve been one of the three specially invited national-level committee members (who are not mainland Chinese) for 12 years. I’ve helped bridge the Chinese association with international ones and bring Chinese regulations in line with international standards,” he notes.

As the Pacific Association of Quantity Surveyors Vice-chairman, Cheung led a delegation to the mainland in 1999. “At that time, Chinese officials wanted to align domestic practices with international ones. These visits facilitated exchanges that had far-reaching impact.”

Cheung’s effort and vision came to fruition in 2005 when the first batch of 200 members of the HKIS Quantity Surveying Division received mutual recognition on the mainland, which allowed them to practice there. “We were the first profession to achieve this amongst architects, engineers and other surveying disciplines” he adds.

“The impact on Hong Kong’s quantity surveying field has been profound. This recognition equals professional mainland qualifications. It means HKIS Quantity Surveying members can handle projects on the mainland upon registration. These days, over 50 per cent of the existing projects in the portfolios of most Hong Kong quantity surveying firms are in China.” (cont’d next page)
In the international arena, Cheung has helped raise the profile of Hong Kong surveyors. He was the PAQS Chairman from 2001 to 2003 and introduced significant changes to the association. He helped the association set up a research committee to build on its international profile. He advocated reforms requiring those who attend the annual meeting to only be current leaders of member associations, so that it would not turn into a ‘social club’. “This has helped ensure that the meeting will have meaningful exchanges on the latest important developments in different regions,” he notes. “I also attached great importance to nurturing young surveyors and cultivating their global perspective, hence the ‘Young Quantity Surveyors Group’ was established.

I also helped form the Council of Advisors to tap into the expertise and vast experience of past council members. I have remained the convenor of this council.”

Cheung's international contributions to the profession will peak when he is elected Chairman of ICEC for 2016 to 2018. He will be the first Chinese to assume that position. He has been the association’s Asia-Pacific Director for eight years. ICEC has over 40 member countries and regions representing more than 120,000 project cost management professions over the world. It is recognised by other international associations such as PAQS and the International Federation of Surveyors (FIG).

Cheung says he aims to strengthen the association by capitalising on its global platform. The right attitude in life is what has driven Cheung throughout his successful career and he advises young professionals to adopt the same. “We should have passion for what we do. Diligence is key. The world is fair because everyone has 24 hours a day and we need professionalism and motivation for a lifetime of learning.”

Cheung began studying law when he was 47 and now he has a Juris Doctor degree in addition to his first class honour BSc degree in QS from HKU and MSc degrees in UCL and other professional qualifications. Coming from a grassroots background, Cheung’s studies, local & overseas, were supported by multiple scholarships, bursaries, grants and loans. “That’s given me a passion for community services. To show my gratitude for the support I received in my younger days, I am willing to pay back society by taking up public offices and contributing to charities,” notes Cheung, who sits on many government committees such as the Housing Authority, the Hospital Authority, the ICAC, Construction Industry Council, Construction Workers Registration Authority, Licensing Appeals Board, Appeal Board Panel (Town Planning), just to mention a few.

He has also been involved with the Duchess of Kent Children’s Hospital for over 20 years and is Vice-chair on the board of the Society for the Relief of Disabled Children. Since 2008, Cheung has co-organised the “Kids on the Block” puppet show with the Hong Kong Society for Rehabilitation. The show teaches primary school children about the harmonious integration of the disabled into society. Around 200 performances are held at schools each year and over 300,000 students have seen the show since 1995. Cheung has been recently appointed by the Housing Authority as chairman of the Review Committee on quantity assurance issues relating to fresh water supply of public housing estates.

Cheung seems to have never ending energy. His motto is “Success means never feeling tired”

HKIS Footnote: The article is published courtesy of Classified Post.
The Italian Association for Total Cost Management (AICE)

AICE 2.0

A Journey to a New Identity

Authors:

Emanuele Banchi, EIE ICEC /A, FRICS, President of the AICE
Mario Fiorelli, Vice-President of the AICE

Introduction: historical background

Starting from the fifties, in order to respond to the request of content, organicity and visibility of the new professional skills needed for major postwar development programs, a progressive establishment of cultural associations took place. The needs were particularly strong in those fields marking the boundaries between Engineering and Economics, developing a new concept of discipline: Cost Engineering.

The Dutch association DACE in 1953, the US association AACE in 1958 and the British association ACostE in 1960 have had the merit of having drawn the wake of this innovation.

The rapid diffusion and interest in Cost Engineering have then represented the logical starting point for the establishment, in 1976, of ICEC (International Cost Engineering Council) as a global network.

The AICE (Associazione Italiana di Ingegneria Economica - the Italian Association for Total Cost Management) was founded in 1979. Since its beginning it has cooperated with the Institute of Quantitative Methods of the Bocconi University and since 1980 it has been a member of ICEC with a certification program accredited by ICEC.

As happened among the ICEC network, AICE has also gradually felt the need to extend the scope of technical and methodological interest to a wider and integrated framework. During the eighties, that pulse led to raise the perspective from "Cost" to "Economics": the term "Ingegneria Economica" has been coined accordingly to promote a more systematic and integrated approach to the management of costs. These words, in the international panorama, are usually associated with "Total Cost Management". The change was so deep that the AICE changed also its name from “Associazione Italiana Cost Engineers” to “Associazione Italiana di Ingegneria Economia a” (retaining however the original acronym).

(cont’d next page)
A parallel proliferation occurred during the same decades with other associations such as those oriented to "Project Management" as a general discipline (and for this reason without a specific emphasis on the management of costs), created progressively some “identity issues”. As far as the interests of all those associations concentrate on the same business sectors where historically the AICE and other ICEC members have based their development.

In recent years, several members of ICEC have tried to react to this situation by proposing effective characterization and greater specialization of content and / or alliances and synergies with other associations.

From the IX ICEC World Congress held in Milan (Italy) in October 2014, analyzing the content of different presentations and papers proposed by several authors coming from different countries, emerge some clear trends and guidelines to establish the future orientation for our associations:

Total Cost Management is a key approach for the future since it improves the capability to control Projects as well as Strategic Assets and Products

The meaning of "Cost" can effectively evolve into the meaning of "Value"

The correct management of “Value” is essential for all business sectors (i.e. not just those considered historical)

The Professional Certifications accredited by the ICEC are important assets for the AICE; it is therefore logical to invest in their progressive diffusion, stratification and diversification

The associations oriented to Cost Engineering can establish strong and effective relationship with the associations oriented to Project Management.

It is also desirable to investigate potential collaborations with other associations having interest in different management areas.

(cont’d next page)
The approach of the AICE

For many years the board of the AICE was aware of the need for change. Accordingly, it has given considerable attention to the identity issues of the Association, involving both its members and other figures with professional and associative experiences.

During the early months of 2014, the availability of a new associate coming from the manufacturing sector and with experience in different management areas, has enabled the AICE to launch a series of activities aimed to outline the current scenario as well as the lines of potential change.

The evolution of the experiences of the AICE and the current “state of the art” has been deeply analyzed in terms of:

- type, needs, loyalty of the members;
- nature and degree of intensity of associative life;
- scope and service level quality for the members;
- social structure and organization;
- economic and financial aspects.

To have some direct feeling of the real needs of the business players, some visits were organized and conducted with Universities (in Italy and in the Italian Swiss), with organizations belonging to different business sectors (manufacturing, naval, etc), and with individuals, groups and organizations interested in collaborating on issues of mutual interest with the aim to identify potential lines of development.

Finally, some interviews and brainstorming sessions (both individually and / or small groups) allowed effective analysis, fostering a climate of constructive open mindness, not rigidly anchored to the current state of the art and traditions.

As a result of these activities, a specific SWOT analysis was developed. The following tables show the main results of this analysis.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
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<tbody>
<tr>
<td>AICE good reputation both at national and international level</td>
<td>Small membership base</td>
</tr>
<tr>
<td>Loyal membership base</td>
<td>Limited availability of economic and financial resources</td>
</tr>
<tr>
<td>Considerable experience in sectors such as construction and EPC</td>
<td>Low level of associative life and offered services</td>
</tr>
<tr>
<td>Structured Training Courses</td>
<td>Growing problems of &quot;Identity&quot;</td>
</tr>
<tr>
<td>Professional Certification Scheme accredited by ICEC</td>
<td>Key skills in strong overlap with those offered by other associations (e.g. Project Management)</td>
</tr>
<tr>
<td>ICEC network membership</td>
<td>Professional Certifications for only two vertical stratifications (i.e. Practitioner and Expert) and no horizontal diversification (i.e. connected to Professional Specialization)</td>
</tr>
<tr>
<td></td>
<td>Conceptual identification of TCM still focused on traditional scope and business sectors</td>
</tr>
</tbody>
</table>

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Towards the AICE 2.0

The considerations raised during the preliminary analysis have been discussed with the members of the board and some members of the AICE in order to verify whether the necessary conditions to evolve could be met. The approach has taken into consideration the need to preserve the current “Strengths” but has also been oriented to remove all the “Weaknesses” as identified by the SWOT analysis.

As illustrated before, in January 2015 the Board of the AICE discussed its master plan and decided to constitute a working group under the coordination of the Vice President in order to design the new directions for the association. The name assigned to the project is AICE 2.0, to emphasize the expected degree of innovation.

The Action Plan took into consideration the following aspects (connected each other):
- Review of the definitions (“Ingegneria Economica”)
- Definition of the statements for the Identity and Scope of the association
- Strategic guidelines definition
- Body of Knowledge (BoK) structure proposal
- Competence certification review proposals
- Value for membership base identification and proposals
- Association structure, organization and operation guidelines proposal

For the aspects listed above, the Working group has presented its proposal for the future of the AICE. The following table contains a short summary of this proposal.

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<table>
<thead>
<tr>
<th>Topic</th>
<th>Proposal for AICE 2.0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Definitions</td>
<td>Even if in the past, the term “Ingegneria Economica” has been substantially identified with Total Cost Management (TCM), the new definition states that it is a &quot;scientific discipline&quot; that deals with the interrelationships between technical aspects and their economic and financial manifestations; the TCM is the systematic global approach to the management of costs in different business contexts (business, assets, products, projects / process etc);</td>
</tr>
<tr>
<td>Strategic guidelines</td>
<td>The Mission, the Vision and a new set of Values for our organization have been clearly defined with short statements, emphasizing the key aspects;</td>
</tr>
<tr>
<td>Body of Knowledge</td>
<td>As far as the BoK is concerned, particular attention has been devoted to the homogeneity and symmetry of its structure which can be adapted to different business sector and/or application;</td>
</tr>
<tr>
<td>Certification</td>
<td>A proposal for new certification paths (strictly connected to the proposed BoK architecture) considers substantially three fundamental aspects: knowledge, experience and effective behaviors (i.e. soft skills); in addition some modifications in the vertical stratification and horizontal differentiation have been foreseen;</td>
</tr>
<tr>
<td>Values</td>
<td>Starting from the basic principle that the associates themselves are the reason why the association exists, a new Decalogue has been developed: a simple and clear set of values for the AICE organization has been established to drive our choice and our behavior;</td>
</tr>
<tr>
<td>Organization</td>
<td>Any organizational solution is strictly connected to the availability of resources; however some basic solutions have been proposed and will be constituted progressively, in parallel and in accordance with the success of the new strategy.</td>
</tr>
</tbody>
</table>

**Conclusions**

During the month of May 2015, a series of meetings were organized with the endorsement of the board in order to illustrate, share, improve results among the members of the association. Today the board of the AICE has approved and has finally ratified AICE 2.0 as a clear strategic orientation for the coming years.

Certainly, much remains to be done!
Upcoming Events—The ICEC Calendar

A calendar of cost engineering, quantity surveying, and project management conferences and meetings around the world.

October 8-12, 2016 – 10th ICEC World Congress & ICEC Council Meeting, Rio de Janeiro, Brazil.
http://www.icec2016.com/?lang=en


May 2-6, 2016 – FIG Working Week, Christchurch, New Zealand.
http://www.fig.net/fig2016/

http://www.paqs2016.com/paqs16

http://www.aacei.org/am/2016/welcome.shtml

Have an upcoming event?

ICEC offers all its members a chance to get more exposure for their events by having the details put on the ICEC Website and Linked In Page as well as in our newsletter.

If you have an event that you would like ICEC to promote then please email the ICEC Secretariat at:
secretariat@icoste.org
Building for the Future a Global Dilemma

After a sequence of large earthquakes during 2010 and 2011 which had devastating effects on both the community and the city itself, Christchurch is re-emerging as a vibrant and ever-changing city. The earthquakes have provided an unprecedented opportunity to rethink, revitalise and renew the city of Christchurch. With the city in the midst of being reimagined, it makes it a particularly relevant and timely host destination for PAQS 2016.

The theme for the Congress is "Building for the Future – A Global Dilemma." We hope to explore the new and innovative building construction structures and techniques that are being used not only in Christchurch but world-wide as the increase in devastating world weather events causes the construction community (architects, engineers, quantity surveyors, environmentalist) to rethink the way buildings are constructed and the need to reduce the cost escalations and construction time frames.

We look forward to seeing you in Christchurch in 2016!

Programme Outline

<table>
<thead>
<tr>
<th>Date</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friday 20 May 2016</td>
<td>- PAQS Committee meeting&lt;br&gt;</td>
</tr>
<tr>
<td></td>
<td>- Young QS programme</td>
</tr>
<tr>
<td>Saturday 21 May 2016</td>
<td>- PAQS Board meeting&lt;br&gt;</td>
</tr>
<tr>
<td></td>
<td>- Young QS programme</td>
</tr>
<tr>
<td>Sunday 22 May 2016</td>
<td>- Golf/Free Day</td>
</tr>
<tr>
<td>Monday 23 May 2016</td>
<td>- Congress day one</td>
</tr>
<tr>
<td>Tuesday 24 May 2016</td>
<td>- Congress day two&lt;br&gt;- Gala dinner</td>
</tr>
</tbody>
</table>

Register your interest at www.pajs2016.com
The Australian Institute of Quantity Surveyors (AIQS) is making available to professionals, working in the Built Environment, an easily accessible online platform to fulfil their CPD obligations known as the AIQS Academy. All the topics have been individually reviewed and assessed to the highest standard of what is expected by the AIQS in continuing professional development.

**The AIQS Academy is an online education tool designed to:**

Assist potential members meet the Institute’s academic entry requirements; and provide Continuing Professional Development opportunities for existing members and non-members allow each topic to be completed within 2 hours.

**Academy at a Glance**

18 Sub-courses (109 individual topics overall)

| 29 topics available before end December 2015 | 29 topics to be released by end Q1 2016 |
| 28 topics to be released by end Q2 2016 | 23 topics to be released by end Q3 2016 |

The Academy has dual pricing for Members ($65 per topic) and Non-members ($75 per topic). Topics can also be purchased in bundles of five topics, or ten topics, at reduced prices. Persons registering through the Academy can also pre-purchase the whole 100 topics at a significantly reduced price ($5K).

**Membership Entry**

Applicants seeking Institute Membership, without a fully qualifying degree, will be able to meet the academic entry requirements by completing 100 of the topics available from the Academy suite. Applicants completing the 100 topics will receive a Professional Certificate from the Institute.

**Continuing Professional Development**

The Academy provides opportunities for Members and Non-members wishing to learn new skills or upgrade their existing skills. Can be used to meet requirements (under development) for the new certification Certified Quantity Surveyor. The Academy provides a useful tool to assist Members firms and other employer organisations with the continuing development of staff skills across Quantity Surveying profession.

**Academy Sub-Courses**

<table>
<thead>
<tr>
<th>Specialty Topics</th>
<th>General Procurement Advice</th>
<th>Financial Audit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic Skills</td>
<td>Quantification, Measurement &amp; Documentation</td>
<td>Trades Quantification, Measurement &amp; Documentation</td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>Tender Process</td>
<td>Code of Conduct</td>
</tr>
<tr>
<td>Budgetary Process</td>
<td>Account Management</td>
<td>Resource Analysis</td>
</tr>
<tr>
<td>Cost Estimating</td>
<td>Construction Change Management</td>
<td>Construction Technology</td>
</tr>
<tr>
<td>Cost Planning</td>
<td>Claims &amp; Dispute Resolution</td>
<td></td>
</tr>
</tbody>
</table>

**Accessing the Academy**

The Academy can be accessed via the Institute's website [www.aiqs.com.au](http://www.aiqs.com.au)
About ICEC

The International Cost Engineering Council (ICEC) is a non-political and non-profit 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.

End of year...

The team at ICEC hope our readers have had a successful and happy 2015 and would like to wish you all the best for 2016.

Next Edition

Our next newsletter will be published in March 2016, if you would like to submit an article or place an advertisement, please contact the ICEC Secretariat at secretariat@icoste.org

Please advise ICEC if you have had any changes in your contact details or would like to add people to the ICEC contact list.