



EIC General Assembly

Paris, 28th October 2011

President's Report

✦ **WG “Contract Conditions”**

- **EIC Contractor's Guide to the FIDIC MDB Harmonised Contract** has been published in the October edition of the International Construction Law Review
- **FIEC/EIC Position Paper on project administration in CEE countries** has been forwarded to the European Commission

✦ **WG “Africa”**

- Preparations for **2nd EIC-EC Round Table on Infrastructure** on **8 or 9 February 2012** are underway

✦ **Contacts with CHINCA, OECD and World Bank**

- Meeting with CHINCA and CICA in Berlin on 22 September 2011
- CICA-FIDIC-HOPs Meeting in Luxemburg on 11 October 2011
- EIC participation in “4th UN High-Level Forum on Aid Effectiveness” in Busan

President's Report

✚ EIC Internal Business

- **Strategic goal to improve internal & external visibility of EIC** despite limited resources
- **New periodic EIC Online Newsletter** as of 1st quarter 2012
- **Additional resources** in the Secretariat **necessary**
- **Content:** All EIC activities, but also international construction-related news from EU, EIB, World Bank, etc. as well as from FIDIC or others
- **Ad-hoc Working Group “Public Relations”** is advising the Secretariat
- **Challenge:** How to make the EIC Newsletter both **attractive** and **relevant** ?

Election of Board Members

- ☀ Michel Démarre (F / President)
- ☀ George Demetriou (GR / Vice-President)
- ☀ Uwe Krenz (D / Treasurer)
- ☀ Karl-Heinz Strauss (A)
- ☀ Jules Janssen (B)
- ☀ Svend Erik Clemmensen (DK)
- ☀ Juan Antonio Santos de Paz (E)
- ☀ Juha Höyhtyä (FIN)
- ☀ Duccio Astaldi (I)
- ☀ Peter de Ridder (NL)
- ☀ António Mota (P)
- ☀ Per Nielsen (S)
- ☀ Emin Sazak (TR)
- ☀ Colin Loughran (UK)

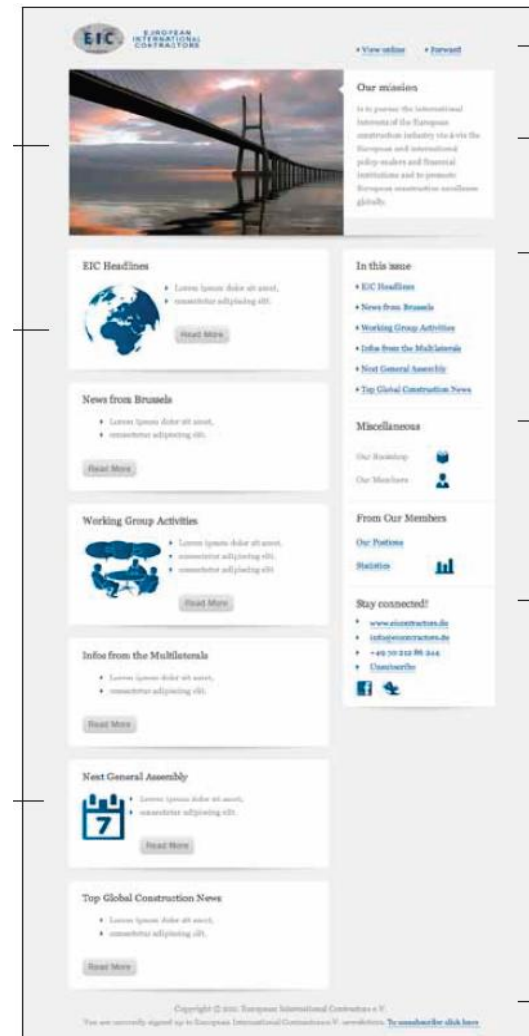
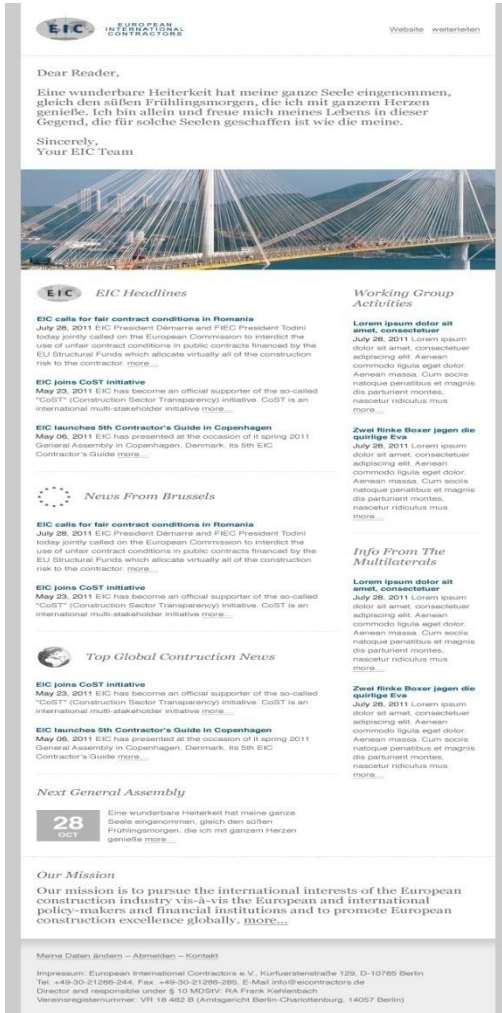
Membership Issues

- ✦ EIC Board has discussed in the summer Board Meeting 2011 the options to **improve EIC Communication & Marketing capacity**
- ✦ EIC Board suggests two new tools:
 - Internally, EIC Secretariat should **inform member companies directly, systematically, and periodically** about the EIC activities
 - Externally, EIC Secretariat should communicate EIC's policy positions more efficiently through **electronic Fact Sheets and Issue Briefs** to European Institutions and – with the help of Member Federations – to national policy-makers
- ✦ New EIC Communication Strategy can only be implemented with the **professional support of PR experts and additional resources in the Secretariat**

Membership Issues

EIC Online Newsletter: Criteria from the WG „PR“

- Attractive **Layout**
- Simple **Structure**
- Easy **Navigation**
- Relevant **Content**
- Regular **Interval**
- Comprehensive **Mailing list**
- Manageable **CM-System**



Basic Info about EIC



About us Members Positions Next General Assembly: 28 OCT.



Dear Reader,

Issue N°1 — July 2011 Eine wunderbare Heiterkeit hat meine ganze Seele eingenommen, gleich den süßen Frühlingmorgen, die ich mit ganzem Herzen genieße. Ich bin allein und freue mich meines Lebens in dieser Gegend, die für solche Seelen geschaffen ist wie die meine.

Sincerely,
Your EIC Team

EIC EIC Headlines

EIC calls for fair contract conditions in Romania



July 28, 2011 EIC President Démarre and FIEC President Todini today jointly called on the European Commission to interdict the use of unfair contract conditions in public contracts financed by the EU Structural Funds which allocate virtually all of the construction risk to the contractor. read more...

EIC replies to EU Consultation on Reciprocity in Public Tenders



July 23, 2011 EIC has submitted on 28 July 2011 its position on the EU Commission's questionnaire on access of third countries to read more...

EIC launches 5th Contractor's Guide in Copenhagen



July 06, 2011 EIC has presented at the occasion of it spring 2011 General Assembly in Copenhagen, Denmark, its 5th EIC Contractor's Guide. read more...

News From Brussels

EIC calls for fair contract conditions in Romania July 28, 2011 EIC President Démarre and FIEC President Todini today jointly called on the European Commission to interdict the use of unfair contract conditions in public contracts financed by the EU Structural Funds which allocate virtually all of the construction risk to the contractor. read more...

EIC joins CoST initiative May 23, 2011 EIC has become an official supporter of the so-called "CoST" (Construction Sector Transparency) initiative. CoST is an international multi-stakeholder initiative. read more...



July 28, 2011 EIC President Démarre and FIEC President Todini today jointly called on the European Commission to interdict the use of unfair contract conditions in public contracts financed by the EU Structural Funds which allocate virtually all of the construction risk to the contractor. read more...

May 23, 2011 EIC has become an official supporter of the so-called "CoST" (Construction Sector Transparency) initiative. CoST is an international multi-stakeholder initiative. read more...

Brief Notices

July 28, 2011 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Aenean commodo ligula eget dolor. Aenean massa. Cum sociis natoque penatibus et ma read more...

July 25, 2011 Lorem ipsum dolor sit amet, consectetur adipiscing elit. Aenean commodo ligula eget dolor. Aenean massa. Cum sociis natoque penatibus et ma read more...

Members' Corner

ANC

SEFI

SEOPAN



Ansehen, Anerkennung und Motivation Es gibt Auswege für den Fachkräftemangel im Gesundheitswesen. read more...

Any type of ad hoc news not belonging to other categories

Working Groups, Position Papers, Conferences, Policy Meetings, Speeches,

Information from Member Federations

EU Commission, EP, Council, EIB

Spot for Sponsors or Associated Members

World Bank, EBRD, AfDB, AsDB, IADB

Presentation of interesting projects

Project(s) of the month



EIC Calendar

OECD

EIC Budget & Subscriptions 2012

- ✦ New Communication Strategy cannot be financed from current budget
- ✦ 2011 EIC subscription fees still **adhere to the historic classification of 1984** and **do not reflect the significant changes within the industry** since then
- ✦ **Board Proposal:** Accept the historic classification as the starting point and make **adjustments based on 2 pillars “GDP” & “International Turnover”**
- ✦ **Consequences:**
 - ✦ A fee reduction for GR (small) and the UK (significant)
 - ✦ Minor adjustments for most of the Member Federations, i.e. CH, DK, FIN, NL, P, S
 - ✦ Average increases for D, F and I bearing in mind their already high fees, and also for B
 - ✦ Sizeable increases for A, E and TK given their large International Turnover

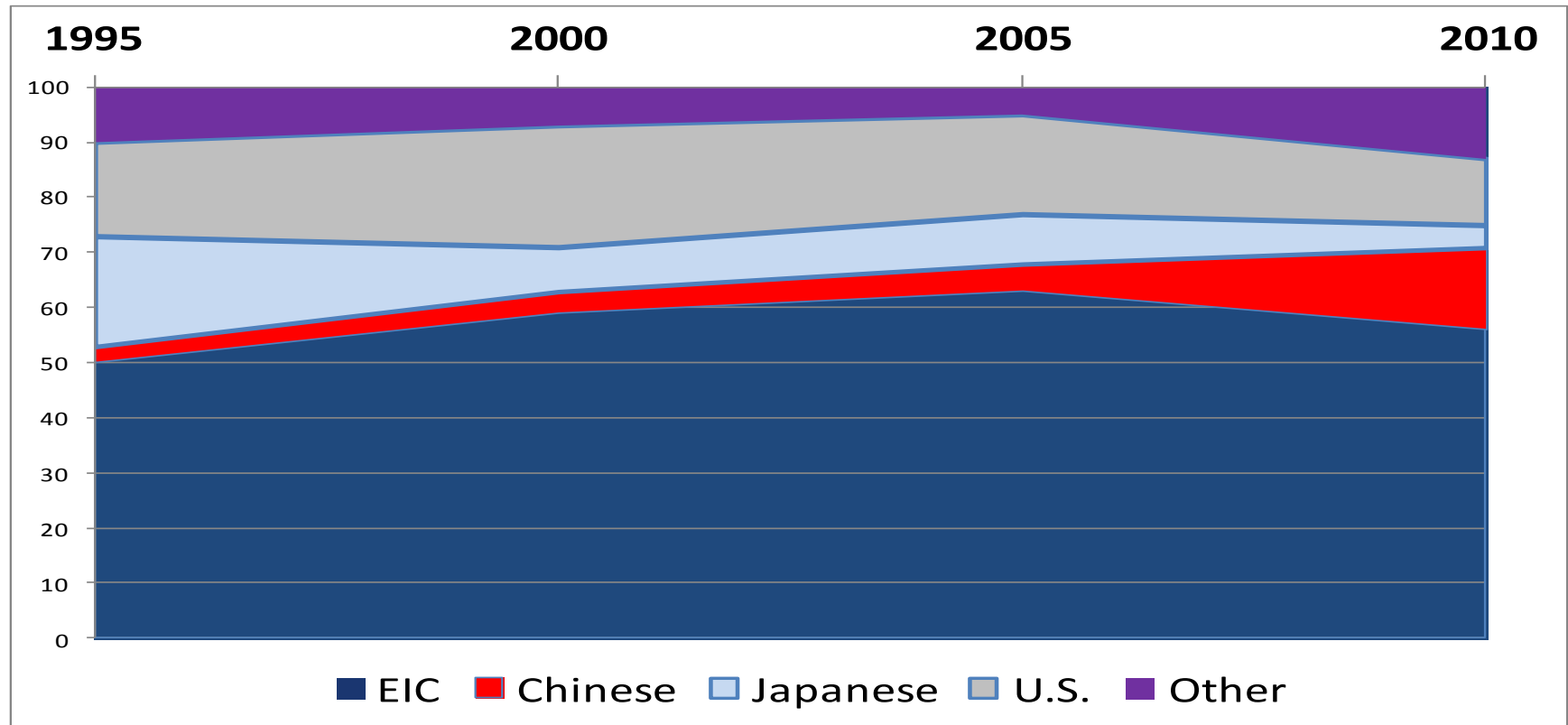
ENR Statistics 2010

HOW THE TOP INTERNATIONAL CONTRACTORS SHARED THE 2010 MARKET

CONTRACTOR NATIONALITY	# OF FIRMS	INT'L REVENUE		MIDDLE EAST		ASIA		AFRICA		EUROPE		UNITED STATES		CANADA		LAT. AMER / CARIB.	
		\$ MIL.	%	\$ MIL.	%	\$ MIL.	%	\$ MIL.	%	\$ MIL.	%	\$ MIL.	%	\$ MIL.	%	\$ MIL.	%
AMERICAN	22	44,903.2	11.7	11,747.7	16.2	9,727.8	12.7	4,395.5	7.3	6,006.9	6.4	NA	NA	9,572.7	73.6	3,452.5	10.1
CANADIAN	3	3,191.7	0.8	138.6	0.2	25.6	0.0	912.6	1.5	178.7	0.2	1,836.2	5.6	NA	NA	100.1	0.3
EUROPEAN	67	201,064.7	52.4	23,112.2	31.9	29,008.5	37.8	22,530.1	37.2	78,271.4	83.1	24,203.0	74.2	3,198.1	24.6	20,741.5	60.9
BRITISH	4	11,563.5	3.0	3,037.6	4.2	1,406.5	1.8	1,269.7	2.1	2,480.4	2.6	3,276.0	10.0	63.1	0.5	30.2	0.1
GERMAN	4	35,455.6	9.2	1,722.7	2.4	16,816.7	21.9	940.1	1.6	6,145.8	6.5	9,055.8	27.8	529.2	4.1	245.4	0.7
FRENCH	5	40,020.8	10.4	2,344.6	3.2	4,013.8	5.2	5,902.6	9.7	21,110.4	22.4	3,191.3	9.8	1,778.7	13.7	1,679.6	4.9
ITALIAN	23	32,505.2	8.5	5,374.7	7.4	4,039.4	5.3	9,998.9	16.5	6,021.8	6.4	903.5	2.8	86.3	0.7	6,080.6	17.9
DUTCH	3	7,954.6	2.1	959.2	1.3	567.4	0.7	195.8	0.3	6,033.7	6.4	0.0	0.0	2.9	0.0	195.7	0.6
SPANISH	13	35,652.0	9.3	2,649.3	3.7	973.0	1.3	1,890.3	3.1	15,639.3	16.6	3,167.2	9.7	516.8	4.0	10,816.1	31.8
OTHER	15	37,913.0	9.9	7,024.2	9.7	1,191.8	1.6	2,332.8	3.8	20,840.0	22.1	4,609.1	14.1	221.1	1.7	1,694.1	5.0
AUSTRALIAN	4	10,431.5	2.7	1,246.0	1.7	3,827.5	5.0	0.0	0.0	1,656.4	1.8	3,406.6	10.4	223.7	1.7	71.3	0.2
JAPANESE	13	15,568.7	4.1	4,218.5	5.8	7,772.4	10.1	846.9	1.4	353.4	0.4	1,883.9	5.8	0.2	0.0	493.5	1.4
CHINESE	51	57,062.4	14.9	10,009.2	13.8	17,409.9	22.7	23,467.7	38.7	2,443.1	2.6	389.3	1.2	2.6	0.0	3,342.6	9.8
KOREAN	11	18,313.2	4.8	11,146.9	15.4	3,634.1	4.7	2,186.1	3.6	95.5	0.1	507.9	1.6	4.9	0.0	737.9	2.2
TURKISH	31	14,583.3	3.8	4,580.7	6.3	3,116.7	4.1	2,198.0	3.6	4,679.6	5.0	8.0	0.0	0.0	0.0	0.3	0.0
ALL OTHERS	23	18,392.5	4.8	6,234.3	8.6	2,119.2	2.8	4,055.3	6.7	498.4	0.5	378.0	1.2	1.0	0.0	5,106.4	15.0
ALL FIRMS	225	383,511.3	100.0	72,434.0	100.0	76,641.7	100.0	60,592.2	100.0	94,183.4	100.0	32,612.9	100.0	13,003.2	100.0	34,046.0	100.0

SOURCE: ENR. NOTE: EXCLUDING \$151.0 MILLION FROM ANTARCTIC / ARCTIC

ENR Statistics 1995 - 2010



Whilst European international contractors are still a major power in the international construction business, their business share (as well as that of U.S. and Japanese competitors) is currently decreasing. By contrast Chinese international contractors are expanding their market share (through pure construction export).

EIC Contracts Statistics 2010 - Turnover

Volume of Turnover 2010

in million EURO



	Austria	Belgium	Denmark	Finland	France	Germany	Great Britain ²⁾	Italy	Nether-lands	Portugal	Spain	Sweden ³⁾	Turkey		Difference previous year (in %)
Companies reporting	5	5	5	7	12	10	4	42	7	11	18	3	41	170	
International Total	14.532	5.159	674	2.883	25.772	28.461	8.760	7.452	9.897	3.306	13.315	11.895	8.898	141.004	+1,0
- without Europe	910	3.214	206	36	11.652	25.291	6.881	5.912	2.770	2.754	5.343	4.193	6.137	75.299	+3,8
- without Europe and North America	755	3.213	192	27	8.236	18.365	4.351	5.762	2.475	2.673	3.016	594	6.137	55.796	+7,3
<i>Regional Total</i>															
Europe	13.622	1.945	468	2.847	14.120	3.170	1.879	1.540	7.127	552	7.972	7.702	2.761	65.705	-1,9
North America (USA and Canada)	155	1	14	9	3.416	6.926	2.530	150	295	81	2.327	3.599	0	19.503	-5,0
America (Central and South)	91	638	127	18	739	122	23	2.222	429	190	1.731	594	0	6.924	+9,7
Oceania/Australia	38	337	0	0	2.661	16.017	1.065	121	523	0	131	0	0	24.164	+31,6
Asia (Without Middle East)	187	240	28	6	233	342	475	0	222	0	1.538	0	1.538		
Africa (Without Middle East)	136	458	23	3	3.664	554	962	2.221	395	2.483	741	0	1.465	13.105	-8,3
Middle East¹⁾	303	1.540	14	0	1.172	1.439	2.301	856	653	0	191	0	3.134	11.603	-11,0

1) Afghanistan, Bahrain, Egypt, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Qatar, Saudi-Arabia, Syria, United Arab Emirates and Yemen (North and South)

2) Source: ENR; The Top 225 International Contractors 2010, published on August 29, 2011 - Currency rate: 1 EUR = 1,32 US\$; Official rate for 2010 of the European Central Bank

3) EIC's own research

EIC Contracts Statistics 2010 – New Contracts

Volume of New Contracts 2010 in million EURO



	Austria	Belgium	Denmark	Finland	France ²⁾	Germany	Great Britain ³⁾	Italy	Netherlands	Portugal	Spain	Sweden ⁴⁾	Turkey	Total	Difference previous year (in %)
Companies reporting	5	5	5	7	12	10	4	42	7	11	18	3	41	170	
International Total	14.431	5.805	465	1.222	25.772	34.007	8.760	17.891	10.972	4.301	17.917	12.101	16.837	170.481	+19,1
- without Europe	997	4.136	76	34	11.651	30.783	6.881	15.549	3.393	3.915	9.778	4.018	14.139	105.350	+31,9
- without Europe and North America	994	4.083	32	31	8.235	23.608	4.351	15.277	2.820	3.772	5.016	590	14.139	82.948	+38,7
<i>Regional Total</i>															
Europe	13.434	1.669	389	1.188	14.121	3.224	1.879	2.342	7.579	386	8.139	8.083	2.698	65.131	+3,0
North America (USA and Canada)	3	53	44	3	3.416	7.175	2.530	272	573	143	4.762	3.428	0	22.402	+11,3
America (Central and South)	40	1.365	0	21	739	177	23	4.415	418	452	3.041	590	9	11.290	+20,8
Oceania/Australia	23	297	0	0	2.660	22.126	1.065	920	638	0	439	0	0	35.865	+47,8
Asia (Without Middle East)	307	597	7	10	231	817	266	0	399	0	5.063	0	0	20.268	+47,4
Africa (Without Middle East)	155	389	13	0	3.664	493	962	6.868	442	3.261	984	0	3.037	15.525	+24,7
Middle East¹⁾	469	1.435	12	0	1.172	581	2.301	2.257	1.056	59	153	0	6.030	15.525	+24,7

1) Afghanistan, Bahrain, Egypt, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Qatar, Saudi-Arabia, Syria, United Arab Emirates and Yemen (North and South)

2) Turnover. (New Contracts: No statements)

3) Turnover. Source: ENR; The Top 225 International Contractors 2010, published on August 29, 2011 - Currency rate: 1 EUR = 1,32 US\$; Official rate for 2010 of the European Central Bank

4) EIC's own research

Working Group “Contract Conditions”

✦ Joint FIE-EIC Initiative on Contract Administration in CEE countries

- Joint Position Paper forwarded to **EU Commissioners** and **Rom. PM** on 6/5/2011
- **FIDIC and EFCA did not co-sign** due to ongoing talks with the Rom. Government
- Meeting between FIEC Director and DGs REGIO & MARKET on **15/9/2011**
- EU-Commission is well aware of the situation but **does not see any legal grounds for intervention** because **Romania has not violated any European regulations**
- Should EIC (and FIEC jointly) propose an **amendment to the EU Structural Funds Regulations on the World Bank Procurement Guidelines**:

• 2.38 Conditions of Contract

The contract documents shall clearly define the scope of work to be performed... , the **rights and obligations of the Borrower** and of the... **Contractor**, and the **functions and authority of the Engineer**... , in the supervision and administration of the contract. In addition to the general conditions of contract, any particular conditions for the specific goods, works, and non-consulting services to be procured and the location of the project shall be included. ***The conditions of contract shall provide a balanced allocation of risks and liabilities.***

Working Group “Contract Conditions”

✦ FIDIC standard contract forms Updates

- **Test Edition of FIDIC *Yellow Book* 2nd edition** is delayed
- Update work on FIDIC *Red & Silver Books* 2nd edition has begun
- Update work on the Dredging Contract
- New standard form for Tunnelling works?
- **Guide for FIDIC *Gold Book* (DBO)** is available

- FIDIC is requesting **pro-active EIC collaboration** on the following projects:
 - **DBO “Brown-field scenario”**
 - **FIDIC *Yellow Book* Subcontract**

Working Group “Africa”

- ✦ EIC shall propose to EU Institutions (Commission, Parliament, Council) and EIB a **European Financial Instrument for Infrastructure in Africa**
- ✦ **Objective** is to **facilitate concessional bank financing to African states** for infrastructure projects carried out by the European construction industry
- ✦ EIC WG “Africa” has **adopted a lobbying roadmap** and intends to **finalise the concept by the end of January 2012** in time for the **EC-EIC-EFCA Roundtable on Infrastructure in ACP Countries**
- ✦ Some difficult issues to resolve, such as: **Legal basis** for such an instrument (EIB or EU), Compliance with **OECD Rules on Untying of Aid**, **minimum interest rates**, **debt sustainability**, possibility of **barter deals including European oil & gas, mining companies**

2nd Roundtable with EC on Infrastructure

"EC - EIC Round Table on EU Development Financing for Infrastructure"

(8th or 9th) February 2012, Brussels (Venue: Confédération Construction)

Time	Topic/Title	EC Presentation	Questions & Answers	EIC Position
09.30 - 10.00	Opening Session			
09.30 - 09.45	<i>New EU Communication on the Modernisation of EU Development</i>	N.N. (Deputy Director-General resp. F. B, C, E)		
09.45 - 10.00				Michel Démarre (EIC President)
10.00 - 10.15	Innovative Financing Instruments for Infrastructure	J. Reis Conde, DEVO C.3		
10.15 - 10.30				J.A. Santos de Paz (Chair EIC WG PPP)
10.30 - 10.45		N.N., European Investment Bank		
10.45 - 11.00			X	
11.00 - 11.15	Coffee Break			
11.15 - 11.30	EU-financed Works Contract: The PRAG Review	L.Sarazin, DEVCO R.3		
11.30 - 11.45				Pieter de Bruijn (EIC WG Africa)
11.45 - 12.00			X	
12.00 - 12.15	Quality Assurance on EDF-financed infrastructure contracts	Jean-Louis Lacube, DEVCO C.6		
12.15 - 12.30				Martin Güldner (EFCA)
12.30 - 12.45				Francesco Archibugi (EIC WG Africa)
12.45 - 13.00			X	
13.00 - 14.00	Lunch Break			
14.00 - 15.20	Workshop 1 (Chair: N.N., EIC)	The EC's Infrastructure Pipeline and Goals for Innovative Financing		
15.20 - 15.40	Afternoon Coffee			
15.40 - 17.00	Workshop 2 (Chair: N.N., EC)	Practical Issues of EDF-financed Infrastructure Projects (Quality & Contract Conditions)		
17.00 - 17.10	Conclusions	N.N. (Director C, DG DEVCO)		
17.10 - 17.15	Closing remarks			Michel Démarre (EIC President)
17.15 - 18.00	Open Bar & Networking			

Working Group “Finance/PPP”

EIC companies PPP's project value (in M \$)

EIC Sector	Region									Grand Total
	Non OECD	OECD	Africa	Asia	Central/South America	Europe	Middle East	North America	Oceania/Australia	
Airports	1.816	18.727	747	1.541	600	17.058	76		520	20.542
Ports	240	2.376	100	881	28	1.608				2.616
Rails	3.069	26.922	2.825	361	244	26.405			155	29.990
Roads	17.275	127.168	268	1.260	18.581	106.345	54	15.603	2.333	144.444
Water	3.126	6.798	1.116	1.340	682	3.674	1.298	151	1.663	9.925
Total	25.526	181.991	5.056	5.383	20.134	155.090	1.428	15.754	4.672	207.516

Source: Public Works Financing (PWF), European International Contractors (EIC)

- ✦ EIC PPP Statistics was presented for the first time in Athens (October 2010)
- ✦ EIC shall send out **country lists to each Member Federation** in November (based on PWF) with **specific Guidelines**, also for the **correction of figures**
- ✦ New EIC PPP Statistics shall be presented at spring GA in Istanbul

EU Consultation on 3rd country Market Access to Public Procurement

- ✦ European Commission has carried out an on-line consultation on the **new rules for access of third-country companies to the EU Procurement Market**
- ✦ EU Commission presented **3 Options for Action** for analysis:
 - ✦ **1 = “Nothing happens”**
 - ✦ **2 = Non-legislative approach** (Guidelines & Explanatory Documents)
 - ✦ **3 = Legislative Initiative** (A = no discretion / B = Discretion for Contracting Authorities)
- ✦ EIC and FIEC have co-ordinated with their Member Federations to manufacture a **co-ordinated response of the European construction industry**
- ✦ **BUSINESSEUROPE** was **unable to position itself** due to heavy divergence of views between its Member Federations, but has published on 14/10/2011 a **critical Position Paper on China’s economic policy**

4th High-Level Forum on Aid Effectiveness

- ✦ Follow-up Event to the conferences that adopted the *“Paris Declaration”* (2005) and the *“Accra Agenda for Action”* (2008)
- ✦ At the first three Fora, donors, partner countries and NGOs discussed amongst themselves whereas the **private sector was shut out**
- ✦ Busan Conference wants to **outreach to the private sector** and envisages a **Private Sector Forum** and a so-called **Building Block on the Private Sector**
- ✦ Joint Statement on *“Expanding and Enhancing Public and Private sector cooperation for development”*
- ✦ Under the “BIAC flag”, EIC promotes a critical reference to **state-owned enterprises**, to **Transparency in public procurement (CoST)** and **Risk Mitigation in Infrastructure PPPs**

CICA-FIDIC-HoPs Meeting

- ✦ World Bank has terminated both **CICA's** and **FIDIC's 2-day bilateral meetings**
- ✦ Instead the Bank has invited both CICA and FIDIC to attend the so-called **Heads of Procurement Meetings ("HoPs")**
- ✦ World Bank/MDBs are **prepared to consult with the CICA-led Working Group on "Well Prepared Projects"**
- ✦ World Bank/MDBs will **not accept FIDIC's Integrity Management System** within World Bank-financed projects
- ✦ World Bank/MDBs are **not prepared to make further amendments** to the **FIDIC MDB Harmonised Construction Contract**
- ✦ **HoPs** will update the **Civil Law document** (French version)

World Bank “Program-for-Results”

- ✦ **ITAG Mandate** regarding the **Pilot Programme on “Country Procurement Systems”** has ended on 30 June 2011
- ✦ World Bank has considered UCS Pilot as *“not successful”*
- ✦ Instead, Bank proposes a **new instrument** named **“Program-for-Results”**
- ✦ In EIC’s view, this is **Sector Budget Support** and raises some criticism:
 - **Bank does not consider a “Pilot Program”** but wants to start immediately
 - **Value thresholds for “P4R” are much too high** (50 mil. US\$ for works!)
 - **Performance Indicators** are **“self-defined”** by the Borrower
 - **Advance funding up to 25% of the program value** is a possibility
 - **Corruption allegations** shall be **“self-investigated”** by the Borrowers!

FIEC Report

Luisa Todini

FIEC President

Next EIC General Assembly

Istanbul, 27-28 April 2012

Workshop (Draft title)

*“Opportunities for European contractors
following the Arab spring”*

EIC Workshop on „High Quality and Fair Competition of Africa’s Infrastructure Market”

Introductory Remarks

Michel Démarre

EIC President

EIC Workshop on „High Quality and Fair Competition of Africa’s Infrastructure Market”

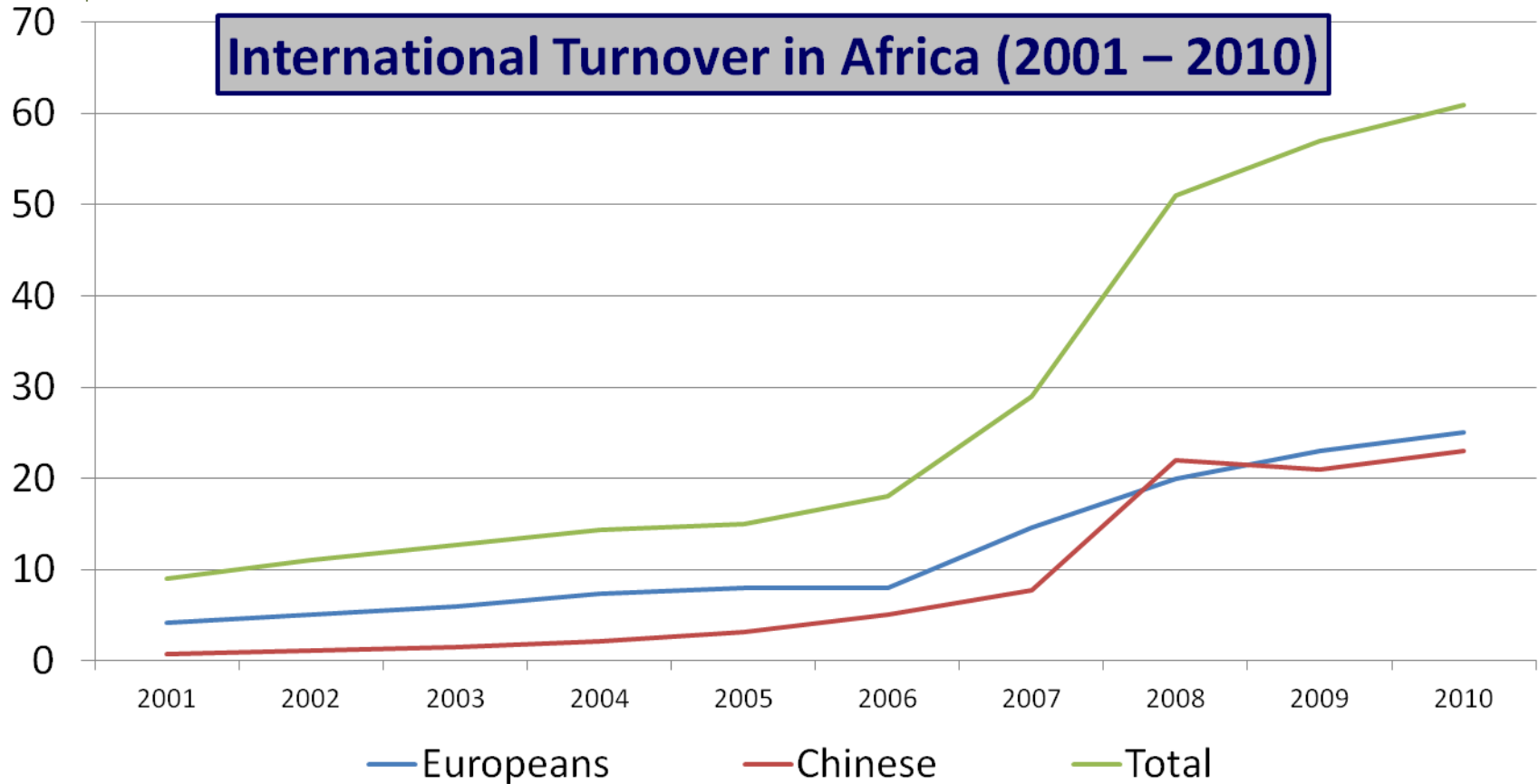
World’s 10 fastest growing economies (Annual average GDP growth, in %)

2001 - 2010		2011 - 2015	
Angola	11.1%	China	9.5%
China	10.5%	India	8.2%
Myanmar	10.3%	Ethiopia	8.1%
Nigeria	8.9%	Mozambique	7.7%
Ethiopia	8.4%	Tanzania	7.2%
Kazakhstan	8.2%	Viet Nam	7.2%
Chad	7.9%	Congo	7.0%
Mozambique	7.9%	Ghana	7.0%
Cambodia	7.7%	Zambia	6.9%
Rwanda	7.6%	Nigeria	6.8%

Source: IMF, The Economist

EIC Workshop on „High Quality and Fair Competition of Africa’s Infrastructure Market”

in bn. US\$



Source: ENR