

FIDIC GAMA TASK FORCE

Action Plan

JULY 2006

A. Areas of Focus

The GAMA Task Force identified eight areas of focus for which action plans were developed. These are:

1. GAMA Structure
2. GAMA Secretariat
3. Benchmarks For MA
4. Capacity Building & Utilisation Strategies
5. Use of Existing Assets of FIDIC & GAMA
6. Database Development
7. Specific Procurement Policies
8. Cooperation among African Consultants

1 GAMA STRUCTURE

1.1 Recommendations

At the last GAMA meeting in Tanzania the proposed new structure for GAMA by the task force was presented and adopted for implementation. The summary of the proposed structure is as follows:

Layer 1:

GAMA Council consisting of two representatives inclusive of the Association President from each MA; This shall be the highest ruling body of GAMA. The tenure of the representatives shall be determined exclusively by its MA

Layer 2:

The Executive Committee of GAMA shall consist of seven persons to be elected by Council upon nomination by each MA, provided that no MA shall have more than one person on the Executive Committee at the same time. They need not be members of Council. The tenure of an executive committee member shall be four years.

Layer 3:

The Executive Committee shall from among themselves, nominate candidates for the post of chairman and vice chairman for the approval of Council. Responsibilities for the different functions GAMA shall be shared among the Exco members.

Layer 4:

A full time secretary shall be employed to run the affairs of GAMA. This secretary shall report to the Executive Committee.

Layer 5:

Committees & Task Forces shall be used by the Executive Committee to drive as much of its activities as possible.

Layer 6:

A meeting of the Directors and Secretaries shall be actively promoted to encourage best practices, bench marking and circulation of information and decisions.

1.2 Action Plans

The action plan for the implementation of this structure is proposed as follows:

Action	Time Line	Who By
Approval of proposal	Already approved, April 2006	GAMA Council
Circulation of adopted structure	April 2006 - April 2007	GAMA Exco
Constitution of new council	GAMA AGM 2007	GAMA Exco
Nomination and election of officers	Sept 2006 – March 2007	GAMA Exco/Council
New officers assume office	GAMA AGM 2007	

2 GAMA SECRETARIAT

2.1 Recommendation

The ultimate objective shall be to have a permanent secretariat for GAMA. In the interim, the secretariat shall, however, be located in an MA secretariat on an agency basis. Support required shall include office space, office infrastructures such as computers, telephone, dispatch etc. The CEO of the MA shall also provide supervision on behalf of GAMA.

2.2 Action Plan

Action	Time Line	Who By
Negotiate MA temporarily GAMA secretariat	March - June 2007	New Exco
Establish modalities for paying GAMA secretary & secretariat	March - Sept 2007	New Exco
Appoint GAMA Executive Secretary	March - Sept 2007	New Exco
Establish GAMA permanent secretariat	2006 - 2010 (See G. Pirie paper)	New Exco/ Executive Secretary

3 BENCHMARKS FOR GAMA MA's

3.1 Recommendation

Suggested benchmarks:

- Permanent secretariat for all MAs
- Full time executive secretary for all MAs
- Attendance of executive secretaries and MA presidents at GAMA conference
- Attendance of executive secretaries and MA presidents at FIDIC D & S Meetings
- Regular survey of industry and report to GAMA & FIDIC
- Establishment and maintenance of website
- Establishment and maintenance of directory
- Engaging home governments on construction policies
- Training of local personnel

3.2 Action Plan

Action	Time line	Who by
Negotiate and agree benchmarks	GAMA 2007 Conference 2007	GAMA Council
Development of timelines	GAMA 2007 Conference 2007	GAMA Council
Development of review mechanisms	GAMA 2007 Conference 2007	GAMA Council
Implementation	March 2007 -	MAs

4 CAPACITY DEVELOPMENT (Capacity Building and Capacity Utilisation)

4.1 Recommendations

- Build the capacity of MAs so that they can facilitate the development of viable consulting industries (see benchmarks above)
- Provide support in the development of local MAs
- Link MAs with MDBs Capacity Building initiatives
- Develop management training materials
- Develop local capacity for affordable training
- Seek support of MDBs for financing training
- Facilitate access to technical training
- Promote use of local capacity in MDB projects
- Promote use of local capacity on National projects
- Develop National Procurement Strategies

4.2 Action Plan

Action	Time line	Who by
Complete Guide to Practice	Sept 06 - Sept 07	FIDIC CBC
Develop Africa focussed trainers	Sept 06 - Sept 07	FIDIC CBC/GAMA/MA
Engage World Bank on training in Africa	Sept 06 -	FIDIC
Engage AfDB on training in Africa	Sept 06 -	FIDIC/GAMA
Develop Schools of Consulting Engineering		GAMA/MA
Engage MDBs on procurement as a tool for capacity development	Sept 06 -	FIDIC
Develop National Procurement Strategies		MA
Encourage Capacity Building plans by MAs	March 07 -	MA

5 Use of Existing Assets of FIDIC and GAMA

5.1 Recommendations

It was recognised that there are a lot of existing assets of FIDIC and GAMA that are not fully utilised for the building of viable engineering industry in Africa. Some of these are as follows:

- Training materials - Guide to Practice, Business Integrity Management, Environmental Management, Sustainability Management, FIDIC Contracts, etc
- FIDIC procurement and capacity building policies in Africa
- FIDIC Meetings with IFI
- Networking Meetings at Conferences

5.2 Action Plan

Action	Time line	Who by
Prepare brochure with African emphasis highlighting the values of FIDIC and GAMA	Immediate	FIDIC/GAMA
Translate brochures to French, Spanish and Portuguese	Immediate	FIDIC
Regularly distribute brochures to stakeholders	Immediate	FIDIC/GAMA/MA
Promote training based on existing documents	Immediate	FIDIC
Better represent African interests in IFI	Immediate	FIDIC
Better use of FIDIC conferences	Immediate	FIDIC/GAMA/MA
Invite African stakeholders to FIDIC conferences	Immediate	FIDIC/GAMA/MA
Better use of GAMA conferences	Immediate	GAMA/MA
Actively invite African stakeholders to GAMA conferences	Immediate	GAMA/MA

6 DATABASE DEVELOPMENT

6.1 Recommendation

Develop and maintain an active web-driven database of African consultants including their experiences and strengths

6.2 Action Plan

Action	Time line	Who by
Harmonise and standardise database format	Immediate	GAMA Exco/MA
Prepare/standardise National Database	Immediate	MAs
Reach out to francophone countries	Immediate	FIDIC
Integrate database into existing FIDIC website	Immediate	FIDIC/Peter Boswell
French/Spanish websites		FIDIC
Develop independent GAMA website	March 07 -	GAMA New Exco

7 SPECIFIC PROCUREMENT POLICIES

7.1 Recommendations

- Promote Capacity Utilisation in Africa as an integral part of Procurement
- Re-emphasise existing FIDIC policies on procurement in Africa
- Review existing IFIs procurement procedures to achieve FIDIC's objectives in Africa

7.2 Action Plan

Action	Time line	Who by
Draft FIDIC policy on Capacity Utilisation	Sept 06	GAMA Task Force
List and Review existing FIDIC policies on procurement in Africa	Sept 06	GAMA Task Force
Review IFIs procurement procedure for alignment	Sept 06	GAMA Task Force
Draft any other policies on procurement	Sept 06	GAMA Task Force

8 COOPERATION AMONG AFRICA'S CONSULTANTS

8.1 Recommendations

Encourage partnering, joint ventures and subcontracts among African consultants

8.2 Action Plans

- Prepare National database See above
- Encourage network See use of conferences above
- Establish GAMA secretariat See above
- Re-structure GAMA See above

B Relationship between GAMA Objectives and Action Plans

GAMA OBJECTIVES	ACTION PLANS
Access to Work	Develop National Procurement Strategy Negotiate Procurement Strategy with IFI Encourage Local Capacity Utilisation Set Benchmarks to build strong MA for marketing Build Larger Firms
Ability to Execute Work	Management & technical Training Capacity Utilisation for Experience Joint ventures & partnering for learning Improve Remuneration to attract & retain staff Encourage engineering in universities
Image	Strengthen MA Build Larger Firms Engage Government Improve Remuneration Celebrate Successes Voice on National Engineering Issues
Growth of GAMA	Develop existing assets for promotion Strengthen GAMA secretariat Reach out to Francophone and Maghreb Africa, other
Cooperation among African Consultants	Develop consultants database Stronger Networking Encourage cross-border practices

C Overall Task Force Programme

Detailed discussion and approval of Report and Action Plan by EC	Sept 06
Presentation of Report and Action Plan to D & S	Sept 06
Presentation of Report and Action Plan to Presidents Meeting	Sept 06
Circulation of Approved Report and Action Plan to GAMA and MAs	Oct - Dec 06
Implementation of Action Plans	Sept 06

D Further information

FIDIC
International Federation of Consulting Engineers
GAMA Group of Africa Member Associations
www.fidic.org/gama

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