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# **2024 Dispute Boards International Survey:**

A Study on the Worldwide Use of  
Dispute Boards over the Past Six Years

**Professor Renato Nazzini & Raquel Macedo Moreira**





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**Professor Renato Nazzini & Raquel Macedo Moreira**

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Professor Renato Nazzini and Raquel Macedo Moreira of the Centre of Construction Law & Dispute Resolution at King's College London assert the moral right to be identified as the authors of this work.

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For further information, please contact us at [disputeboards@kcl.ac.uk](mailto:disputeboards@kcl.ac.uk)

# Contents

<b>Foreword by Sir Vivian Ramsey .....</b>	<b>8</b>
<b>Foreword by Professor Renato Nazzini.....</b>	<b>9</b>
<b>Introduction.....</b>	<b>10</b>
<b>Methodology.....</b>	<b>12</b>
<b>Executive Summary .....</b>	<b>15</b>
<b>Part I: Dispute Board Users .....</b>	<b>18</b>
<b>Chapter 1: Use of Dispute Boards .....</b>	<b>19</b>
1. Annual use of Dispute Boards.....	19
2. Dispute Board usage policies .....	20
3. Discussions on including Dispute Boards .....	20
4. Reasons for not using Dispute Boards .....	21
<b>Chapter 2: Dispute Board characteristics.....</b>	<b>23</b>
5. Use of standard forms of contract.....	23
6. Most frequently used standard forms of contract .....	24
7. Composition of the Dispute Boards .....	25
8. Form of appointment of the Dispute Board .....	26
9. Most frequently designated Institutions .....	27
10. Pathological scenarios in the constitution of the Dispute Board.....	28
11. Required qualifications or attributes of Dispute Board members.....	29
12. Most requested qualifications and attributes .....	30
13. Preferred qualifications and attributes .....	31
14. Preferred Dispute Board findings .....	32
15. Preferred Dispute Board composition .....	33
16. Preferred type of Dispute Board .....	33
17. Site visits and meetings .....	34
18. Frequency of site visits and meetings .....	35
19. Usefulness of online meetings.....	36
<b>Chapter 3: Trends related to disputes and claims .....</b>	<b>38</b>
20. Claim value.....	38
21. Causes of disputes.....	39
22. Categories of claims.....	41
23. Duration of the dispute .....	42
24. Factors affecting the duration of the Dispute Board process .....	43
25. Costs-efficiency measures .....	44
26. Technological measures .....	45
<b>Chapter 4: Dispute Board effectiveness .....</b>	<b>48</b>
27. Dispute avoidance .....	48
28. Most frequently adopted dispute avoidance measures .....	49
29. Effects of dispute avoidance measures .....	50
30. Nature of Dispute Board findings .....	51
31. Compliance with non-binding recommendations .....	52
32. Compliance with binding decisions.....	53
33. Notices of Dissatisfaction .....	53
34. Dispute Board as a mandatory condition .....	54
35. Subsequent litigation or arbitration .....	55
36. Substantial differences between Dispute Board's and subsequent litigation or arbitration's decisions .....	56
37. Frequency of enforcement proceedings .....	57
38. Method of enforcement.....	57
39. Enforcement rates .....	58



<b>Chapter 5: Costs of the Dispute Board .....</b>	<b>60</b>
40. Provision on Dispute Board fees .....	60
41. Use of retainer fees .....	61
42. Average retainer fees.....	62
43. Average hourly fees .....	63
44. Average daily fees .....	64
45. Average Dispute Board's total costs .....	65
46. Total costs of Dispute Board as a percentage of total value of Project .....	66
47. Fees distribution amongst Dispute Board members .....	67
48. Other costs: external lawyers.....	68
49. Other costs: external experts.....	68
<b>Chapter 6: Users' perception of Dispute Boards .....</b>	<b>71</b>
50. Usefulness of Dispute Boards for avoiding disputes .....	71
51. Satisfaction with the duration of Dispute Board process .....	71
52. Satisfaction with costs.....	72
53. Suspicion of bias: single member or chair .....	73
54. Suspicion of bias: general members .....	74
55. Reasons for the suspicion of bias .....	75
56. Diversity of the Dispute Board .....	76
57. Improvement of diversity .....	77
<b>Part II: Institutions .....</b>	<b>78</b>
<b>Chapter 7: Involvement of Institutions .....</b>	<b>79</b>
58. Annual use of Dispute Boards .....	79
59. Composition of the Dispute Boards.....	79
<b>Chapter 8: Institutions' practices.....</b>	<b>81</b>
60. Institutions with a list for appointment.....	81
61. Policies limiting the Institution's appointment .....	81
62. Criteria for joining the list .....	82
63. CDP requirements.....	82
64. Review of the Institution's list .....	83
65. Accessibility of the Institution's list .....	83
66. Diversity of the Institution's list .....	83
67. Measure to improve the diversity of the Institution's list.....	84
68. Requirements of Dispute Board's qualifications or attributes .....	84
69. Most requested qualifications and attributes .....	85
70. Parties' input in the appointment process .....	85
71. Storage of diversity data .....	86
<b>Chapter 9: Services &amp; Costs .....</b>	<b>88</b>
72. Service offer: Administration of the Dispute Board's procedure.....	88
73. Service offer: Appointment of a Dispute Board member .....	88
74. Service offer: Determination of the Dispute Board's fees .....	89
75. Use of retainer fees.....	89
76. Average hourly fees.....	90
77. Average daily fees .....	90
78. Fee distribution amongst Dispute Board members.....	91
79. Number of determinations of the Dispute Board's fees.....	91
80. Service offer: Decision on challenges against a Dispute Board member .....	91
81. Number of challenges received .....	91
82. Challenge of a Dispute Board member .....	92
83. Reasons for challenge .....	92
84. Service offer: Review of a decision to be rendered by the Dispute Board .....	93
85. Number of decisions reviewed.....	93

## Part III: Funders ..... 94

### Chapter 10: Use of Dispute Boards ..... 95

86. Annual use of Dispute Boards .....	95
87. Policies to include Dispute Boards in Projects .....	95
88. Considerations to include Dispute Boards in Projects .....	97
89. Reasons for deciding against the adoption of a Dispute Board .....	97

### Chapter 11: Dispute Board characteristics ..... 97

90. Use of standard forms of contract .....	98
91. Standard forms of contract most frequently used .....	98
92. Involvement in the negotiation of the Dispute Board agreement .....	99
93. Preferred Dispute Board's findings .....	99
94. Preferred Dispute Board's composition .....	100
95. Preferred type of Dispute Board .....	100

### Chapter 12: Funder's perception of Dispute Boards ..... 102

96. Involvement in the Dispute Board's procedure .....	102
97. Aspects of common involvement .....	102
98. Usefulness of Dispute Boards for avoiding disputes .....	103
99. Satisfaction with the duration of Dispute Board process .....	103
100. Satisfaction with the costs of the Dispute Board process .....	103

## Part IV: Miscellaneous ..... 104

### Chapter 13: Support for international convention facilitating enforcement ..... 105

101. Individuals' support .....	105
102. Entities' support .....	105
103. Institutions' support .....	106
104. Funders' support .....	106
105. Reasons given by those who voted in favour .....	106
106. Reasons given by those who voted against .....	107
107. Reasons given by those undecided .....	108

### Chapter 14: Comments and views ..... 110

108. Individuals' additional comments .....	110
109. Entities' additional comments .....	112
110. Institutions' additional comments .....	112
111. Funders' additional comments .....	112

## Annexes ..... 114

### Annex A: Profile of respondents ..... 115

### Annex B: Summary of key findings ..... 125

### Annex C: Acknowledgements ..... 130





# Foreword

by Sir Vivian Ramsey

The development of dispute boards reflects the need to have an independent and impartial panel to deal with disputes which inevitably arise on projects. In some areas, the development represented a change in the role of the Engineer who traditionally performed this task. This was because there was a perception that the Engineer might no longer be independent and impartial. In other areas, the development arose because of there being an unfulfilled dispute resolution role. Whilst the final determination of disputes falls to courts or arbitrators, a need was identified for a prior step to try to resolve disputes at an early stage and avoid the cost and time of that final determination. A dispute board has now become embedded in many standard forms of contract and on many major infrastructure projects.

The role of the dispute board varies. Some make decisions which are binding and can become final. Some make recommendations which may be adopted. More recently, the benefit of the dispute board in avoiding disputes has led to it having a dual role. Some dispute boards are standing boards, with regular visits and meetings during the project. Other dispute boards are ad hoc, only being appointed when a dispute arises, frequently just at the end of the project.

At most infrastructure, construction law or dispute board conferences there is always discussion on dispute boards based on anecdotal evidence drawn from the experience of eminent individuals.

This evidence touches on such matters as the number of dispute boards formed, their type, whether they work, whether they should be standing or ad hoc, whether dispute avoidance avoids disputes, how much they cost, whether there should be one or three members, whether there is perceived bias in members of dispute boards, how they are appointed, whether there is diversity among members and whether dispute board decisions are complied with. The list of issues goes on. The main problem, though, is that there has never been a comprehensive set of data to inform the discussions on those matters. This report changes that.

This report by two distinguished authors, supported by a steering committee and experts, provides a rigorous analysis of the responses from over 200 individuals, entities, institutions and funders covering thousands of dispute boards. This has allowed reliable data to be collected on all the topics on which there was until now, with a few exceptions, only anecdotal evidence.

The authors of the report are to be congratulated on producing such a comprehensive analysis of dispute boards. I am sure that this report will now become the most cited source of data by all those involved in dispute boards whenever the subject is discussed.

**Sir Vivian Ramsey**

London and Singapore

November 2024

# Foreword

by Professor Renato Nazzini PhD FCIArb  
Director of the Centre of Construction Law & Dispute Resolution

This report is the product of a year-long research project at the Centre of Construction Law and Dispute Resolution at King's College London. Four questionnaires were sent to individuals, entities, institutions and funders. They reported 4,019 dispute boards over a period of six years. We were supported by a steering committee of world-leading experts (Aisha Nadar, Charles Blamire-Brown, Cristina Mastrobuono, Evgeny Smirnov, Jean-Marc Coulon and Jeremy Glover), as well as by Nicholas Alexander Brown, Nicholas Gould and Murray Armes as consultants. I am grateful for their time and insights that contributed to stress-testing the questions and the results and ensuring that all different perspectives were duly taken into account. My research team at King's, and particularly my co-author Raquel Macedo Moreira, have been, as always, exceptionally professional and dedicated.

We acknowledge the limitations of the data in the methodology. Notwithstanding those limitations, this is one of the most comprehensive surveys of dispute board practice world-wide to have been published in recent years. Our hope and objective are that this study will enhance the understanding of dispute boards as a dispute avoidance and resolution method and help parties in their decision as to whether to include dispute boards in their dispute resolution clauses, choosing, if they do so, the type of dispute board that best suits the project. At the same time, the findings in this report will inform the development of best practices and guide legal reforms, when needed.

The picture that emerges from this report is, broadly, positive. Dispute boards appear to be widely used. Their cost, whilst not negligible in a sector where margins may be quite low, appears justified by their effectiveness in avoiding or reducing the scope of disputes or resolving them altogether without the need for a much more costly arbitration. Costs are a concern to users and may lead to the decision not to adopt a dispute board in the contract. However, costs should not be looked at in absolute terms but as part of a risk mitigation exercise: an increase in upfront costs may lead to significant savings later. This report provides the key empirical elements for users to carry out this balancing exercise.

Dispute avoidance measures are still not universally implemented but are gaining traction and, when deployed, appear to be reasonably successful. The enforcement of dispute board decisions continues to be quite burdensome from a legal perspective. In the absence of specific legislation, enforcement requires either an arbitration procedure under the arbitration clause in the contract or a claim for breach of contract in a national court. This is not ideal. However, the rate of compliance with dispute board decisions is reasonably high and, interestingly, does not appear to vary significantly depending on whether the dispute board determination is advisory or binding. On the other hand, problems with enforceability feature in the second place, after costs, in decisions not to adopt dispute boards in contracts. This is, therefore, certainly an issue that deserves further attention. Not surprisingly, there was support for the idea of an international convention facilitating the enforcement of dispute board decisions. Again, a topic that will require further discussion but is, potentially, promising in the medium- to long-term.

I hope that this report will add to the body of evidence on dispute boards in a meaningful way and make a positive impact on the understanding and practice of dispute boards globally. Our success will be measured, in no small part, by the debate that will be spurred by the publication of this report and I look forward to continuing to engage with practitioners and institutions world-wide on how we can make this important dispute resolution method work even better than it does today.

**Professor Renato Nazzini PhD FCIArb**

Director of the Centre of Construction Law & Dispute Resolution  
King's College London

# Introduction

## The world of dispute boards

Construction projects are notoriously prone to disagreements and disputes that can hinder progress and sour relationships. In an environment where the stakes are constantly high, the need for effective dispute avoidance and resolution mechanisms cannot be overstated. Enter dispute boards: a proactive approach to managing conflicts and avoiding and resolving disputes in construction projects.

Dispute boards are said to have gained international traction after their use in the El Cajon hydroelectric power project in Honduras in 1980, funded by the World Bank.<sup>1</sup> Following this project, the World Bank's official documentation began to incorporate provisions related to dispute resolution mechanisms similar to dispute boards.<sup>2</sup> Between 1995 and 1996, the International Federation of Consulting Engineers (FIDIC) included provisions for appointing dispute resolution boards in its contract conditions.<sup>3</sup> All subsequent versions of FIDIC's major standard forms of contract featured dispute resolution board provisions, establishing FIDIC as a pioneer in the regulation of dispute boards on the international stage.

Many years later, the use of dispute boards has evolved and expanded in various ways. In addition to FIDIC, other institutions and standard forms of contract have adopted dispute board rules that have contributed to the development of best practices.

Since 2000, the American Arbitration Association (AAA) has provided dispute resolution board services through the 'AAA Dispute Resolution Board Guide Specifications'.<sup>4</sup> Likewise, the International Chamber of Commerce (ICC) Dispute Board Rules have been in force since 2004, with a comprehensive review of the rules having been carried out in 2015.<sup>5</sup>

Recent versions of the New Engineering Contract (NEC) and the Joint Contracts Tribunal (JCT) also contain references to the adoption of dispute board mechanisms.<sup>6</sup>

Other examples of dispute board rules and provisions can be found in initiatives from the Chartered Institute of Arbitrators (CI Arb),<sup>7</sup> the Dispute Board Federation (DBF),<sup>8</sup> and the Institution of Civil Engineers (ICE).<sup>9</sup>

Initially used in large construction and infrastructure projects, dispute boards are now being used in a broader range of industries, including energy, transportation, Public-Private Partnerships (PPPs), software, digital and information technology. Widespread educational courses and practice guides provide tools allowing dispute board members to tailor procedures to a project's needs. Different practices and approaches can be seen through the different forms of dispute boards (standing or ad hoc), their operation (visits to the site, online meetings, specific procedures for submissions), their emphasis on dispute avoidance and management, and many other features.

The latest version of the FIDIC Rainbow Suite of contracts has consolidated a broader scope of the dispute board's role. In the 2017 FIDIC Rainbow Suite, composed of the Red, Yellow and Silver FIDIC Books, the Dispute Adjudication Board (DAB) became the Dispute Avoidance and Adjudication Board (DAAB). The change highlights that the key functions of the dispute board include not only solving the dispute but also avoiding its escalation altogether.

The beneficial effects of these developments are clear: parties can focus on the project instead of spending time and money disputing their claims.

Despite their crucial and effective role in dispute resolution, the study of dispute boards is relatively new. Statistical data on the use of dispute boards, for instance, is *rare*. Amongst the few existing studies, we point to the Inter American Development Bank (IDB) survey on dispute avoidance and resolution;<sup>10</sup> data from the Dispute Resolution Board Foundation (DRBF) on the effectiveness of dispute avoidance/adjudication boards;<sup>11</sup> dispute review board surveys conducted by Dr Kathleen M.J. Harmon;<sup>12</sup> and the analysis of Brazilian court decisions on dispute boards in infrastructure contracts.<sup>13</sup>

- 1 Richard Appuhn, 'History and Overview of Dispute Boards Around the World', in Filip De Ly and Paul-A Gélinas (eds), *Dispute Prevention and Settlement through Expert Determination and Dispute Boards* (ICC 2017) 65; Cyril Chern, *Chern on Dispute Boards Practice and Procedure* (4th edn, Routledge 2020) 14; Peter H. J. Chapman, 'Dispute Boards on Major Infrastructure Projects' (2009) 162 *Management, Procurement and Law* 7 <<https://www.icvirtuallibrary.com/doi/epdf/10.1680/mpal.2009.162.17>> accessed 28 May 2024.
- 2 An example can be found in Clause 36 of the 1995 Standard Bidding Documents for the Procurement of Works in Smaller Contracts where the figure of the adjudicator is mentioned. *Standard Bidding Documents: Procurement of Works - Smaller Contracts (English)* (World Bank Group 1995) <<https://documents1.worldbank.org/curated/en/413491468740718861/text/multi-page.txt>> accessed 28 May 2024. See also Dispute Resolution Board Federation, 'History of the Dispute Board process and the DRBF' <<https://www.drbf.org/history>> accessed 21 November 2024.
- 3 FIDIC, *Conditions of Contract for Design-Build and Turnkey (Orange Book)* (1st edn, FIDIC 1995); FIDIC, *Works of Civil Engineering Construction (1987 Red Book) Supplement* (1st edn, FIDIC 1996)
- 4 American Arbitration Association, *AAA Dispute Resolution Board Guide Specifications Effective December 1, 2000* (AAA 2000). The latest version of that document, now co-authored with the AAA's international division, the International Centre for Dispute Resolution (ICDR), is entitled 'AAA-ICDR® Dispute Avoidance and Resolution Board – Specifications, Operating Procedures, and Hearing Rules and Procedures'.
- 5 International Chamber of Commerce, *Dispute Board Rules in force as from 1 October 2015, with Appendices in force as from 1 October 2018* (ICC 2018).
- 6 NEC4 contains the Dispute Resolution Option W3, which consists of the adoption of a 'Dispute Avoidance Board'. Likewise, in 2021, the JCT published the 'Dispute Adjudication Board Documentation 2021' (DAB 2021), designed to be used in conjunction with the 2016 JCT contracts for Design and Build (DB) and Major Projects (MP).
- 7 Chartered Institute of Arbitrators, *Dispute Board Rules* (CI Arb 2014).
- 8 Dispute Board Federation, *Ad Hoc Dispute Adjudication Board Rules* (DBF 2011).
- 9 Institution of Civil Engineers, *ICE Dispute Resolution Board Procedure* (1st edn, ICE 2005). The book contains two alternative sets of procedural rules, a model dispute resolution board tripartite agreement, an application form for the appointment of a dispute board member, and the requirements for application of dispute board members to be considered on the institution's list.
- 10 Preliminary results of the IDB survey were presented in June 2023 at the DRBF Annual International Conference in Sao Paulo. As of this report's publication, the IDB has not yet published an official report on its survey.
- 11 The most recent DRBF research data relates to 2018 and addresses only a handful of issues, namely: active vs. passive dispute avoidance, number of non-binding opinions, number of binding decisions, number of contested decisions, number of decisions taken to arbitration, number of decisions overturned, and degree of user satisfaction.
- 12 In 2001, 63 attendees of the DRBF Annual Meeting were invited to complete a survey on the effectiveness of dispute review boards. Kathleen MJ Harmon, 'Effectiveness of Dispute Review Boards' (2003) 129(6) *Journal of Construction Engineering & Management* 674-79. Later, in 2002, another questionnaire was sent by the DRBF to Americans with the aim of collecting information on dispute review boards and their effect on bid prices. Kathleen MJ Harmon, 'Dispute Review Boards Effects on Bid Prices' (2004) 46(6) *Cost Engineering* 30. See also Kathleen MJ Harmon, 'Case Study as to the Effectiveness of Dispute Review Boards on the Central Artery/Tunnel Project' (2009) 1 *Journal of Legal Affairs & Dispute Resolution in Engineering & Construction* 18.
- 13 'Dispute Boards in Infrastructure Contracts', presented in July 2024, identifies and analyses judicial decisions in Brazilian higher courts that deal with dispute boards in infrastructure contracts.



Some generic data on the use of dispute boards can also be found within comprehensive dispute resolution reports, such as the ones released yearly by dispute resolution institutions like the International Chamber of Commerce (ICC)<sup>14</sup> and the Center for Arbitration and Mediation of the Chamber of Commerce Brazil-Canada (CAM-CCBC).<sup>15</sup>

The data provided by the above-mentioned studies is valuable, and this report acknowledges the importance of previous research. However, it is noted that much of this research is now either outdated or focuses on specific aspects or geographies. This report aims to bridge that gap.

The production of this report is guided by the belief that obtaining and analysing data on the worldwide use and practices of dispute boards is crucial to understanding their functioning, the perceptions of their users, and the potential areas for their improvement and development in the future.

### The research behind this report

This research was led by the Centre of Construction Law and Dispute Resolution of the Dickson Poon School of Law, King's College London ('Centre') and specifically by Professor Renato Nazzini, Director of the Centre, and Raquel Macedo Moreira, Research Associate at the Centre ('Research Team').

The Centre was founded in 1987 by Professor John Uff KC CBE, who was its first Director (1987–99) and Nash Professor of Engineering Law (1993–2002). The current Director of the Centre is Professor Renato Nazzini.

The Centre's main activities are:

- The MSc programme, taught since 1988 in London
- Conferences and public lectures on all aspects of Construction Law
- Research and publications on all aspects of Construction Law

The Centre is part of The Dickson Poon School of Law at King's College London, which is consistently ranked among the top law schools internationally.

The Research's main goal was to obtain and analyse empirical data in relation to the worldwide use of dispute boards as a dispute avoidance and resolution mechanism in projects that took place between January 2018 and December 2023 (inclusive).

## This report in numbers

6

years of dispute board practice

12

months of research

173

graphs of information collected

213

respondents

307

questions asked

4,019

dispute boards reported

<sup>14</sup> International Chamber of Commerce, *ICC Dispute Resolution 2023 Statistics* (ICC 2024) 20.

<sup>15</sup> Center for Arbitration and Mediation of the Chamber of Commerce Brazil-Canada, *2023 Facts and Figures* (CAM-CCBC 2024) 26.

# Methodology

The first phase of this project consisted of extensive desktop-based research concerning the various types and uses of dispute boards. That research formed the basis of the questionnaires distributed to potential respondents.

Dispute boards can appear in many different forms and be given many different names. Common industry labels include dispute adjudication boards, dispute avoidance boards, combined dispute boards, dispute review boards, dispute advisory boards, dispute mediation boards, dispute review panels, independent dispute avoidance panels, and conflict avoidance boards. Mindful of the diversity in terminology, the Research Team has decided to adopt a broad definition of a dispute board to avoid any exclusions based on industry terminology.

For the purposes of the surveys, a Dispute Board was defined as any *'job site dispute avoidance or resolution mechanism, constituted by individual(s) that should operate independently from the parties to the contract(s) and with the purpose of addressing the disputes of a specific Project'*. A Project was defined as any *'planned endeavour involving the systematic organisation and coordination of resources, labour, materials, and/or tasks to create, renovate, and/or enhance physical or non-physical structures. These structures may include physical constructions such as buildings or infrastructure, as well as intangible constructs such as software systems, digital platforms, or information technology solutions'*.

Survey questions were drafted broadly to capture the experience of as many respondents as possible. Respondents were also given the opportunity to provide further information whenever their experience did not reflect the options presented. This approach was taken, for instance, on survey questions concerning commonly adopted measures by the Dispute Board members in relation to efficiency, technology, or avoidance of disputes.

In terms of geographical scope, the research aimed at obtaining data that reflected the international practice of Dispute Boards. To that end, the Research Team decided not to impose any geographical restriction on the participants answering the survey.

To achieve the Research's goals, the Research Team relied on the principle of statistical inference. Accordingly, the Research Team focused on obtaining contributions from a subset of participants that reflected the diversity of the current worldwide use and practice of Dispute Boards. Lawyers, Dispute Board members, in-house counsel, engineers, architects, and policy makers from a variety of countries in all continents were invited to contribute with the aim of capturing the diversity of individuals and institutions currently involved in the practice of Dispute Boards.

For transparency, this report includes an annex detailing the profile of the research's respondents, including information on their geographical and professional characteristics.





Data was gathered from four different types of respondents, namely:

- **Individuals:** a physical persons whose practice involves Dispute Boards.
- **Entities:** commercial or financial entities (eg companies, joint ventures, associations, etc.) whose activity involves Dispute Boards.
- **Institutions:** institutions, or their respective nominating bodies, which have (or could have) been requested to intervene in the constitution or functioning of a Dispute Board.
- **Funders:** persons or organisations that funded or financed a Project for which a Dispute Board was considered or adopted.

A separate survey was developed for each of the above-mentioned categories. In preparing the survey questionnaires, the Research Team consulted a steering committee of experts and individual consultants to test the quality, representation, and accuracy of the questions developed.

The steering committee was composed of the following experts:

- Aisha Nadar
- Charles Blamire-Brown
- Cristina Mastrobuono
- Evgeny Smirnov
- Jean-Marc Coulon
- Jeremy Glover

In addition, the following experts were invited as consultants:

- Nicholas Alexander Brown
- Nicholas Gould
- Murray Armes

The surveys were conducted from March 2024 until July 2024.

The collection of data from Individuals, Entities, and Funders was completely anonymous. Institutions, however, were asked to identify themselves and agree to be identified in the research outputs. Accordingly, this Report includes a list of all Institutions that responded to the survey.

### Number of responses obtained

A total of 213 respondents provided input in response to our surveys. Below is a breakdown of the number of responses by category of respondents:

- **156** Individuals
- **34** Entities
- **18** Institutions
- **5** Funders

Since respondents could skip any given question, the number of responses to each question is specified in this report.

This report relies on the input provided by the respondents. Accordingly, the Research Team cannot account for any inaccuracies in the responses provided.

The Research Team acknowledges the possibility that the same Dispute Board may have been reported by multiple participants. However, as responses were provided anonymously, it was not possible to identify or eliminate potential overlaps in the data presented in this report.

### Ethical Guidelines and Data Protection

This research complies with King's College London research ethics requirements and the processing of personal information will be handled under the terms of UK data protection law, including the UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018.









# Executive Summary

This report is divided into the following parts:

- Part I** addresses the answers given by Dispute Board users, meaning individuals whose practice involved Dispute Boards ('Individuals') and entities (eg companies, joint ventures, associations, etc) whose activity involved Dispute Boards ('Entities').
- Part II** addresses the answers given by institutions administering, or assisting in, Dispute Board procedures ('Institutions').
- Part III** addresses the answers given by organisations that funded projects for which Dispute Boards were considered or adopted ('Funders').
- Part IV** compiles all respondents' answers relating to issues of miscellaneous nature.

The Annexes to this report include the profile of all respondents, a summary of the key findings of this research and acknowledgements.

**Number of Dispute Boards over the past five years (2018–2023).** Apart from a high record number in 2018, the number of reported Dispute Boards has not varied significantly during the past five years, including the years that were most affected by COVID-19 restrictions, meaning 2020 and 2021.

For the period between January 2018 and December 2023, Individuals reported 3,323 Projects, 50.9% of which included Dispute Boards. 31.1% of those were ad hoc Dispute Boards, whereas the remaining 69.9% were standing Dispute Boards. Entities reported 530 Projects, 40.9% of which included Dispute Boards. 59.4% of those were ad hoc Dispute Boards, whereas the remaining 40.6% were standing Dispute Boards. Institutions reported 219 Dispute Boards, out of which 8.7% were ad hoc Dispute Boards and 91.3% were standing Dispute Boards. Funders reported 2,464 Projects, 76.7% of which included Dispute Boards. Out of those, 26.1% were ad hoc Dispute Boards, whereas the remaining 73.9% were standing Dispute Boards.

**Policies and rules for the adoption of Dispute Boards.** 41% of Entities and 100% of Funders indicated that they had a rule or policy for including a Dispute Board in all or certain Projects in which they were involved. 26% of Entities and 75% of Funders, however, reported having discussed the inclusion of a Dispute Board in the contract but then decided not to include it. Amongst the main reasons behind that decision were the costs of the Dispute Board, as indicated by 85% of Entities and 67% of Funders.

**The basis for the constitution of the Dispute Board.** Most of the Dispute Boards reported were based on provisions contained in standard forms of contract. This was the case for 65% of the Dispute Boards reported by Individuals. Of the Dispute Boards reported by Entities, 62% were constituted based on provisions contained in standard forms of contract. In the case of Funders, 90% of the reported Dispute Boards were constituted based on provisions contained in standard forms of contract.

**Composition of the Dispute Boards.** Individuals reported that 49% of Dispute Boards were composed of three members, whilst in 15% of cases, the Dispute Board had only one member. Entities reported that 25% of Dispute Boards were composed of one member, whilst in 23% of cases, the Dispute Board had three members. Institutions reported that 26% of Dispute Boards were composed of three members, whilst in 13% of cases, the Dispute Board had only one member. For many of the Dispute Boards reported, there was no information provided concerning the composition of the Dispute Board.

**Parties' involvement in the nomination of the Dispute Board members.** In most cases, parties were involved in the nomination of the Dispute Board members. Individuals reported that in 88% of the Dispute Boards in which they were involved, the parties took part in the nomination of the Dispute Board members, either alone or with the participation of an Institution in the nomination process. In the case of Entities, that rate decreased to 66%.

**Qualifications and attributes of the Dispute Board members.** Individuals reported that in 49% of the Dispute Boards in which they were involved, there was an express requirement for the Dispute Board members to have specific qualifications or attributes. In the case of Institutions, the rate was also 49%, whereas in Entities' experience, the rate was 28%. The most required qualifications or attributes reported by Individuals and Entities were experience in the interpretation of construction and/or engineering contract documentation, experience in the sector relevant to the Project, and impartiality and independence, in that order. Institutions also added that it was important that Dispute Board members were available to perform their duties.

**User preferences.** Survey respondents preferred Dispute Boards, which are standing rather than ad hoc (83% of Individuals, 72% of Entities, and 75% of Funders), are composed of three members (64% of Individuals, 67% of Entities, and 75% of Funders), and produce findings that are binding (36% of Individuals, 46% of Entities, and 50% of Funders).

**Dispute Board functioning and procedures.** Individuals reported that it was most common for site visits and meetings with the Dispute Board to have to occur at least once every 91 to 120 days. Entities reported an equal frequency of provisions establishing that regular meetings should occur at least once every 31 to 60 days, 61 to 90 days, and 91 to 120 days. The most frequently adopted measures to improve efficiency were meetings (either in person or remotely), submission guidelines and time limits, and deciding cases on a 'documents only' basis. In addition, the electronic exchange of correspondence was reported as the most common technological measure implemented by Dispute Boards.

**Values, causes and categories of claims.** The most common value disputed reported by Individuals was between \$2,000,001 and \$5,000,000. For Entities, equally common reported values were between \$1,000,001 and \$2,000,000 and \$5,000,001 and \$10,000,000. In the experience of Individuals, the most frequent causes of disputes brought before the Dispute Board were changes by clients (42%), client's lack of information or decisiveness (30%), and inadequate contract administration (27%). For Entities, the causes indicated were changes by the client (36%), inaccurate design information (36%), and client's lack of information or decisiveness (28%). The most frequent categories of claims brought before Dispute Boards were extension of time, loss and expense and/or damages for delay and/or disruption, and hardship, force majeure, or unexpected events.

**Duration of Dispute Board process.** The entire Dispute Board process commonly lasted between 76 and 90 days. Individuals and Entities have indicated that the complexity of the case was the most common factor affecting the length of the process.

**Dispute Board effectiveness.** 50% of Individuals and 32% of Entities reported that, in their experience, the Dispute Board adopted dispute avoidance measures very often or always. In Individuals' experience, the most common result of those measures was the dispute being completely avoided, whereas Entities reported that the most common scenario was that the dispute was relatively reduced. Most adopted dispute avoidance measures included conducting regular project meetings to discuss progress, challenges, and potential issues.

**Binding nature of Dispute Board findings.** 30% of Individuals indicated that the Dispute Boards in which they were involved issued binding decisions while 27% of Individuals indicated Dispute Board's recommendations as their most common experience. Entities, instead, reported that 32% of the Dispute Boards in which they were involved issued binding decisions while 15% issued recommendations. For the remaining cases, the nature of the findings was either not reported or unknown.

**Parties' compliance with Dispute Board findings.** In cases in which the Dispute Board's findings were recommendations, the most common scenario reported by Individuals was that the parties complied with those findings 'most of the time', whereas Entities indicated that their most common experience was that parties only 'sometimes' complied with recommendations. In cases in which the Dispute Board's findings were binding decisions, the most common scenario in the Individuals' and Entities' experiences was that the parties complied with those findings 'most of the time'.

**Subsequent litigation or arbitration.** The most common experience amongst Individuals and Entities was that the Dispute Board process was a mandatory condition for commencing subsequent proceedings. Still, most respondents indicated that subsequent proceedings, such as litigation or arbitration, were only commenced between 0% and 10% of the time. In cases in which subsequent procedures were commenced, the most common experience reported was that the decision reached in subsequent proceedings was never substantially different from the decision of the Dispute Board.

**Enforcement of a Dispute Board decision.** Very few respondents have been involved in the enforcement of a Dispute Board decision. In most of the cases reported, enforcement took place by means of an arbitral tribunal's decision, meaning either an interim measure, interim award, or a final award. For most of those respondents, the enforcement of a Dispute Board decision was granted between 91% and 100% of the time.

**Costs of the Dispute Board.** Respondents indicated that, most commonly, there was no provision in the contract establishing the Dispute Board's fees. In the respondents' experience, the most common scenario was agreeing on a provision establishing a monthly retainer fee. The most common aggregated value of the retainer fee paid to the Dispute Board was indicated as less than \$25,000 per year. The most common value of a Dispute Board members' hourly fee reported was between \$201 and \$300. The most common value of a Dispute Board's daily fee reported was between \$1,001 and \$3,000.

Most Institutions that offer to set the fees of the Dispute Board said that they did not commonly do so. When they did, however, the most commonly established amount was between \$50,001 and \$75,000 per year. Institutions also reported to prefer to establish a daily fee instead of an hourly fee. The most common value of the Dispute Board members' daily fee reportedly established by Institutions was between \$0 and \$2,000.

In terms of the total costs of the Dispute Board, Individuals reported that the most common range of costs in their experience was between \$100,001 and \$200,000. Entities, instead, reported that the most common range of costs in their experience was between \$200,001 and \$300,000. In both cases, respondents confirmed that the amounts reported tended to represent between 0% and 0.5% of the total costs of the Projects.



**Involvement of external specialists in the Dispute Board process.** The respondents' experiences were varied. 45% of Individuals and 48% of Entities indicated that they never or rarely saw the involvement of external lawyers in the Dispute Board process, whereas 39% of Individuals and 32% of Entities indicated that they always or most of the time saw the involvement of external lawyers in the Dispute Board process. Likewise, 39% of Individuals and 56% of Entities indicated that they never or rarely saw the involvement of external experts in the Dispute Board process, whereas 33% of Individuals and 36% of Entities reported that they always or most of the time saw the involvement of external experts in the Dispute Board process.

**The perception of Dispute Board users.** Most Individuals (50%) found the Dispute Board extremely useful in avoiding disputes, whereas most Funders (75%) found it very useful, and most Entities (38%) found the Dispute Board only somewhat useful in avoiding disputes. Most Individuals were satisfied with the average duration (45%) and cost (50%) of the Dispute Board process. In the case of Entities, most were satisfied with the average duration of the Dispute Board process (32%) but neither satisfied nor dissatisfied with the average costs of the Dispute Board process (40%). As to Funders, most indicated that they were neither satisfied nor dissatisfied with the average length (75%) and cost (50%) of the Dispute Board process.

**Suspicion of bias of Dispute Board member.** 83% of Individuals have only 'very rarely' (ie between 0% and 10% of the time) suspected a Dispute Board chair of bias. The rate decreased slightly when Individuals were asked about members of the Dispute Board other than the chair or the sole member of a single-member Dispute Board. 74% of Individuals reported 'very rarely' suspecting those other members to be biased. Entities suspected bias more often than Individuals. Only 48% of Entities reported 'very rarely' suspecting the chair member was biased. Interestingly, the same percentage of Entities only 'very rarely' suspected that the other members of a non-single-member Dispute Board were biased. For both Entities and Individuals, the leading reason for any suspicions of bias they had was the relationship between the Dispute Board member in question and the other party or its representatives.

**Diversity.** Most Individuals (42%) found that the average composition of the Dispute Board was only a 'little diverse'. Entities, instead, were divided between the belief that the composition of the Dispute Board was 'diverse' (36%) or a 'little diverse' (36%). While most Individuals reported believing that diversity has improved in the past five years (41%), most Entities indicated that they were not sure (50%).

**Institutional lists.** 62% of Institutions had a panel or list of Dispute Board members. Out of those, 10% of Institutions had a rule or policy requiring that appointments made by Institutions be limited to the Institution's panel or list of Dispute Board members. Institutions reported that the most important criteria for individuals to join their panel or list of Dispute Board members were the technical background of the Dispute Board member and the experience of the Dispute Board member in the interpretation of construction and/or engineering contract documentation. 75% of Institutions with a panel or a list of Dispute Board members do not have any Continuing Professional Development (CDP) requirements with which a Dispute Board member must comply to join (or be kept on) the panel or list. 67% of Institutions made their panel or list available to the public. Only half of Institutions considered their list or panel diverse or had implemented measures to improve the diversity of their panel/list of Dispute Board members in the last five years. 58% of Institutions reported that they did not keep diversity data related to their appointment of Dispute Board members.

**Institutional services.** Most Institutions offered the services of appointing a Dispute Board member or deciding on a challenge against a Dispute Board member. Still, only four challenges were reported against the nomination or continuation of services of a Dispute Board member over the course of the six-year survey period (2018-23), with one against the chair or single member of the Dispute Board, and the other three against other Dispute Board members. None of the four challenges was granted by the relevant Institution. 46% of Institutions indicated that they offered the services of administering the Dispute Board process and fixing the fees of Dispute Board members. Only a minority of Institutions reported that they offered the service of reviewing a decision rendered by the Dispute Board, and only one request for a review of a Dispute Board decision was reported by an Institution over the 2018–23 survey period.

**Funders' practices.** All Funders indicated that they were not commonly involved in the negotiation of the agreement between the parties and the Dispute Board. 50% of Funders indicated that they were only sometimes involved in the Dispute Board process, while the other 50% indicated that they were only rarely involved in the Dispute Board process. Aspects of the Dispute Board process in which Funders were most involved included, at an equal rate, their participation in the negotiations related to the dispute, their sustaining of the costs for hiring external counsel or party's experts, and their involvement in the appointment of Dispute Board members.

**International Dispute Board convention.** 58% of Individuals, 63% of Entities, 92% of Institutions, and 50% of Funders confirmed that they believe that the construction industry would benefit from the existence of an international convention facilitating circulation and enforcement of Dispute Board decisions.

# Part I

## Dispute Board Users





# Chapter 1:

## Use of Dispute Boards

### 1. Annual use of Dispute Boards

Individuals and Entities were asked to indicate the number of Dispute Boards in which they were involved between January 2018 and December 2023 (inclusive). For each of those calendar years, respondents indicated (i) the number of new Projects in which they were involved, (ii) how many of those Projects provided for the constitution of a Dispute Board, and (iii) how many of those Dispute Boards were of an ad hoc nature (as opposed to standing Dispute Boards).

Figure 1 compiles the responses given by Individuals, reporting 3,323 Projects over the course of six years. 50.9% of those Projects (ie 1,692) included Dispute Boards, out of which 31.1% were ad hoc Dispute Boards (ie 527) and 69.9% of Dispute Boards of standing nature (ie 1,165).

A breakdown of the numbers reported for each of the years considered is displayed below.

Figure 1: Number of Dispute Boards in which Individuals were involved  
Based on 134 responses received

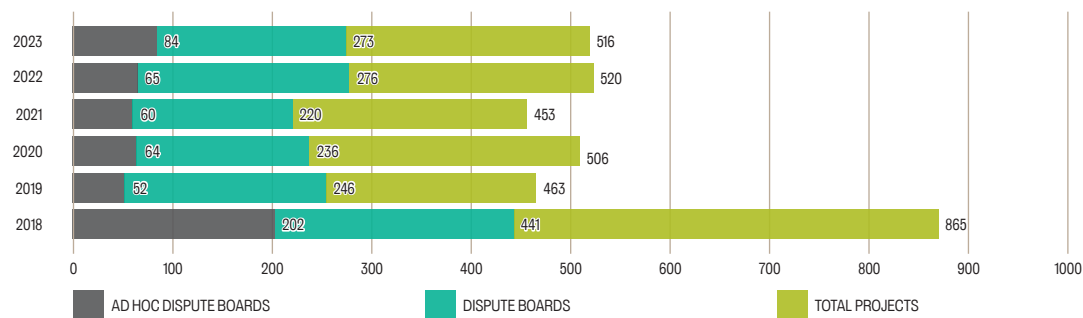
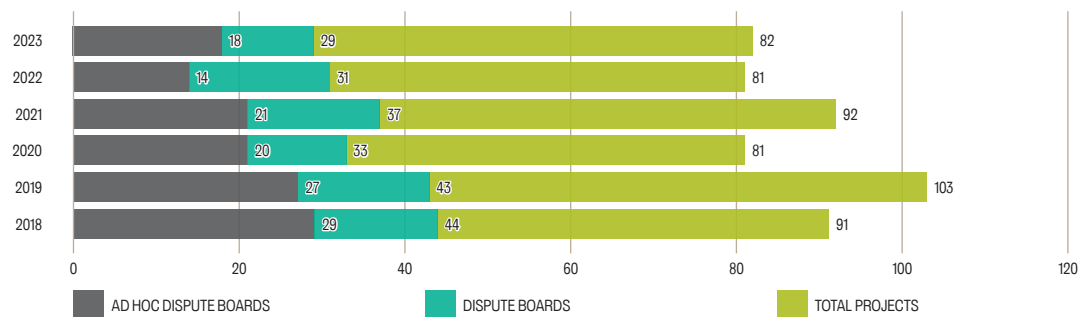


Figure 2 compiles the responses given by Entities, reporting 530 Projects over the course of six years. 40.9% of those Projects (ie 217) included Dispute Boards, out of which 59.4% were ad hoc Dispute Boards (ie 129) and 40.6% were standing Dispute Boards (ie 88).

A breakdown of the numbers reported for each of the years considered is displayed below.

Figure 2: Number of Dispute Boards in which Entities were involved  
Based on 27 responses received



The charts above indicate a significant use of Dispute Boards in the context of different Projects initiated between 2018 and 2023. Apart from the year 2018 in the case of Individuals' responses, the data collected indicates a stable number of Projects and a nearly constant rate of standing Dispute Boards versus ad hoc Dispute Boards.

The data does not indicate a significant increase or decrease in the number of Projects during the years that were most affected by COVID-19 restrictions, meaning 2020 and 2021. In the same period, there was no significant rise or reduction in the proportion of Projects that included a Dispute Board.

## 2. Dispute Board usage policies

Entities were asked whether they had any rule or policy for including a Dispute Board in all or certain Projects in which they were involved. Figure 3 indicates that 59% of the respondents did not have a policy of this sort.

Figure 3: Do you have a policy to include Dispute Boards in your Projects? (Entities' responses)  
Based on 27 responses received



We asked Entities who had a policy to adopt Dispute Boards for certain Projects what that policy was. The responses obtained are reported below.

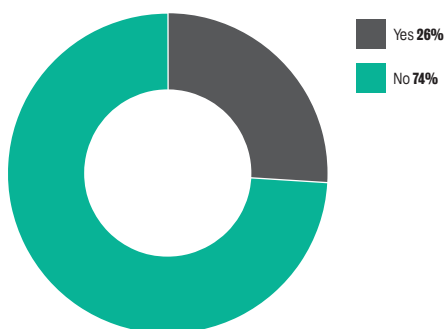
- *If the project is large and complicated*
- *JICA ODA Loan Project Policy*
- *All underground projects must have a DRB [sic]*

## 3. Discussions on including Dispute Boards

Entities were also asked whether the inclusion of a Dispute Board in the contract was ever discussed, but then a decision was made not to include it.

Figure 4 indicates that only 26% of Entities considered the inclusion of a Dispute Board in their project but ended up deciding not to implement it.

Figure 4: Have you ever discussed including a Dispute Board in the contract, but then the decision was taken not to include it? (Entities' responses)  
Based on 27 responses received



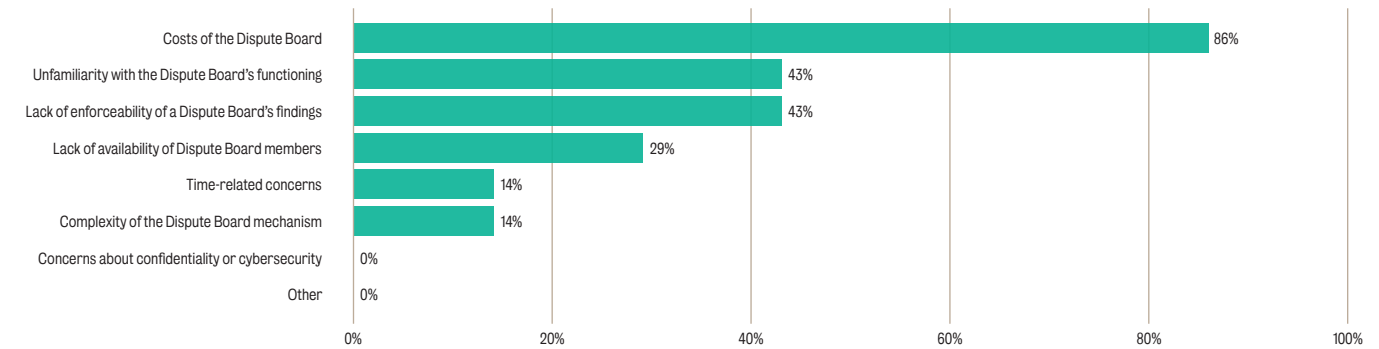


4. Reasons for not using Dispute Boards

To Entities who replied ‘yes’ to having decided not to include a Dispute Board in their contract after having considered it, were asked for the reasons behind that decision.

Figure 5 shows that the most common reason reported was the cost of the Dispute Board. Second place is a tie between Entities’ unfamiliarity with the Dispute Boards’ functioning and the lack of enforceability of a Dispute Boards findings.

Figure 5: Entities’ reasons for deciding against the inclusion of a Dispute Board in the contract  
Based on 7 responses received. Respondents were able to select more than one option if applicable



The Entities’ concerns regarding the costs of Dispute Boards must be read in context. Chapter 5 of this report deals with the costs involved in the constitution and operation of a Dispute Board.



# Chapter 2:

## Dispute Board characteristics

### 5. Use of standard forms of contract

The constitution of a Dispute Board in a Project may arise from the parties’ initiative or from the use of standard forms of contract which contain the Dispute Board provisions.

With that in mind, Individuals and Entities were asked to consider all the new Projects in which they were involved in between January 2018 and December 2023 that provided for the constitution of a Dispute Board and to indicate the number of Projects in which the underlying contract(s) was a standard or model form of contract (as opposed to a bespoke contract).

Figure 6 and Figure 7 indicate that, out of 1,692 Dispute Boards reported by Individuals, 65% were constituted based on provisions contained in standard forms of contract.

Figure 6: Number of Dispute Boards based on standard forms of contract (Individuals’ responses)  
Based on 136 responses received

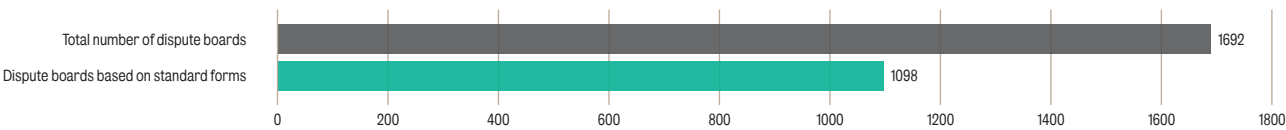


Figure 7: Percentage of Dispute Boards based on standard forms of contract (Individuals’ responses)  
Based on 136 responses received

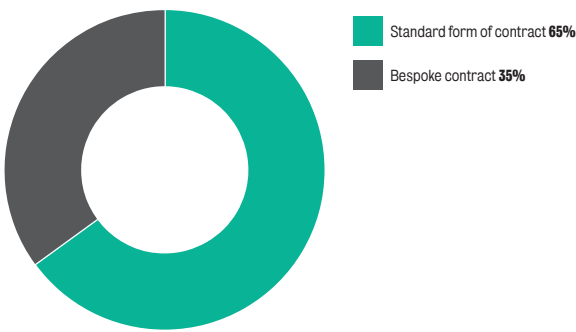


Figure 8 and Figure 9 show that, out of 217 Dispute Boards reported by Entities, 62% were constituted based on provisions contained in standard forms of contract.

Figure 8: Number of Dispute Boards based on standard forms of contract (Entities’ responses)  
Based on 27 responses received

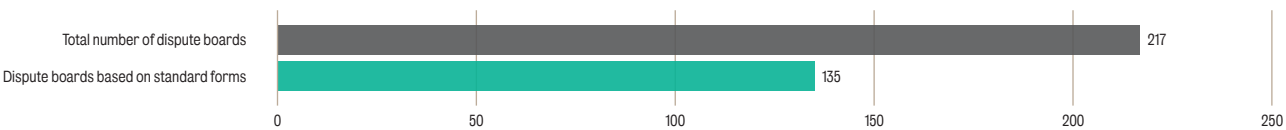
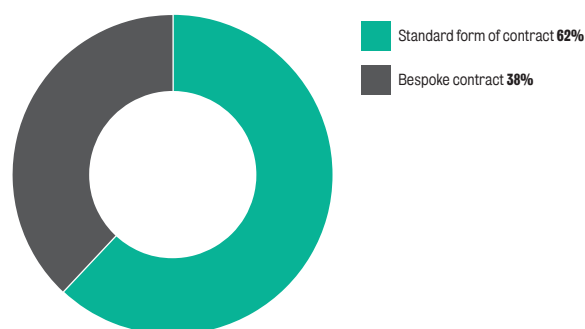


Figure 9: Percentage of Dispute Boards based on standard forms of contract (Entities' responses)  
Based on 27 responses received



The data indicates a connection between the adoption of Dispute Boards and standard forms of contract, even though a significant number of bespoke contracts also provide for Dispute Boards.

## 6. Most frequently used standard forms of contract

Still on the topic of standard forms of contract, Individuals and Entities were asked to rank common standard or model forms of contract from most to least frequently used.

Figure 10 indicates that the top three results in the Individuals' ranking of the most common standard forms of contract were FIDIC, the American Institute of Architects (AIA), and ConsensusDOCS, in that order.

Figure 10: Individuals' ranking of most frequently used forms of standard contracts  
Based on 97 responses received

1st Ranked	FIDIC
2nd Ranked	American Institute of Architects (AIA)
3rd Ranked	ConsensusDOCS

Other frequently used standard or model forms of contract mentioned by Individuals are listed below in alphabetical order.

Australian Department of Transport and Main Roads Infrastructure (DTMR) contracts	Joint Contracts Tribunal (JCT)
Australian Standards AS4000	Massachusetts Bay Transportation Authority (MBTA) contract
Cahier des Clauses Administratives Générales (CCAG TRAVAUX) – France	Namibia Central Procurement Board's General Conditions of Contract
Construction Industry Development Authority (CIDA) contracts – Sri Lanka	New Engineering Contract (NEC)
Detroit Department of Transportation (DDOT) contract	North Carolina Department of Transportation (NCDOT) contract
DRBF Model Documents	Ohio Department of Transportation (OHIO DOT) contract
Engineering Advancement Association of Japan (ENAA) model forms	Oman Standard Conditions for building and civil engineering works
Engineers Joint Contract Documents Committee (ECJD)	Public Procurement and Disposal of Public Assets Authority (PPDA) Uganda form of Contract
EPC model contract – Chile	Queensland Government Department of Main Roads TIC-CO
Florida Department of Transportation Standard Contract for Bridge and Road Construction	Standard rules of the Peruvian Law N. 30255 for State Procurement
GC21 Construction Contract – Australia	Standard rules of the Vietnamese Decree 37/2015/Vietnam on Construction contracts
General Conditions of Contract (GCC) – South Africa	State of California, Department of Transportation contract
Infrastructure Ontario model contracts	Transport for New South Wales Standard Contract – Australia
Institution of Chemical Engineers (IChemE) Forms of Contract	US Department of Transportation, City and Government Standard Specifications
Institution of Civil Engineers (ICE) Conditions of Contract	World Bank EPC Standard Form of Contract
Joint Built Contracts Committee (JBCC) – South Africa	

Figure 11 indicates that the top three results in Entities’ ranking of most common standard forms of contract were FIDIC, ConsensusDOCS, and Engineer’s Joint Contract Documents Committee (EJCD), in that order.

Figure 11: Entities’ ranking of most frequently used forms of standard contracts  
Based on 20 responses received

1st Ranked	FIDIC
2nd Ranked	ConsensusDOCS
3rd Ranked	Engineer’s Joint Contract Documents Committee (EJCD)

Other frequently used standard or model forms of contract mentioned by Entities are listed below in alphabetical order.

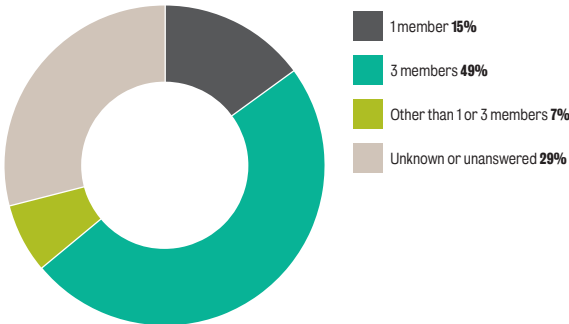
Agency standard form: LA Metro, DC Water	Joint Contracts Tribunal (JCT)
American Institute of Architects (AIA)	Korean Standard Contract Format (from Companies)
General Conditions of Contract for Construction Works July 2016 (JICA)	New Engineering Contract (NEC)
ICC Model Turnkey Contract for Major Projects	Standard rules of the Peruvian Law N. 30255 for State Procurement
Institution of Chemical Engineers (ICChemE) Forms of Contract	Standards Contract requirement per Florida Department of Transportation
Institution of Civil Engineers (ICE) Conditions of Contract	

7. Composition of the Dispute Boards

Individuals and Entities were asked about the use of Dispute Boards in new Projects between January 2018 and December 2023 and whether those Dispute Boards were constituted by a single member, three members, or a different number of members.

Figure 12 illustrates the responses given by Individuals, indicating that 49% of the Dispute Boards were composed of three members.

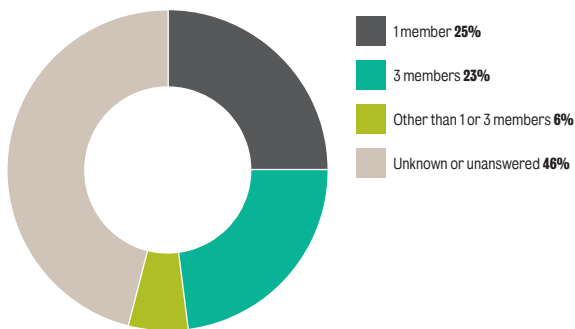
Figure 12: Composition of the Dispute Board (Individuals’ responses)  
Based on 137 responses received





Entities reported that more of the Dispute Boards with which they were involved were composed of one member than three members. However, Entities answered this question only in relation to 54% of the Dispute Boards they reported; for the remaining 46% of reported cases, the composition of the Dispute Board was unknown.

Figure 13: Composition of the Dispute Board (Entities' responses)  
Based on 27 responses received



## 8. Form of appointment of the Dispute Board

Individuals and Entities were asked how the Dispute Boards were appointed. Specifically, they were asked to indicate the number of occasions in which the Dispute Board was appointed (i) solely by the parties, (ii) solely by an Institution, or (iii) by a combination of both methods.

Figure 14 indicates that in 88% of the Dispute Boards reported by Individuals, the parties were involved in the nomination of the Dispute Board members, either alone (50%) or with the participation of an Institution in the nomination process (38%).

Figure 14: Appointment of the Dispute Board (Individuals' responses)  
Based on 136 responses received

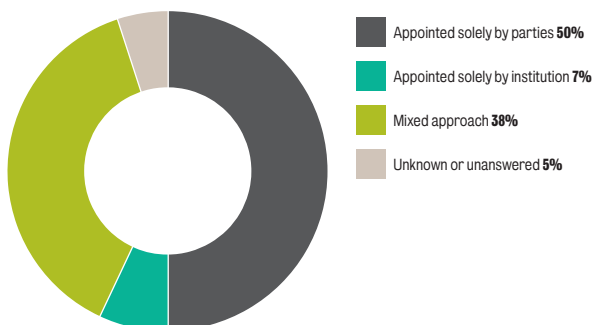
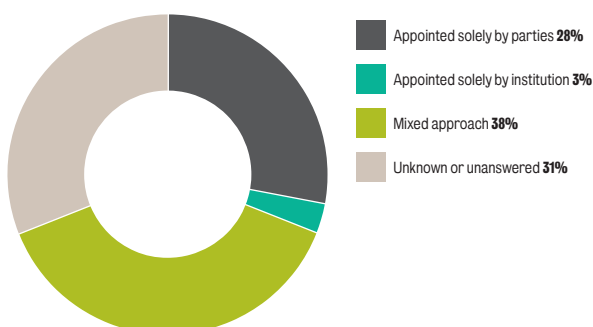


Figure 15 shows that in 66% of the Dispute Boards reported by Entities, the parties were involved in the nomination of the Dispute Board members, either alone (28%) or with the participation of an Institution in the nomination process (38%). In relation to 31% of the Dispute Boards reported by Entities, no information was provided as to how the members of those Dispute Boards were appointed.

Figure 15: Appointment of the Dispute Board (Entities' responses)  
Based on 26 responses received



Individuals and Entities were also asked to rank Institutions commonly designated or requested to intervene in the constitution or operation of a Dispute Board.

Figure 16 indicates that the top three results in Individuals' ranking of most frequently designated Institutions were CIArb, FIDIC, and AAA, in that order.

## 9. Most frequently designated Institutions

Figure 16: Individuals' ranking of most frequently designated Institutions

Based on 86 responses received

<b>1st Ranked</b>	CIArb
<b>2nd Ranked</b>	FIDIC
<b>3rd Ranked</b>	American Arbitration Association (AAA)

All other Institutions mentioned by Individuals are listed below in alphabetical order.

(Local) Construction Industry Arbitration Commission	DBF
ACES	DRBF
ACICA	DRCN NEPAL
Arbitral Foundation of Southern Africa	DTMR prequal panel
Association of Arbitrators (South Africa)	FGV CMA (Brazil)
Association of Arbitrators of Southern Africa	HKIAC
Australian state government infrastructure contracts	ICC
BADAPSKI (THE BOARD OF ADR & ARBITRATION)	ICDR
CAM Santiago	ICE
CAM-CCBC (Brazil)	Infrastructure Ontario
CBMA	Institute of Arbitrators of Botswana
Centro de Análisis y Resolución de Conflictos de la Pontificia Universidad Católica del Perú	National Construction Council of Tanzania
Centro de Arbitraje de la Cámara de Comercio de Lima	PADSK (Institute of Dispute Board for Construction Indonesia)
CIDA – Construction Industry development Authority – Sri Lanka	RICS
CIESP CMA (Brazil)	SIAC
COLEGIO INGENIEROS DEL PERÚ-MEMBER OF THE CENTER FOR ARBITRATION AND DISPUTE RESOLUTION (CARD)-CD LIMA.	South Africa Institution of Civil Engineers
CONSENSUS	Transport for New South Wales
CREA-MG & CAMARA FGV	Uganda Institution of Professional Engineers (UIPE)

Figure 17 indicates that the top three results in Entities' ranking of most frequently designated Institutions were AAA, CIArb, and FIDIC, in that order.

Figure 17: Entities' ranking of most frequently designated Institutions

Based on 19 responses received

<b>1st Ranked</b>	American Arbitration Association (AAA)
<b>2nd Ranked</b>	CIArb
<b>3rd Ranked</b>	FIDIC

All other Institutions mentioned by Entities are listed below in alphabetical order.

British Court Law	ICC
CONSENSUS	ICDR
DRF	ICE
DRBF	

## 10. Pathological scenarios in the constitution of the Dispute Board

A poorly written dispute resolution clause may create obstacles to the constitution of a Dispute Board. For instance, it may refer to an inexistent, incapable, or misnamed appointing authority. Individuals and Entities were asked if they had encountered these so-called pathological scenarios.

Figure 18 shows that Individuals most often do not encounter such pathological scenarios. When they do, they tended to involve a scenario in which the designated institution does not exist.

Figure 18: Individuals' ranking of most common pathological scenarios regarding the constitution of the Dispute Board  
Based on 87 responses received

1st Ranked	There was no pathological scenario
2nd Ranked	The designated appointing authority did not exist
3rd Ranked	The designated appointing authority existed but was misnamed
4th Ranked	The designated appointing authority existed but was factually incapacitated to act as appointing authority
5th Ranked	The designated appointing authority appointed from a closed list that was unsatisfactory (eg, undisclosed, lacking in diversity, too short or lacking manifestly suitable candidates)

Figure 19 shows that the most common pathological scenario regarding the constitution of the Dispute Board reported by Entities was the situation in which the designated Institution did not exist.

Figure 19: Entities' ranking of most common pathological scenarios regarding the constitution of the Dispute Board  
Based on 16 responses received

1st Ranked	The designated appointing authority did not exist
2nd Ranked	There was no pathological scenario
3rd Ranked	The designated appointing authority existed but was misnamed
4th Ranked	The designated appointing authority existed but was factually incapacitated to act as appointing authority
5th Ranked	The designated appointing authority appointed from a closed list that was unsatisfactory (eg, undisclosed, lacking in diversity, too short or lacking manifestly suitable candidates)

Entities and Individuals also had the option of indicating ‘Other’ pathological scenarios commonly encountered in their practice. The responses received are reported below.

- No ‘other’ party could be involved.
- No institution was designated to intervene.
- One party avoided to appoint a DB [sic] Member and went directly to arbitration.
- One person board appointed by Principal (Employer).
- The appointing authority is named as President FIDIC but the nominee is not accepted by the Employer.
- The appointing authority was nonresponsive.
- The designated appointing authority was not trusted to provide a competent candidate.
- The Dispute Board didn’t exist while the Particular Condition mention it.
- The EPC contractor selected a known individual with disputed experience.

## 11. Required qualifications or attributes of Dispute Board members

Another point addressed in the survey concerned the adoption of contractual provisions requiring that the Dispute Board members possess specific qualifications or attributes.

Figure 20 indicates that 50% of the Projects reported by Individuals did not contain an express requirement for the Dispute Board members to have a specific qualification or attribute. In 49% of the Projects reported, however, specific qualifications or attributes were required. For the remaining 1% of the cases, no information was provided.

Figure 20: Requirements for specific qualifications or attributes (Individuals’ responses)

Based on 131 responses received

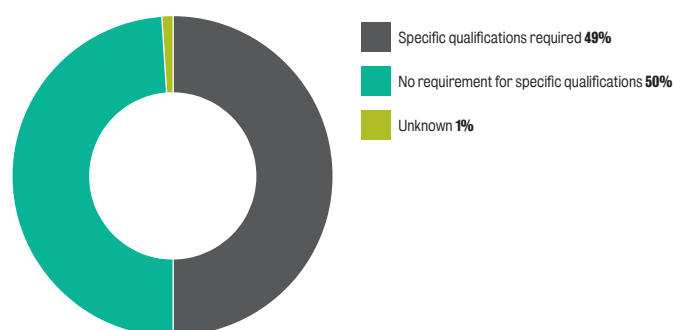
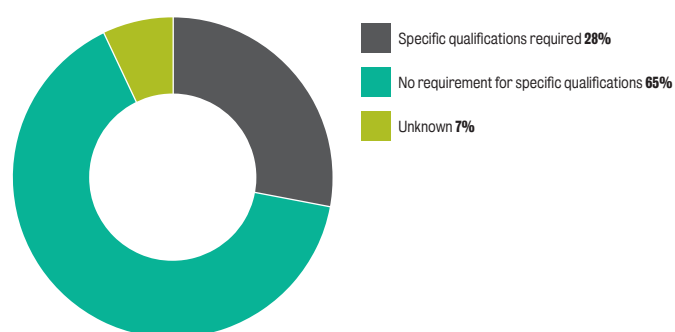


Figure 21 shows that 65% of the Projects reported by Entities did not contain an express requirement for the Dispute Board members to have a specific qualification or attribute. In 28% of the Projects reported, specific qualifications or attributes were required. For the remaining 7% of the cases, no information was provided.

Figure 21: Requirements for specific qualifications or attributes (Entities’ responses)

Based on 24 responses received



For the cases in which Dispute Board members were required to have specific qualifications or attributes, respondents were asked to indicate what those were.



## 12. Most requested qualifications and attributes

Figure 22 indicates that, in the cases reported by Individuals, the most requested qualifications or attributes were experience in the interpretation of construction and/or engineering contract documentation, experience in the sector relevant to the Project, and impartiality and independence.

Figure 22: Most requested qualifications or attributes (Individuals' responses)

Based on 114 responses received. Respondents were able to select more than one option if applicable

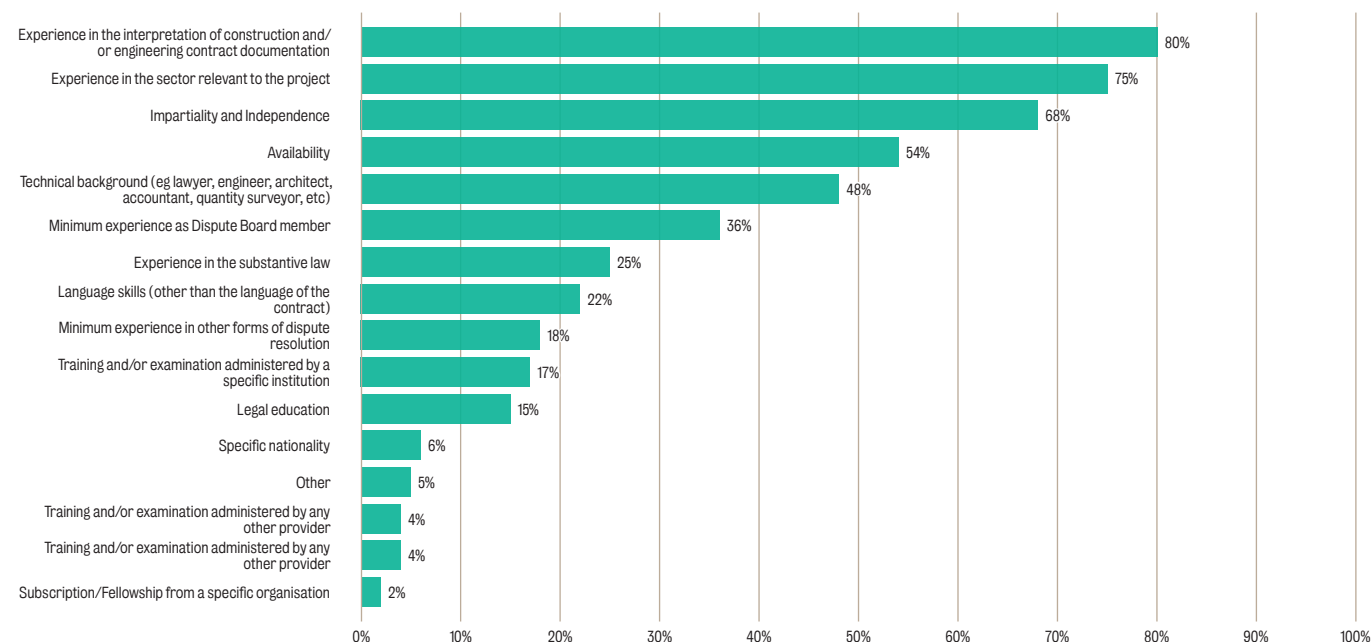
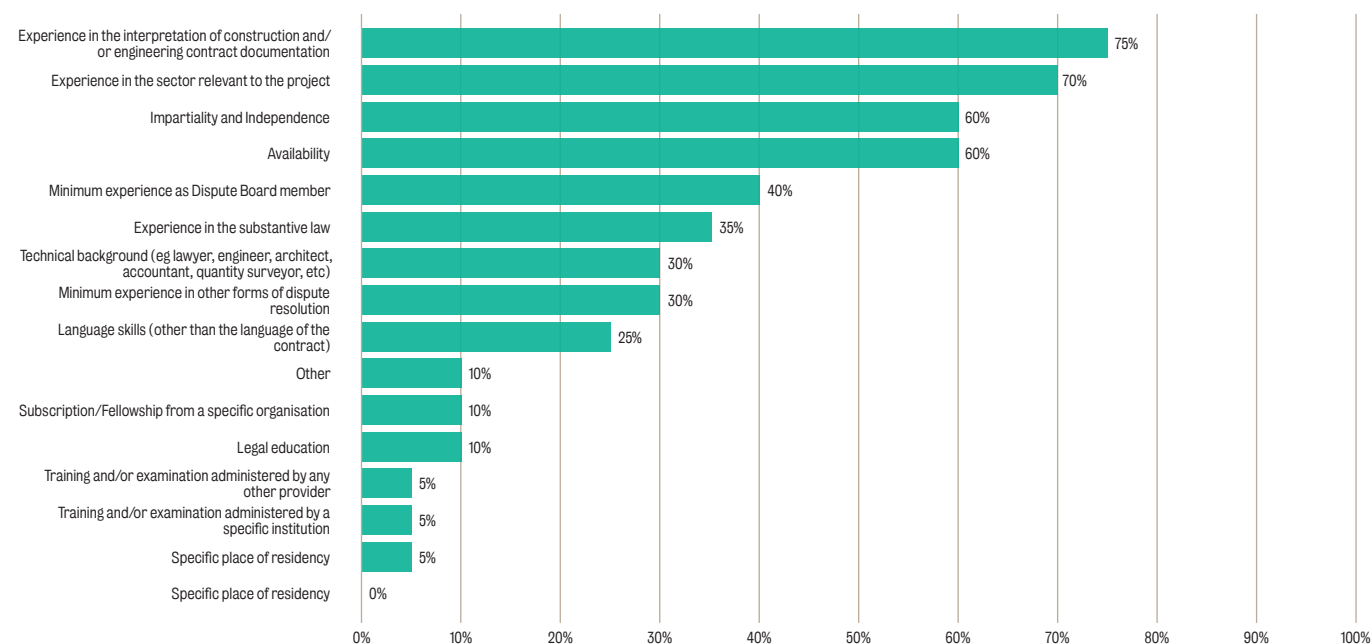


Figure 23 shows that the most frequently required qualifications of Dispute Board members in the Entities' experience were also the interpretation of construction and/or engineering contract documentation, experience in the sector relevant to the Project, and impartiality and independence.

Figure 23: Most requested qualifications or attributes (Entities' responses)

Based on 20 responses received. Respondents were able to select more than one option if applicable



### 13. Preferred qualifications and attributes

In addition to contractually provided qualifications and attributes, Individuals and Entities were asked what they thought were the most important qualifications or attributes for a Dispute Board member to have.

Figure 24 indicates that, for Individuals, experience in the interpretation of construction and/or engineering contract documentation, impartiality and independence, and experience in the sector relevant to the Project were the three most important qualifications a Dispute Board member should have.

**Figure 24: Preferred qualifications and attributes of Dispute Board members (Individuals' responses)**

Based on 136 responses received. Respondents were able to select more than one option if applicable

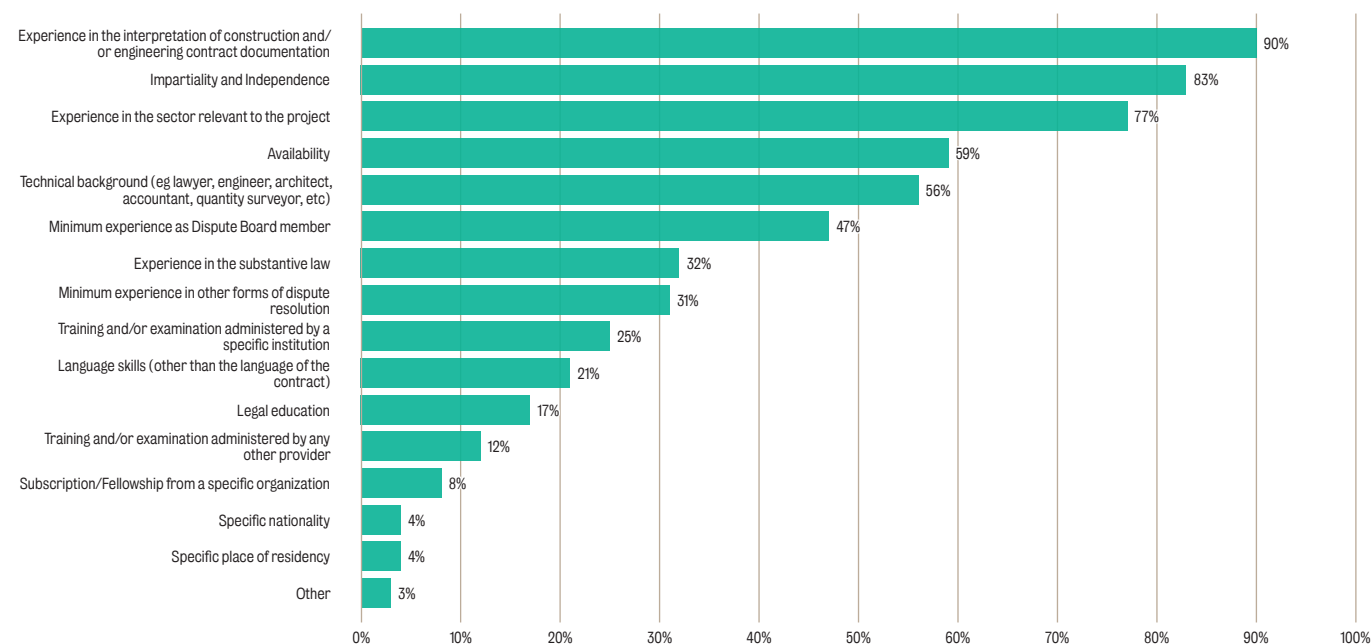
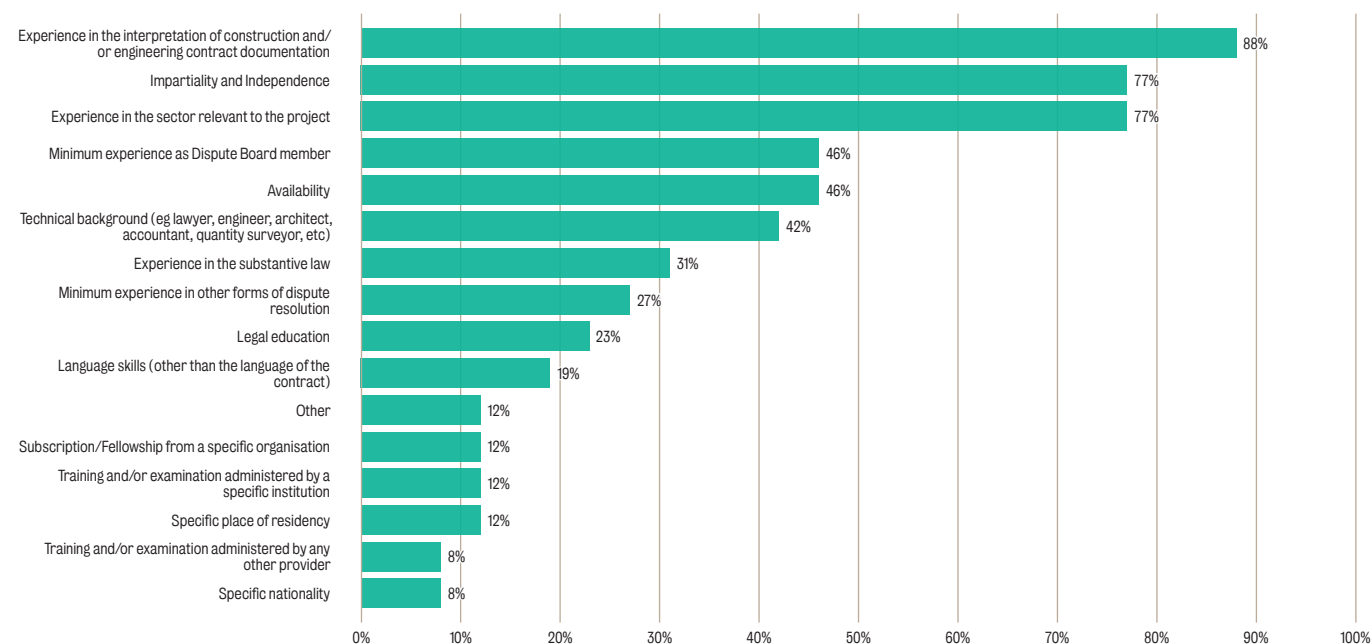


Figure 25 indicates that, also for Entities, experience in the interpretation of construction and/or engineering contract documentation, impartiality and independence, and experience in the sector relevant to the Project were the three most important qualifications a Dispute Board member should have.

**Figure 25: Preferred qualifications and attributes of Dispute Board members (Entities' responses)**

Based on 26 responses received. Respondents were able to select more than one option if applicable

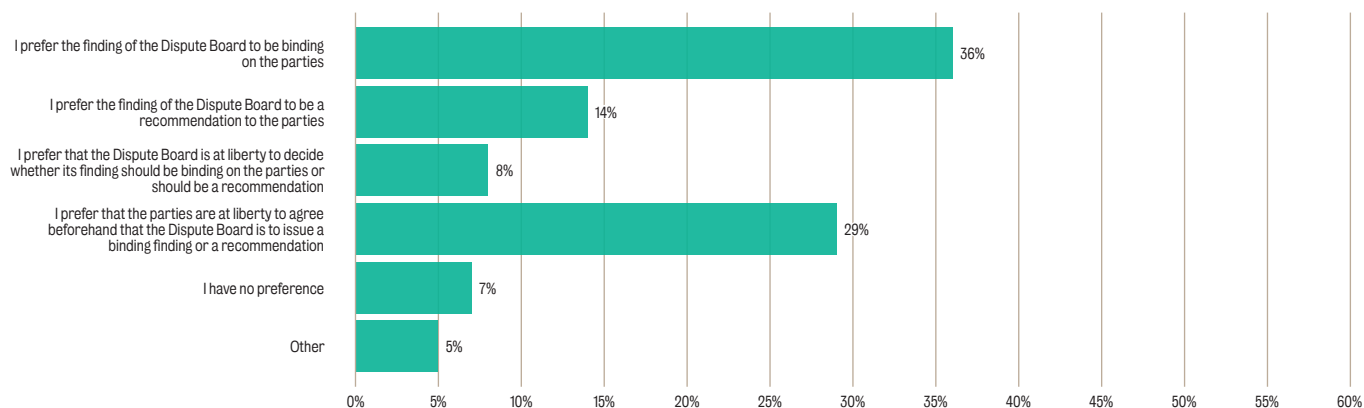


## 14. Preferred Dispute Board findings

Individuals and Entities were also asked questions regarding their preferences in relation to Dispute Boards.

Figure 26 shows that 36% of Individuals prefer for Dispute Board findings to be binding on the parties.

Figure 26: Individuals' preference regarding the Dispute Board's findings  
Based on 137 responses received

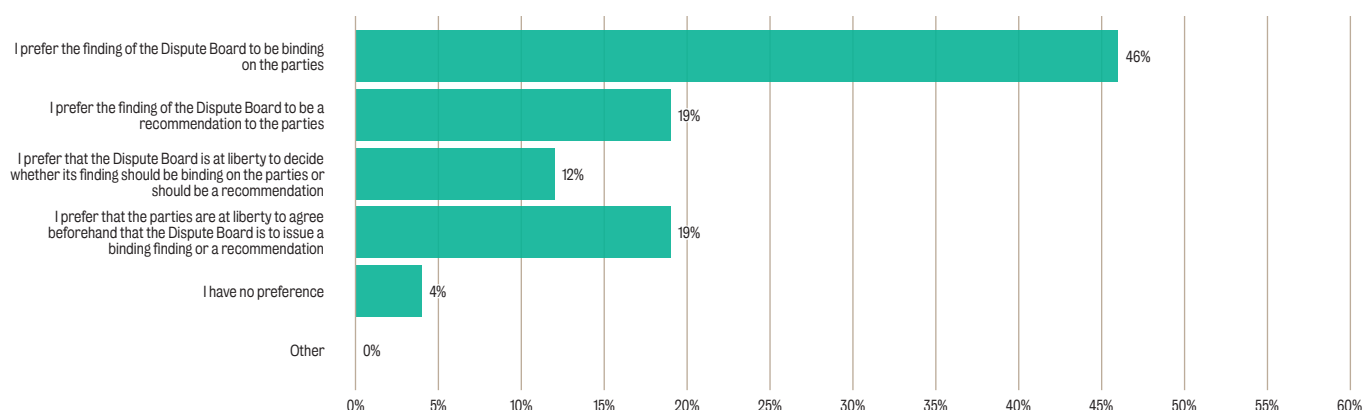


Individuals who indicated 'Other' in their responses could specify their answers. The responses received are reported below.

- *Interim binding (binding unless referred to arbitration or litigation).*
- *It depends on the project and the parties.*
- *None [sic] binding but admissible in following litigation.*
- *Preference left to the parties while agreeing the conditions of contract.*
- *I prefer that the Parties may request a non-binding recommendation with a binding decision as a fallback if parties unable to agree.*
- *Binding but not final.*
- *Depending on the issue, pressing issues binding, other informal assistance to achieve consensus.*

Similarly, 46% of Entities indicated a preference for Dispute Board findings to be binding.

Figure 27: Entities' preference regarding the Dispute Board's findings  
Based on 26 responses received



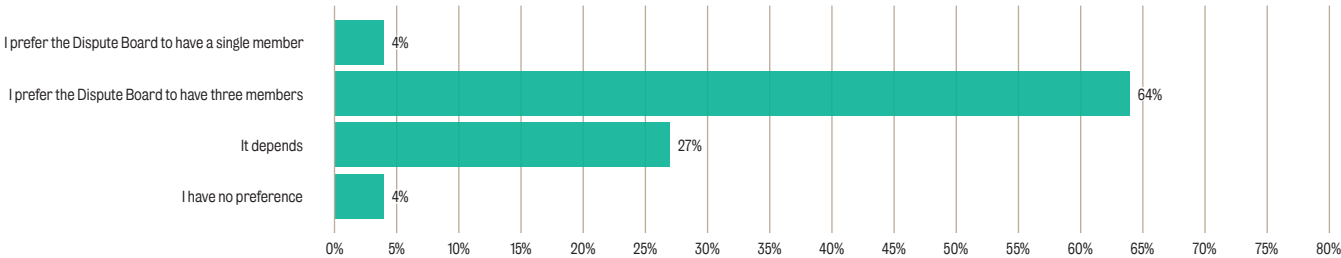


15. Preferred Dispute Board composition

Respondents were also asked about their preferences regarding the composition of the Dispute Board.

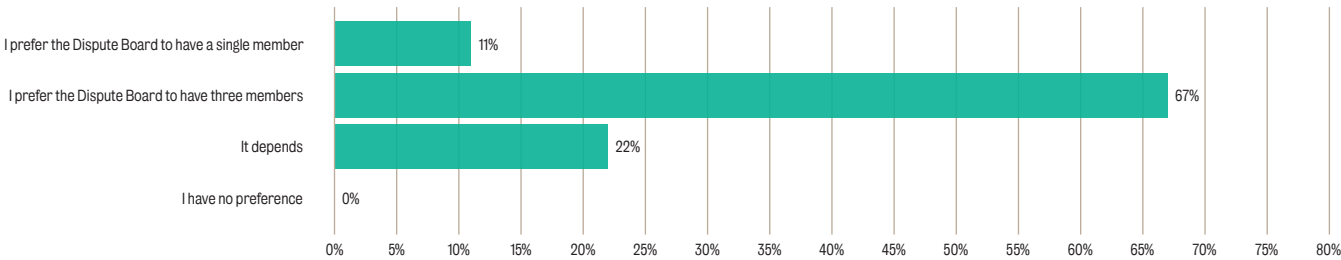
In answer to that question, 64% of Individuals indicated that they prefer Dispute Boards composed of three members.

Figure 28: Individuals’ preference regarding the Dispute Board’s composition  
Based on 138 responses received



Likewise, 67% of Entities indicated that they prefer Dispute Boards composed of three members.

Figure 29: Entities’ preference regarding the Dispute Board’s composition  
Based on 27 responses received



A significant portion of both Individuals (27%) and Entities (22%) indicated that their preference varied depending on the circumstances of the case.

16. Preferred type of Dispute Board

As to the respondents’ preference concerning whether the Dispute Board was of a standing or ad hoc nature, most respondents preferred standing Dispute Boards.

Figure 30 shows that 83% of Individuals prefer standing Dispute Boards, either administered by an Institution (22%) or directly by the Dispute Board members (61%). For 22% of Individuals, their preference varied depending on the circumstances of the case.

Figure 30: Individuals’ preference regarding the type of Dispute Board  
Based on 137 responses received

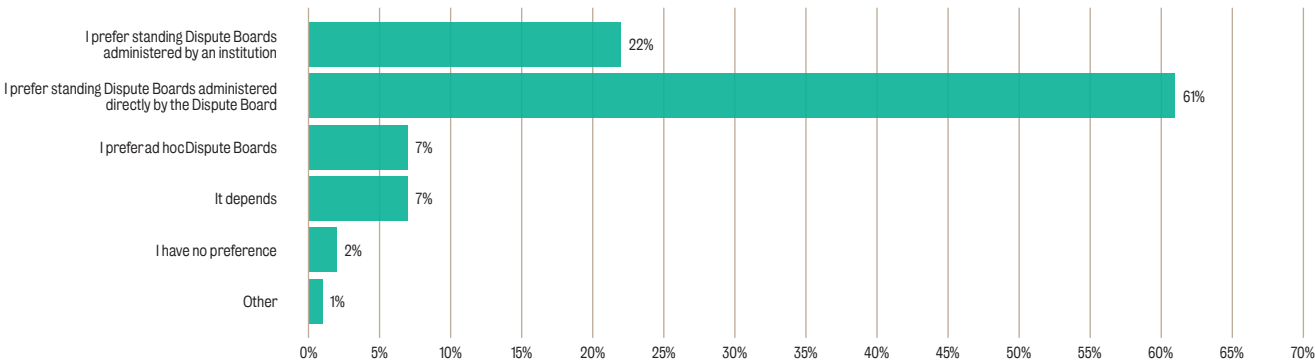
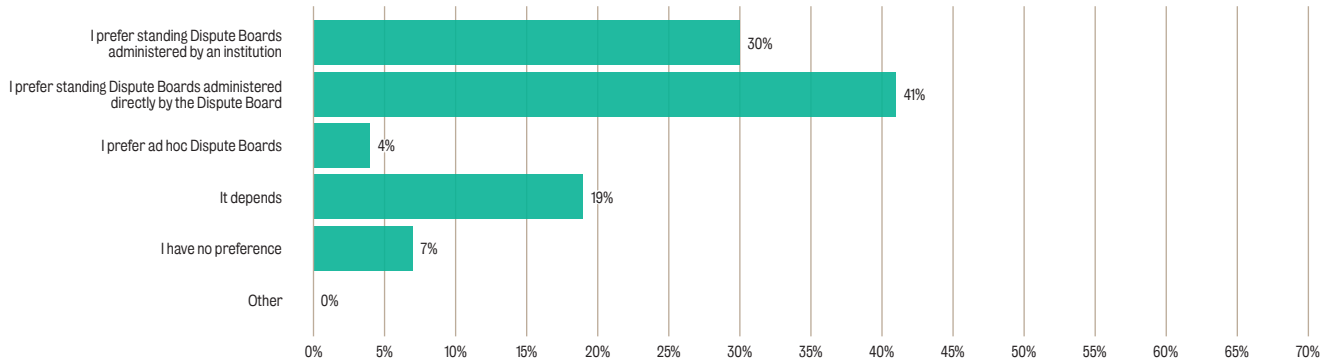


Figure 31 shows that 71% of Entities prefer standing Dispute Boards, either administered by an Institution (30%) or directly by the Dispute Board members (41%). For 30% of Entities, their preference varied depending on the circumstances of the case.

Figure 31: Entities' preference regarding the type of Dispute Board

Based on 27 responses received



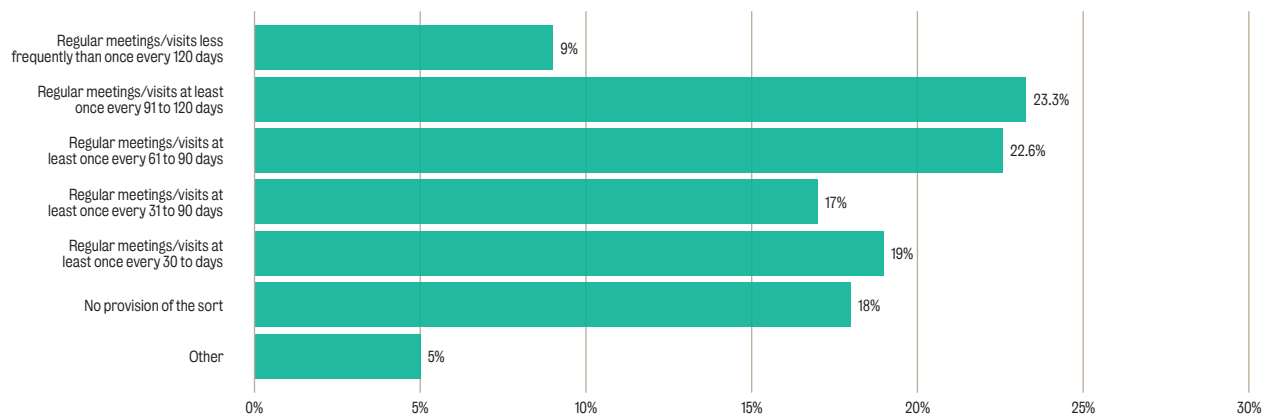
## 17. Site visits and meetings

It is often useful for the Dispute Board members to carry out site visits during the performance of a contract to familiarise themselves with the Project and the parties. With that in mind, Entities and Individuals were asked to indicate whether the Dispute Board agreements in their Projects normally provided for regular meetings with the parties and/or site visits at specific intervals of time.

Figure 32 shows that the most common experience of Individuals was for the contract to provide that regular meetings or visits take place at least once every 91 to 120 days (23.3%). Notably, 18% of Individuals reported that in their experience, it was most common that no provision of this kind was established.

Figure 32: Regular meetings and/or site visits as per contract (Individuals' responses)

Based on 133 responses received. Respondents were able to select up to two options

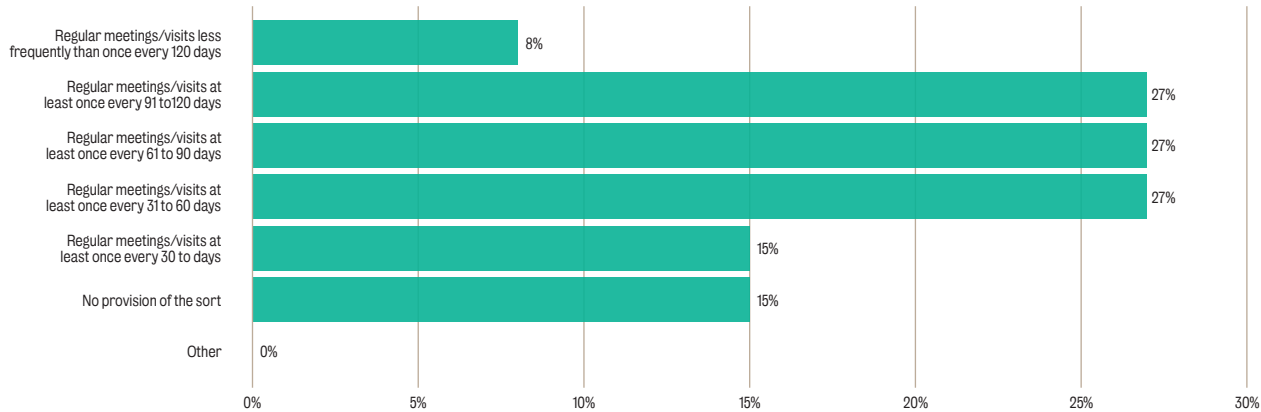


Individuals who indicated 'Other' in their responses could specify their answers. One indicated that site visits or meetings had to occur every 43 and 75 days, whereas the remaining five Individuals stated that site visits or meetings had to occur every 76 to 90 days.

The responses given by Entities were similar.

As Figure 33 shows, the Entities reported encountering provisions that regular meetings should occur every 31 to 60 days, 61 to 90 days, or 91 to 120 days at an equal rate (27% each). That said, 15% of Entities reported that it was most common in their experience for there to be no provision for regular meetings.

Figure 33: Regular meetings and/or site visits as per contract (Entities’ responses)  
Based on 26 responses received. Respondents were able to select up to two options



18. Frequency of site visits and meetings

It may happen in practice that, despite the contractual provisions, the Dispute Board does not visit the site or carry out meetings in accordance with the terms agreed.

Figure 34 and Figure 35 show, however, that 58% of Individuals and 58% of Entities reported that regular meetings with the parties and/or site visits took place as provided in the Dispute Board agreement.

Figure 34: Were meetings and/or site visits compliant with the contract? (Individuals’ responses)  
Based on 118 responses received

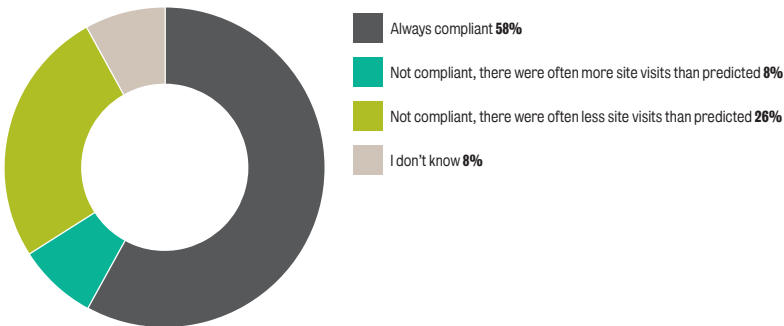
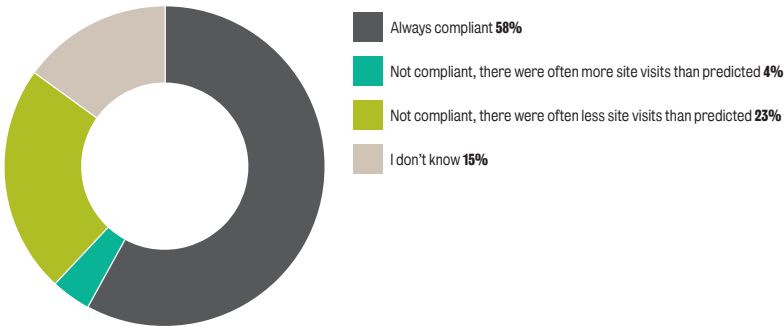


Figure 35: Were meetings and/or site visits compliant with the contract? (Entities’ responses)  
Based on 26 responses received



Interestingly, 8% of Individuals and 4% of Entities reported that sometimes Dispute Boards conduct more site visits than contractually required. However, 23% of Individuals and 26% of Entities also indicated that site visits and/or meetings took place less frequently than contractually provided.

### 19. Usefulness of online meetings

In addition to site visits and in-person meetings, respondents were asked to indicate whether they found online meetings between the Dispute Board and the parties useful.

Figure 36 indicates that even though 36% of Individuals answered the question in the affirmative, 50% of Individuals said that their answer depended on the phase of the project.

Figure 36: Individuals' opinion regarding the usefulness of online meetings  
Based on 133 responses received

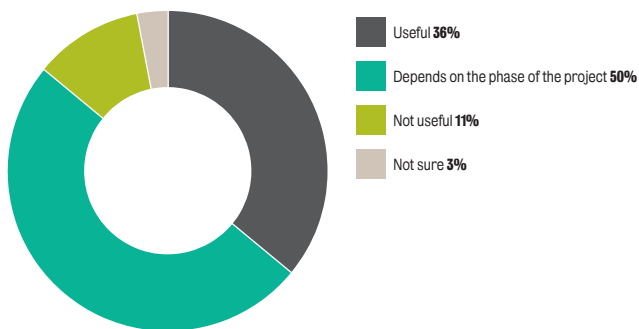
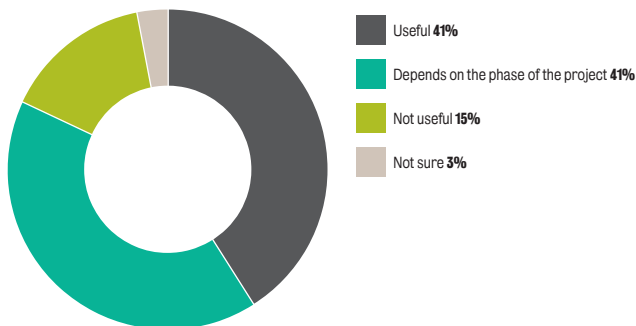


Figure 37 indicates that 41% of Entities considered online meetings useful, whereas another 41% considered that it depended on the phase of the project.

Figure 37: Entities' opinion regarding the usefulness of online meetings  
Based on 27 responses received







# Chapter 3:

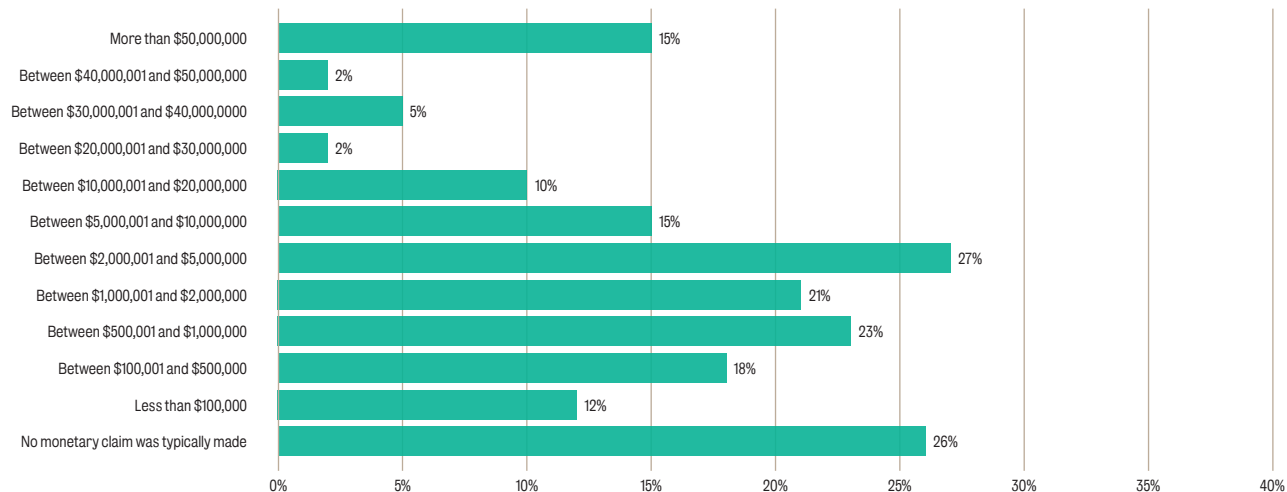
## Trends related to disputes and claims

### 20. Claim value

Individuals and Entities were asked to indicate the most common value of the disputes brought before the Dispute Boards between 2018 and 2023. Figure 38 and Figure 39 compile the responses obtained.

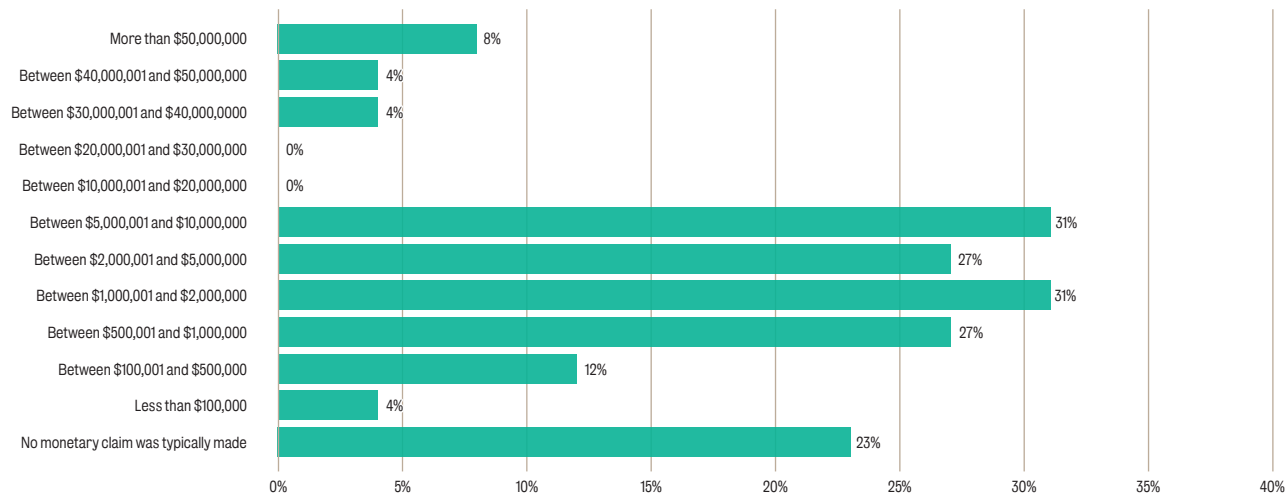
Individuals reported that the most common value was between \$2,000,001 and \$5,000,000, which was identified by 27% of Individuals. Claims of no monetary value were second in the rank, having been selected by 26% of Individuals.

Figure 38: Most frequent value of claims (Individuals' responses)  
Based on 131 responses received. Respondents were able to select up to three options



Entities reported that the proportion of non-monetary claims was slightly lower (23%). The two most common values were between \$1,000,001 and \$2,000,000 and between \$5,000,001 and \$10,000,000, with each range indicated by 31% of Entities.

Figure 39: Most frequent value of claims (Entities' responses)  
Based on 26 responses received. Respondents were able to select up to three options



21. Causes of disputes

In addition to the value of the claims, respondents were also asked to indicate the leading causes of disputes brought before the Dispute Boards.

Figure 40 shows that 42% of Individuals signalled that changes by clients were the most common cause of disputes. Individuals also pointed to the client’s lack of information or decisiveness (30%), inadequate contract administration (27%) and inaccurate design information (26%) as common causes of disputes.

Figure 40: Most frequent cause of disputes (Individuals’ responses)  
Based on 131 responses received. Respondents were able to select up to three options

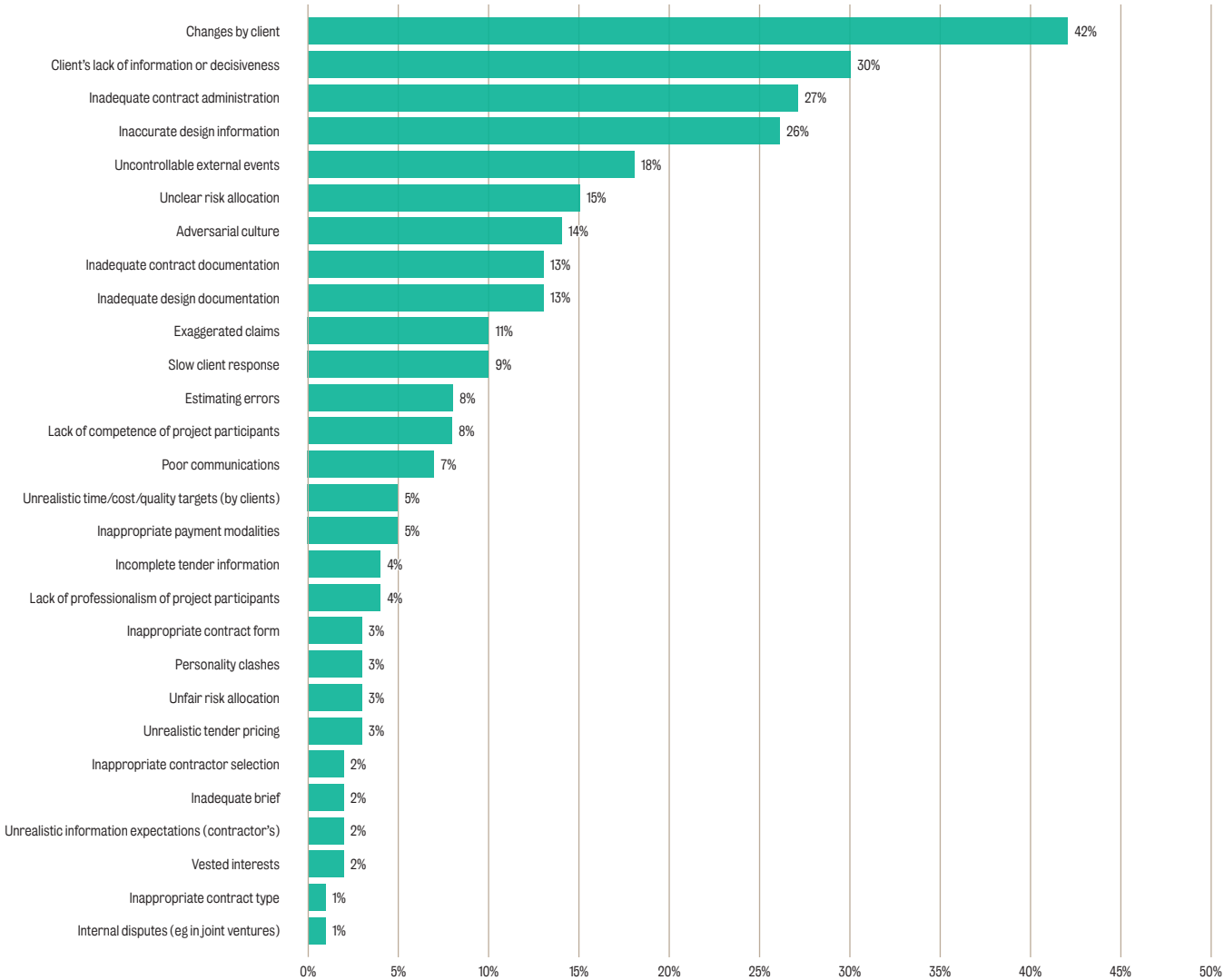
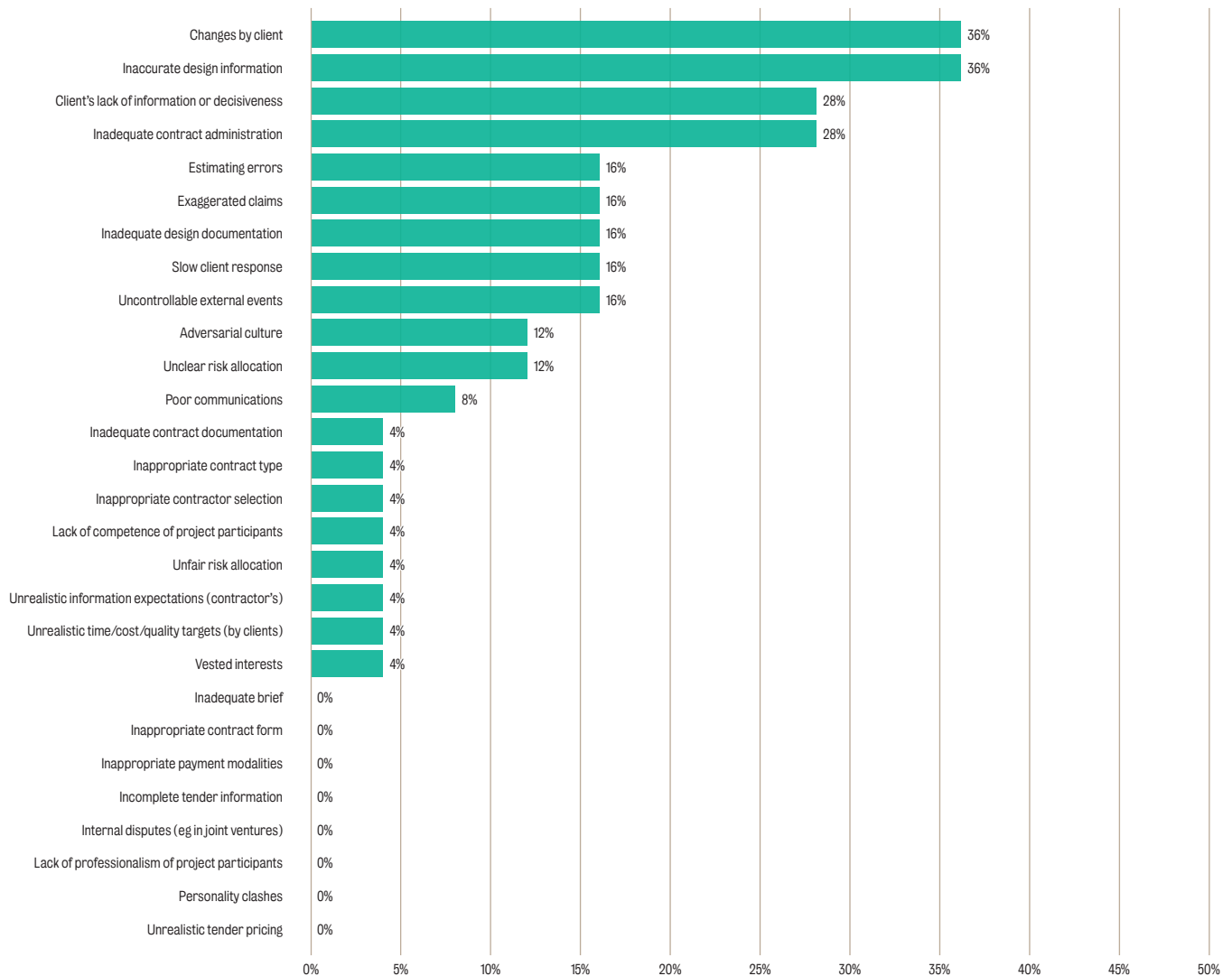


Figure 41 indicates that for 36% of Entities the most common cause of disputes was changes by clients, whereas for another 36% the most common cause of disputes was inaccurate design information. The client's lack of information or decisiveness and inadequate contract administration were indicated as the most common causes of disputes by 28% of Entities.

Figure 41: Most frequent cause of disputes (Entities' responses)

Based on 23 responses received. Respondents were able to select up to three options





22. Categories of claims

Figure 42 indicates that for 84% of Individuals, extensions of time were the most common category of claims. The second most selected category of claims was loss and expense and/or damages for delay and/or disruption, indicated by 52% of Individuals.

Figure 42: Most frequent category of claims (Individuals' responses)  
Based on 123 responses received. Respondents were able to select up to three options

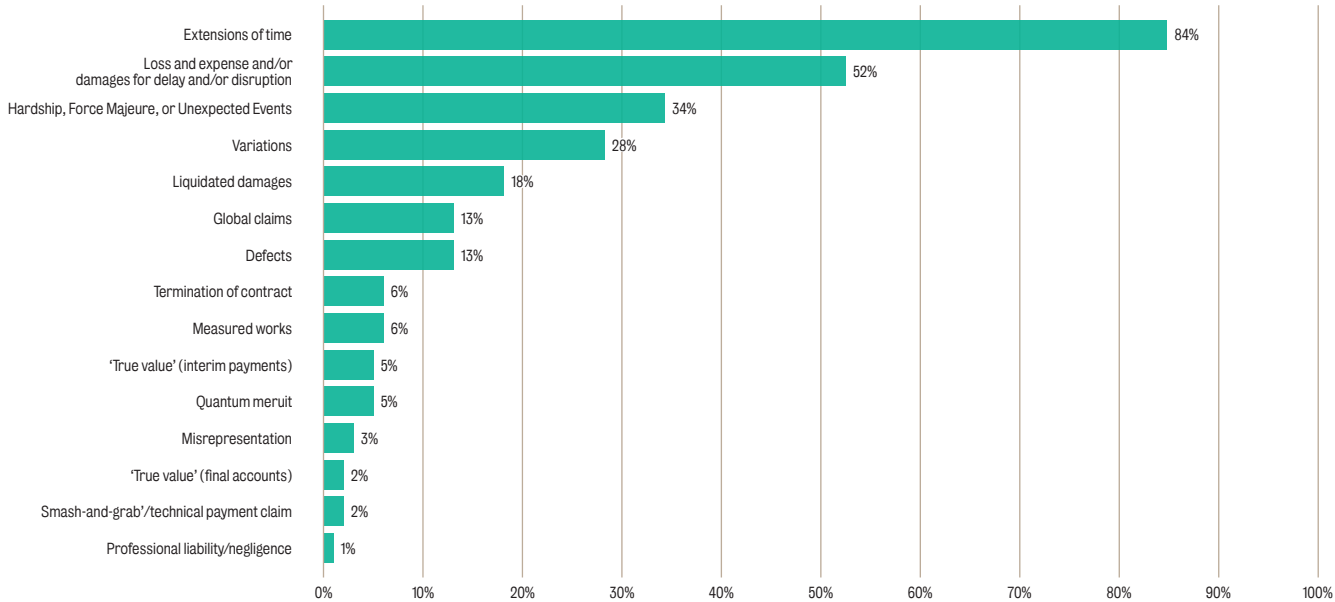
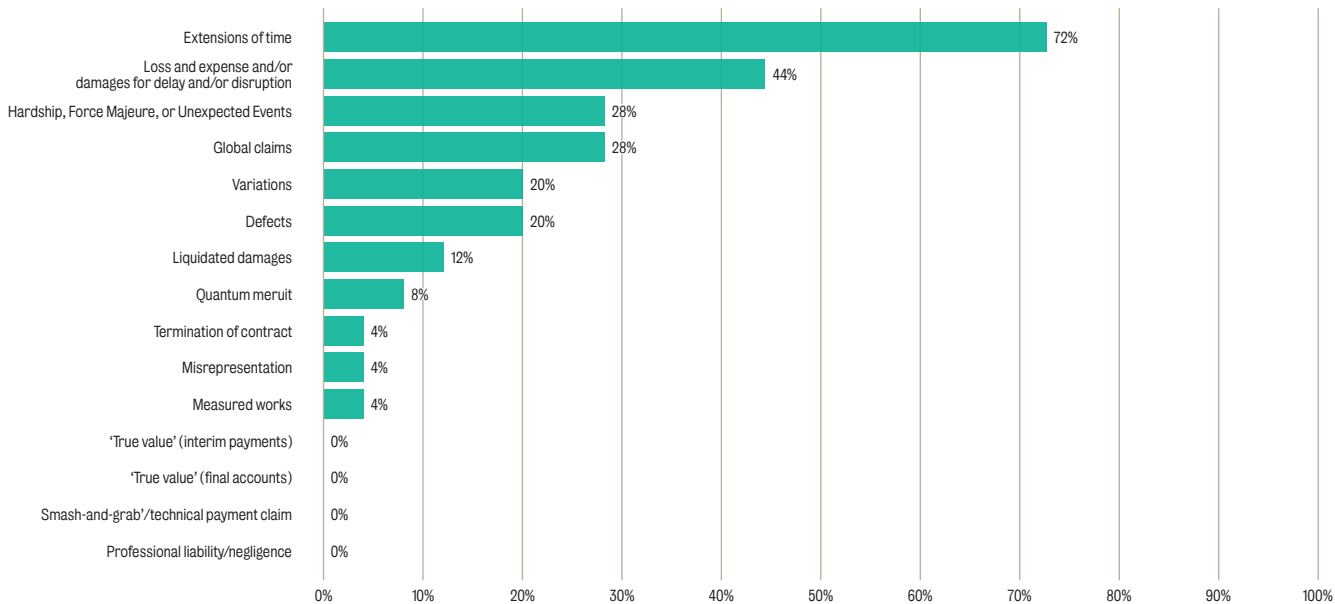


Figure 43 shows that Entities' responses were similar to Individuals' responses. 72% of Entities indicated that extensions of time were the most common category of claims. The second most selected category of claims remains loss and expense and/or damages for delay and/or disruption, selected by 44% of Entities.

Figure 43: Most frequent category of claims (Entities' responses)  
Based on 23 responses received. Respondents were able to select up to three options



### 23. Duration of the dispute

Different Dispute Board agreements provide for different timelines for the entire Dispute Board process. With that in mind, Individuals and Entities were asked to indicate how long the Dispute Board referral and resolution process typically lasted (from the date of the referral notice to the date of the issuance of the Dispute Board's finding).

Figure 44 indicates that Individuals reported that the Dispute Board process most commonly lasted between 76 and 90 days. Interestingly, however, 6% of Individuals reported that the Dispute Board process commonly lasted for more than 240 days.

Figure 44: Typical duration of process (Individuals' responses)

Based on 128 responses received. Respondents were able to select up to two options

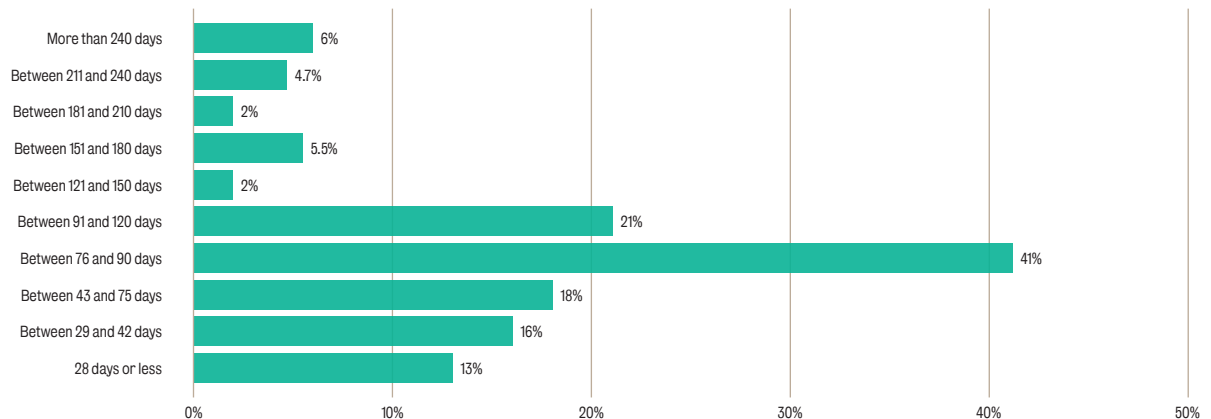
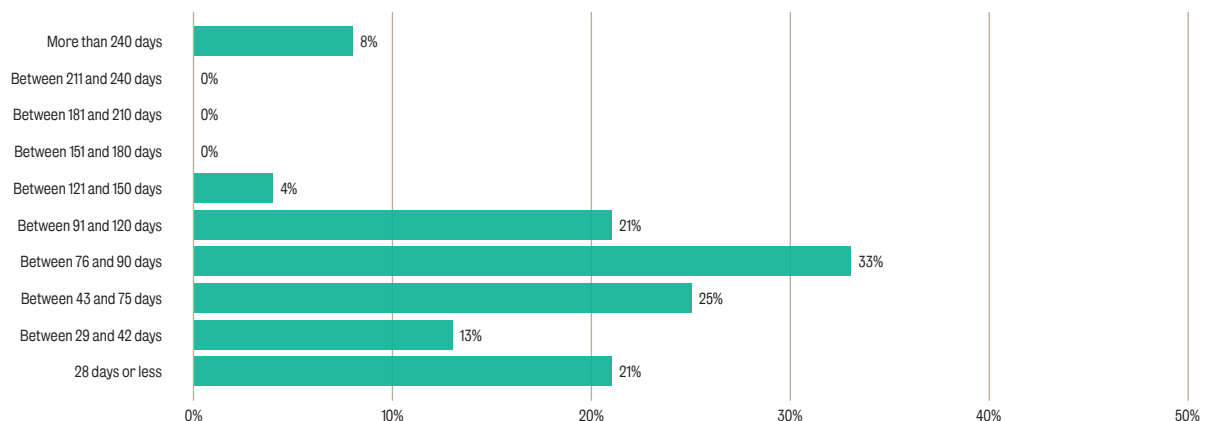


Figure 45 shows that the duration between 76 and 90 days remains the most common scenario in the experience of Entities, as reported by 33% of Entities. 8% of Entities have also reported that Dispute Board process have commonly lasted for more than 240 days.

Figure 45: Typical duration of process (Entities' responses)

Based on 24 responses received. Respondents were able to select up to two options



## 24. Factors affecting the duration of the Dispute Board process

The duration of the Dispute Board process does not depend solely on contractual provisions. Instead, other factors may impact its length. With that in mind, Individuals and Entities were requested to rank the most common factors affecting the duration of the Dispute Board process.

Figure 46 shows the top nine results in Individuals' rankings of the most common factors affecting the duration of the process.

Figure 46: Factors affecting the duration of the process (Individuals' responses)

Based on 119 responses received

1st Ranked	Complexity of the case
2nd Ranked	Dispute Board's availability
3rd Ranked	Party's behaviour
4th Ranked	Party's request/agreement for extensions of deadlines
5th Ranked	Dispute Board's ability/skill
6th Ranked	Necessity of expert opinion
7th Ranked	Dispute Board's resignation
8th Ranked	Value of the claim
9th Ranked	Court's involvement

Individuals who indicated 'Other' in their responses could specify their answers. The responses received are reported below.

- | Ability of the parties to jointly agree on their statement of claim.
- | Accumulation of topics.
- | Availability of funds.
- | Availability of Project personnel.
- | Complexity of the matter.
- | Difficulty of agreeing constitution of DRB [sic].
- | Employer's (Government Implementing Agency) bureaucratic constraints effecting delays.
- | Expertise of DRB [sic] members.
- | Failure of the management to deal with issues as they arise and/or not understanding responsibilities.
- | Parties' failure to bring the dispute to the Board early on in the disputes timeframe. Both parties were optimists thinking they can resolve the issue themselves when mostly the Owner has said no and no means no. It should them come directly to the Board for a recommendation, not wait sometimes years before the Board hears the issue and them memories of the circumstances are sometimes vague and the Board doesn't have the ability to view the problem themselves.
- | Party's lack of understanding the process and the submission deadlines.
- | Proper documentations.
- | The information from the other's is like the supplier from abroad.
- | Time frame established in Board Operating Procedures.
- | Value of money.
- | When in a three-member board at least one member is not qualified to be there, but nominated by a Party.

Figure 47 shows the top nine results in Entities' ranking of the most common factors affecting the duration of the Dispute Board process.

Figure 47: Factors affecting the duration of the process (Entities' responses)  
Based on 24 responses received

1st Ranked	Complexity of the case
2nd Ranked	Dispute Board's ability/skill
3rd Ranked	Dispute Board's availability
4th Ranked	Party's behaviour
5th Ranked	Party's request/agreement for extensions of deadlines
6th Ranked	Dispute Board's resignation
7th Ranked	Necessity of expert opinion
8th Ranked	Court's involvement
9th Ranked	Value of the claim

Entities who indicated 'Other' in their response could specify their answer. The responses received are reported below.

- Little communication.
- Not clearly defined procedure by the Dispute Board.
- Personal egos.
- Agreeing on the deadlines and amounts with the contracting part.

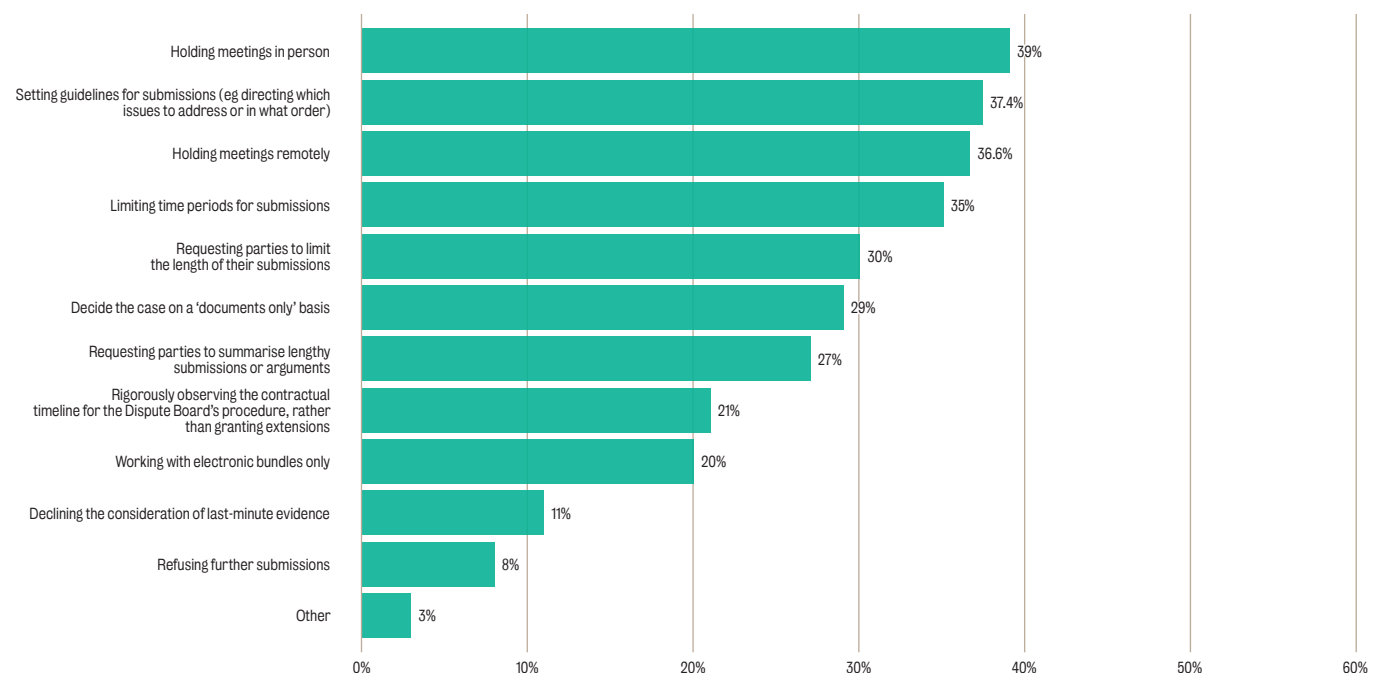
It is worth noting that, in the case of both Individuals and Entities, the most common factor affecting duration of the Dispute Board process was the dispute itself and its complexity. The second most common factor, however, was associated not with the subject matter in dispute but with the Dispute Board members. For Individuals, this was the availability of the Dispute Board members and, for Entities, the ability and skills of the Dispute Board members.

## 25. Costs-efficiency measures

Respondents were also asked about measures Dispute Boards use to improve cost efficiency.

Figure 48 shows the variety of cost-efficiency measures reported by Individuals. 39% of Individuals indicated that holding meetings in person is the most common cost-efficiency measure adopted by Dispute Boards. Another common cost-efficiency measure reported was the setting of guidelines for submissions, indicated by 37.4% of Individuals.

Figure 48: Cost-efficiency measures commonly implemented by Dispute Boards (Individuals' responses)  
Based on 131 responses received. Respondents were able to select more than one option if applicable



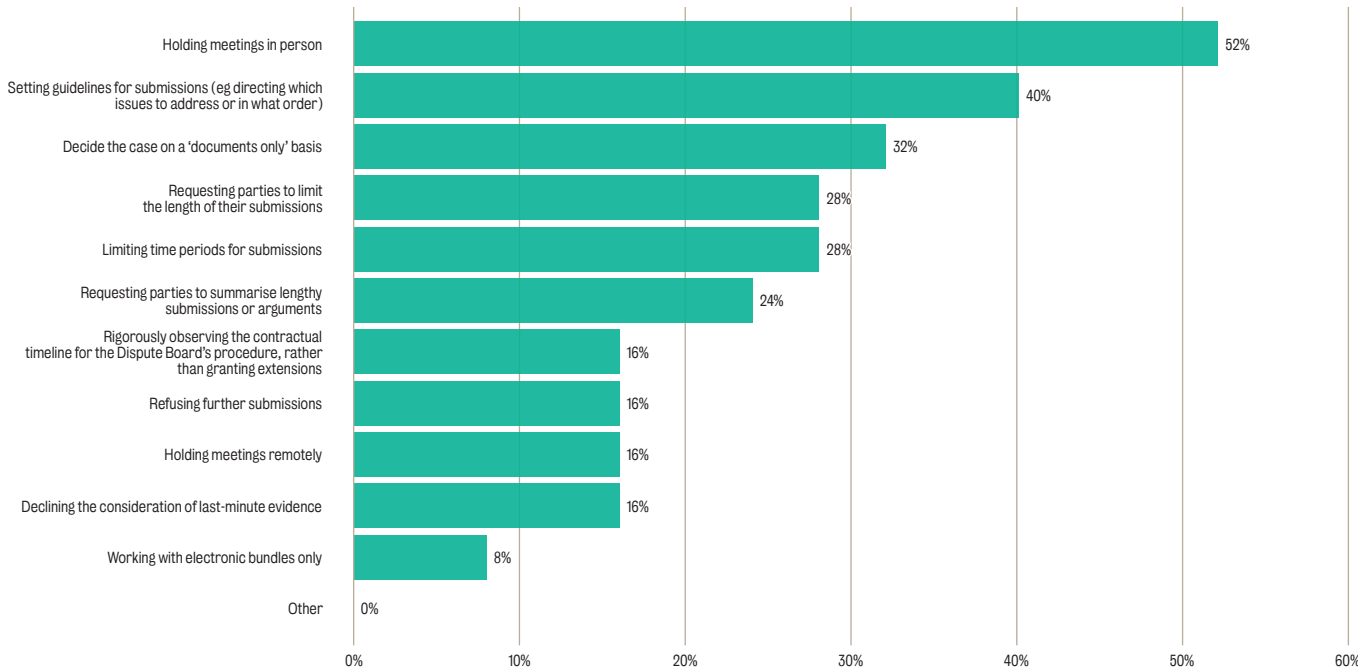


Individuals who indicated ‘Other’ in their responses provided the following comments.

- The Dispute Board encouraged parties to agree on and provide one set of reference documents.
- The Dispute Board focused on dispute avoidance (amicable resolution of emerging issues, before they become the subject of a notice of dispute).
- The Dispute Board performed ‘properly’.
- The Dispute Board was not interested in cost-efficiency.

Figure 48 shows that the experience of Entities with cost-efficiency measures was also varied. 52% of Entities indicated that holding meetings in person was the cost-efficiency measure most adopted by Dispute Boards. Like Individuals, 40% of Entities indicated that setting guidelines for submissions was also a commonly adopted cost-efficiency measure.

Figure 49: Cost-efficiency measures commonly implemented by Dispute Boards (Entities’ responses)  
Based on 25 responses received. Respondents were able to select more than one option if applicable



26. Technological measures

Individuals and Entities were asked what technological measures were most adopted by the Dispute Board.

Figure 50 shows that 76% of Individuals responded that the electronic exchange of correspondence was the most common technological measure adopted. Second were online meetings between the Dispute Board and the parties, as reported by 67% of Individuals.

Figure 50: Technological measures commonly implemented by Dispute Boards (Individuals’ responses)  
Based on 131 responses received. Respondents were able to select more than one option if applicable

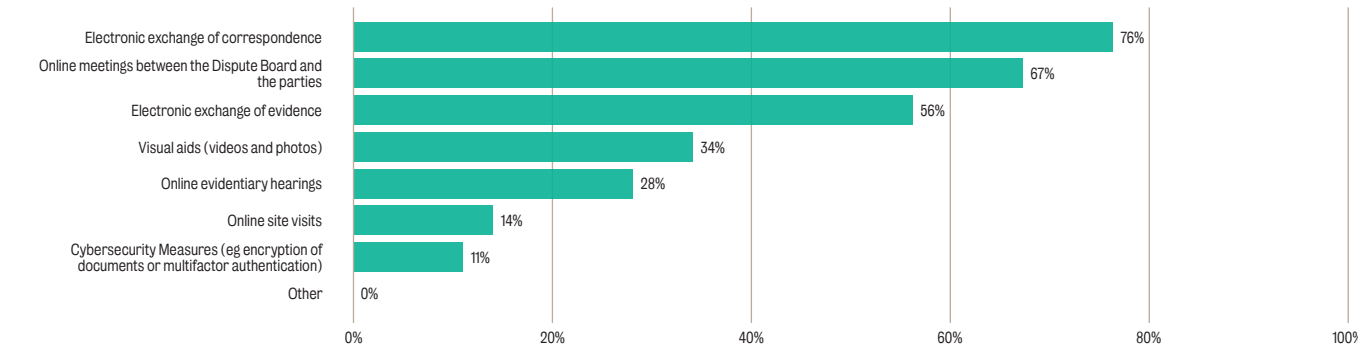
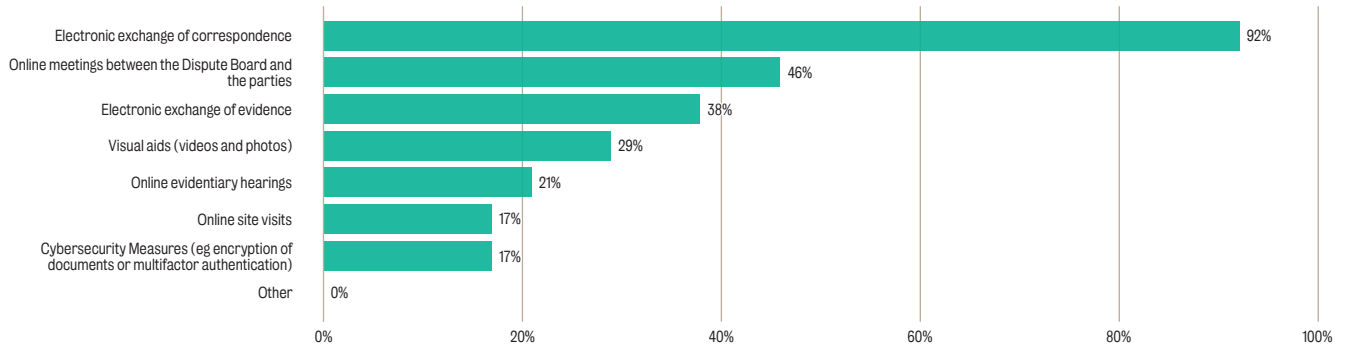


Figure 51 shows that 92% of Entities responded that the electronic exchange of correspondence was the most common technological measure adopted. Like Individuals, second were online meetings between the Dispute Board and the parties, as reported by 46% of respondents.

Figure 51: Technological measures commonly implemented by Dispute Boards (Entities' responses)

Based on 24 responses received. Respondents were able to select more than one option if applicable





# Chapter 4:

## Dispute Board effectiveness

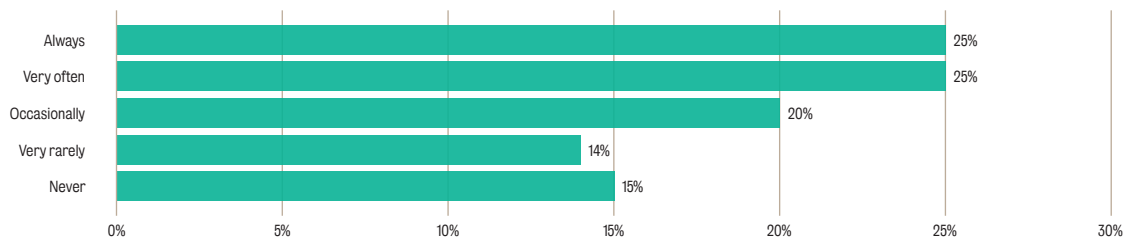
### 27. Dispute avoidance

Recently, Dispute Boards have expanded their remit to include dispute avoidance.

To capture this trend, Individuals and Entities were asked whether Dispute Boards ever adopted measures to facilitate the avoidance of disputes.

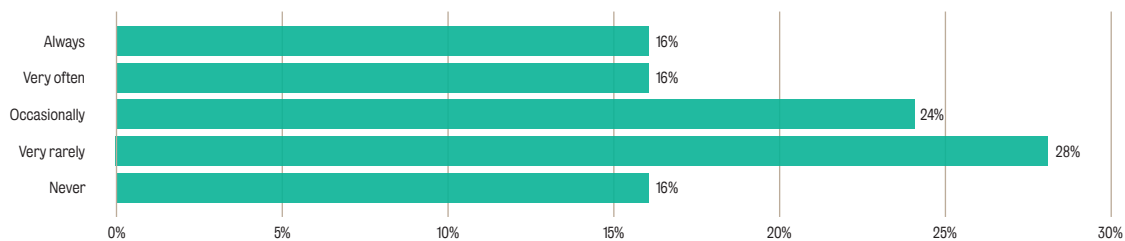
Figure 52 shows that 85% of Individuals reported the adoption of dispute avoidance measures. As to the frequency of that practice, 25% of Individuals indicated that those measures were always taken by Dispute Boards, whereas another 25% indicated that they were taken very often. 21% of Individuals indicated that such measures were only implemented occasionally, whereas 14% of Individuals responded that dispute avoidance measures were only very rarely adopted.

Figure 52: How often were dispute avoidance measures adopted? (Individuals' responses)  
Based on 132 responses received



Likewise, Figure 53 shows that 84% of Entities reported the adoption of dispute avoidance measures. As to the frequency of that practice, 28% of Entities indicated that those measures were very rarely adopted by Dispute Boards, whereas 24% of Entities described the frequency of those measures as occasional. 16% of Entities indicated that such measures were implemented very often, whereas 16% responded that dispute avoidance measures were always implemented.

Figure 53: How often were dispute avoidance measures adopted? (Entities' responses)  
Based on 25 responses received



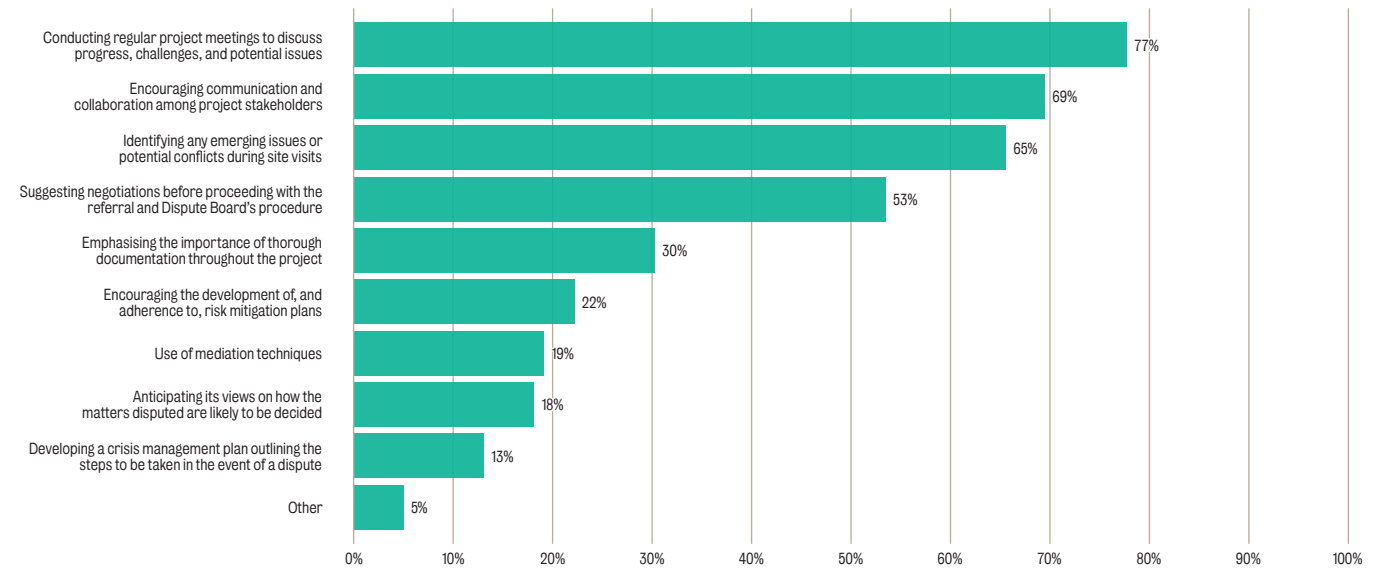


28. Most frequently adopted dispute avoidance measures

Individuals and Entities were also asked what types of dispute avoidance measures were adopted.

Figure 54 shows that 77% of Individuals indicated that Dispute Boards commonly conducted regular project meetings to discuss progress, challenges, and potential issues. Other measures commonly adopted include encouraging communication and collaboration among project stakeholders and identifying any emerging issues or potential conflicts during site visits, as reported by 69% and 65% of Individuals, respectively.

Figure 54: Commonly adopted dispute avoidance measure (Individuals' responses)  
Based on 111 responses received. Respondents were able to select more than one option if applicable



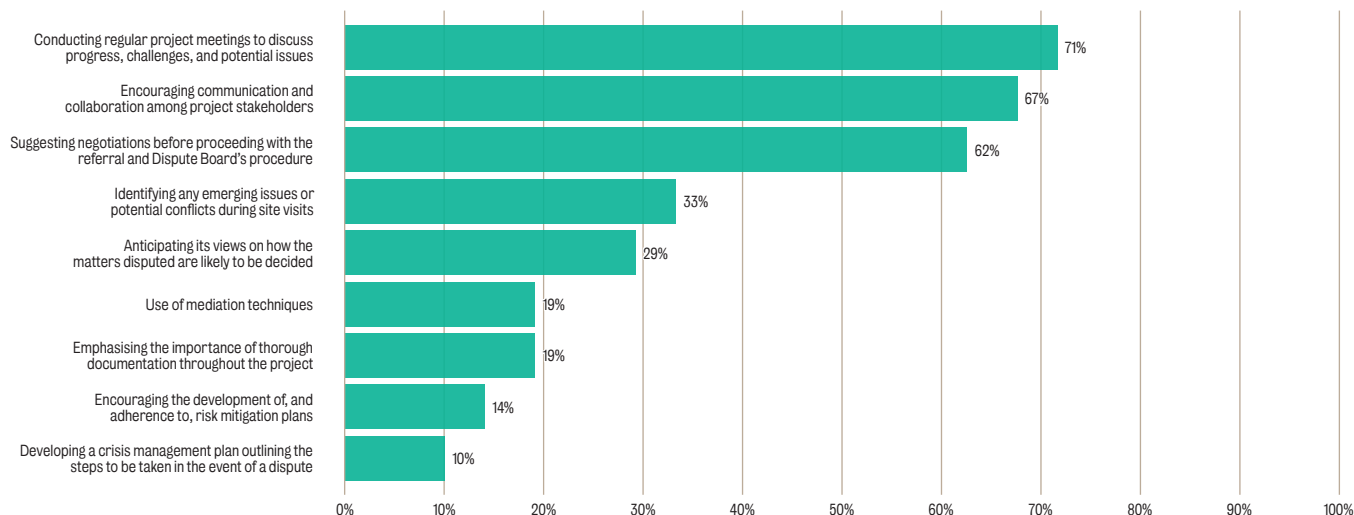
Individuals identified the following as 'other' dispute avoidance measures adopted by Dispute Boards.

- At every meeting identify and encourage cooperation and proactive preventative actions.
- Advisory/Informal Hearings.
- Use of coaching techniques.
- Training refresh on FIDIC.
- Adversarial attitude and secretive parties' procedures.
- Informal Opinions.

Figure 55 shows the responses given by Entities. 71% indicated that Dispute Board commonly conducted regular project meetings to discuss progress, challenges, and potential issues. Other measures commonly adopted include encouraging communication and collaboration among project stakeholders and suggesting negotiations before proceedings with the referral and Dispute Board's procedure, as reported by 67% and 62% of Entities, respectively.

Figure 55: Commonly adopted dispute avoidance measures (Entities' responses)

Based on 21 responses received. Respondents were able to select more than one option if applicable



## 29. Effects of dispute avoidance measures

Respondents were also asked about the effect of having Dispute Boards implement measures to assist in avoiding disputes.

As Figure 56 illustrates, for 45% of Individuals, the most common result was that the dispute was completely avoided.

Figure 56: Result after the implementation of dispute avoidance measures (Individuals' responses)

Based on 111 responses received. Respondents were able to select up to two options

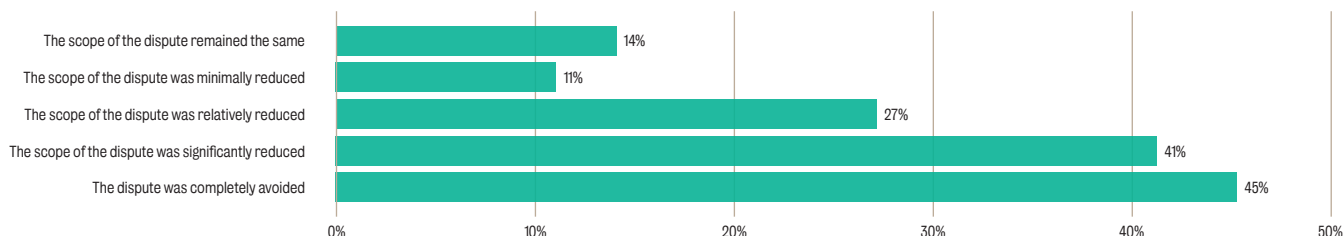
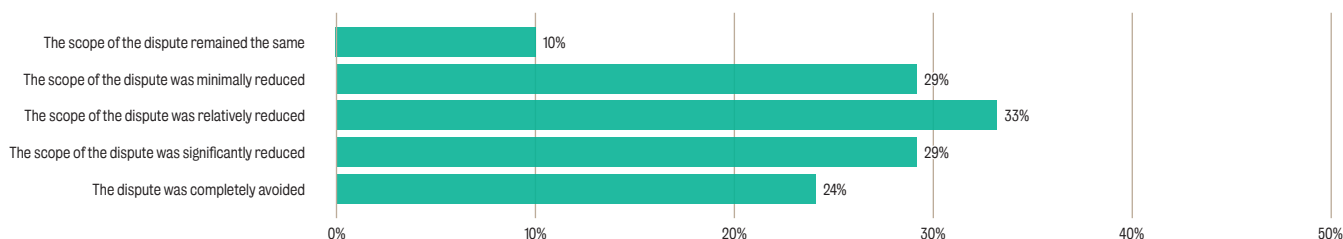


Figure 57 reports the answers to the Entities survey. 33% of Entities reported that, most commonly, the dispute avoidance measures led to the scope of the dispute being relatively reduced.

Figure 57: Result after the implementation of dispute avoidance measures (Entities' responses)

Based on 21 responses received. Respondents were able to select up to two options



30. Nature of Dispute Board findings

Respondents were asked whether the findings of the Dispute Boards with which they had been involved had been binding on the parties.

Figure 58 shows that in 30% of all the Dispute Board reported by Individuals, the Dispute Board had the power to issue a binding decision, whereas in 27% of the cases, the Dispute Board could only issue recommendations. Individuals did not provide information in relation to the nature of the findings of 43% of the Dispute Boards reported.

Figure 58: Nature of the Dispute Board findings (Individuals’ responses)  
Based on 125 responses received

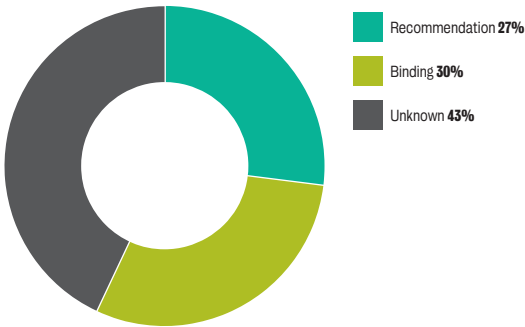
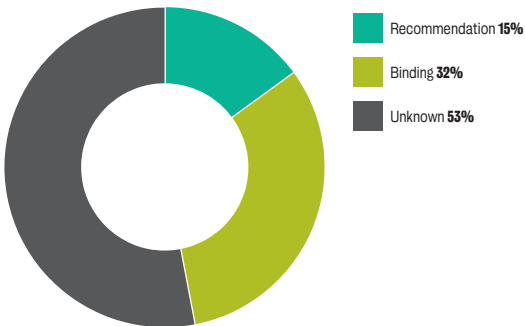


Figure 59 shows that in 32% of all the Dispute Boards reported by Entities, the Dispute Board had the power to issue a binding decision, whereas in 15% of the cases reported, the Dispute Board could only issue recommendations. Entities did not provide information in relation to the nature of the findings of 53% of the Dispute Boards reported.

Figure 59: Nature the Dispute Board findings (Entities’ responses)  
Based on 25 responses received



### 31. Compliance with non-binding recommendations

For the cases in which the Dispute Boards' findings were issued in the form of a recommendation, Individuals and Entities were asked to indicate the rate with which the parties complied with said recommendation.

Figure 60 indicates that, in the experience of 40% of Individuals, parties tended to comply with the Dispute Board's recommendations most of the time. For 26% of Individuals, the parties always complied with a Dispute Board's recommendations. Only 13% of Individuals said that parties never comply with Dispute Board recommendations.

Figure 60: How often did parties comply with non-binding recommendations of Dispute Boards? (Individuals' responses)

Based on 117 responses received

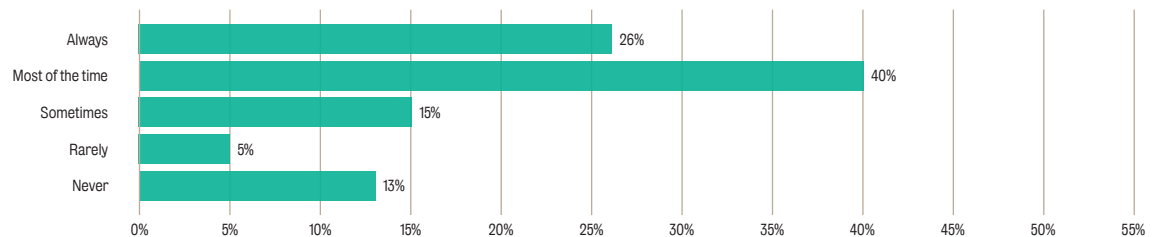
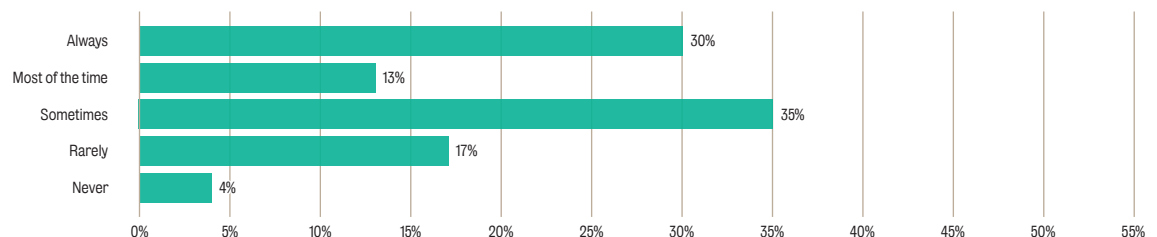


Figure 61 indicates that, in the experience of 35% of Entities, parties tended to comply with the Dispute Board's recommendations only sometimes. For another 30% of Entities, the parties always complied with a Dispute Board's recommendations. Only in the experience of 4% of Entities the parties never complied with the Dispute Board's recommendation.

Figure 61: How often did parties comply with non-binding recommendations of Dispute Boards? (Entities' responses)

Based on 23 responses received



The above charts indicate that parties typically tend to comply with Dispute Boards findings, even when they are merely non-binding recommendations. This suggests that Dispute Board are often an effective method of dispute resolution.

32. Compliance with binding decisions

Individuals and Entities were also asked to indicate the rate with which the parties voluntarily complied with the Dispute Boards’ binding decisions.

Figure 62 indicates that in the experience of 38% of Individuals, parties voluntarily comply with binding decisions of Dispute Boards most of the time. 32% indicated that parties always voluntarily comply with binding decisions, and only 8% indicated that parties never voluntarily complied with a binding decision.

Figure 62: How often did parties voluntarily comply with binding decisions of Dispute Boards? (Individuals’ responses)  
Based on 120 responses received

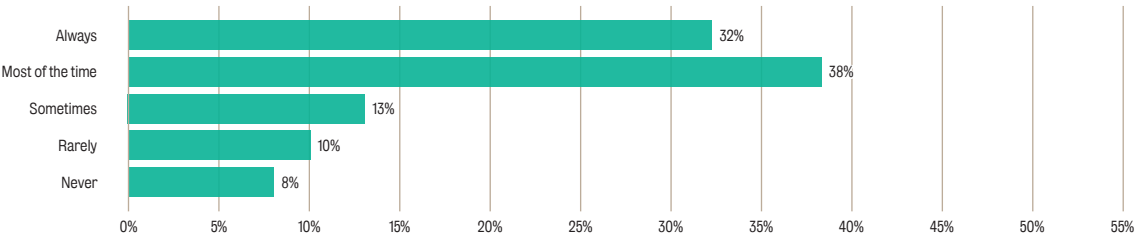
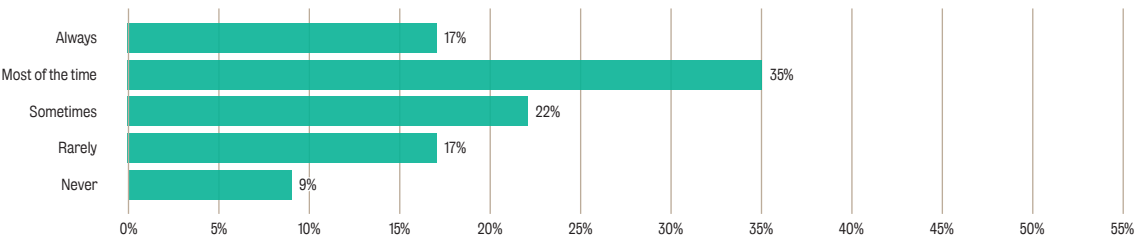


Figure 63 shows that the experience of Entities was similar to that of Individuals. 35% of Entities reported that, based upon their experience, parties voluntarily complied with binding Dispute Board decisions most of the time, 22% stated that parties complied with binding decisions only sometimes, and only 9% indicated that parties never voluntarily complied with a Dispute Board’s binding decision.

Figure 63: How often did parties voluntarily comply with binding decisions of Dispute Boards? (Entities’ responses)  
Based on 23 responses received



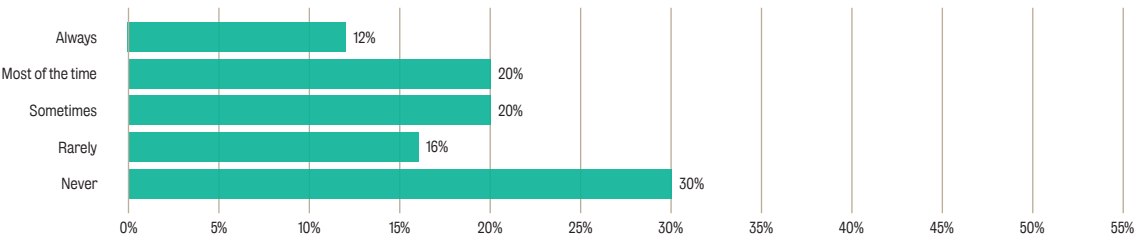
The above charts indicate that compliance with binding Dispute Board decisions is not significantly different from compliance with Dispute Board recommendations. This result reinforces that Dispute Boards are an effective method of dispute resolution, regardless of whether their findings are binding or not.

33. Notices of Dissatisfaction

Further in relation to parties’ reactions to Dispute Board decisions, Individuals and Entities were asked to identify the frequency with which parties issue a notice of dissatisfaction or equivalent with respect to a Dispute Board’s decision.

Figure 64 shows the results of the Individuals’ survey. On a positive note, 30% of Individuals indicated that in their experience, the parties never issued a notice of dissatisfaction or equivalent. At the same time, 20% of Individuals indicated that the parties sometimes issue a notice or its equivalent, whereas 20% responded that, most of the time, the parties issue a notice of dissatisfaction or equivalent.

Figure 64: How often did the parties issue a notice of dissatisfaction or equivalent? (Individuals’ responses)  
Based on 122 responses received

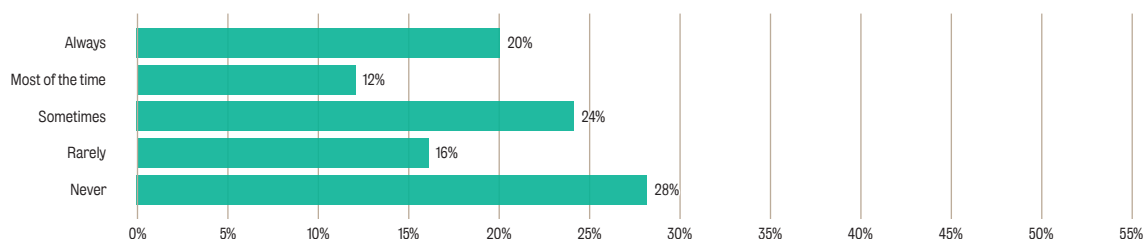




As Figure 65 shows, the feedback received from Entities was somewhat less positive. Only 28% of Entities indicated that parties never issued a notice of dissatisfaction or its equivalent with respect to a decision of a Dispute Board. Moreover, 24% stated that, in their experience, a notice of dissatisfaction or its equivalent was sometimes issued, and 20% indicated that said notice or its equivalent was always issued.

Figure 65: How often did the parties issue a notice of dissatisfaction or equivalent? (Entities' responses)

Based on 25 responses received



Still, the above charts indicate that many Individuals and Entities have never encountered a situation where a notice of dissatisfaction or its equivalent was issued, a result that strengthens the notion that Dispute Boards are often an effective method of dispute resolution.

### 34. Dispute Board as a mandatory condition

We asked Individuals and Entities how often a Dispute Board submission was a mandatory condition for commencing subsequent procedures.

Figure 66 shows that, in the case of Individuals, 51% of the respondents indicated that the Dispute Board process was always a mandatory condition for escalating the dispute to subsequent proceedings. The remaining half of the respondents had a varied experience, with 15% of Individuals answering that the Dispute Board process was never a contractual precondition for commencing subsequent proceedings such as litigation or arbitration, whereas 15% of Individuals said that the Dispute Board process was a condition for commencing subsequent procedures most of the time.

Figure 66: How often was the Dispute Board process a mandatory condition for commencing subsequent proceedings? (Individuals' responses)

Based on 130 responses received

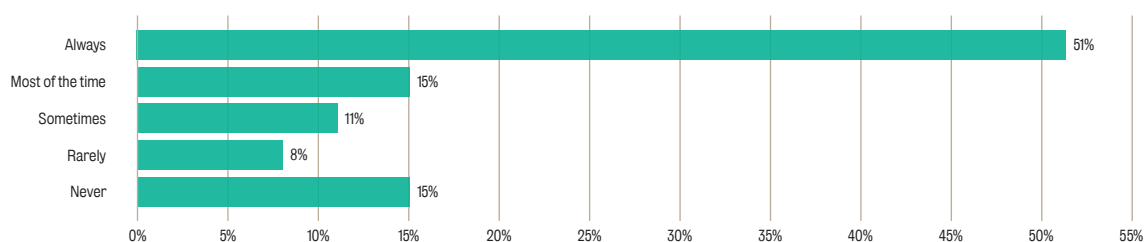
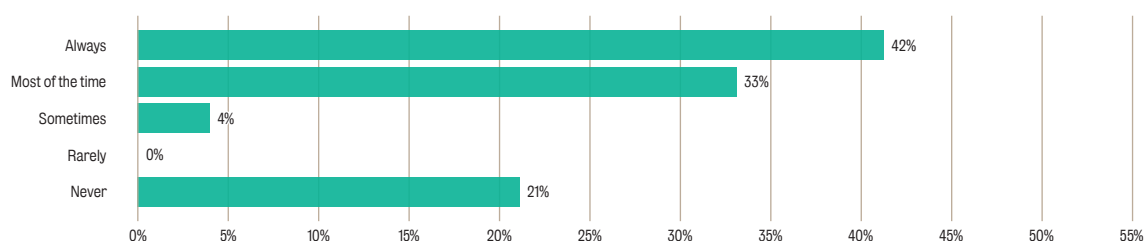


Figure 67 shows that, in the case of Entities, 42% of the respondents said that the Dispute Board process was always a mandatory condition for escalating the dispute to subsequent proceedings. In addition, 33% of Entities indicated that Dispute Boards were a condition most of the time. A significant portion of the respondents, however, namely 21% of Entities, indicated that the Dispute Board process was never a contractual precondition for commencing subsequent proceedings.

Figure 67: How often was the Dispute Board process a mandatory condition for commencing subsequent proceedings? (Entities' responses)

Based on 24 responses received

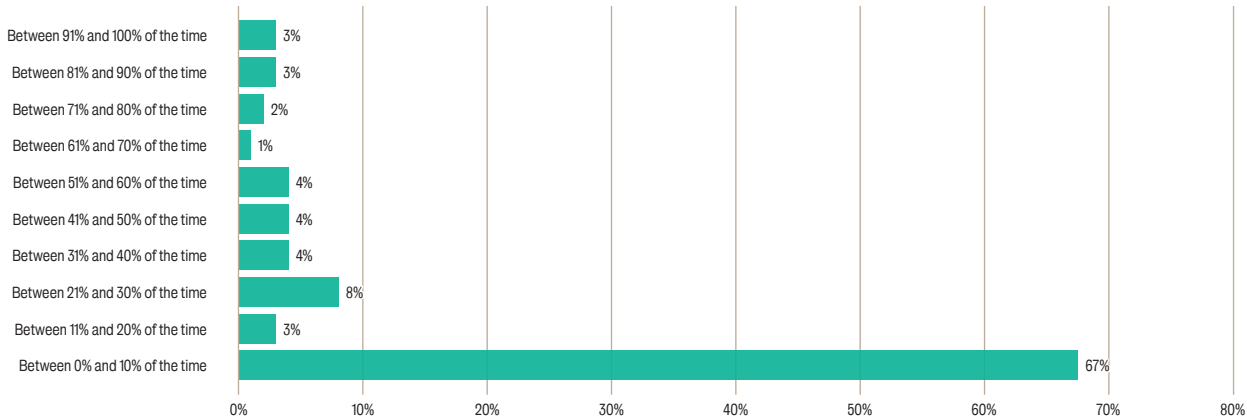


35. Subsequent litigation or arbitration

Respondents were asked how often Dispute Board decisions are referred to litigation or arbitration.

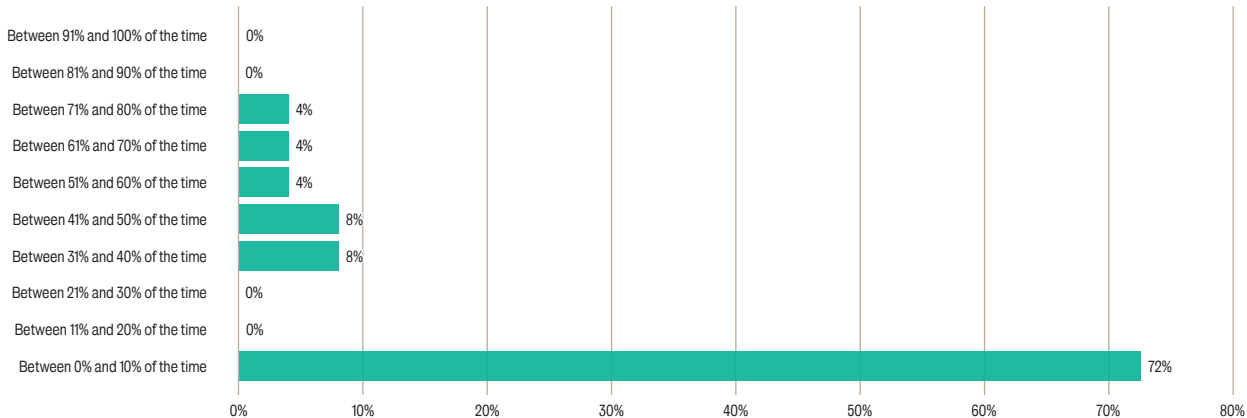
Figure 68 shows that 67% of Individuals said that subsequent proceedings, such as litigation or arbitration, were only commenced between 0% and 10% of the time.

Figure 68: How often was the Dispute Board's decision referred to subsequent litigation or arbitration? (Individuals' responses)  
Based on 121 responses received



Likewise, Figure 69 shows that 72% of Entities said that subsequent proceedings, such as litigation or arbitration, were only commenced between 0% and 10% of the time.

Figure 69: How often was the Dispute Board's decision referred to subsequent litigation or arbitration? (Entities' responses)  
Based on 25 responses received



The findings above suggest that, in most cases, the Dispute Board process was effective in resolving the dispute or, at least, de-escalated it in a manner that no subsequent proceedings were commenced.

### 36. Substantial differences between Dispute Board's and subsequent litigation or arbitration's decisions

For the cases in which the dispute was escalated to subsequent proceedings such as litigation or arbitration, respondents were asked to indicate how often the decision reached in those subsequent proceedings was substantially different from the Dispute Board's decision.

Again, on a positive note, most respondents indicated that only rarely or never was the decision reached in subsequent proceedings substantially different from that issued by the Dispute Board.

Figure 70 shows that 44% of Individuals said that the decision reached in subsequent proceedings was never substantially different from the decision of the Dispute Board. 35% of Individuals indicated that it was only rarely that there was a substantial difference between the Dispute Board's decision and the decision reached in subsequent proceedings.

Figure 70: How often was the Dispute Board's decision substantially different from the decision reached in the subsequent litigation or arbitration? (Individuals' responses)

Based on 108 responses received

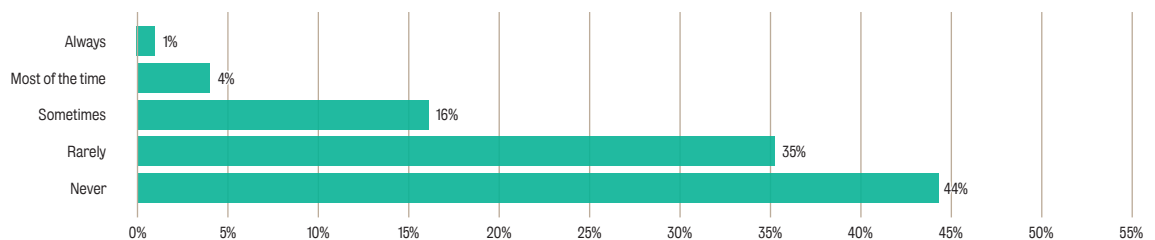
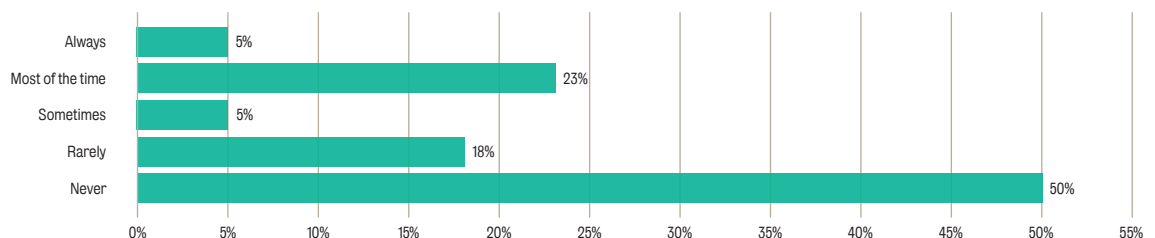


Figure 71 shows that 50% of Entities said that the decision reached in subsequent proceedings was never substantially different from the decision of the Dispute Board. 18% of Entities indicated that it was only rarely that there was a substantial difference between the Dispute Board's decision and the decision reached in subsequent proceedings.

Figure 71: How often was the Dispute Board's decision substantially different from the decision reached in the subsequent litigation or arbitration? (Entities' responses)

Based on 22 responses received



37. Frequency of enforcement proceedings

In terms of enforcement, Individuals and Entities were asked to indicate whether they had taken part in proceedings for the enforcement of a Dispute Board's decision between 2018 and 2023.

Figure 72 shows that 91% of Individuals answered the question in the negative. The remaining 9% of Individuals were asked to submit the number of enforcement proceedings in which they had been involved. Those Individuals indicated that they had been involved in a total of 31 enforcement proceedings.

Figure 72: Have you been involved in the enforcement of a Dispute Board's decision? (Individuals' responses)  
Based on 128 responses received

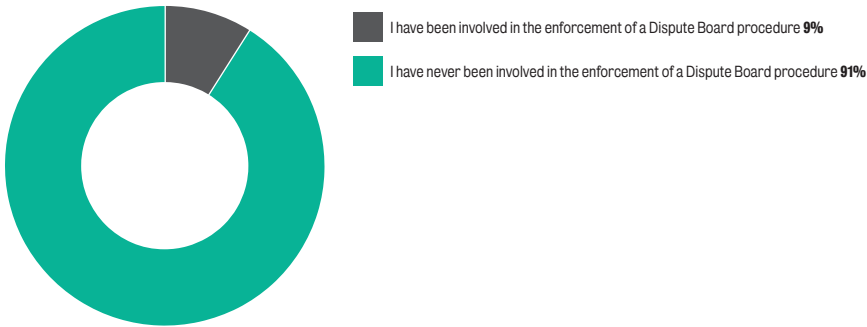
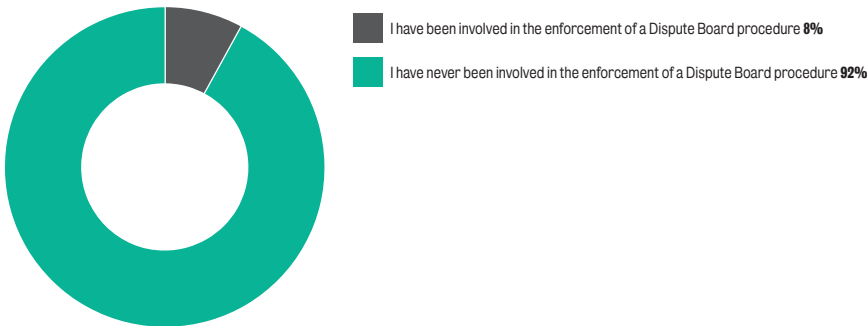


Figure 73 shows that 92% of Entities reported not to have taken part in enforcement proceedings of a Dispute Board's decision between 2018 and 2023. The remaining 8% of Entities were asked to submit the number of enforcement proceedings in which they had been involved. Those Entities had been involved in only three enforcement proceedings in total.

Figure 73: Have you been involved in the enforcement of a Dispute Board's decision? (Entities' responses)  
Based on 25 responses received

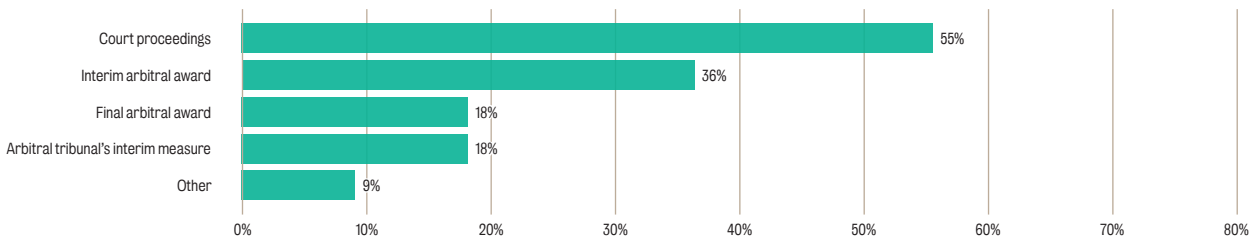


38. Method of enforcement

Respondents were also questioned about the means through which the enforcement of the Dispute Board's decision was sought.

Figure 74 indicates that 72% of Individuals reported being involved in the enforcement of a Dispute Board decision by an arbitral tribunal, via either an interim award (36%), a final award (18%), or an interim measure (13%). 55% reported being involved in court enforcement proceedings.

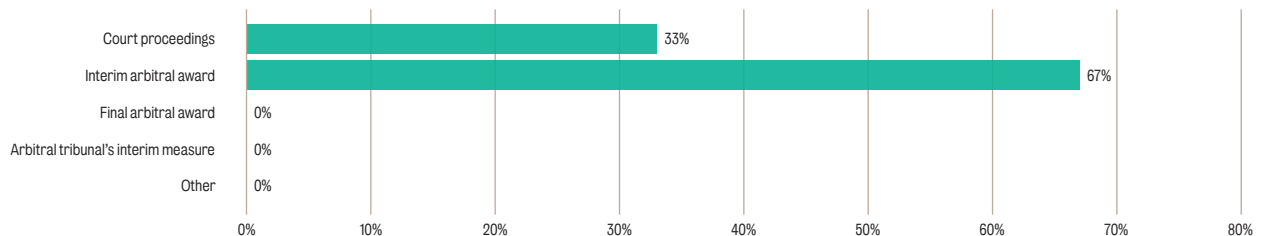
Figure 74: Methods of enforcing Dispute Board decisions (Individuals' responses)  
Based on 11 responses received. Respondents were able to select more than one option if applicable



Only one Individual reported having been involved in an enforcement proceeding 'other' than arbitral or court proceedings, listing 'negotiation' as that alternative means of enforcement.

Entities reported being involved with only three enforcement proceedings; as Figure 75 illustrates, two were the subject of interim arbitral awards, and the third was enforced via a court proceeding.

**Figure 75: Methods of enforcing Dispute Board decisions (Entities' responses)**  
Based on 2 responses received. Respondents were able to select more than one option if applicable



### 39. Enforcement rates

Figure 76 indicates that, in the experience of 30% of Individuals, enforcement was granted between 91% and 100% of the time.

**Figure 76: How often was the enforcement of a Dispute Board's decision granted? (Individuals' responses)**  
Based on 10 responses received

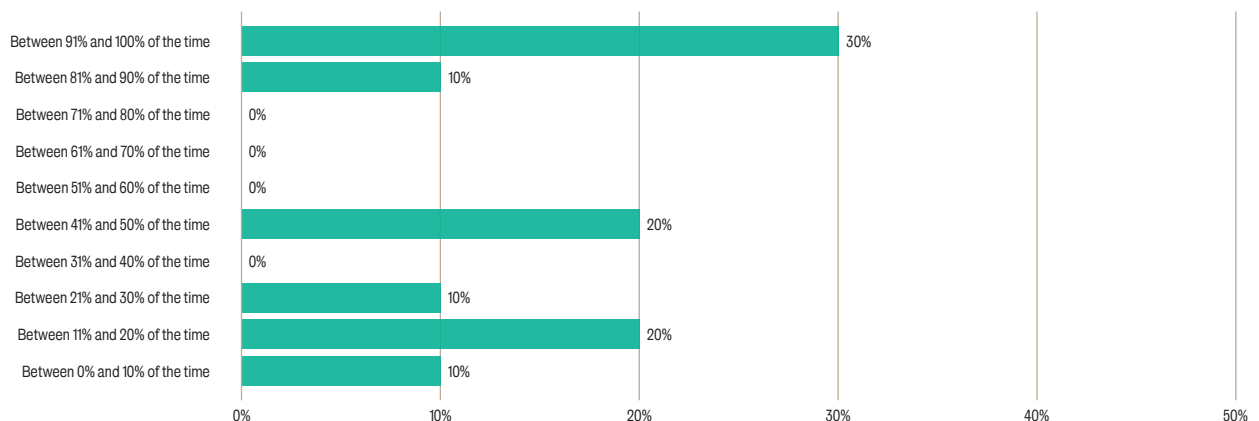
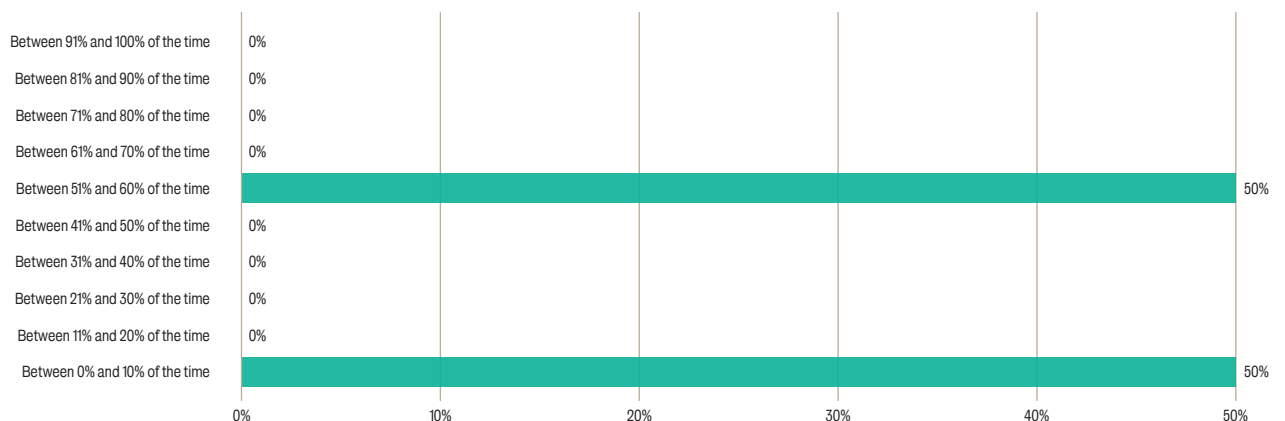


Figure 77 shows that, in the experience of 50% of Entities, enforcement was granted between 51% and 60% of the time, whereas in the experience of the other 50% of Entities, enforcement was granted only between 0% and 10% of the time. It will be recalled that the data relates only to three enforcement proceedings.

**Figure 77: How often was the enforcement of a Dispute Board's decision granted? (Entities' responses)**  
Based on 2 responses received







# Chapter 5:

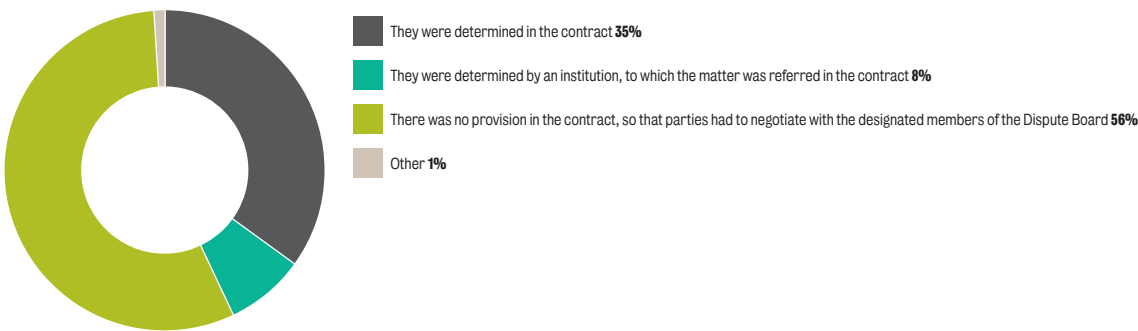
## Costs of the Dispute Board

### 40. Provision on Dispute Board fees

Turning to the costs associated with Dispute Boards, Individuals and Entities were asked to indicate the most common methods to determine the Dispute Board's fees.

Figure 78 shows that, in the experience of 56% of Individuals, there were no contractual provisions for determining the fees of the Dispute Board, and the parties had to negotiate the fees with the designated members of the Dispute Board. In contrast, 35% of Individuals reported occasions where the fees of Dispute Board members were determined by the contract.

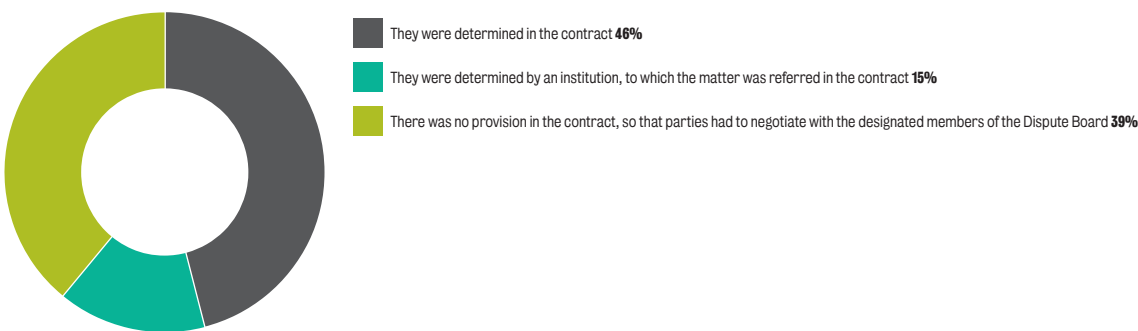
Figure 78: Methods of determining Dispute Board fees (Individual's responses)  
Based on 130 responses received



Despite one Individual having indicated 'Other' as the most common means to determine the Dispute Board's fees, no further information was provided about that experience.

Figure 79 shows that, in the experience of 46% of Entities, the fees of Dispute Board members were determined by the contract. 39% of Entities indicated that, most commonly, there was no provision in the contract, and the parties had to negotiate the fees with members of the Dispute Board.

Figure 79: Methods of determining Dispute Board fees (Entities' responses)  
Based on 26 responses received

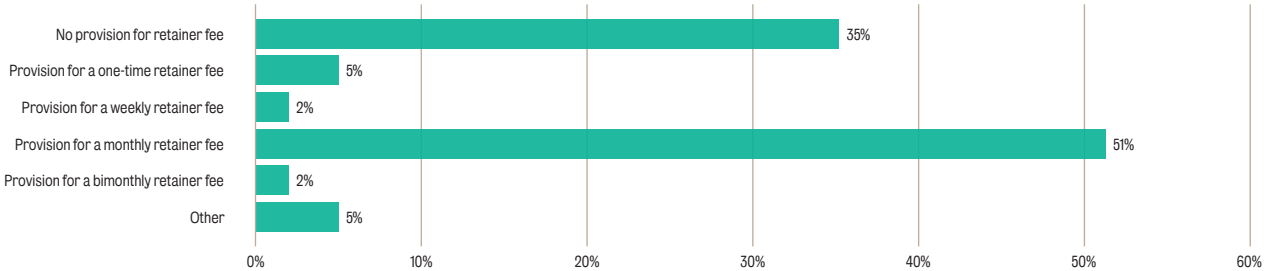


41. Use of retainer fees

Subsequently, respondents were asked whether a retainer fee was commonly established as part of the fees of the Dispute Board members.

Figure 80 indicates that the most common scenario in the experience of Individuals (51% of the time) was that the parties agreed on a provision establishing a monthly retainer fee to be paid to the Dispute Board members. On the other hand, 35% of Individuals indicated that their most common experience was the absence of any retainer fee provision.

Figure 80: Practice for establishing the Dispute Board’s retainer fee (Individual’s responses)  
Based on 129 responses received

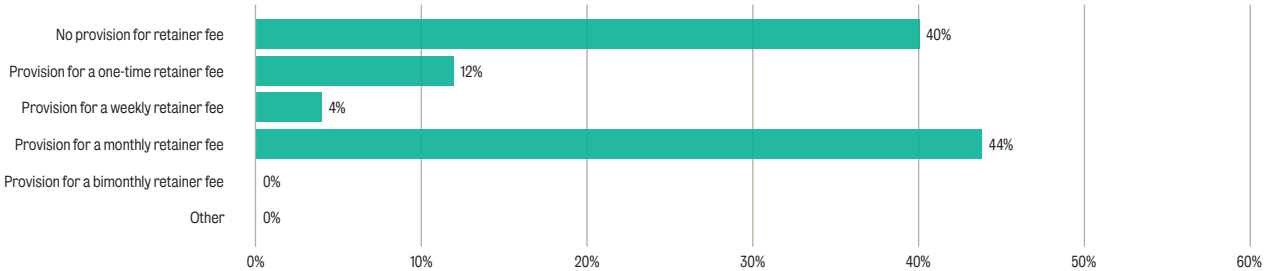


In the case of Individuals reporting ‘Other’, the following circumstances were indicated.

- Annual retainer fee.
- Lump sum.
- A trimonthly retainer fee.
- A daily retainer fee.

Figure 81 indicates that the most common scenario in the experience of Entities (44% of the time) was that the parties agreed on a provision establishing that a monthly retainer fee be paid to the Dispute Board members. At the same time, most commonly there was no provision that Dispute Board members be paid a retainer fee.

Figure 81: Practices for establishing the Dispute Board’s retainer fee (Entities’ responses)  
Based on 26 responses received



42. Average retainer fees

Respondents were asked for the average yearly retainer fee for a Dispute Board based upon their experience.

Figure 82 shows that, in the experience of 51% of Individuals, the Dispute Board’s retainer fee most commonly was less than \$25,000 a year. Another 43% of Individuals indicated that the most common annual retainer fee was between \$25,001 and \$50,000 a year.

Figure 82: Average annual retainer fee (Individuals’ responses)  
Based on 91 responses received. Respondents were able to select up to three options

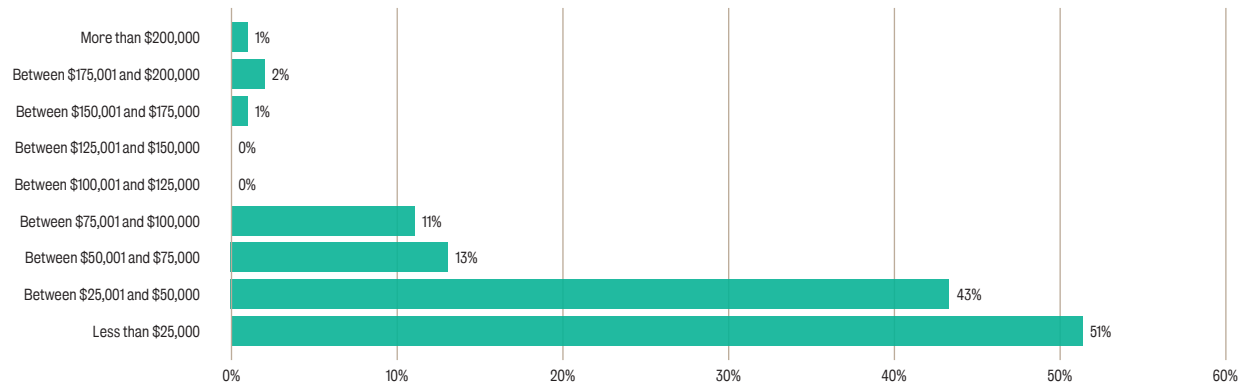
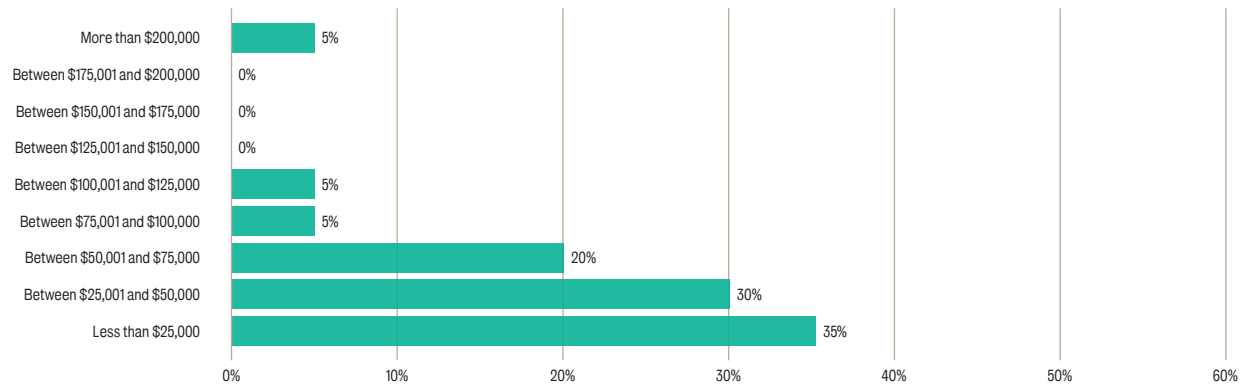


Figure 83 shows that the experience of Entities was very similar. 35% of Entities indicated that a Dispute Board’s retainer fee was most commonly less than \$25,000 per year, with another 30% of Entities stating that the most likely amount was between \$25,001 and \$50,000 per year.

Figure 83: Average annual retainer fee (Entities’ responses)  
Based on 20 responses received. Respondents were able to select up to three options



43. Average hourly fees

Other than the retainer fee, the Dispute Board’s fees can be determined hourly, daily, or otherwise. With that in mind, respondents were questioned about their experience in this regard.

Figure 84 shows that 28% of Individuals answered that, between 2018 and 2023, they were not involved in a Project where the fees of the Dispute Board member were fixed at an hourly rate. Those respondents with experience of fees set at an hourly rate most commonly reported an average hourly fee between \$201 and \$300, with 28% of Individuals identifying this range. The second most cited range, indicated by 18% of Individuals, was slightly higher, specifically between \$301 and \$400.

Figure 84: Average hourly fees (Individuals’ responses)  
Based on 125 responses received. Respondents were able to select up to three options

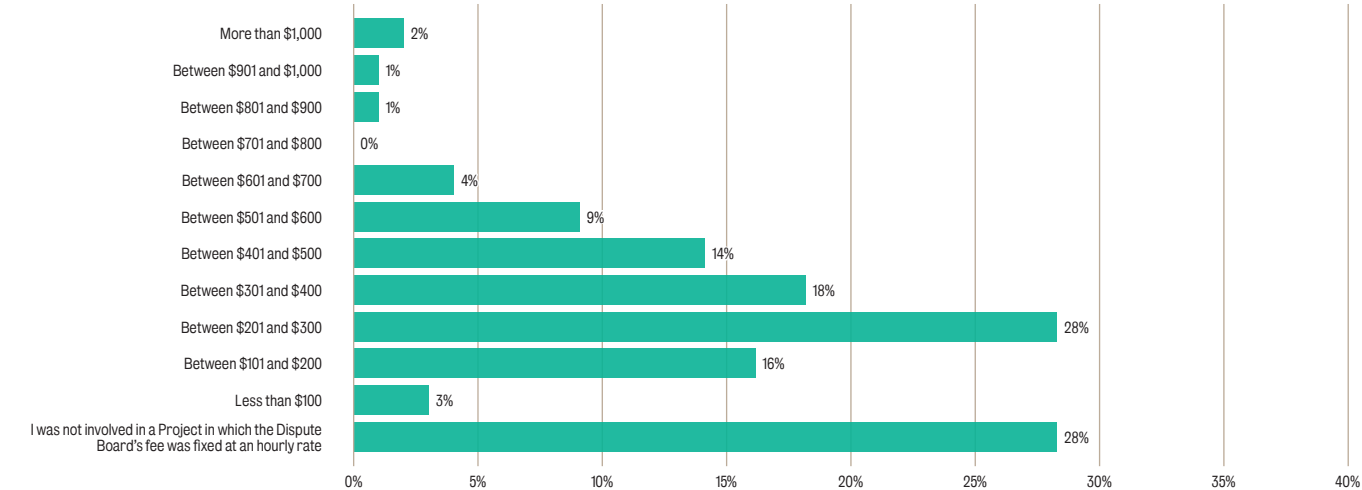
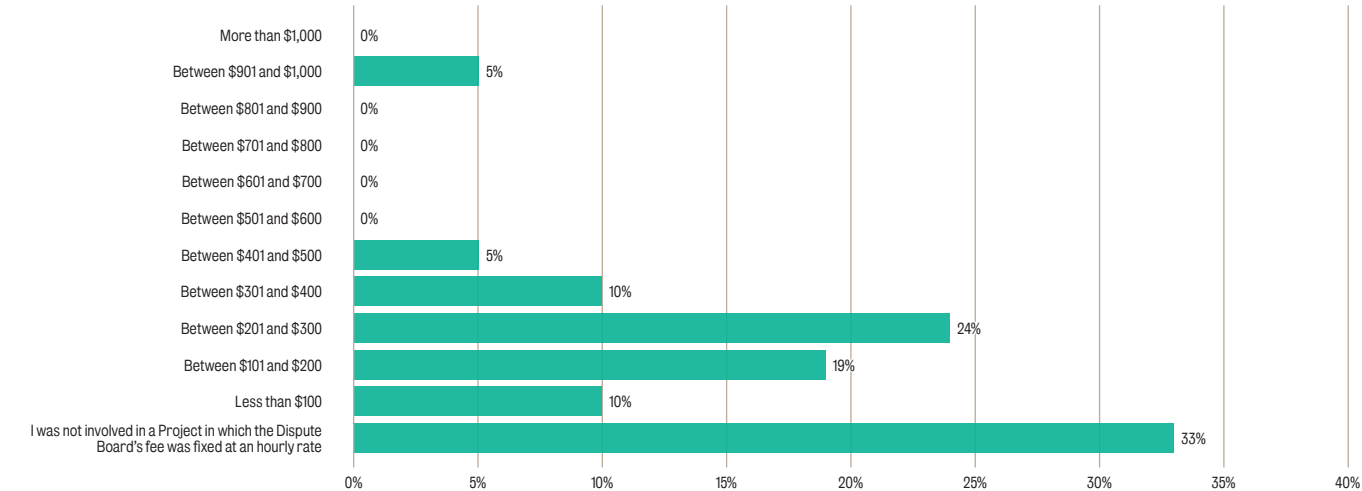


Figure 85 shows that responses from Entities were similar. 33% of Entities indicated that between 2018 and 2023, they were not involved in a Project where the fees of the Dispute Board member were fixed at an hourly rate. Amongst respondents with experience of hourly fees, the most common range listed for such a fee was between \$201 and \$300, as reported by 24% of Entities. Unlike with Individuals, however, the second most reported range for Entities was slightly lower, specifically between \$101 and \$200, as indicated by 19% of Entities.

Figure 85: Average hourly fees (Entities’ responses)  
Based on 21 responses received. Respondents were able to select up to three options



#### 44. Average daily fees

Figure 86 indicates that 27% of Individuals reported that, between 2018 and 2023, they were not involved in a Project where the fees of the Dispute Board member were fixed at a daily rate. Amongst the respondents with experience of fees fixed at a daily rate, the most common response was an average daily fee between \$2,001 and \$3,000, as reported by 31% of Individuals. The second most experienced value was slightly lower, namely between \$1,001 and \$2,000, as indicated by 21% of Individuals.

Figure 86: Average daily fees (Individuals' responses)

Based on 121 responses received. Respondents were able to select up to three options

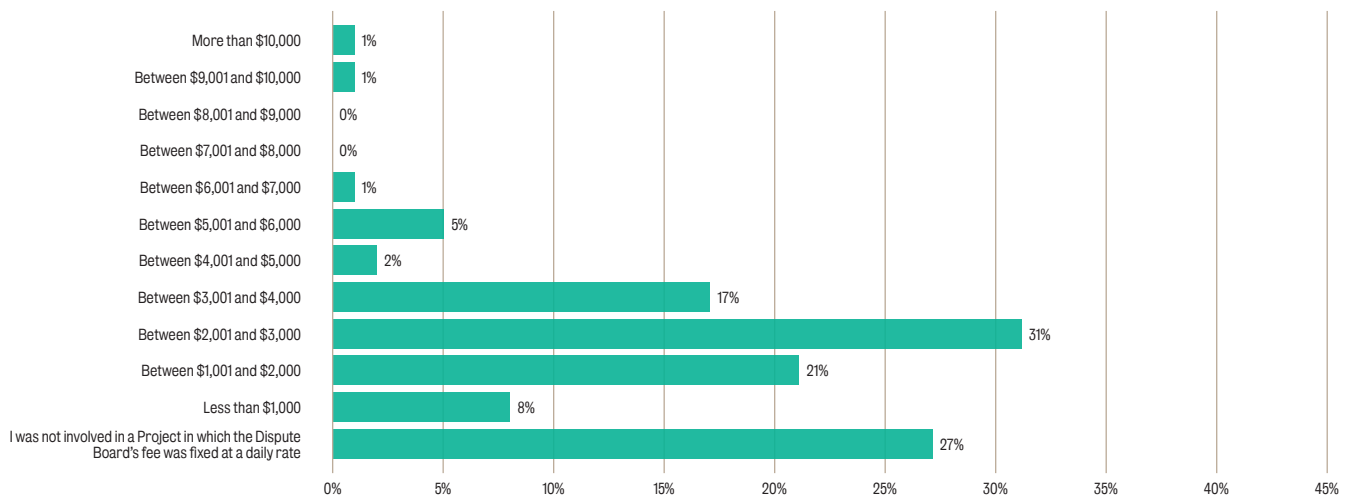
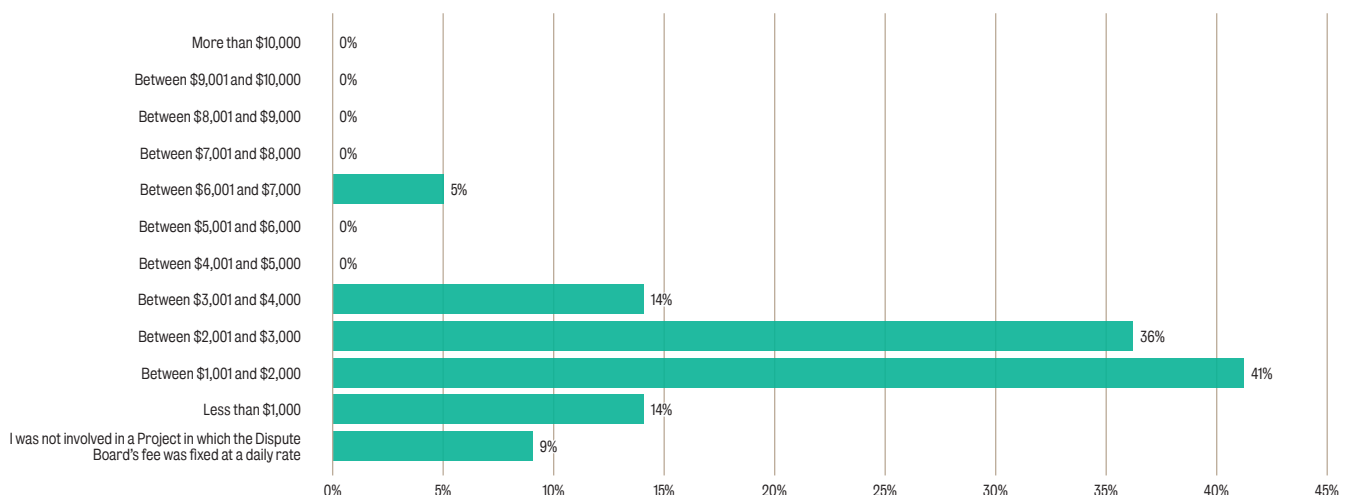


Figure 87 shows that only 9% of Entities reported that, between 2018 and 2023, they were not involved in a Project where the fees of the Dispute Board member were fixed at a daily rate. Amongst the respondents with experience of fees fixed at a daily rate, the most common response also indicated an average daily fee between \$1,001 and \$2,000, as reported by 41% of Entities. Unlike Individuals, however, the second most experienced value was higher, namely between \$2,001 and \$3,000, as indicated by 36% of Entities.

Figure 87: Average daily fees (Entities' responses)

Based on 22 responses received. Respondents were able to select up to three options



45. Average total costs

Regardless of whether the fees of the Dispute Board member included a retainer fee or were fixed daily or hourly, respondents were also asked questions about the overall costs of the Dispute Boards with which they had been involved.

Figure 88 indicates that, for Individuals, the cost of a Dispute Board is most commonly between \$100,001 and \$200,000, as reported by 27% of Individuals. Second and third were smaller ranges, namely, between \$50,001 and \$100,000, as reported by 23% of Individuals, and between \$1 and \$50,000, as reported by 17% of Individuals.

Figure 88: Average total costs (Individuals' responses)  
Based on 115 responses received. Respondents were able to select more than one option if applicable

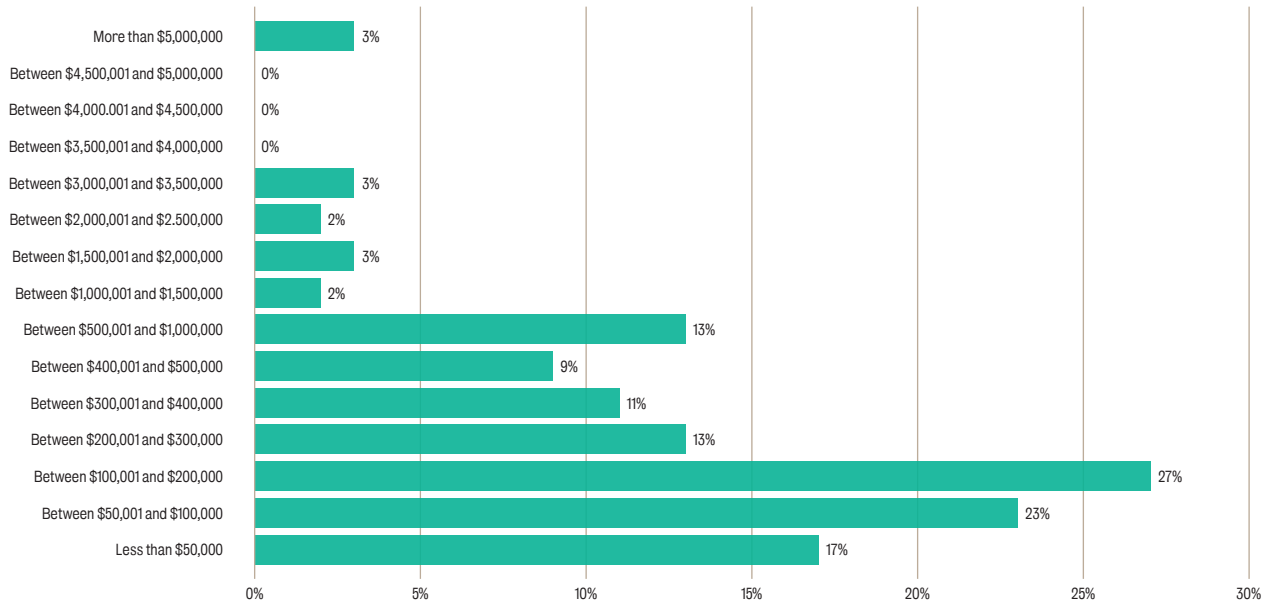
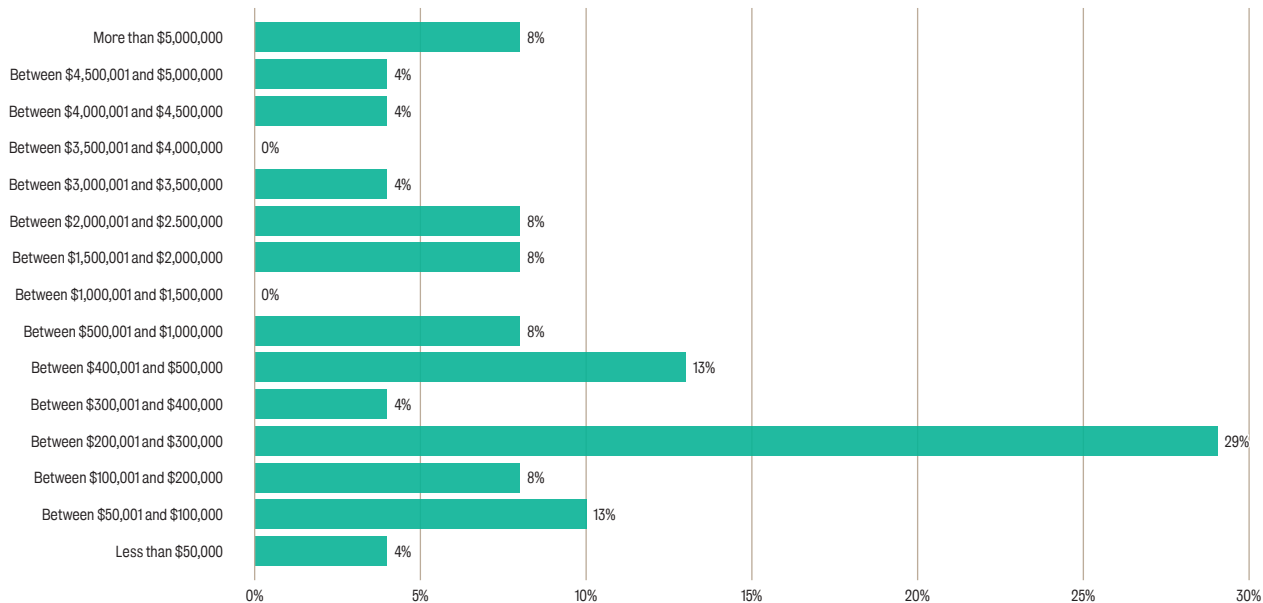


Figure 89 shows that, for Entities, the cost of a Dispute Board was most commonly between \$200,001 and \$300,000, as reported by 29% of Entities. Second and third was a tie between the ranges of \$50,001 to \$100,000 and \$400,001 to \$500,000.

Figure 89: Average total costs (Entities' responses)  
Based on 24 responses received. Respondents were able to select more than one option if applicable





#### 46. Total costs of Dispute Board as a percentage of total value of Project

Naturally, looking at the average costs of a Dispute Board alone does not provide a full picture of its cost impact of such a mechanism, as the latter also depends on the value of the relevant Project. Therefore, we asked respondents to indicate the typical percentage that the total costs of the Dispute Board represented with respect to the total value of the Project.

Figure 90 shows that 55% of Individuals reported a typical total cost between 0% and 0.5% of the total value of the Project. 43% of Individuals reported that the Dispute Board's costs normally are between 0.5% and 1%.

Figure 90: Dispute Board costs as a percentage of the total value of the Project (Individuals' responses)

Based on 117 responses received. Respondents were able to select more than one option if applicable

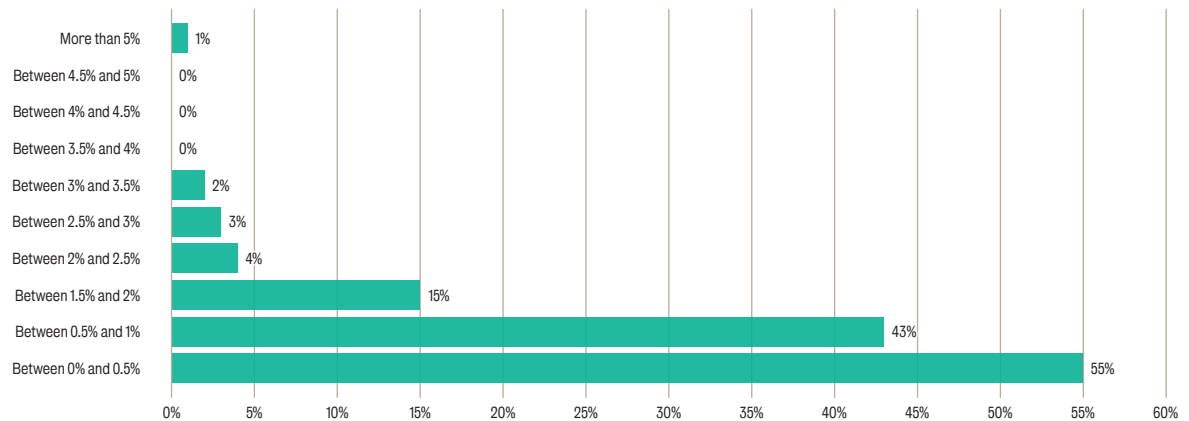
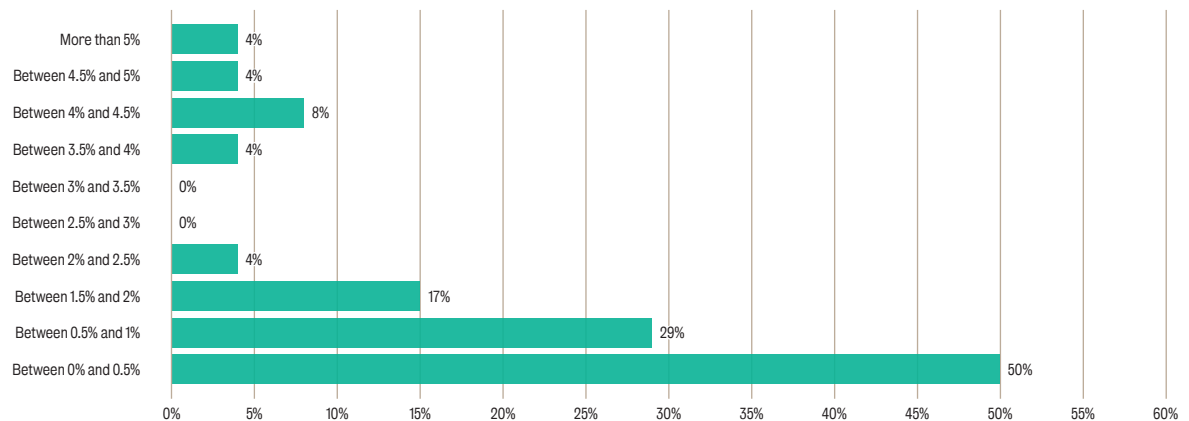


Figure 91 shows that in the experience of 50% of Entities, the total cost of the Dispute Board only represents between 0% and 0.5% of the costs of the Project. 29% of Entities reported that the Dispute Board's costs normally are between 0.5% and 1%. The frequencies with which the costs of the Dispute Board were higher as a percentage of the costs of the Project progressively decreased, except for a few responses indicating instances in which the costs of the Dispute Board amounted to more than 3.5% of the costs of the Project, as reported by 20% of Entities.

Figure 91: Dispute Board costs as a percentage of the total value of the Project (Entities' responses)

Based on 24 responses received. Respondents were able to select more than one option if applicable

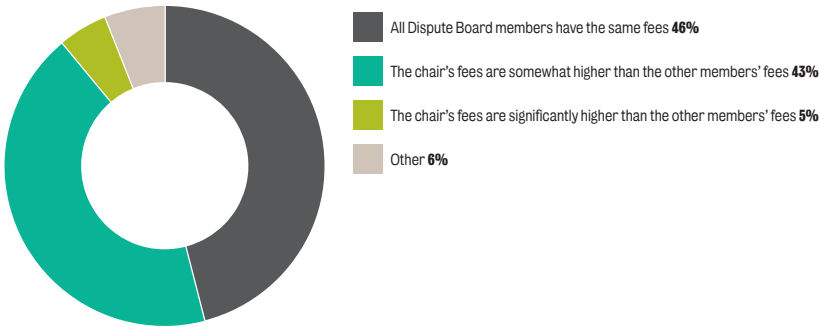


47. Fees distribution amongst Dispute Board members

Respondents were asked whether different Dispute Board members often had different fees and specifically whether the chairs’ fees differed from those of the other members.

Figure 92 shows that, while 46% of Individuals reported that all Dispute Board members normally had the same fees, 43% of Individuals noted that the chair’s fee was normally somewhat higher than the other members’ fee.

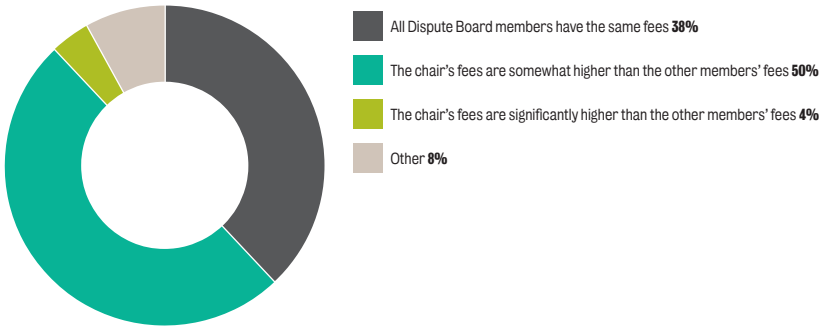
Figure 92: Fees distribution amongst Dispute Board members (Individuals’ responses)  
Based on 127 responses received



We asked respondents who answered ‘Other’ to explain to what they were referring. Most of the responses obtained referred to the fact that those Individuals had only taken part in Dispute Boards composed by a single member and thus could not provide an answer to the questions. One Individual, however, indicated he or she did not know the fees of the Dispute Board members. Another Individual indicated that he or she had a case in which one non-chair Dispute Board member had a higher fee than both the other non-chair member and the chair.

Figure 93 shows that, in the case of Entities, most of the respondents (50%) indicated that the chair’s fee was normally somewhat higher than the other members’ fees, but 38% of Entities indicated that their most common experience was for all Dispute Board members to charge the same fees.

Figure 93: Fees distribution amongst Dispute Board members (Entities’ responses)  
Based on 26 responses received



We asked respondents who answered ‘Other’ to indicate which scenario that would be. One Entity reported a case in which all Dispute Board members had different fees from one another. In another case, one Entity commented that, in their experience, international Dispute Board members would have higher fees than local Dispute Board members.

#### 48. Other costs: external lawyers

In addition to the Dispute Board's fees, and depending on the complexity of the dispute or the parties' preference, the parties may incur additional costs during the Dispute Board process by deciding to involve external lawyers or experts (eg quantum, delay, technical)

Figure 94 shows that 45% of Individuals have rarely or never seen involvement by external lawyers, whereas 39% of Individuals indicated that external lawyer involvement occurs always or most of the time.

Figure 94: How often did parties use external lawyers in the Dispute Board process? (Individuals' responses)  
Based on 129 responses received

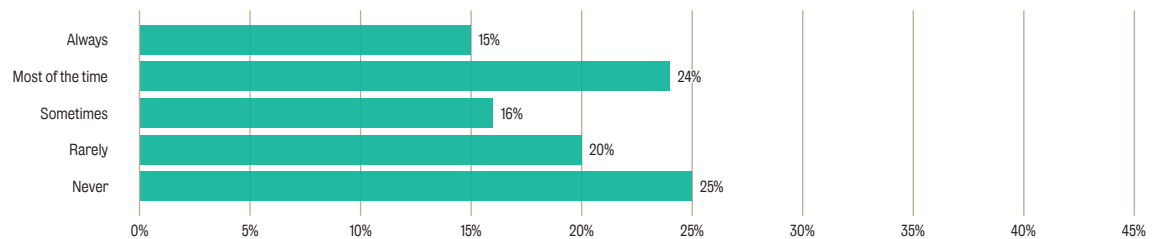
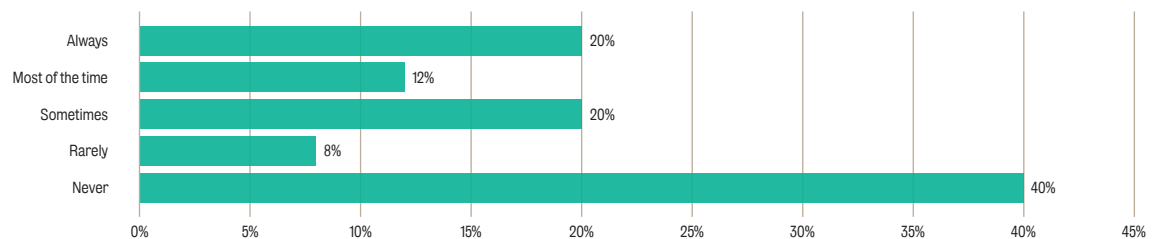


Figure 95 shows that 40% of Entities have never seen external lawyers involved, while 32% see external lawyers involved always or most of the time.

Figure 95: How often did parties use external lawyers in the Dispute Board process? (Entities' responses)  
Based on 25 responses received

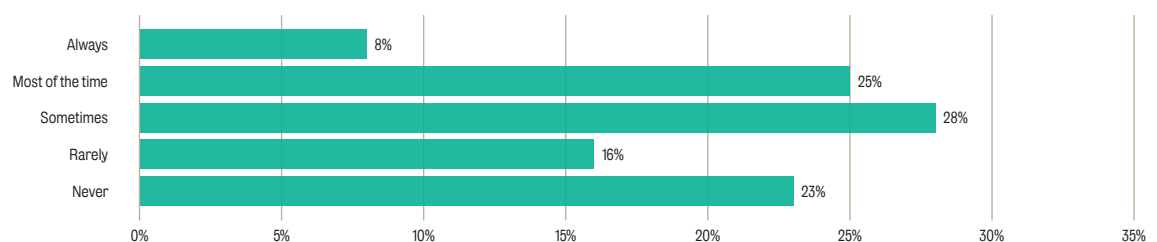


#### 49. Other costs: external experts

Other than the involvement of external lawyers, it may also be the case that external experts were involved in the Dispute Board's procedure.

Figure 96 shows that Individuals have varied experiences of expert involvement in the Dispute Board process. 28% of Individuals reported that the experts are only sometimes involved. 25% of Individuals reported that experts were involved most of the time, whereas 23% of Individuals said that, in their experience, experts were never involved.

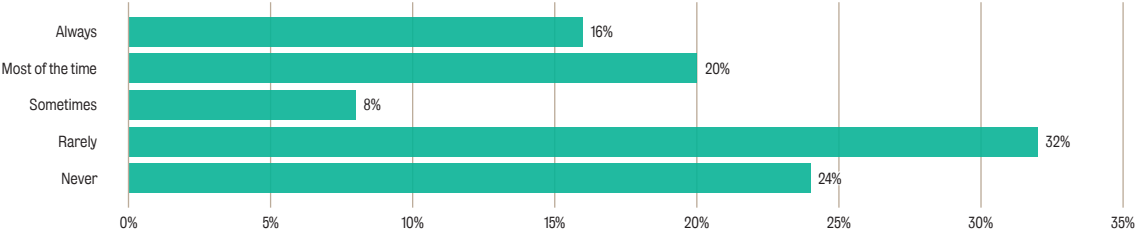
Figure 96: How often did parties use external experts in the Dispute Board process? (Individuals' responses)  
Based on 129 responses received



In the case of Entities, Figure 97 shows that the most common case was that experts were only rarely involved (32% of responses). 24% of Entities reported that, in their experience, experts were never involved. Finally, 20% of Entities said that experts were involved most of the time.

Figure 97: How often did parties use external experts in the Dispute Board process? (Entities' responses)

Based on 25 responses received





# Chapter 6:

## Users' perception of Dispute Boards

### 50. Usefulness of Dispute Boards for avoiding disputes

Respondents were asked if Dispute Boards were helpful in avoiding disputes.

Figure 98 reports the results concerning Individuals' opinions on the Dispute Board's usefulness for avoiding disputes. 86% of Individuals indicated that they found Dispute Boards very or extremely useful for avoiding disputes. 36% of Individuals found Dispute Boards very useful. Only 1% responded that they did not find Dispute Boards useful at all.

Figure 98: Individuals' perceived usefulness of Dispute Boards for avoiding disputes  
Based on 134 responses received

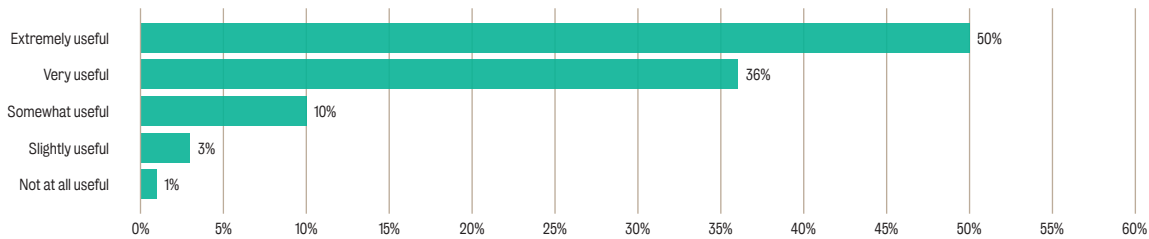
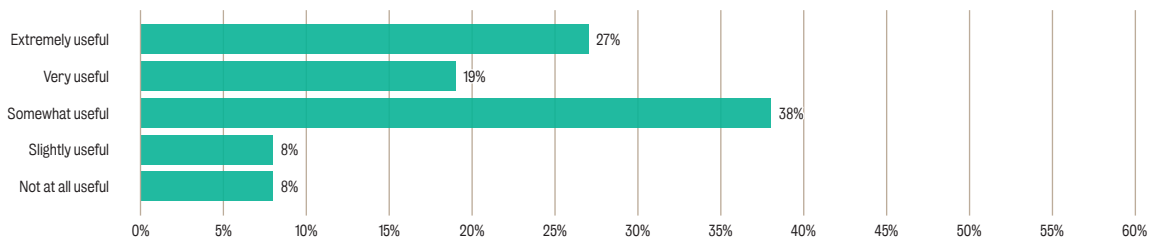


Figure 99 reports the results concerning the Entities' opinions on the Dispute Board's usefulness for avoiding disputes. In this case, the most common response was that the Dispute Board was only somewhat useful for avoiding disputes, as indicated by 38% of Entities. 27% of Entities, however, reported to have found Dispute Boards extremely useful. 8% responded that they did not find Dispute Boards useful at all.

Figure 99: Entities' perceived usefulness of Dispute Boards for avoiding disputes  
Based on 26 responses received



### 51. Satisfaction with the duration of Dispute Board process

Respondents were also asked to indicate their satisfaction with the average duration and costs of the Dispute Board process.

Figure 100 reports that 45% of Individuals were satisfied with the average duration of the Dispute Board process, whereas 35% of Individuals were very satisfied. Only 1% of Individuals reported that they were very dissatisfied with the average duration of the Dispute Board process.

Figure 100: Individuals' satisfaction with the average duration of the Dispute Board process  
Based on 133 responses received

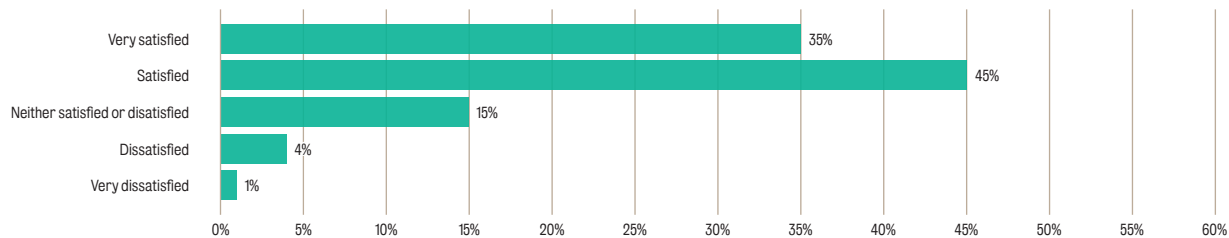
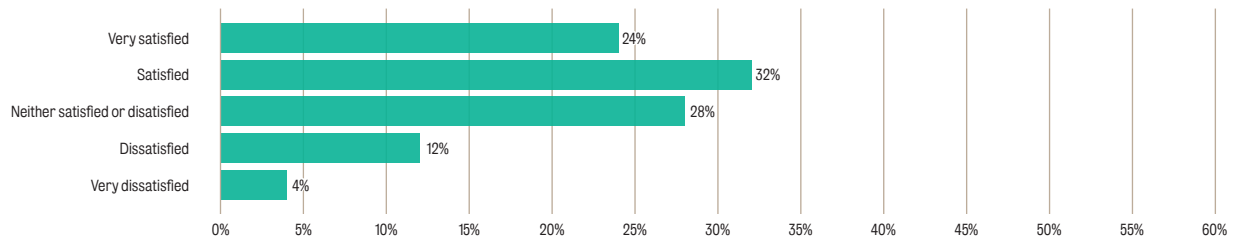




Figure 101 reports that a smaller percentage of Entities was either satisfied or very satisfied with the average duration of the Dispute Board process. Indeed, 32% of Entities were satisfied with the average duration of the Dispute Board process, whereas 24% of Entities were very satisfied. 4% of Entities reported that they were very dissatisfied with the average duration of the Dispute Board process.

Figure 101: Entities' satisfaction with the average duration of the Dispute Board process

Based on 25 responses received



## 52. Satisfaction with costs

Figure 102 reports that 50% of Individuals were satisfied, and 32% of Individuals were very satisfied with the average costs of the Dispute Board process. Again, only a little over 1% reported that they were very dissatisfied with it.

Figure 102: Individuals' satisfaction with the average costs of the Dispute Board process

Based on 133 responses received

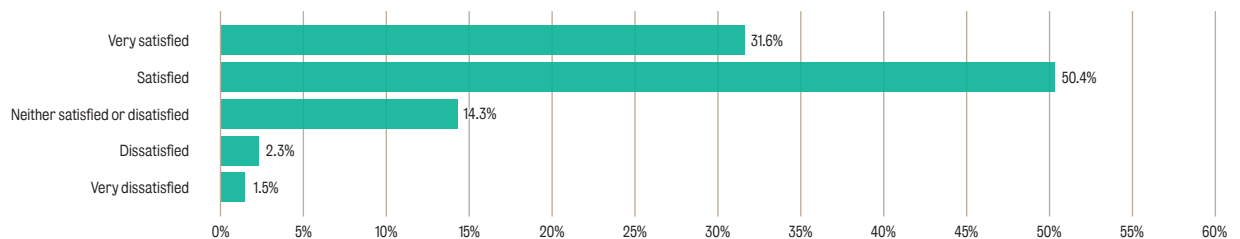
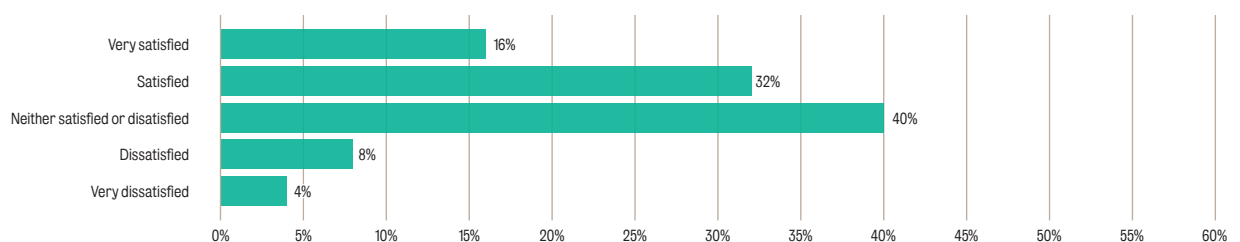


Figure 103 reports that, for Entities, 40% of the respondents said that they were neither satisfied nor dissatisfied with the costs of the Dispute Board. 32% of Entities, though, reported that they were satisfied with the average costs of the Dispute Board. 4% of the respondents, however, reported that they were very dissatisfied with the average costs of the Dispute Board.

Figure 103: Entities' satisfaction with the average costs of the Dispute Board process

Based on 25 responses received



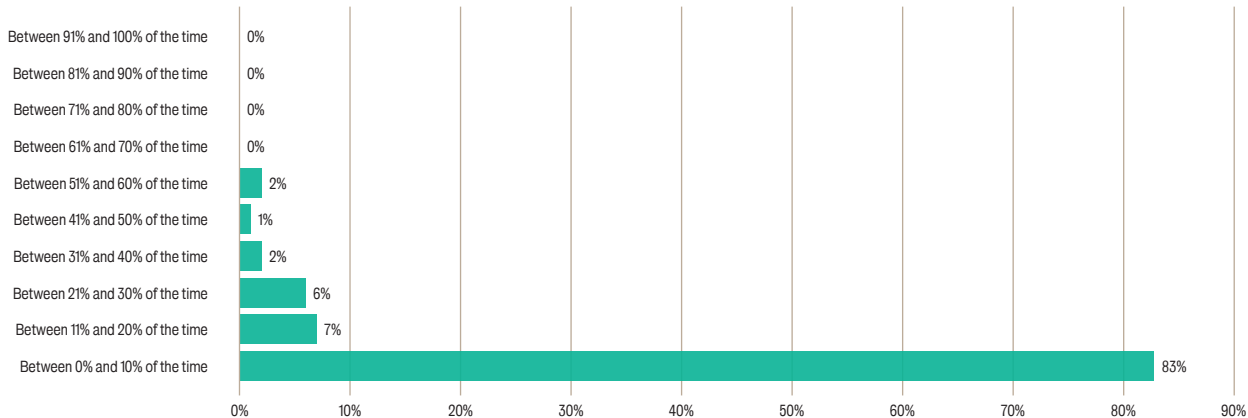
The difference between the perceptions and satisfaction of Individuals and Entities in terms of the usefulness, costs and duration of the Dispute Board process was interesting. More specifically, Individuals were much more satisfied with the mechanism's effectiveness, costs, and duration than Entities.

53. Suspicion of bias: single member or chair

Individuals and Entities were asked to indicate how often they suspected bias and, in particular, how often that suspicion concerned the Dispute Board's single or chair member or the other members of the Dispute Board.

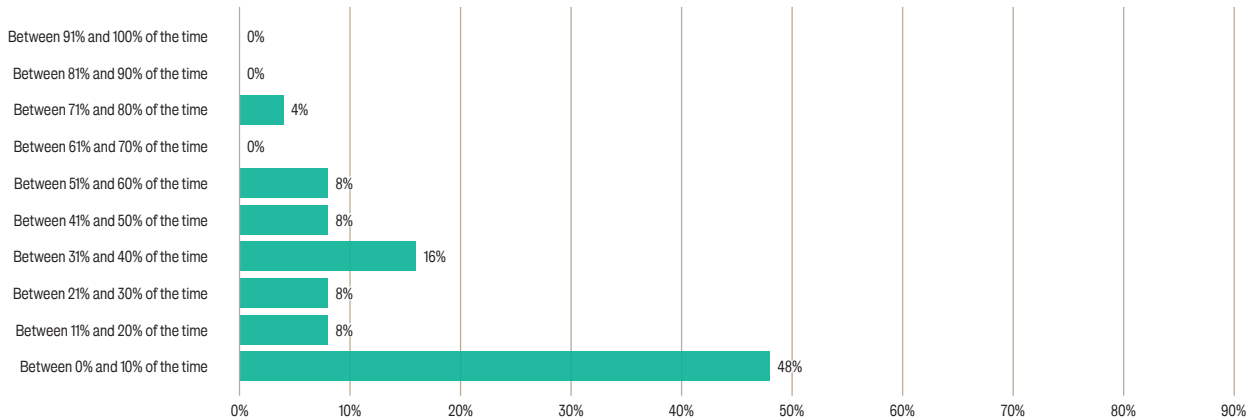
Figure 104 reports the answers given by Individuals. As seen below, only rarely (ie between 0% and 10% of the time) suspected that a chair of a tripartite Dispute Board or single member of a one-person Dispute Board was biased.

Figure 104: How often did you suspect that the Dispute Board's single member or chair was biased? (Individuals' responses)  
Based on 125 responses received



Turning now to Entities, Figure 105 reports that only 48% reported having suspected that a chair or single member was biased only 0% to 10% of the time. Instead, a significant number of Entities reported being suspicious more often. For instance, 16% of Entities reported suspecting bias in a chair or single member between 31% and 40% of the time, and 4% reported suspecting bias in that leading Dispute Board member between 71% and 80% of the time.

Figure 105: How often did you suspect that the Dispute Board's single member or chair was biased? (Entities' responses)  
Based on 25 responses received



## 54. Suspicion of bias: general members

Figure 106 reports the answers given by Individuals with respect to suspicions of bias from other members of the Dispute Board (excluding the chair or single members). While the frequency of suspicion was higher in this case than in the Individuals' suspicion of bias of the chair or single members, the numbers were still reassuring. Indeed, 74% of Individuals suspected bias only between 0% and 10% of the time.

Figure 106: How often did you suspect that the Dispute Board's general member (ie excluding chair or single member) was biased? (Individuals' responses)  
Based on 122 responses received

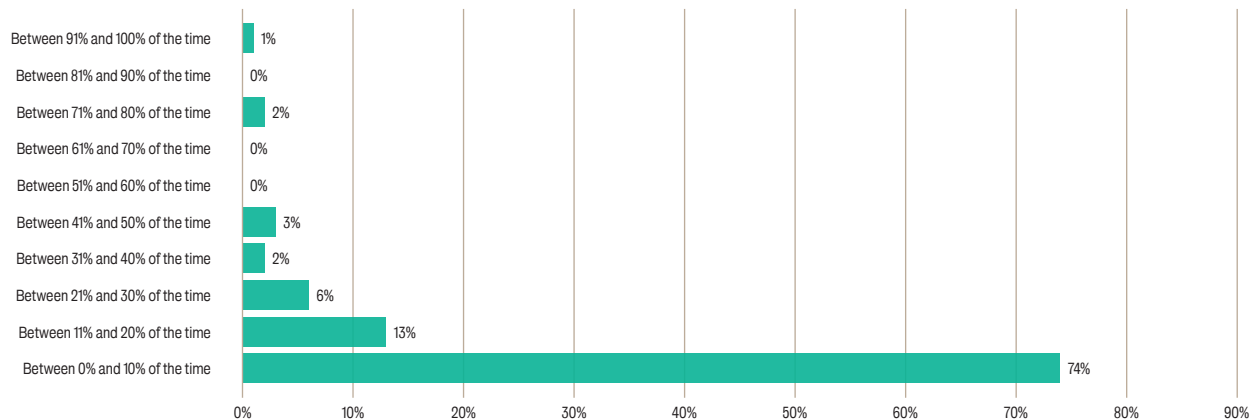
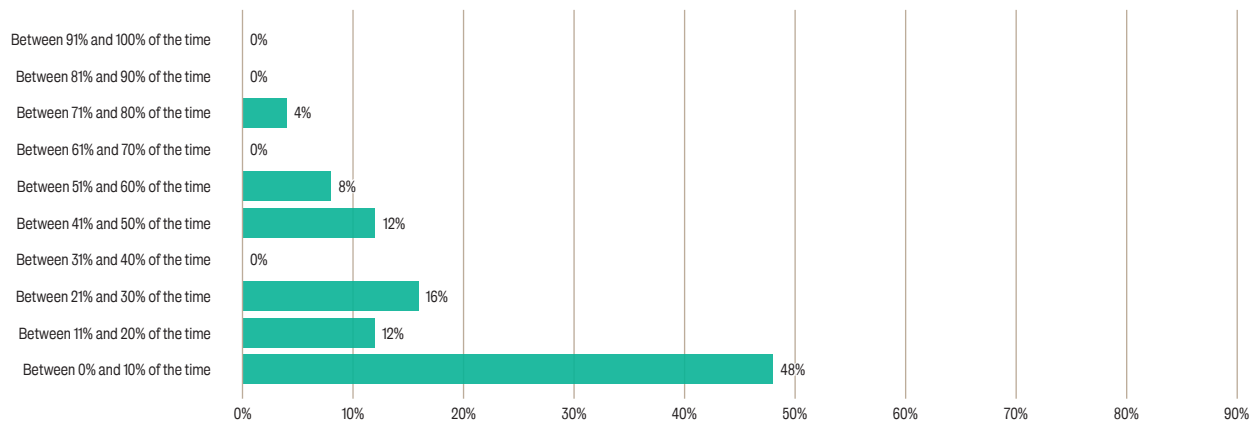


Figure 107 shows that there was no significant difference between Entities' suspicion of bias by the chair or single member and their suspicions in relation to the other members of the Dispute Board. Only 48% of Entities reported that they only suspected bias in those other Dispute Board members less than 10% of the time; in contrast, 16% of Entities reported suspecting bias in those other Dispute Board members between 21% and 30% of the time.

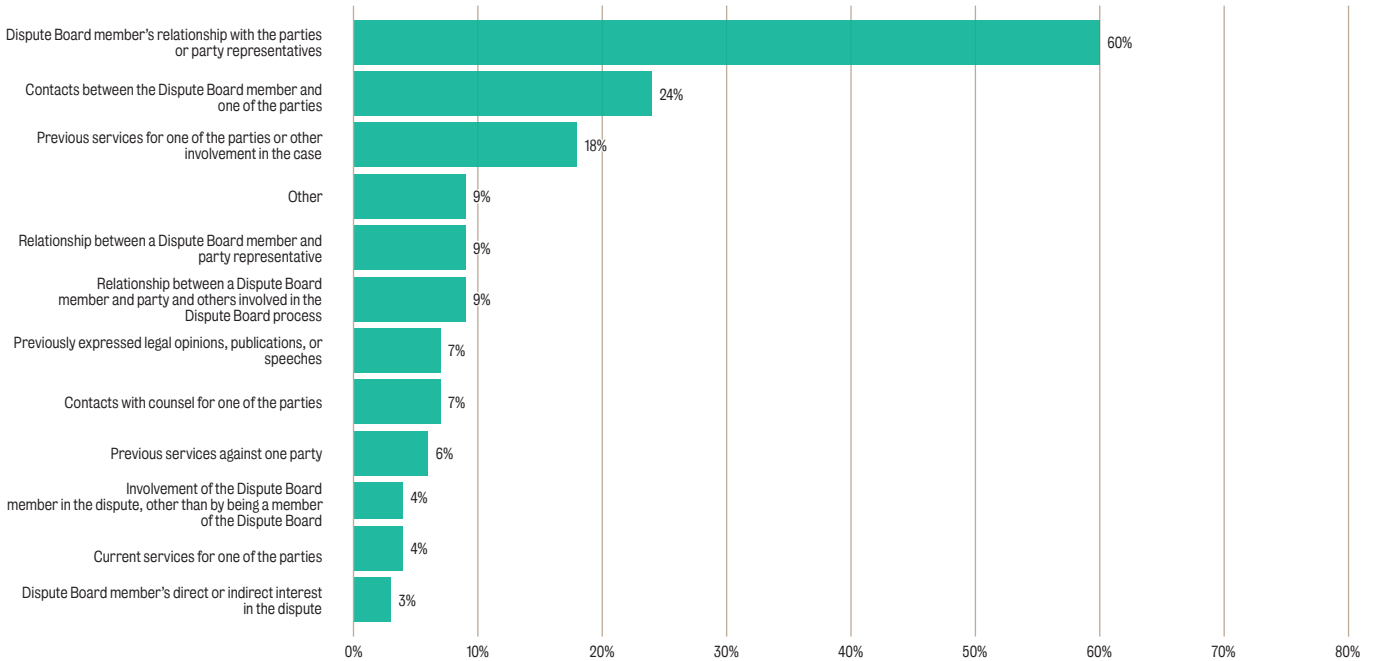
Figure 107: How often did you suspect that the Dispute Board's general member (ie excluding chair or single member) was biased? (Entities' responses)  
Based on 25 responses received



55. Reasons for the suspicion of bias

Figure 108 shows the most common reasons for Individuals to suspect Dispute Board members might be biased. The leading cause, indicated by 60% of Individuals, was the relationship of a Dispute Board member with the parties or party representatives. The second leading cause was contact between the Dispute Board member in question and one of the parties, as reported by 25% of Individuals.

Figure 108: Most common reasons for Individuals' suspicion of Dispute Board members' bias  
Based on 68 responses received. Respondents were able to select more than one option if applicable



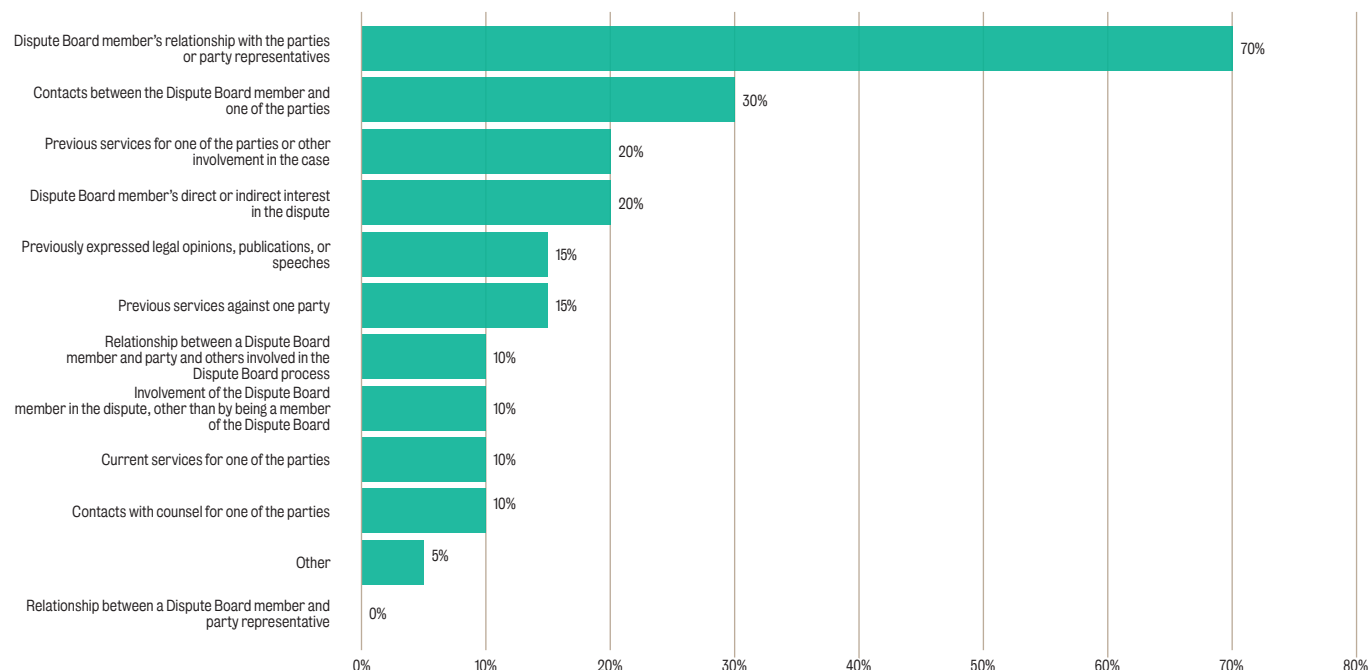
As seen from the chart above, certain Individuals reported to have suspected bias for a reason other than the ones listed above. Not all Individuals specified what those 'Other' reasons were. The responses of those that did are reported below.

- Certain attitudes of one or both parties.
- Comments showing partial views.
- DB [sic] member trying to favour the party who appointed him.
- General Employer/Contractor Bias.
- Indirect approach and understanding of parties' case.
- Parties always proposing the same Dispute Board's member.

Figure 109 compiles the most common reasons Entities suspected bias in Dispute Board members. The leading cause, indicated by 70% of Entities, was a relationship between the Dispute Board member and one of the parties or party representatives. The second leading cause, mentioned by 30% of the respondents, was contact between the Dispute Board member and one of the parties.

Figure 109: Most common reasons for Entities' suspicion of Dispute Board members' bias

Based on 19 responses received. Respondents were able to select more than one option if applicable



Few respondents indicated having suspected bias for a reason other than the ones listed above. When asked to specify what the 'Other' reason would be, only one Entity provided an answer, as reported below.

#### Actions taken during the hearing.

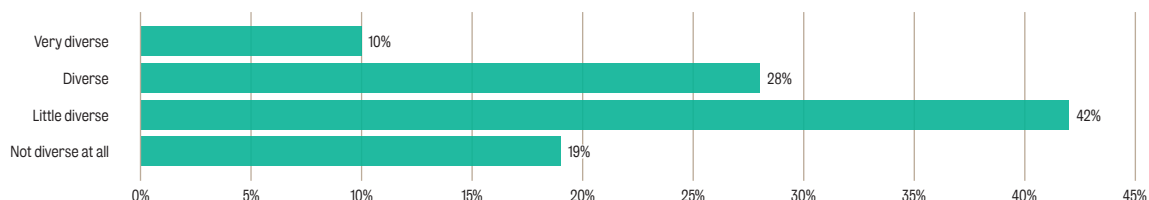
### 56. Diversity of the Dispute Board

Individuals and Entities were asked to rate the perceived diversity of the composition of Dispute Boards.

Figure 110 indicates that 42% of Individuals found that the average composition of Dispute Boards was a little diverse. 28% of Individuals reported that the average composition of Dispute Boards was diverse. There were, however, 19% of Individuals whose experience was that Dispute Boards were not diverse at all.

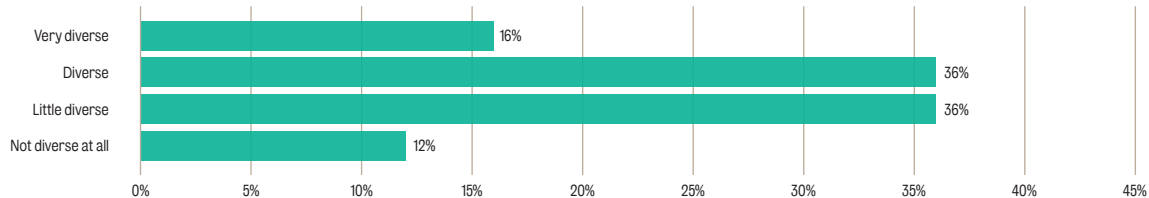
Figure 110: How diverse was the composition of Dispute Boards? (Individuals' responses)

Based on 130 responses received



Turning to Entities, figure 111 shows that while 36% of Entities found the composition of Dispute Boards to be only a little diverse, 36% found it diverse. There were also 16% of Entities that considered the composition of Dispute Boards to be very diverse.

Figure 111: How diverse was the composition of Dispute Boards? (Entities' responses)  
Based on 25 responses received



57. Improvement of diversity

In terms of the improvement of the diversity rate in the past five years, Individuals have indicated a positive experience.

Figure 112 indicates that 41% of Individuals reported that diversity has improved, as opposed to a total of 22% of the respondents who found the opposite. The remaining 37% of Individuals indicated that they were not sure.

Figure 112: Individuals' perceived improvement of the diversity of the composition of Dispute Boards in the last 5 years  
Based on 131 responses received

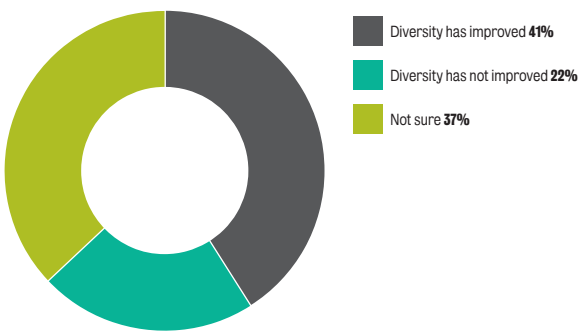
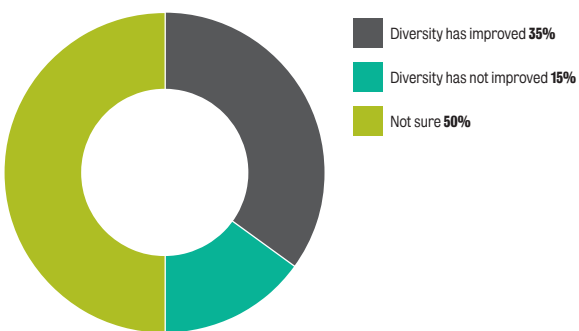


Figure 113 indicates that 35% of Entities reported that diversity has improved, as opposed to 15% finding that diversity has not improved. 50% of Entities indicated that they were not sure.

Figure 113: Entities' perceived improvement of the diversity of the composition of Dispute Boards in the last 5 years  
Based on 26 responses received





# Part II

# Institutions





# Chapter 7:

## Involvement of Institutions

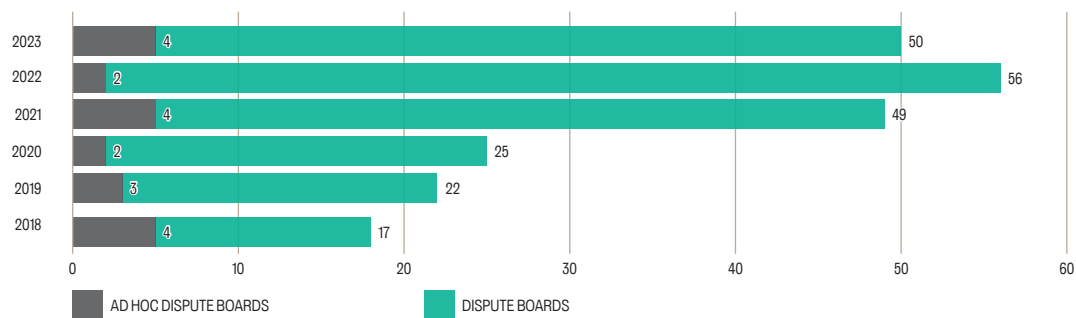
### 58. Annual use of Dispute Boards

This section reports the results of the survey of Institutions. In this study, an Institution is defined as ‘an institution, or its respective nominating body, which was (or could have been) requested to intervene in the constitution or functioning of a Dispute Board’. A list of the responding Institutions is in Annex A.

Institutions were asked to specify the number of Dispute Boards with which they were requested to intervene between January 2018 and December 2023 (inclusive). Specifically, they had to indicate, for each of those calendar years, (i) the number of Dispute Boards with which they were involved, and (ii) how many of those Dispute Boards were ad hoc as opposed to standing.

Figure 114 reflects a total of 219 Dispute Boards over the course of six years. Of these, 91.3% were standing Dispute Boards (ie 200) and 8.7% were ad hoc Dispute Boards (ie 19).

Figure 114: Number of Dispute Boards in which Institutions were involved  
Based on 13 responses received



The number of Dispute Boards reported by Institutions was significantly smaller than the amount reported by Individuals and Entities during the same time period.

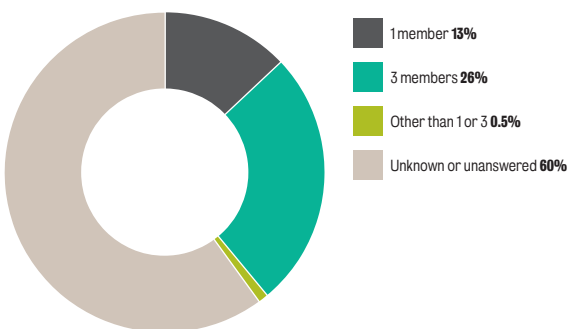
Still, there was a growing trend to involve Institutions in the process, as evidenced by the increasing number of reported cases over the years.

### 59. Composition of the Dispute Boards

With respect to the Dispute Boards reported, Institutions were asked to indicate how many consisted of a single member, three members, or a number of members other than one or three.

As evidenced by Figure 115, Institutions did not provide composition data on 60% of the Dispute Boards they reported. Where information was provided, there were a higher number of Dispute Boards composed of three members (26%) than those composed of a single member (13%). Only a scant few (0.5%) were reported not to be composed of one or three members.

Figure 115: Composition of the Dispute Board (Institutions’ responses)  
Based on 12 responses received





# Chapter 8:

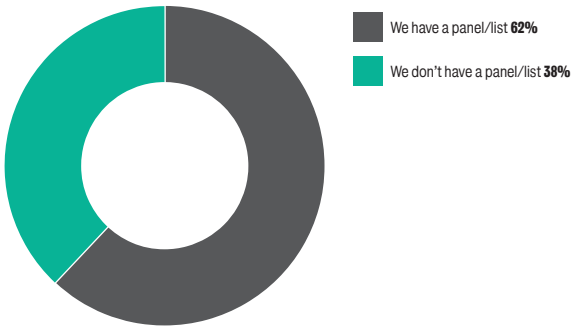
## Institutions' practices

### 60. Institutions with a list for appointment

One possible role of Institutions during the constitution of a Dispute Board is to assist with the nomination of Dispute Board members. With that in mind, Institutions were asked to indicate whether they had a panel or list of potential Dispute Board members.

Figure 116 indicates that 62% of Institutions have a panel or list of Dispute Board members. On the other hand, 38% of Institutions reported not having such a list.

Figure 116: Do you have a panel or list of Dispute Board members to consider for appointment?  
Based on 13 responses received

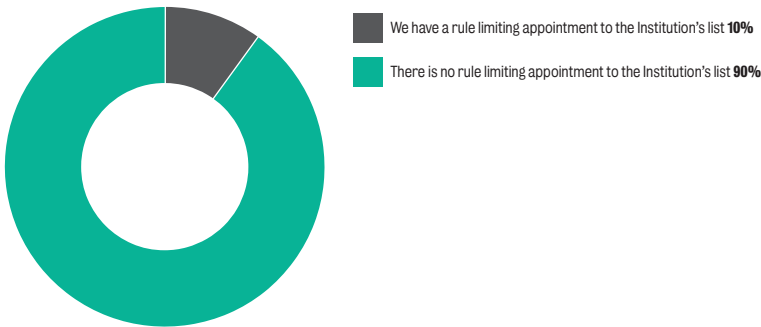


### 61. Policies limiting the Institution's appointment

Institutions that have a panel or list of Dispute Board members were also asked whether they had a rule or policy requiring that appointments made by Institutions be limited to the Institution's panel or list of Dispute Board members.

Figure 117 indicates that only 10% of Institutions had such a rule, whereas 90% indicated that they have no rule limiting the appointment of Dispute Board members to their own panel or list.

Figure 117: Do you have a rule or policy requiring that appointments be limited to the Institutions' panel or list?  
Based on 7 responses received



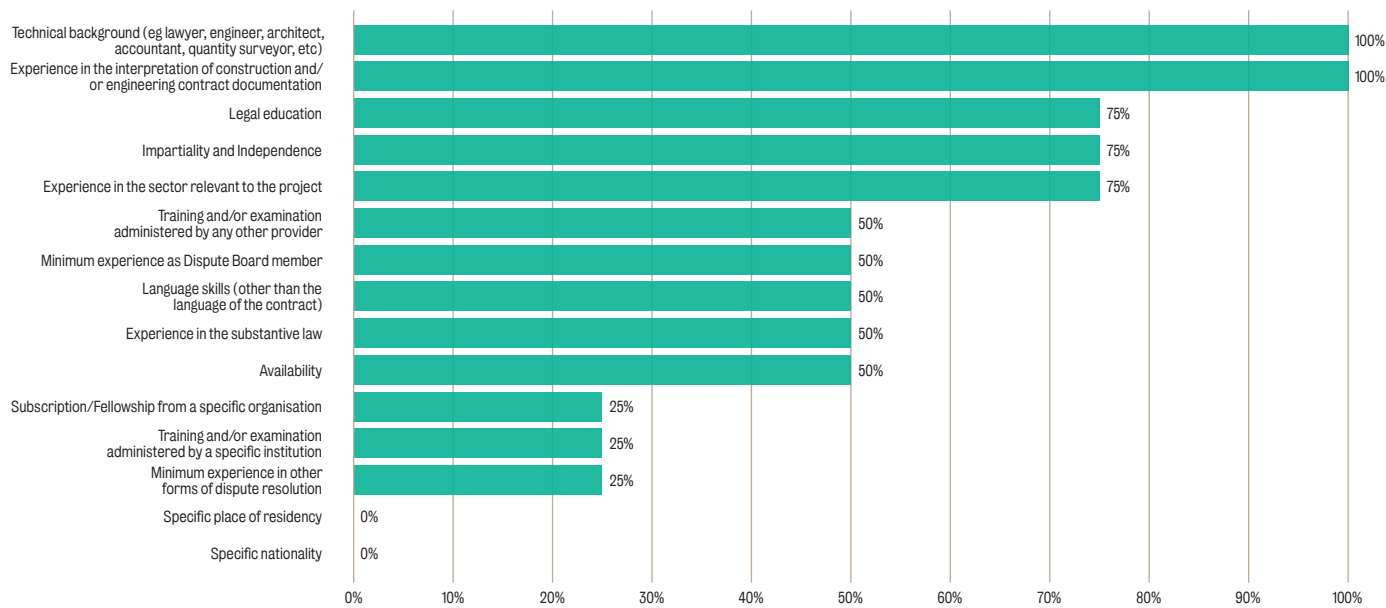
62. Criteria for joining the list

The Institutions which had a panel or list of Dispute Board members were also asked what criteria they consider relevant in selecting individuals to join it.

Figure 118 illustrates the answers. Tied in first place was the technical background of a candidate (eg lawyer, engineer, architect, accountant, quantity surveyor) and his or her experience in the interpretation of construction and/or engineering contract documentation, both of which were criteria indicated by all Institutions. Legal education, impartiality and independence, and experience in the sector relevant to the project were tied for second, as all three were listed as relevant by 75% of the Institutions.

It is important to note that, out of all Institutions that have a panel or list of Dispute Board members, only 57% answered this question.

Figure 118: Criteria considered relevant by Institutions for individuals to join their panel or list  
Based on 4 responses received. Respondents were able to select more than one option if applicable

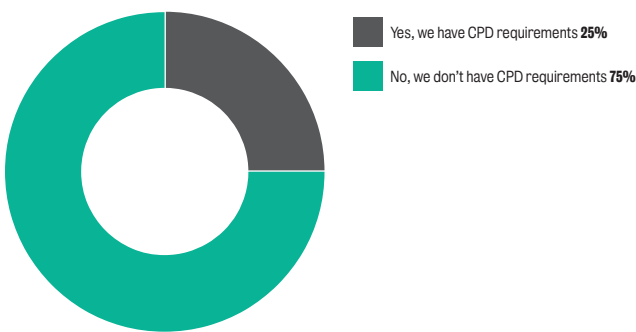


63. CDP requirements

Respondents were then asked whether there were any Continuing Professional Development (CDP) requirements for a Dispute Board member to join (or be kept on) the Institution's panel or list.

Figure 119 compiles the responses obtained, indicating that 25% of Institutions have CPD requirements for keeping a Dispute Board member on their list, whereas the remaining 75% of Institutions do not impose said requirements. Again, it is important to note that, out of all Institutions that have a panel or list of Dispute Board members, only four (57%) answered this question.

Figure 119: Do you apply Continuing Professional Development (CDP) requirements to the list's members?  
Based on 4 responses received

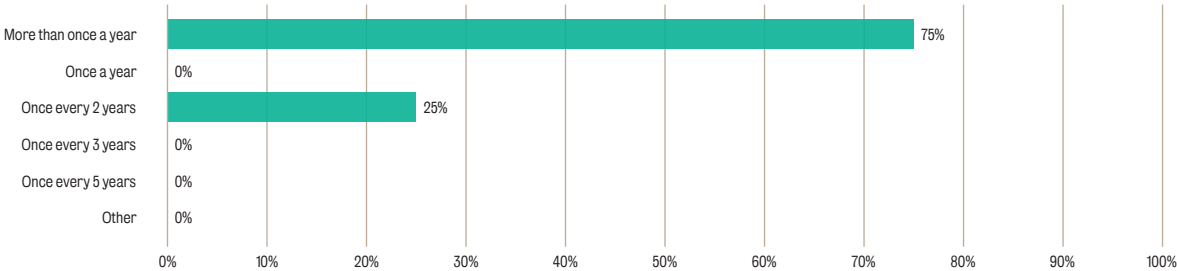


64. Review of the Institution's list

An additional question was posed as to how frequently Institutions that have a panel or list of Dispute Board members update their panel or list.

In response, 75% of Institutions indicated that they update or review their list of Dispute Board members more than once a year, whereas the remaining 25% of Entities indicated they review their panel or list once every two years. An important caveat here is that, out of all Institutions that have a panel or list of Dispute Board members, only four (57%) answered this question.

Figure 120: How often do you review your panel or list?  
Based on 4 responses received

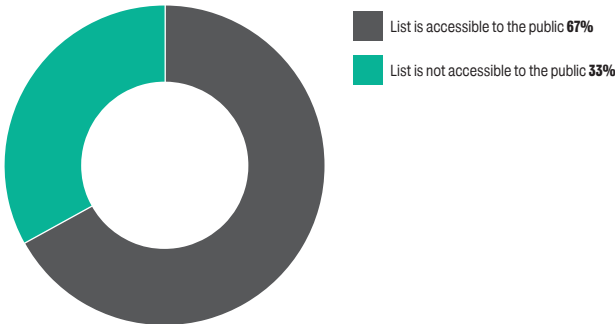


65. Accessibility of the Institution's list

Institutions that have a panel or list of Dispute Board members were also asked whether their panel or list was accessible to the public.

As seen in Figure 121, 67% of Institutions indicated that their panel or list of Dispute Board members was available to the public, whereas the remaining 33% reported that they do not make such data available to the public. It is important to note that, out of all Institutions who have a panel or list of Dispute Board members, only three (42.8%) answered this question.

Figure 121: List's accessibility to the public  
Based on 3 responses received

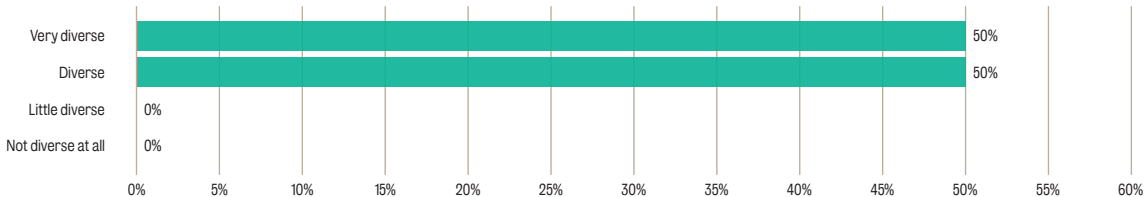


66. Diversity of the Institution's list

Institutions that have a panel or list of Dispute Board members were also asked about the diversity of their panel or list. Only four (57%) chose to respond.

Institutions were first asked to indicate whether they considered their panel or list of Dispute Board members to be diverse. As indicated in Figure 122, 50% of Institutions indicated that they considered their panel or list of Dispute Board members to be diverse, and another 50% indicated that they considered their panel or list to be very diverse.

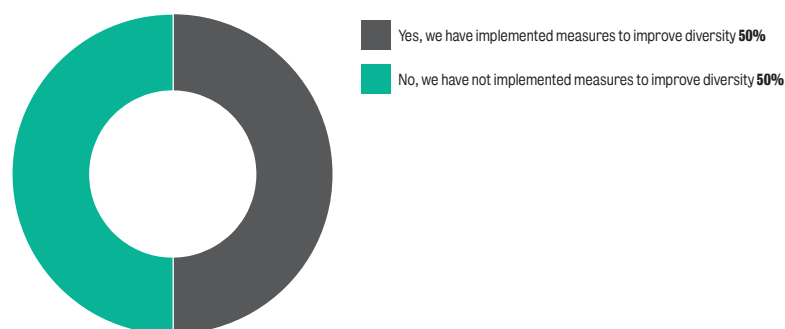
Figure 122: How diverse is your list of Dispute Board members?  
Based on 4 responses received



## 67. Measure to improve the diversity of the Institution's list

Institutions were further asked to indicate whether they had implemented any measures to improve the diversity of their panel or list of Dispute Board members between January 2018 and December 2023. As indicated in Figure 123, 50% of Institutions answered the question in the affirmative, whereas the remaining 50% of Institutions indicated that they had not implemented any such type of measures in the past six years.

Figure 123: Have you implemented measures to improve the diversity of their panel or list of Dispute Board members?  
Based on 4 responses received



When asked about the measures implemented to improve the diversity of their panel or list of Dispute Board members, two responses were received:

### Invite applications to join.

- (1) When deciding on the incorporation and renewal of adjudicators to our DB [sic] list, we promote a balance that ensures gender equality, nationality, invitation of young adjudicators, diversity of professionals (engineers, architects, lawyers, etc.) and expansion of specialties (environmental engineering, civil engineering, electromechanical engineering, etc.);
- (2) Carrying out DB [sic] courses with the purpose of promoting the soft skills and knowledge necessary to be an adjudicator on our DB [sic] list, encouraging our students to allow us to evaluate them for a possible application to our DB [sic] list (entry to the list based on academic merit, meritocracy);
- (3) Carrying out DB [sic] events to encourage academic discussion on current issues related to DB [sic] and expand our roster to professionals who are interested (opening of our service and list of adjudicators); and
- (4) Other strategies.

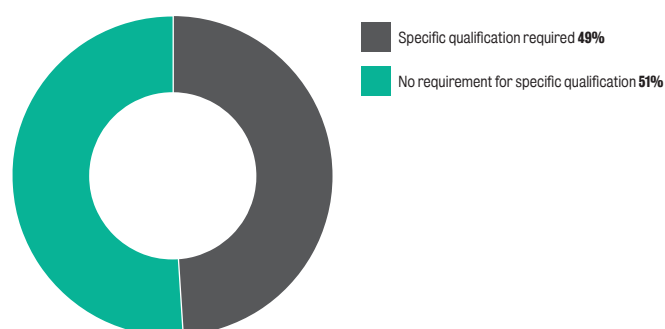
## 68. Requirements of Dispute Board's qualifications or attributes

Institutions were asked about the frequency with which Dispute Board agreements require Dispute Board members to have specific qualifications or attributes.

Institutions reported a total of 102 occasions (out of 207 Dispute Boards reported) in which the Dispute Board agreements required Dispute Board members to have specific qualifications.

Figure 124 illustrates those results, indicating that in 49% of the Dispute Boards reported by Institutions, a specific qualification was required from the Dispute Board members. In the remaining 51% of the cases, the Dispute Board's agreements did not include any requirement.

Figure 124: Requirements for specific qualifications or attributes (Institutions' responses)  
Based on 12 responses received

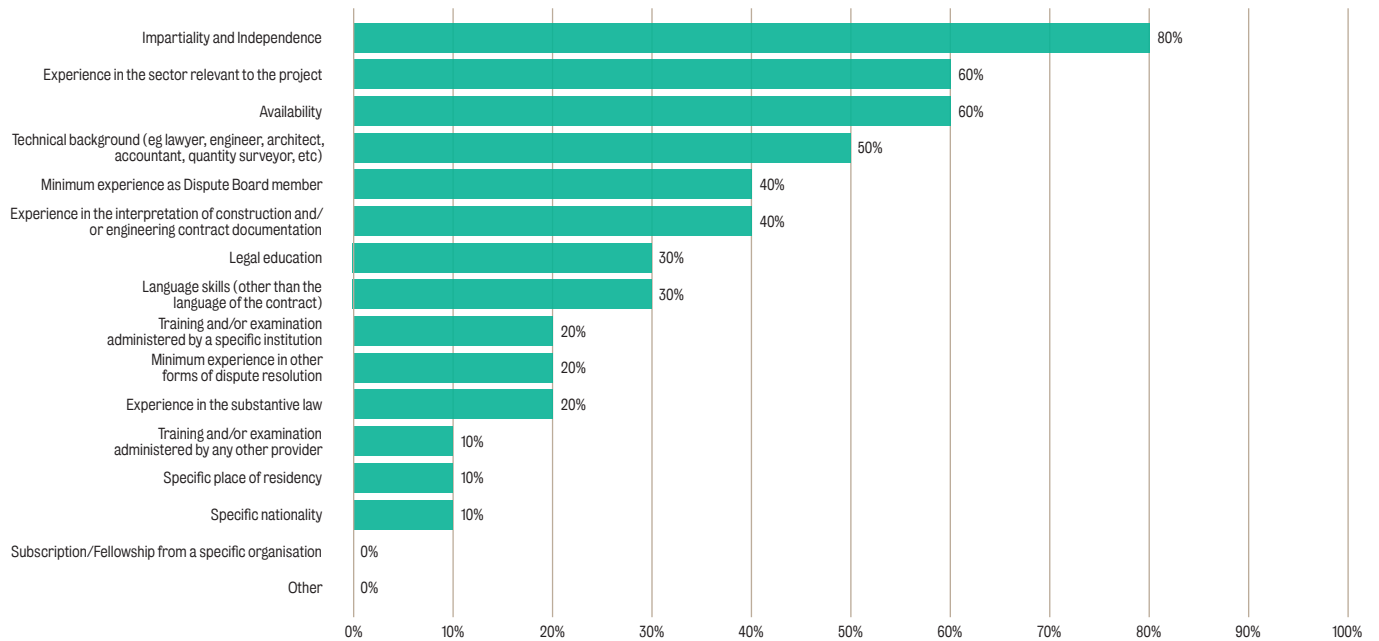


69. Most requested qualifications and attributes

For the cases in which qualifications were contractually required, Respondents were asked to identify the qualification or qualifications.

Figure 125 indicates that, in the Institutions' experience, the most required qualification or attribute of Dispute Board members was impartiality and independence, as indicated by 80% of Institutions. Another 60% of Institutions reported that experience in the sector relevant to the project and availability were also commonly requested amongst Dispute Board member qualifications or attributes.

Figure 125: Most requested qualifications or attributes (Institutions' responses)  
Based on 10 responses received. Respondents were able to select more than one option if applicable

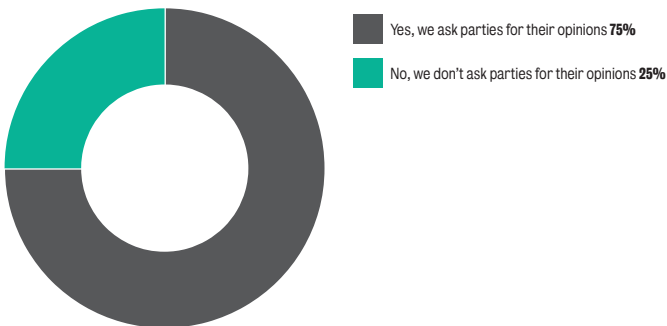


70. Parties' input in the appointment process

Institutions were also asked to indicate whether they expressly requested the parties to submit their opinions about the Institutions' appointment of a Dispute Board member.

Figure 126 indicates that 75% of Institutions reported having requested the parties' opinions about the appointment of the Dispute Board members. 25% of the respondents indicated that they did not ask parties for their opinions.

Figure 126: Do you ask the parties for their opinions before appointing a Dispute Board member?  
Based on 12 responses received



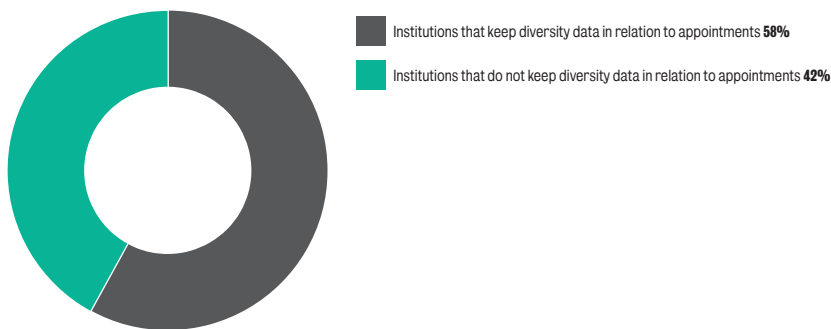


## 71. Storage of diversity data

In addition, Institutions were asked whether they keep diversity data in relation to appointments (eg age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation).

Figure 127 reflects that 58% of Institutions keep such data, whereas 42% do not.

Figure 127: Storage of diversity data on appointments of Dispute Board members  
Based on 12 responses received



When asked for their reasons for not keeping diversity data, Institutions provided the following responses:

- *Not implemented.*
- *Not relevant.*
- *Not relevant for the job duties.*
- *No personal data.*



## Chapter 9: Services & Costs

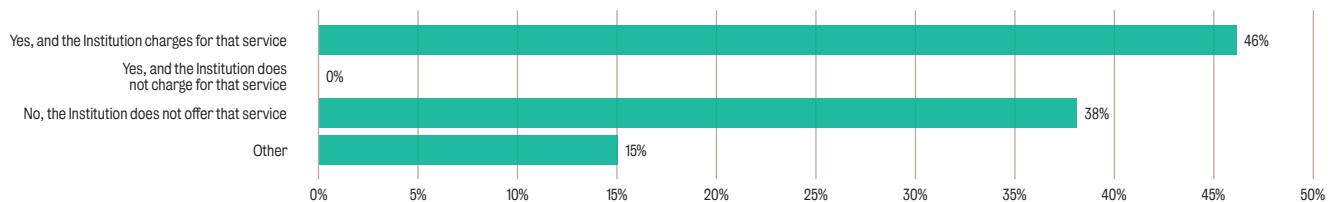
As the use of Dispute Boards has expanded, the services offered by Institutions supporting Dispute Boards have evolved. The survey investigated the role Institutions may play in administering Dispute Board procedure, determining the fees of Dispute Board members, and reviewing Dispute Board decisions.

### 72. Service offer: Administration of the Dispute Board's procedure

Figure 128 illustrates that only 46% of Institutions offered the service of administering the Dispute Board's procedure. 38% of the respondents confirmed that they did not offer those services.

Figure 128: Do you offer the service of administering the Dispute Board's procedure?

Based on 13 responses received



The respondents who indicated 'Other' in their responses could explain their answers. Only one Institution chose to do that. Its response is reported below.

**I** Does not administer DB [sic] proceedings. It can however act as depositary of funds and pay the DB [sic] members in accordance with an agreed process.

The data indicates that administering a Dispute Board's procedure is not a feature that most Dispute Board institutions commonly offer. This distinguishes Dispute Board institutions from those of other dispute resolution mechanisms, like arbitration. At the same time, while complete administration of the Dispute Board process may not be offered, the Institutions reported various services that assist in the administration of the process, such as acting as a fee depositary or assisting in the payment of Dispute Board members.

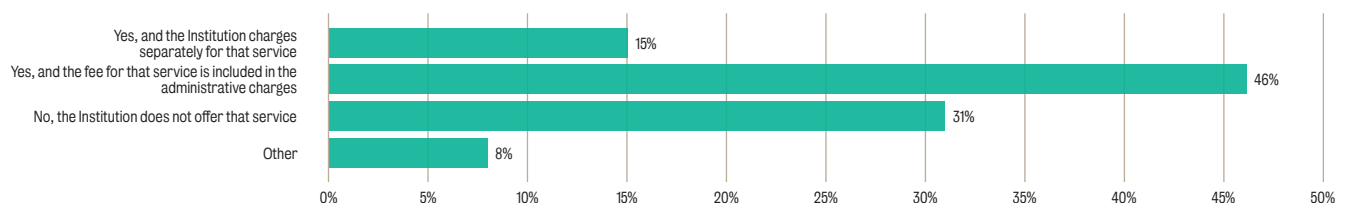
### 73. Service offer: Appointment of a Dispute Board member

Figure 129 illustrates that 46% of Institutions offered the service of appointing a Dispute Board member and considered the fee for that service included in its administrative charges. 15% of Institutions reported that they offered such a service and charged separately for it. 31% of Institutions do not provide this service.

Institutions that indicated 'Other' in their response could explain their answer. In that regard, one Institution explained that it does offer the service of appointing Dispute Board members, but it does not charge for it.

Figure 129: Do you offer the service of appointing Dispute Board members?

Based on 13 responses received

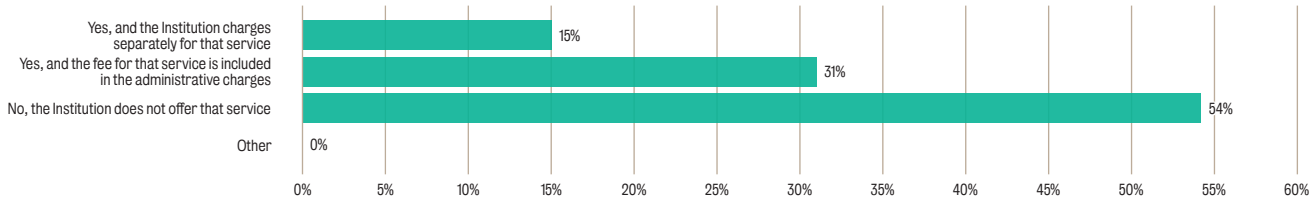


The data indicates that the service of appointing Dispute Board members was commonly offered by Institutions. For a broader understanding of this topic, the charts in this section should be read in conjunction with the charts presented in Section 5 above on Individuals' and Entities' roles in the appointment or constitution of the Dispute Board.

74. Service offer: Determination of the Dispute Board's fees

Figure 130 illustrates that 54% of Institutions did not offer the service of fixing the fees of Dispute Board members. 31% of Institutions offered this service but considered the fee for it already included in the administrative charges of the procedure. 15% of Institutions reported that they offered the service of fixing the fees of the Dispute Board members and charged separately for it.

Figure 130: Do you offer the service of fixing the fees of the Dispute Board member?  
Based on 13 responses received

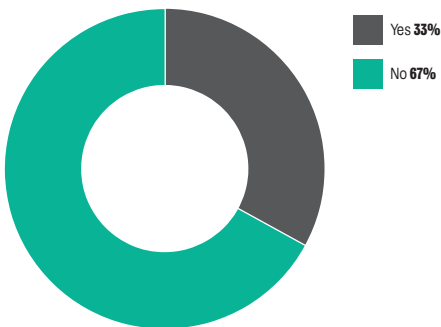


75. Use of retainer fees

Further questions were asked to Institutions that offer the service of fixing the fees of Dispute Board members about the way Dispute Board members were remunerated and the amounts commonly fixed. Out of all Institutions that offer the service of fixing the fees of the Dispute Board, only three (50%) answered these questions.

Figure 131 indicates that one Institution (33%) confirmed that, when fixing the Dispute Board's fees, it typically established a retainer fee. The other two Institutions (67%), reported not having typically established a retainer fee.

Figure 131: Do you typically establish a retainer fee when fixing the fees of the Dispute Board member?  
Based on 3 responses received

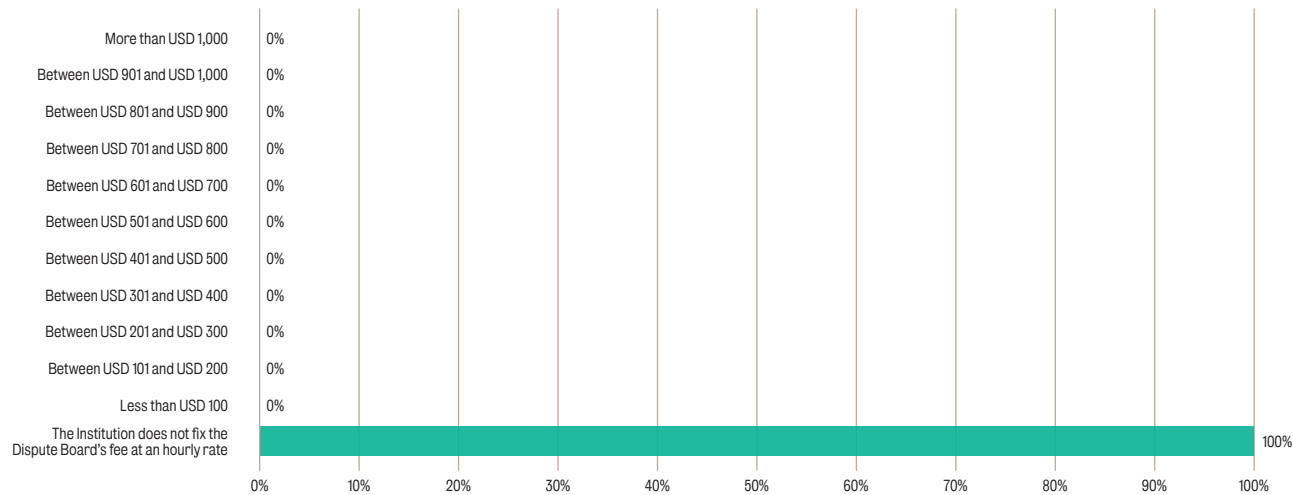


The one Institution that reported charging a retainer fee for fixing fees of Dispute Board members said that its common practice was to establish a trimonthly retainer fee, the yearly value of which would be between \$50,001 and \$75,000.

76. Average hourly fees

The next question was whether the fees of the Dispute Board members were fixed at an hourly or daily rate, Figure 132 indicates that all Institutions confirmed that they did not commonly fix the Dispute Board’s fee at an hourly rate.

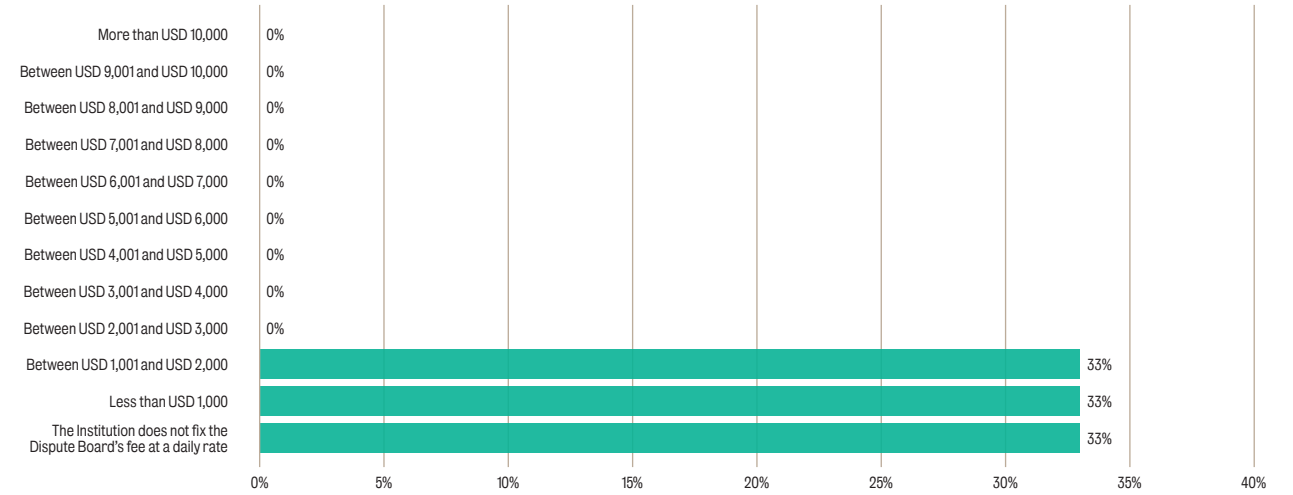
Figure 132: Average hourly fees typically established by Institutions  
Based on 3 responses received



77. Average daily fees

Figure 133, shows that two of the three Institutions typically establish daily fees. Out of those, onereported that the daily fee was typically less than \$1,000, whereas the otherreported a daily fee between \$1,001 and \$2,000.

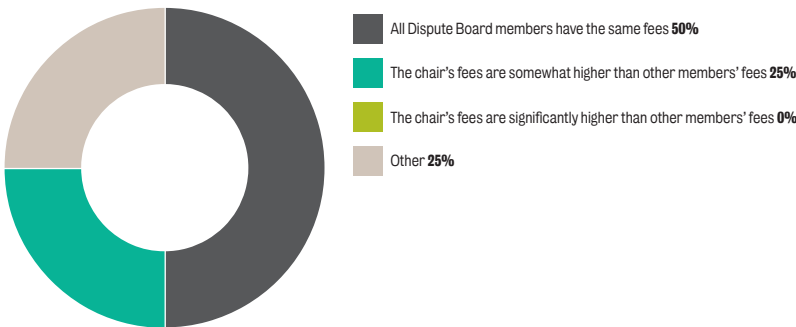
Figure 133: Average daily fees typically established by Institutions  
Based on 3 responses received



78. Fee distribution amongst Dispute Board members

Figure 134 indicates that half of the Institutions reported that all Dispute Board members have the same fees, whereas 25% reported that the chair's fees were somewhat higher than the other members' fees. The remaining 25% who described the scenario as 'Other' did not further elaborate.

Figure 134: Fees distribution amongst Dispute Board members (Institutions' responses)  
Based on 4 responses received



79. Number of determinations of the Dispute Board's fees

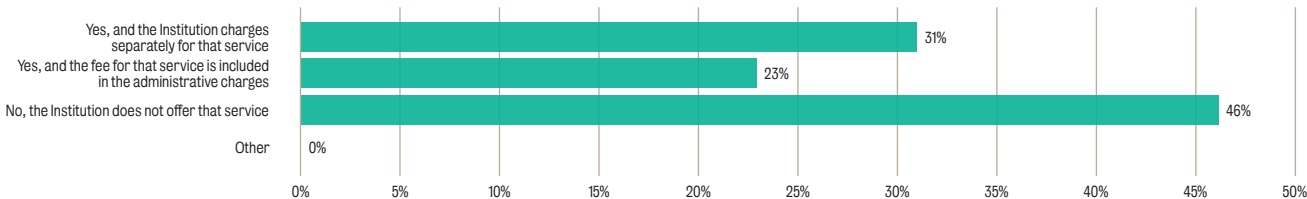
Finally, despite 46% of Institutions having reported offering a fee-fixing service (Figure 130 above), when asked to specify the number of Dispute Boards for which Institutions fixed the fees between January 2018 and December 2023, only one case was reported.

Considering the timeframe of this research (ie from January 2018 to December 2023) and the number of Institutions, the fact that only one case was reported in this section is significant and indicates that the Institutions' service of fixing the fees of the Dispute Board is not often used. This may suggest that there is only a small market for fee-fixing services. In any case, the charts in this section should be read in conjunction with the charts presented in Section 18 above on Individuals and Entities' input on the determination of the fees of the Dispute Board members.

80. Service offer: Decision on challenges against a Dispute Board member

Figure 135 illustrates that 46% of Institutions did not offer the service of deciding challenges against the appointment or continuation of services of a Dispute Board member. 31% of Institutions offered this service for a separate fee; 23% offered it without charge, as the cost was included in the Institution's administrative fees.

Figure 135: Do you offer the service of deciding a party's challenge to the appointment (or the continuation of the services) of a Dispute Board member?  
Based on 13 responses received



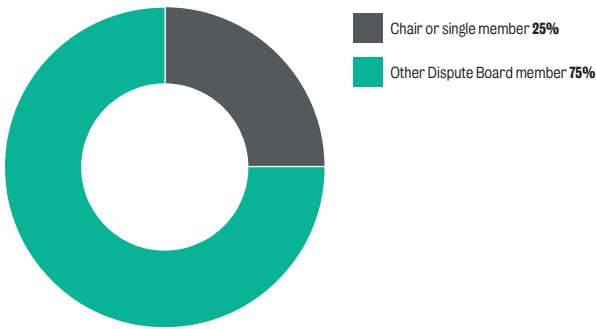
81. Number of challenges received

The seven Institutions that hear challenges to the appointment (or the continuation of the services) of a Dispute Board member were asked the number of challenges they decided between January 2018 and December 2023. A total of four challenges were reported, none of which was upheld.

82. Challenge of a Dispute Board member

Figure 136 indicates the percentage of challenges received against the chair or single member of the Dispute Board in comparison with the challenges received against other members of the Dispute Board (ie the wings). The chart indicated that 75% of the challenges reported were made against a Dispute Board member other than the chair or single member.

Figure 136: Profile of challenged Dispute Board members in the challenged decided by Institutions  
Based on 7 responses received



83. Reasons for challenge

Institutions were also asked to rank (from a pre-existing list of options) reasons for challenges against the appointment (or the continuation of the services) of a Dispute Board member from most common to least common in their experience.

As Figure 137 reflects, the top three reasons were, in order, lack of impartiality or independence arising during the procedure, pre-existing conflicts of interest, and lack of disclosure of information.

Figure 137: Common reasons behind the challenges against a Dispute Board member  
Based on 4 responses received

1st Ranked	Lack of impartiality or independence arising during the procedure
2nd Ranked	Pre-existing conflict of interest
3rd Ranked	Lack of disclosure of information
4th Ranked	Alleged breach of applicable code of conduct or ethical rules (eg fairness, integrity, decorum, etc.)
5th Ranked	Lack of expertise

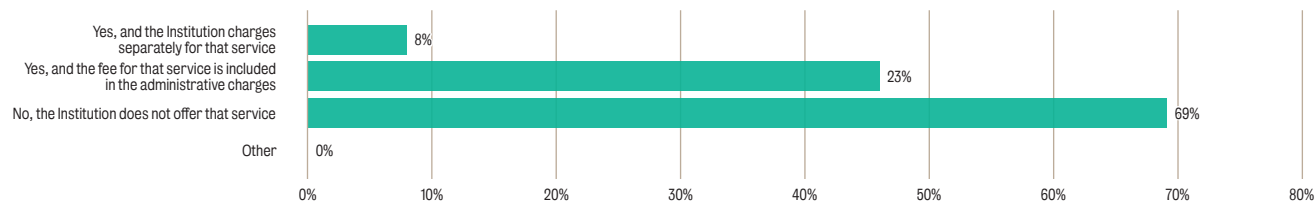
Again, considering the timeframe of this research (ie from January 2018 to December 2023) and the number of responding Institutions, the fact that only four cases were reported in this section is noteworthy and may indicate that parties do not often rely upon Institutions for challenging Dispute Board members. It may also mean parties did not have grounds to challenge Dispute Board members. In any case, the charts in this section should be read in conjunction with the charts presented in Section 22 above on Individuals’ and Entities’ suspicions of bias.



84. Service offer: Review of a decision to be rendered by the Dispute Board

Figure 138 illustrates that 69% of Institutions do not offer to review the decisions of a Dispute Boards. Of the 31% that do, 23% of Institutions do not charge separately for it, as the fee is considered included in the Institution’s administrative charge, and 8% require a separate payment for reviewing the decision.

Figure 138: Do you offer the service of reviewing a decision to be rendered by the Dispute Board?  
Based on 13 responses received



85. Number of decisions reviewed

The Institutions that review Dispute Board decisions were asked to provide information on the number of requests they received to perform that service between January 2018 and December 2023. Only one request for review was reported. The Institution that reported that request said that its review resulted in the Dispute Board’s decision being amended for the reason reported below. .

■ The law was imprecise and [the decision] needed to be amended.



# Part III

## Funders





# Chapter 10:

## Use of Dispute Boards

### 86. Annual use of Dispute Boards

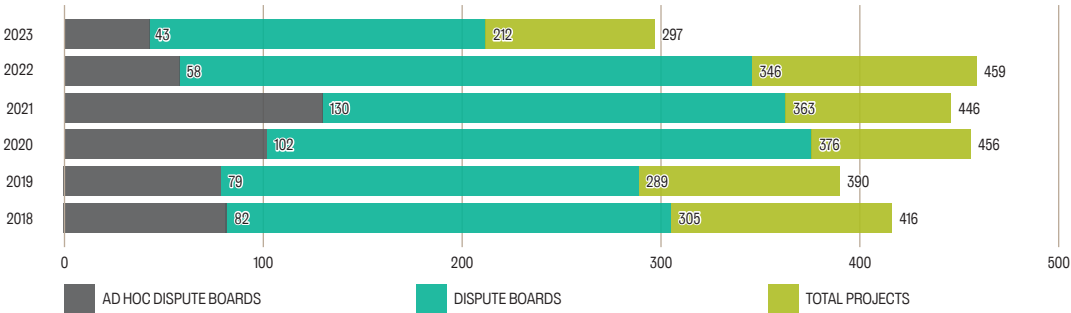
This section reports the results of the survey addressed to Funders. In this research, a Funders is defined as ‘a person or organisation that funded or financed a Project for which a Dispute Board was considered or adopted’. Four funders replied to the survey. They reported 1,891 Dispute Boards.

Funders were asked to indicate the number of Dispute Boards in which they were involved between January 2018 and December 2023 (inclusive). Specifically, they had to indicate, for each of those calendar years, (i) the number of new Projects tin which they were involved, (ii) how many of those Projects provided for the constitution of some type of Dispute Board, and (iii) how many of those Dispute Boards were of an ad hoc nature (as opposed to standing Dispute Boards).

As Figure 139 illustrates, Funders were involved with the most Projects in 2022, whereas 2020 was the year in which they were involved with the most Projects with a Dispute Board.

The chart reflects a total of 2,464 Projects over the course of six years. It indicates that 76.7% of Projects (ie 1,891) included Dispute Boards. Out of those, 26.1% (ie 494) were ad hoc Dispute Boards, and 73.9% (ie 1,397) were standing Dispute Boards.

Figure 139: Number of Dispute Boards in which Funders were involved  
Based on 4 responses received



### 87. Policies to include Dispute Boards in Projects

Funders were asked whether they had any rule or policy for including a Dispute Board in all or certain Projects that they funded or financed. Figure 140 indicates that all Funders answered the question in the affirmative, confirming that they had in place a policy for including Dispute Boards in certain Projects.

Figure 140: Do you have a policy to include Dispute Boards in your Projects? (Funders' responses)  
Based on 4 responses received



Funders were asked what their policy was. The responses obtained are reported below.

- All construction projects above R [ZAR] 500 million in value to have dispute boards. depending on the complexity of the project the decision to have a one person or three-person board to be made by the project manager. Ad hoc boards to be used for projects less than R [ZAR] 500 million in value.
- In our policy, Standing Dispute Board is strongly recommended to the Borrowers. If project size is larger than 10 billion Japanese Yen, we recommend three members.
- Construction contract values greater than \$ 500,000 allow for an ad hoc dispute board.
- We advocate as a rule the use of FIDIC contracts which includes DAB [sic] provisions.



# Chapter 11:

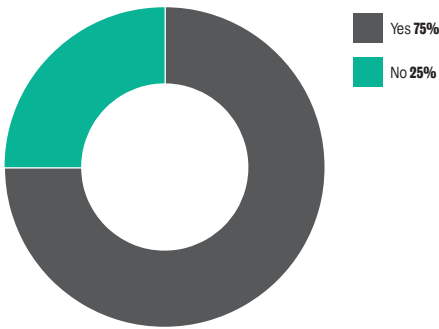
## Dispute Board characteristics

### 88. Considerations to include Dispute Boards in Projects

Funders were also asked whether the inclusion of a Dispute Board in a Project was ever discussed, but then a decision was made not to include it.

Figure 141 indicates that 75% of Funders answered in the affirmative.

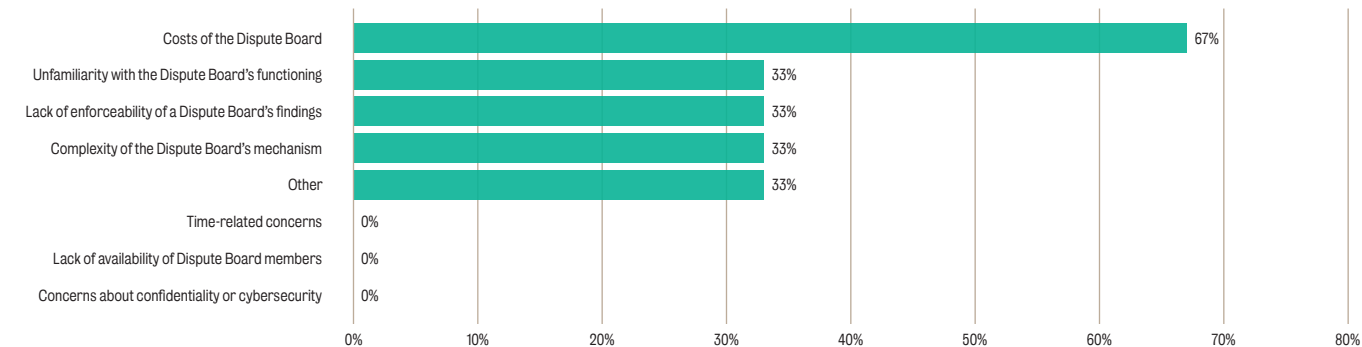
Figure 141: Have you ever discussed including a Dispute Board in the contract, but then the decision was made not to include it? (Funders' responses)  
Based on 4 responses received



### 89. Reasons for deciding against the adoption of a Dispute Board

For those Funders who replied 'yes', we asked for the reasons behind that decision. Figure 142 illustrates that the most frequent answer, selected by 67% of Funders, was the costs of the Dispute Board. Tied in second were unfamiliarity with the Dispute Board's functioning, lack of enforceability of the Dispute Board's findings, the complexity of the Dispute Board's mechanism, and 'Other', each indicated by 33% of Funders as the most common cause behind their decision.

Figure 142: Funders' reasons for deciding against the inclusion of a Dispute Board in the contract  
Based on 3 responses received. Respondents were able to select more than one option if applicable



90. Use of standard forms of contract

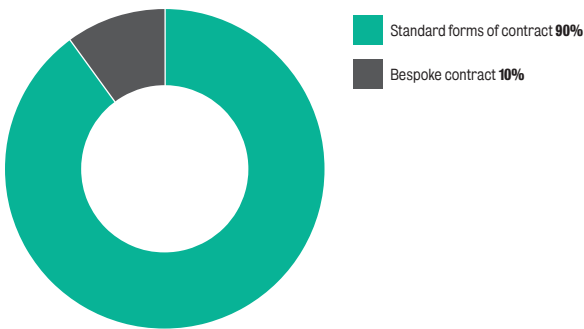
Considering that inclusion of a Dispute Board provision in the contract may stem from the parties’ initiative or from the adoption of a standard form of contract which provides for the establishment of a Dispute Board, Funders were asked how many of the contracts for their Projects were standard form contracts, as opposed to bespoke contracts.

Figure 143 and Figure 144 report the Funders’ responses. Specifically, Funders reported that out of 1,891 Dispute Boards reported, 90% (ie 1,703) were constituted based on provisions contained in standard forms of contract.

Figure 143: Number of Dispute Boards based on standard forms of contract (Funders’ responses)  
Based on 4 responses received



Figure 144: Percentage of Dispute Boards based on standard forms of contract (Funders’ responses)  
Based on 4 responses received



91. Standard forms of contract most frequently used

Similarly to the responses obtained from Individuals and Entities, the data here indicates a significant relationship between the adoption of Dispute Boards and standard forms of contract.

Funders were also asked to rank common standard or model forms of contract from most to least frequently used. Figure 145 indicates that the top three, in order, are FIDIC, AIA, and ConsensusDOCS, an exact match to the responses provided by Individuals.

Figure 145: Funders’ ranking of most frequently used forms of standard contracts  
Based on 3 responses received

1st Ranked	FIDIC
2nd Ranked	American Institute of Architects (AIA)
3rd Ranked	ConsensusDOCS

Other frequently used standard or model forms of contract mentioned by Funders are listed below in alphabetical order.

Cahier des Clauses Administratives Générales (CCAG TRAVAUX) – France
Engineering Advancement Association of Japan (ENAA) model forms

92. Involvement in the negotiation of the Dispute Board agreement

Funders were asked whether they were commonly involved in the negotiation of the Dispute Board agreement. Figure 146 indicates that all four Funders that answered the question said that they were not involved in Dispute Board agreement negotiations.

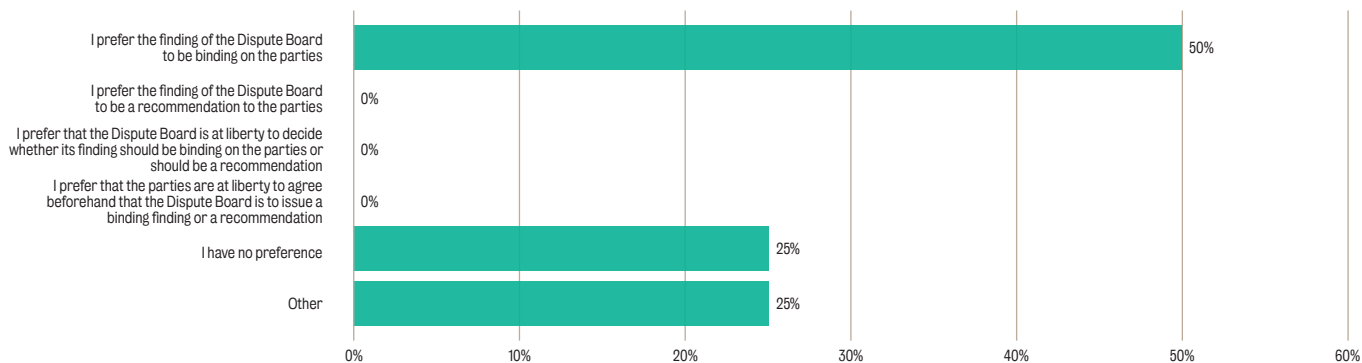
Figure 146: Are you commonly involved in the negotiation of the Dispute Board agreement?  
Based on 4 responses received



93. Preferred Dispute Board's findings

The four Funders were asked whether they preferred for Dispute Board findings to be binding. Figure 147 illustrates that two preferred that the Dispute Board findings be binding on the parties, one had no preference, and the last one gave its answer as 'Other'.

Figure 147: Funders' preference regarding the nature of the Dispute Board's findings  
Based on 4 responses received



The Funder who responded 'Other' said that 'In our policy and standard form of contract, DB decision after referral is binding and DB's informal opinion is handled as recommendation'.

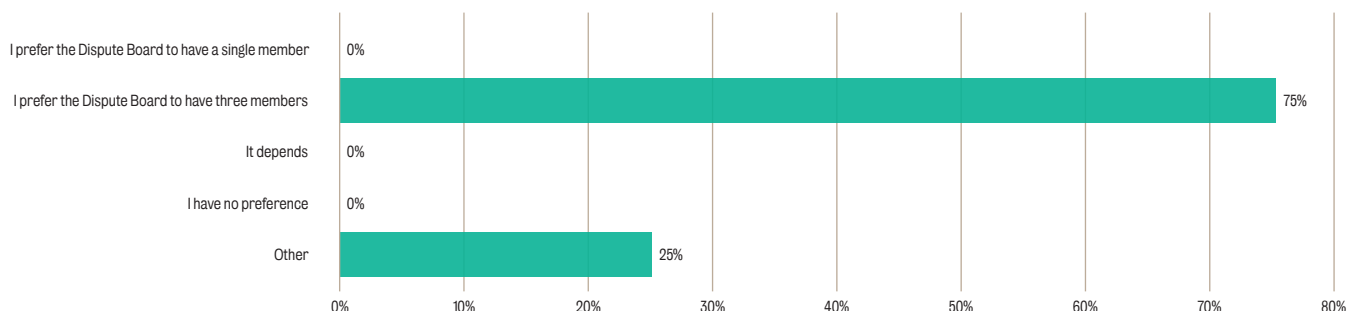


## 94. Preferred Dispute Board's composition

We also asked Funders about their preferences in relation to the composition of the Dispute Board. Figure 148 indicates that, in answer to that question, three of the Funders reported that they preferred Dispute Boards composed of three members. The remaining one answered the question with 'Other', stating that it prefers a three-person Dispute Board for projects worth more than \$70 million.

Figure 148: Funders' preference regarding the composition of Dispute Boards

Based on 4 responses received



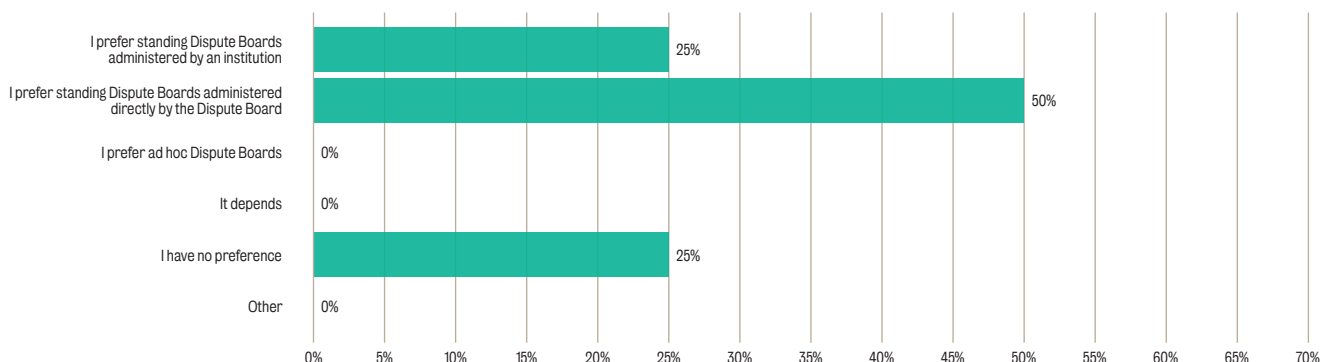
The Funder who answered 'Other' said that it prefers a Dispute Board to have three members if the project size is larger than the equivalent of \$70 million.

## 95. Preferred type of Dispute Board

As to the respondents' preferences in terms of whether the Dispute Board should be standing or ad hoc, Figure 149 shows that exactly half of the Funders (50%) indicated that they prefer a standing Dispute Board. As to the remaining respondents, 25% indicated that they have no preference, whereas 25% indicated that they prefer standing Dispute Boards administered by an Institution. Interestingly, no Funders indicated a preference for ad hoc Dispute Boards.

Figure 149: Funders' preference regarding the type of Dispute Boards

Based on 4 responses received





# Chapter 12:

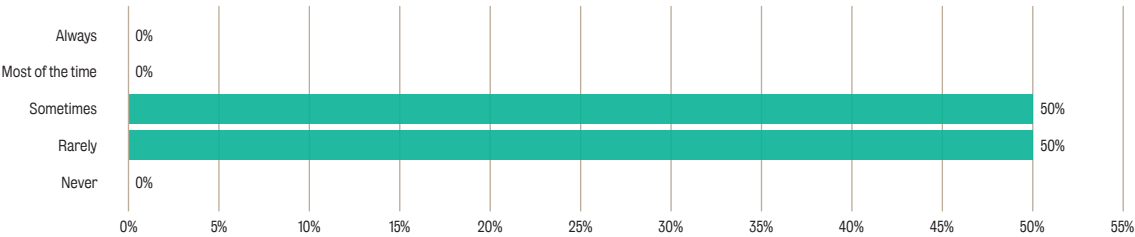
## Funder’s perception of Dispute Boards

### 96. Involvement in the Dispute Board’s procedure

Funders were asked whether they were commonly involved in the Dispute Board’s procedure.

Figure 150 shows that while two (50%) of Funders indicated that they were sometimes involved in the Dispute Board’s procedure, the other two (50%) indicated that they were only rarely involved in the Dispute Board’s procedure.

Figure 150: How often are you involved in the Dispute Board’s procedure?  
Based on 4 responses received

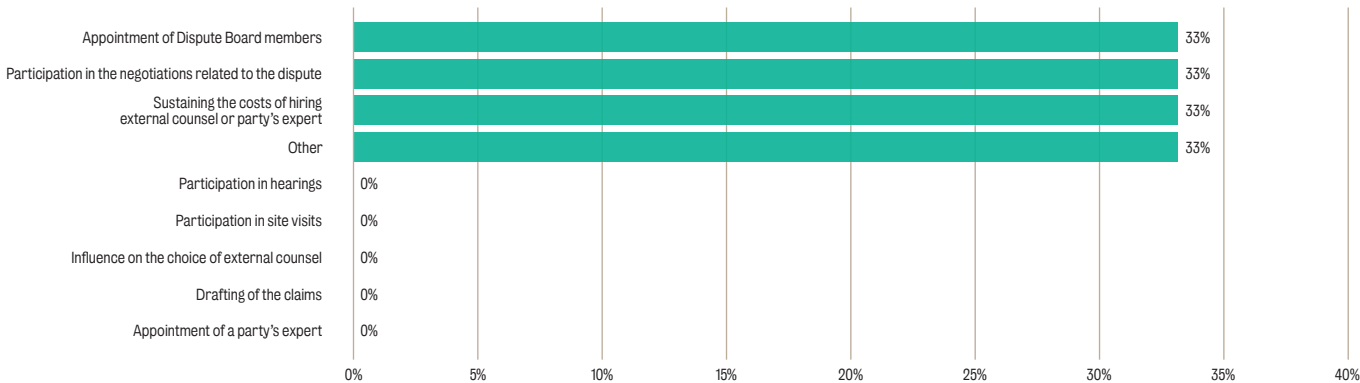


### 97. Aspects of common involvement

In addition, Funders were requested to identify those aspects of the Dispute Board process with which they were most involved.

As shown in Figure 151, there were four aspects in which Funders said that they were involved. Those are, identified at an equal rate by the Funders, participation in dispute negotiations, sustaining the costs of external counsel or party experts, the appointment of Dispute Board members, and one ‘Other’ aspect. Under the header ‘Other’, one Funder indicated that it was commonly involved in the ‘financing of any additional costs’.

Figure 151: Aspects of the Dispute Board’s procedure in which Funders were commonly involved  
Based on 3 responses received. Respondents were able to select more than one option if applicable

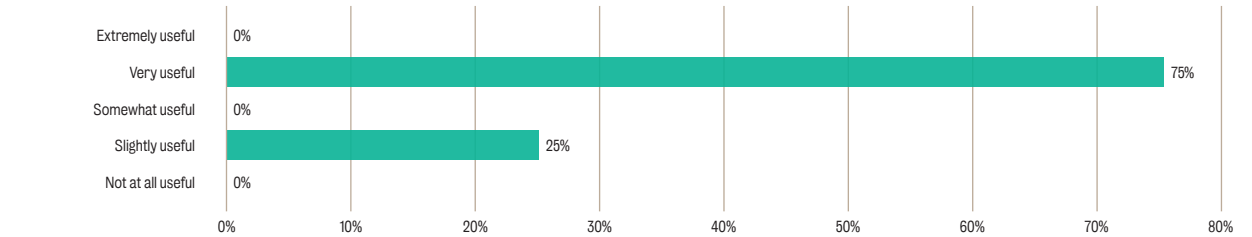


98. Usefulness of Dispute Boards for avoiding disputes

Funders were also asked about their perception of the usefulness of the Dispute Board process.

As Figure 152 reflects, three (75%) of the Funders said that they found Dispute Boards to be very useful for avoiding disputes, whereas one (25%) only found Dispute Boards to be slightly useful.

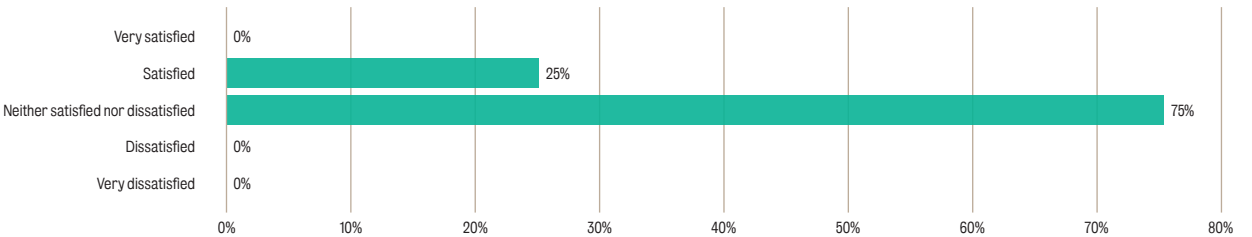
Figure 152: Funders' perceived usefulness of Dispute Boards for avoiding disputes  
Based on 4 responses received



99. Satisfaction with the duration of Dispute Board process

The Funders were also asked if they were satisfied with the duration and costs of the Dispute Board process. Figure 153 illustrates that three (75%) of the Funders were neither satisfied nor dissatisfied with the average duration of the process, with one (25%) saying that they were satisfied with it.

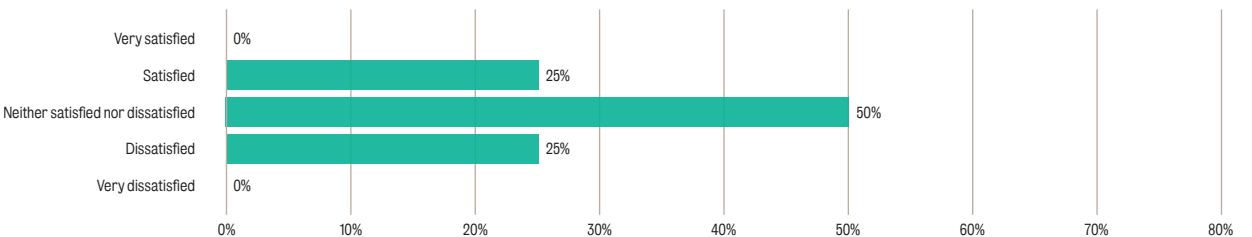
Figure 153: Funders' satisfaction with the average duration of Dispute Board process  
Based on 4 responses received



100. Satisfaction with the costs of the Dispute Board process

Figure 154 shows true division among the Funders with respect to their level of satisfaction with the average costs of the Dispute Board process: one (25%) was satisfied, another (25%) was dissatisfied, and two (50%) were neither satisfied nor dissatisfied.

Figure 154: Funders' satisfaction with the average costs of Dispute Board process  
Based on 4 responses received





# Part IV

## Miscellaneous



# Chapter 13:

## Support for international convention facilitating enforcement

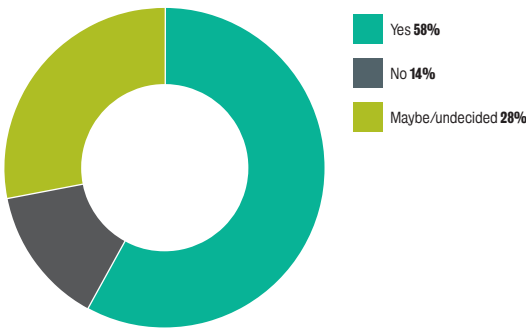
### 101. Individuals' support

All respondents were asked whether the construction industry would benefit from the existence of an international convention facilitating the circulation and enforcement of the Dispute Board decisions.

As Figure 155 reflects, 58% of Individuals thought the construction industry would benefit from such a convention, 14% disagreed, and 28% were not sure.

Figure 155: Would the construction industry benefit from the existence of an international convention facilitating the circulation and enforcement of the Dispute Board's decisions? (Individuals' responses)

Based on 137 responses received

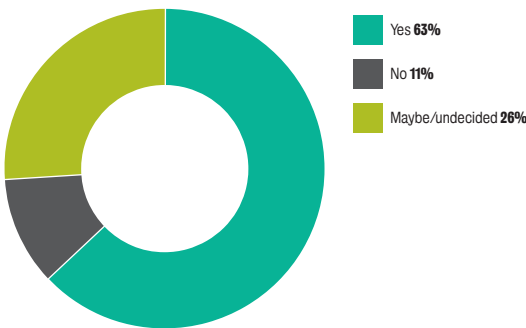


### 102. Entities' support

As Figure 156 reflects, 63% of Entities thought the construction industry would benefit from such a convention, 11% disagreed, and 26% were not sure.

Figure 156: Would the construction industry benefit from the existence of an international convention facilitating the circulation and enforcement of the Dispute Board's decisions? (Entities' responses)

Based on 27 responses received



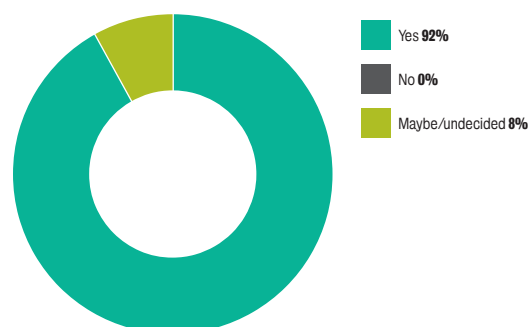


### 103. Institutions' support

As Figure 157 reflects, 92% of the Institutions that responded to the question thought the construction industry would benefit from such a convention, none affirmatively thought that it would not be a benefit, but 8% were undecided.

Figure 157: Would the construction industry benefit from the existence of an international convention facilitating the circulation and enforcement of the Dispute Board's decisions? (Institutions' responses)

Based on 13 responses received

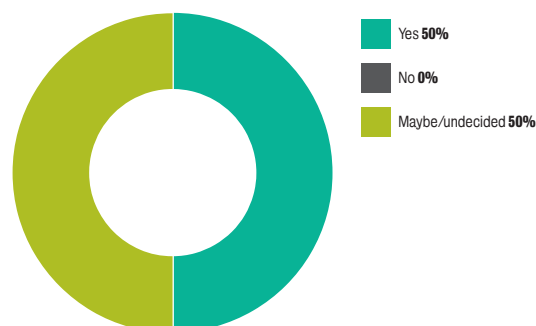


### 104. Funders' support

Finally, as Figure 158 reflects, of the four Funders who responded to the survey, two (50%) thought the construction industry would benefit from such a convention and two (50%) were undecided. As was the case with the respondent Institutions, no Funder said that the construction would not benefit from such a convention.

Figure 158: Would the construction industry benefit from the existence of an international convention facilitating the circulation and enforcement of the Dispute Board's decisions? (Funders' responses)

Based on 4 responses received



### 105. Reasons given by those who voted in favour

Respondents were invited to explain their opinions on the impact to the construction industry of an international convention facilitating the circulation and enforcement of Dispute Board decisions.

Below are the responses given by those respondents who felt that the construction industry would benefit from an international convention facilitating the circulation and enforcement of Dispute Board decisions.

- As in arbitration, it would be helpful.
- At this moment, if a party does not comply with a DB's [sic] decision, the only 'tool' the other has is to terminate the contract. But it is important that a treaty or convention be created that allows the interested party to demand compliance with the decision of a DB [sic].
- Because it is a faster way to solve conflicts in addition to preventing them. The DBs [sic] know what the project is about, unlike an arbitration.
- Because the objective of the DAB [sic] is the prevention of conflicts, prioritising the execution of the project within the established deadlines.
- DAAB [sic] is still a growing aspect in construction in Africa, more CPDs [sic] are needed on its application.
- DB [sic] are not well-known by the courts. A recognized convention will surely help.
- DB [sic] Decision will be final and the Parties will buy into it.



- | *Experience is always an indispensable aid to science. In Dispute Boards, experience cannot be replaced. You don't buy it in a store.*
- | *It brings more security and predictability.*
- | *It would confer more authority to DAB [sic] decisions and increase pressure on Engineer to determine impartially.*
- | *It would increase the dispute types database, and probably help making decisions for unexpected situations, such as delays caused by COVID for instance.*
- | *It's better than initiating arbitration proceedings.*
- | *It's good to have uniform decisions.*
- | *Looking at how the Contractor and the Client's Representative, the Engineer work, Dispute Boards are in my opinion a must on all projects on site.*
- | *Most parties would embrace it more.*
- | *Indicates patterns and precedents.*
- | *Standardisation is almost always helpful.*
- | *Stop unfair treatment of contractors by client organisations.*
- | *Support the acceptance of the use of DAB [sic] as it would demonstrate the efficiency and fairness of the DAB [sic].*
- | *The Decisions would be enforceable and the parties would not need to initiate an arbitration and obtain an award to enforce the DB decision.*
- | *The Parties resort to the fact that Dispute Board's Decision is not final and hesitate to take action.*
- | *There remain to many issues around the enforceability of DAB [sic] decisions causing delay and extra costs.*
- | *This would benefit all users.*
- | *Trend.*
- | *Yes, an international convention that facilitates the circulation and enforcement of Dispute Board decisions would allow contracting parties from different countries to feel greater security in the use of Dispute Boards, thus favoring [sic] their dissemination.*
- | *Yes, for the same reason the NYC [sic] supports enforcement of arbitration awards.*

#### 106. Reasons given by those who voted against

Below are the responses given by those respondents who felt that the construction industry would not benefit from an international convention facilitating the circulation and enforcement of Dispute Board decisions.

- | *Because the resolution role is either expert determination or arbitration, and both are well understood in international law.*
- | *Circulation makes little sense. Present enforcement mechanisms can easily be specified in the Contract.*
- | *Circulation yes, enforcement no.*
- | *Confidential to the parties and always fact-based.*
- | *Confidentiality should be maintained.*
- | *Contracts already contain provisions for enforcement if binding decision. No need for international convention.*
- | *DB [sic] decision is contractual and has no jurisdiction.*
- | *DB [sic] is not Arbitration.*
- | *DB's [sic] decisions are more facilitative of the Parties to complete their Projects without unnecessarily being disrupted by disputes, and not doctrinal or contributing to precedents or case law.*
- | *Dispute Board decisions are private and confidential to the parties and should remain that way.*
- | *Do not believe it would solve the problem with enforcement in those areas where there is a problem. Takes emphasis away from the dispute avoidance function of the DB [sic] which is paramount.*
- | *Each country has its own protocols and unique construction procedure.*
- | *Every contract is bound by the government rules where the contractual activity taking place.*

- | *I consider DB [sic] decisions should be kept private and should not be disclosed to the general public. I am against increasing the regulations for DB [sic] as they would be turned into min [sic] arbitrations, we shall allow freedom of the parties and DB [sic] in the process. Each country/region/sector has different needs which cannot be standardised.*
- | *I think the different countries laws are to [sic] different from each other.*
- | *Must respect local laws and access to local courts.*
- | *Non binding.*
- | *Projects and disputes are local.*
- | *The current Disputes Resolution Board Foundation is an excellent organisation and doesn't need any oversight or changes – if it ain't broke – don't fixi [sic].*
- | *The DRB's [sic] will have the best chance of being knowledgeable and competent.*
- | *The parties trust the DB [sic] environment and are not concerned to be punished if they say something 'wrong'.*
- | *Enforcement will cause them to become defensive and the DB [sic] will lose its most valuable role, assisting the teams to be transparent and proactively resolve friction points.*
- | *To many variables within specifications and laws.*

### 107. Reasons given by those undecided

Below are the responses given by those respondents who were unsure if the construction industry would not benefit from an international convention facilitating the circulation and enforcement of Dispute Board decisions.

- | *Australia tends to do things differently than international standards.*
- | *Chilling effect, wrong focus, no point in attempting to establish precedent in matters decided summarily on a partial record.*
- | *Doubt if the results of DB [sic] decisions would affect the preparation of claims leading to disputes.*
- | *Due to the legal varied legal jurisdictions that exist, such as the common law and civil. Achieving consensus will be a challenge.*
- | *I have experienced DRB [sic] on projects since the mid 1990's and have seen their positive impacts. But in the last years I have seen DRB's over step [sic] their role, violate the tenants of their contract, discount the opinion of one of both of the parties to the contract (Owner or Contractor or both), and many other inappropriate actions.*
- | *I understand that are very big cultural differences on handling projects on the top of differences of legislation.*
- | *In the US I feel there are too many different jurisdictions so agreement to this approach may be impossible.*
- | *It appears to me that the circulation/making public of the reasoning would cause additional pressure to the DB [sic] in reaching decisions.*
- | *Most jurisdictions have established rules for DB [sic] decision enforcement. New rules would only cause confusion.*
- | *My believe is that decisions will be complied if the parties recognize during the execution of the project that the agreed.*
- | *DB [sic] is adequate and satisfies their expectations about its performance.*
- | *New BRB [sic] member:*
- | *Preference is for recommendations, not binding decisions.*
- | *Situations are all different. It is difficult to take a standard view.*
- | *Such international convention may give effect to Dispute Board's decisions. It should be quicker solution and more cost-effective comparing to arbitration.*
- | *The differences in construction industry practices and types of contracting standards would seem to make this less beneficial to the parties.*
- | *The most [sic] of the contractors are not familiar with Dispute Board System and benefits.*
- | *There are already other mechanisms and provisions, in the contracts and in the regulations, which grant probatory nature to the DB [sic] decisions, even when there is a party reluctant to comply with it.*
- | *Too many jurisdictions would have to agree.*
- | *Too much diversity to apply across the board.*
- | *Undecided as there has been no such internal discussion yet.*
- | *We do not have much experience using Dispute Board.*



# Chapter 14:

## Comments and views

This section reports additional comments received by respondents in all categories. The comments are reported here as they were received and without any editing.

### 108. Individuals' additional comments

(1) Dispute Board Members must not belong to the same nationality as the Employer or Contractor. I have experienced a fellow DB member resorting to using his native language to request additional clarifications when party representatives struggle to communicate in English (the Contract language). There was suspicion by all that the DB Member was in giving advice rather than translating. While the World Bank Special Conditions mandate this requirement, enforcement is limited, particularly by the Employer who often prefers to appoint a local DB member, typically a retired long-serving member of the Employer's organisation.

(2) There is no mechanism currently available to sanction the very few Dispute Board members who are corrupt as they cannot be reported to any organisation [exception being FIDIC if they are listed on the FIDIC Adjudicator's List]. Unfortunately, corruption within the DB does not raise concerns ['Red Flags'] for the financier, resulting in an increasing number of instances where DB members behave improperly. Regrettably, this group often includes inexperienced individuals lacking formal adjudication training, particularly the young and inexperienced ones.

Availability of Board members is extremely important. Potential Board candidates should decline the opportunity to join a Board if they are solidly booked months in advance.

Avoidance should continue to be mandatory and emphasised in all training and education.

DB's deciding on topics where they have few experience, without consulting real experts.

DBs should have a reporting mechanism to the funding body.

Define the responsibilities of the members and the president of the board

Despite the potential for dispute avoidance with 'standing' boards, most Parties often prefer to have the dispute referred to and decided by the DB. Retainer fee need to be minimised – the amount could be stated in the contract.

Most losing Parties issue a Notice of Dissatisfaction just to protect their rights for arbitration, but rarely take the dispute to the next level. three member boards should comprise an Engineer, lawyer and Quantity Surveyor.

Difference b/ W East & West, Common Law and Civil Law, Contract Law and other choices adopted by countries for arbitration

Dispute Boards should be enforced by contracts to guarantee the avoidance of claims, if possible, so projects can be successful. That benefits all of society even if they act on private endeavours.

Dispute Boards should be implemented if the contract provides for them. At present only about 40% of contracts which stipulate the engagement of a Dispute Board actually implement them. Employers do not implement because of the alleged cost.

DRB are better than letting the disputes go to legal people who don't understand the complexities and common practice in construction.

Encourage mentoring

Enforcement of Adjudication

Every effort should be made to avoid having lawyer(s) on a DRB unless they have practical construction experience.

Excelent mechanism, has to be used more frequently and understood as a completely efficient alternative for dispute resolution. [original in Spanish].

Excellent Strategy for Resolving Issues

Expert determination is the most satisfactory form of dispute resolution, provided the experts really are experts.

Explaining that my preference for Adjudication boards (in opposition to Recommendation boards) is because I am in Latin America, where previous experiences in Recommendation boards has sistematicly failed.

For DB practitioners, I believe there is enough work. Yet, it is quite difficult for a qualified rookie to find DB work. So, when it comes to growing the DB numbers and increasing diversity, we perhaps need to consider how the process can co-opt rookies.

I believe in Mexico they are not used frequently which is a big mistake

I recommend standing DAAB in place from the outset of the contract implementation in international competitive procurement of works!

I think it is important to pay attention to impartiality and avoiding misunderstandings in that respect which easily can happen if a DB member expresses opinions on contract provisions without asking both parties if they wish that.

I would like to underline the differences between the legal environment around a private and a public contract and respectively the traditions and the cultures influencing the parties attitude in the dispute.

If a DB is really the key mechanism in construction projects, or it may depend on the complexity or other key factors of the project. I don't agree that BD is always applicable. I think it depends, and surely the relation between parties could be a factor to consider.

Importance of pro-active, inquisitorial dispute avoidance.

In construction contracts with a DB of 3 members, at least 2 members should be engineers. It is not acceptable to have a DB of 3 members with 2 lawyers members

It is important for DBs' members to stay on top of the works so that they can make informed decisions about claims. Otherwise, it may take a long time for them to fully understand the issue and come to a decision. It is essential that DBs' members maintain their independence, and all parties involved should take this responsibility seriously.

It will improve the success of DRBs if more experienced Engineers are trained involved.

Lawyers are becoming too involved rather than experts in contracts and construction.

Make the selection process of DRB members fairer - figure out a way to appoint more women and minorities.

More contract forms should provide specific measures for the Dispute Board to facilitate dispute avoidance (per FIDIC 2017)

More publication regarding case study on Dispute Board cases is needed

Most of the issues are resolved during the execution of the project. lengthy arbitration is avoided.

My recent experience has mainly been single member and no referrals, so not very useful for your research  
Only very interesting a case as ICC expert proceedings (about 10mio \$, resolved by agreement based on Expert decision)

My understanding is that DB, mainly standing one, can be a powerful tool to help projects to be concluded on-time with a minimum amount of conflicts

Public sector and private sector capacity building is the key to success.

Should there be a "cap" on the value of claims submitted to a DB? In general I oppose the concept because claimants can game the system by adjusting the value of their claim to be above or below the cap. That said, I have the sense that well thought out DB Determinations of over say USD 2 million will be rejected by the losing party and the claim will be heard again in arbitration or litigation.

The administration of dispute board is needed to mention in the third party agreement

The DB is a voluntary process by the parties for themselves. The parties have respect for the knowledge and experience of the DB they appointed. Unlike other ADR processes that focus on adjudication, a DB encourages transparency, communication and cooperation so the parties can proactively identify friction points and implement solutions to minimize damages. That resolve claims and avoid disputes and other forms of ADR or litigation.

The existence of a DRB on a project can result in lower delays to the project as decision are thought out responses and additional construction costs are kept in check.

The necessity to train qualified DB members and for them to understand the importance of having availability and time to properly perform its role.

The participation of lawyers in site visits or periodic meetings of the Dispute Boards should be avoided

The references to DABs that I have been involved with all become close to arbitration procedures, with the involvement of both senior (KC) and junior barristers, planning & quantum experts and the application of formal legal procedures found in litigation.

There is a need to make all parties more aware of the advantages of Dispute Boards especially in the Southern African context.

There might be a possibility to restrict the number of DB per person to avoid the situation where the DB member are not available and not concentrated (tired by too many travels). Or issuance of a recommendation or restriction at the time of appointment to avoid overload per member.

There should be more interest from lending institutions/financiers.

They're not yet too common in Aviation and in the Australian market – in my experience.

Training and more training is required for board members in order to for clients to be more confident in the board resolutions

Training as a dispute board member is very important. The role of a dispute board member is unique and involves specialist skills - and I say that after a long career as advocate (I am a KC) who worked predominately in arbitration, expert determination, adjudication, facilitation and mediation, and before that, working as a Projects Engineer.

### 109. Entities' additional comments

Although I have seen the positives I now see more and more the DRB members overstepping their role and responsibilities causing the Contractors and Owners to question at the project level the need for this service.

I would only authorize a nominating body nominating the DAB member(s), and not the parties. Most likely a member proposed by an employer is accepted by the contractor for commercial reasons. However, such a candidate has often a relation with the employer.

In Latin America, the number of DB members is increasing based only on their previous experience on arbitration. Since arbitration is related but is different than DB, I think those members should pass the certification of any international DB institution, otherwise, the DB procedures may lack its nature and main goal (avoid and solve disputes)

It is important that the adjudicator has empathy with the parties, inviting them to communication and dialogue. It is important that the parties know the mechanism to put it to good use, in favor of the project.

The current crop of practitioners seems to think that the parties work for them, not the other way around.

The current Dispute Board's practice is useful but lacks mechanism for enforcement to unsatisfied parties.

The major lenders in the Independent Power and Water development sectors do not require Boards and as Funders they do have the ability to enforce this. They appear more interested in imposing unrealistic and unreasonable environmental standards than establishing a fair and equitable contract.

The more education by DBRF within the construction industry as to benefits to project outcomes of Dispute Boards, in terms of proactive avoidance of disputes, the better.

The projects where the Employer is a government authority the Dispute Board decision shall be challenged in case the decision is against the Employer since the Employer's personnel is not empowered to accept a decision which is not final as the Employer is actually using the government money / tax money of the people of that country. Hence, the dispute shall be challenged and either arbitration or litigation has to be sought by the Employer. In line with this notion, Dispute Board recommendation or decision against the Employer has no value and further measures are taken which undermines the efficiency of the Dispute Board in these type of projects (where the Employer is a government authority). Consequently, the Dispute Board is not effective in this sense and context which in my opinion requires certain changes to be enforced and/or omitted for the Parties to reach a resolution.

To use and take advantage of Dispute Board, we need to accumulate experience and knowledge. Maybe we have to have a close contact with legal consultant or lawyer.

### 110. Institutions' additional comments

Parties often establish their Dispute Board once the dispute has arisen. It's important to emphasize the preventive role of a Dispute Board as well its standing nature. Furthermore, Dispute Boards could offer benefits beyond the construction sector.

I think it's an excellent option that should be mandatory, but at a lower cost to the parties

### 111. Funders' additional comments

Although we consider the Standing DB is effective for the dispute avoidance and resolution in the project, there is no sufficient and detailed information which supports the parties's satisfaction with its length and costs. Therefore, it would be highly appreciated if you share the result of this research.

DAB needs to be promoted in certain geographical regions as this is a fairly uncommon concept.





# Annexes

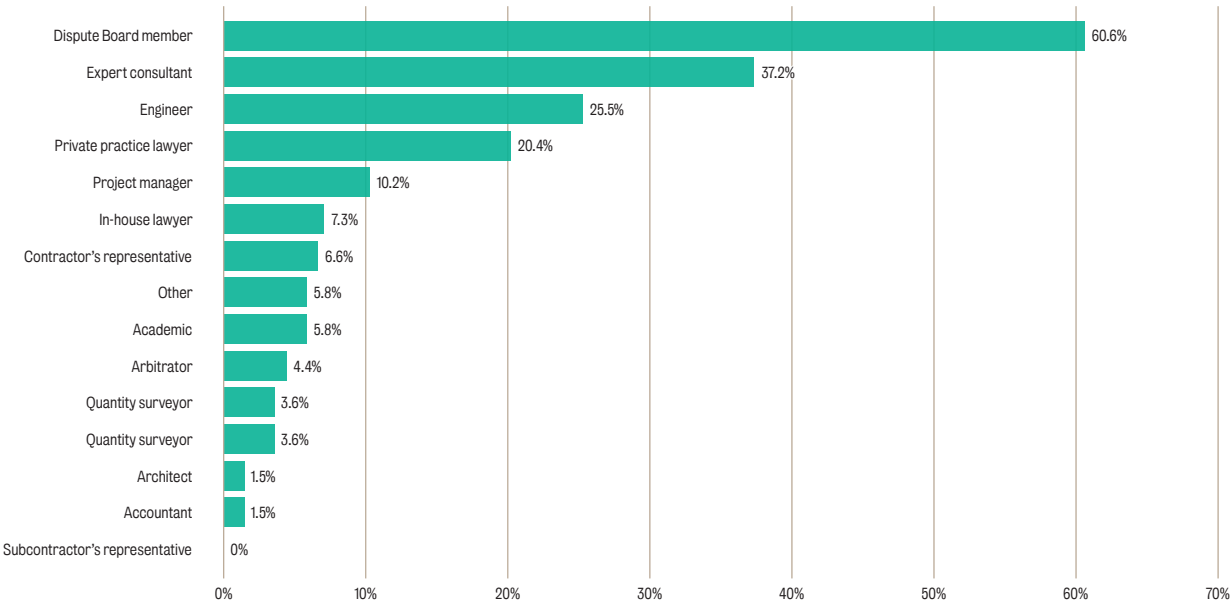


# Annex A:

## Profile of respondents

### Individuals

Figure A: Individuals' main professional role  
Based on 137 responses received. Respondents were able to select more than one option if applicable



Individuals who indicated 'Other' in their responses were invited to provide details on their roles. Those details are listed below.

- Contract and claim management
- Contract Management Consultant
- Real estate Agent
- Adjudicator
- FIDIC Trainer
- Partnering Facilitator on public works projects
- Dispute resolution
- Independent Contracts, Claims and Dispute Resolution Specialist



Figure B: Region in which Individuals' main activities were concentrated  
(the regions and subregions below were described in accordance with the United Nations Geoscheme)

Based on 137 responses received. Respondents were able to select more than one option if applicable

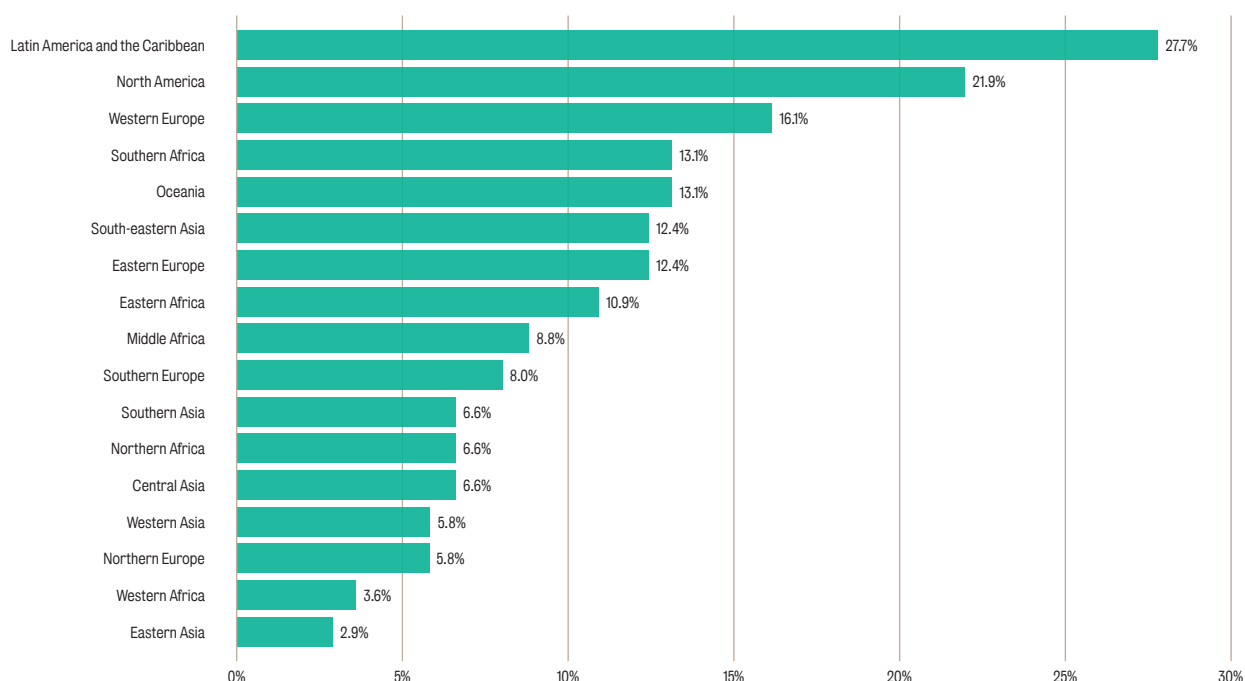
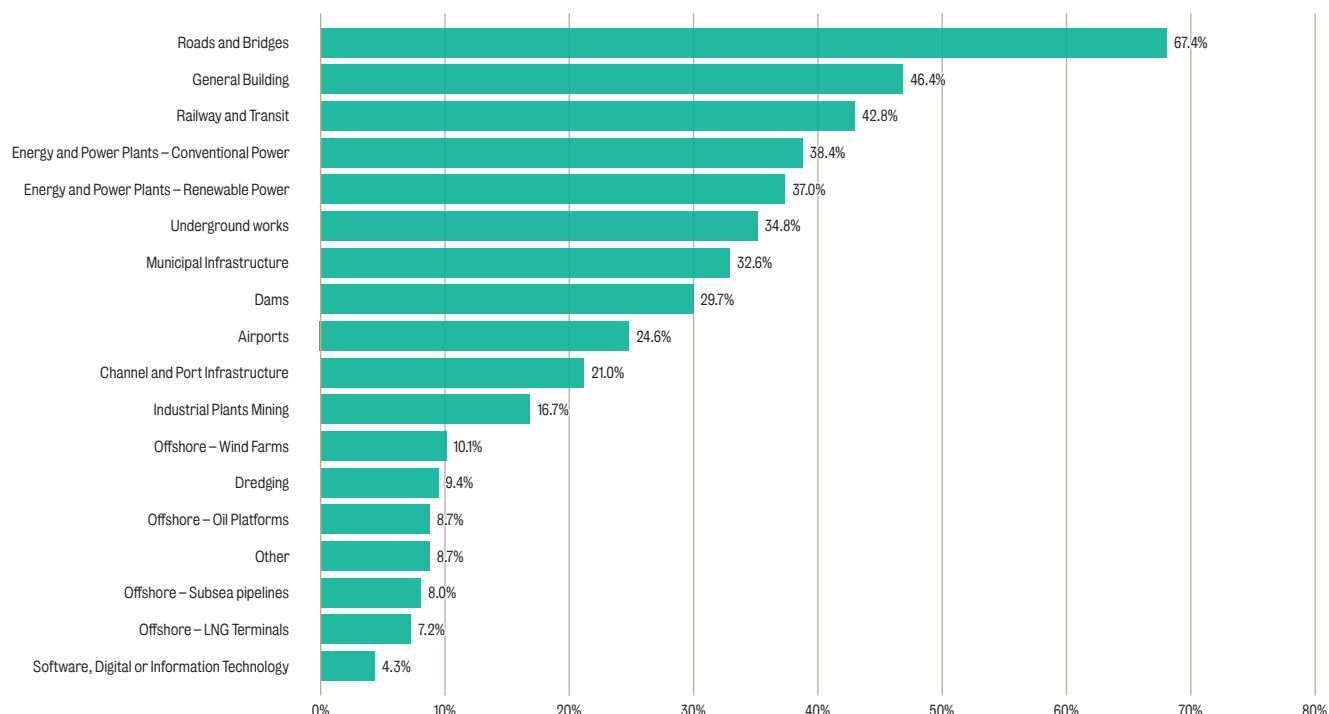


Figure C: Industry Sector that best describes Individuals' main activities

Based on 138 responses received. Respondents were able to select more than one option if applicable



Individuals who indicated ‘Other’ in their responses were invited to provide details on the industry sectors in which they primarily work. Those details are listed below in alphabetical order.

- | Carbon Markets
- | Health infrastructure
- | Indigenous People
- | Infrastructure
- | Legal Industry
- | Pipelines
- | Residential and commercial building projects
- | River defenses
- | Sanitation
- | Water infrastructure
- | Water supply and sanitation, WWTPs
- | Water Treatment Plant and potable water transfer-distribution

Figure D: Have you ever acted as a Dispute Board member?  
Based on 138 responses received

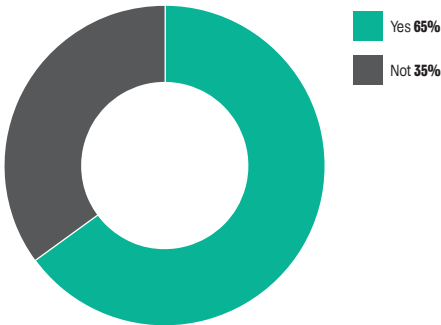


Figure E: Are you part of an Institution's panel or list of Dispute Board members (or equivalent)?

Based on 138 responses received



Individuals were also asked to indicate the panels to which they belonged. Those institutions mentioned are listed below in alphabetical order.

- |   |   |
|---|---|
| ACES PRO  | Department of Transportation – Nevada                           |
| Airport Authority – Los Angeles   | Department of Transportation – Ohio                             |
| American Arbitration Association  | Department of Transportation – Texas                            |
| Anakawa Peru  | Department of Transportation – Washington                       |
| CAM-CCBC  | Dispute Board in Charlotte                                      |
| Camara FGV  | DRBF  |
| Camera arbitrale milano   | Eskom   |
| Catholic Peruvian University Arbitration Center   | FIDIC   |
| CBMA Rio de Janeiro   | ICC   |
| CDRC  | Indiana (USA) Board of Public Works                             |
| Centro de Arbitraje y Resolución de Conflictos de la Pontificia Universidad Católica del Perú | Kamuli Municipal Council Dispute resolution board               |
| Chartered Institute of Arbitrators  | Lima Chamber of Commerce,                                       |
| Chesapeake Bay Bridge and Tunnel  | Los Angeles Metro   |
| CIESP/FIESP   | Metropolitan Transit Authority, Washington, DC (USA)            |
| City of Columbus, Ohio (USA) Public Works   | Ministry of Water and Environment                               |
| City of Fort Wayne  | Narragansett Bay Commission                                     |
| City of San Diego, CA   | NC headed by Ann Russo  |
| City of Toronto Transit Commission, Ontario Canada  | Ports Authority – Tanzania                                      |
| City of Toronto, Ontario Canada   | Regional Mobility Authority – Central Texas                     |
| Colegio de Ingenieros Perú  | RICS  |
| Contraloría General de la República del país de Perú  | SAICE/ICE   |
| Department of Design and Construction – New York City   | Shanghai Arbitration Centre                                     |
| Department of Energy – US   | Tarrant Regional Water District -Dallas/Fort Worth, Texas (USA) |
| Department of Transport & Main Roads – Queensland   | The Electrical State Enterprise                                 |
| Department of Transportation – California   | Transport Agency – New Zealand                                  |
| Department of Transportation – Colorado   | Transport for NSW   |
| Department of Transportation – Florida  | VBI   |
| Department of Transportation – Georgia  | Water and Power Development Authority                           |
| Department of Transportation – Michigan   | Wisconsin Department of Transportation, West Allis, WI (USA)    |
|   | World Bank  |

Entities

Figure F: Entities' main role

Based on 26 responses received. Respondents were able to select more than one option if applicable

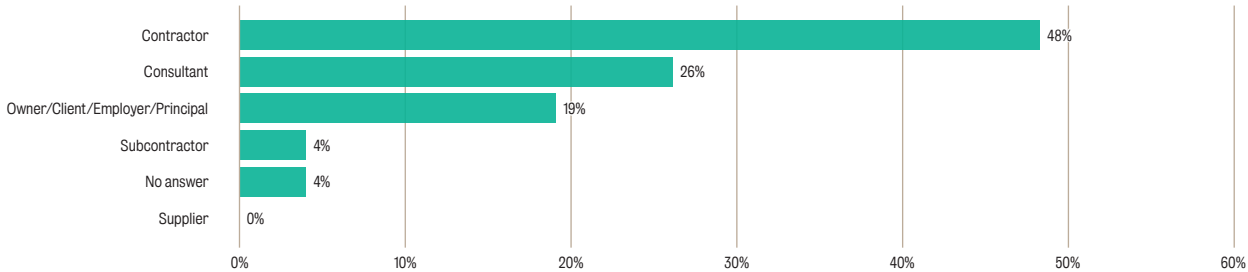


Figure G: Region in which Entities' main activities were concentrated  
(the regions and subregions below were described in accordance with the United Nations Geoscheme)

Based on 27 responses received. Respondents were able to select more than one option if applicable

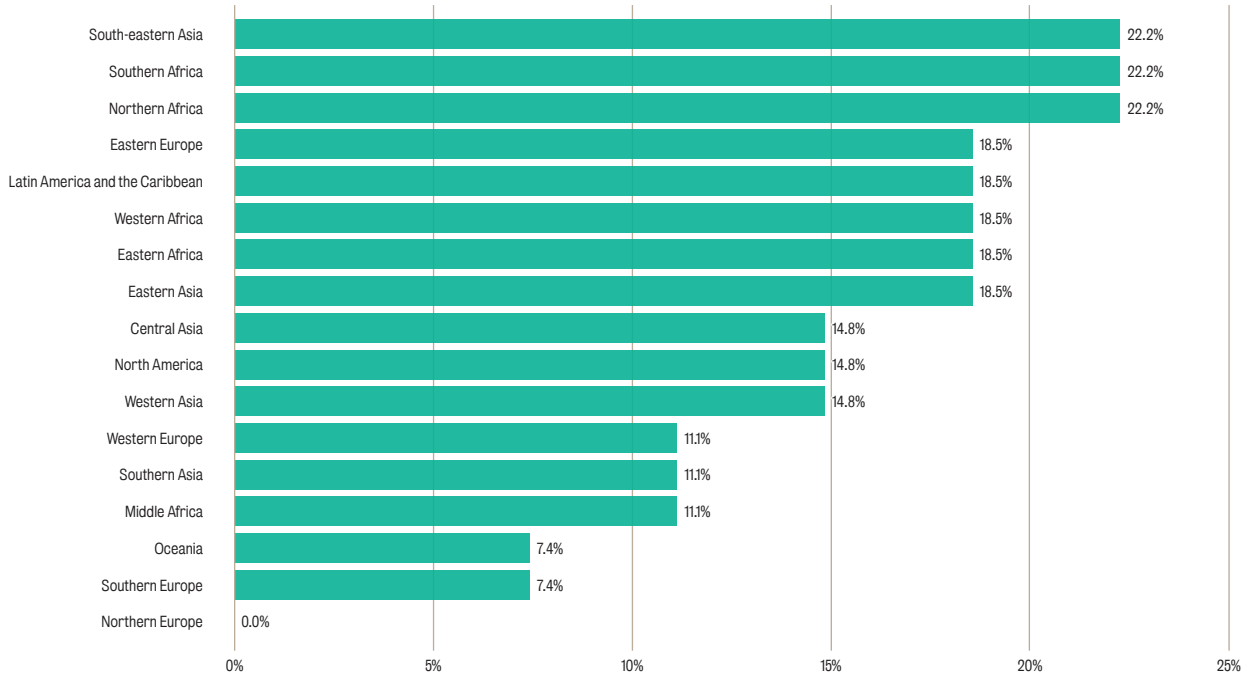


Figure H: Geographical range of Entities' activities

Based on 27 responses received

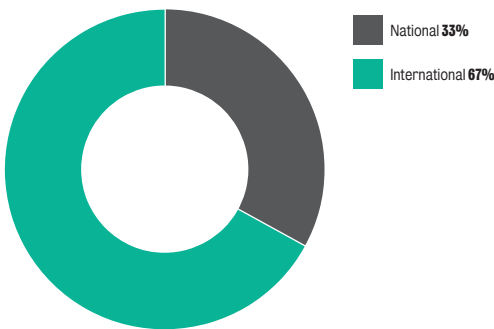
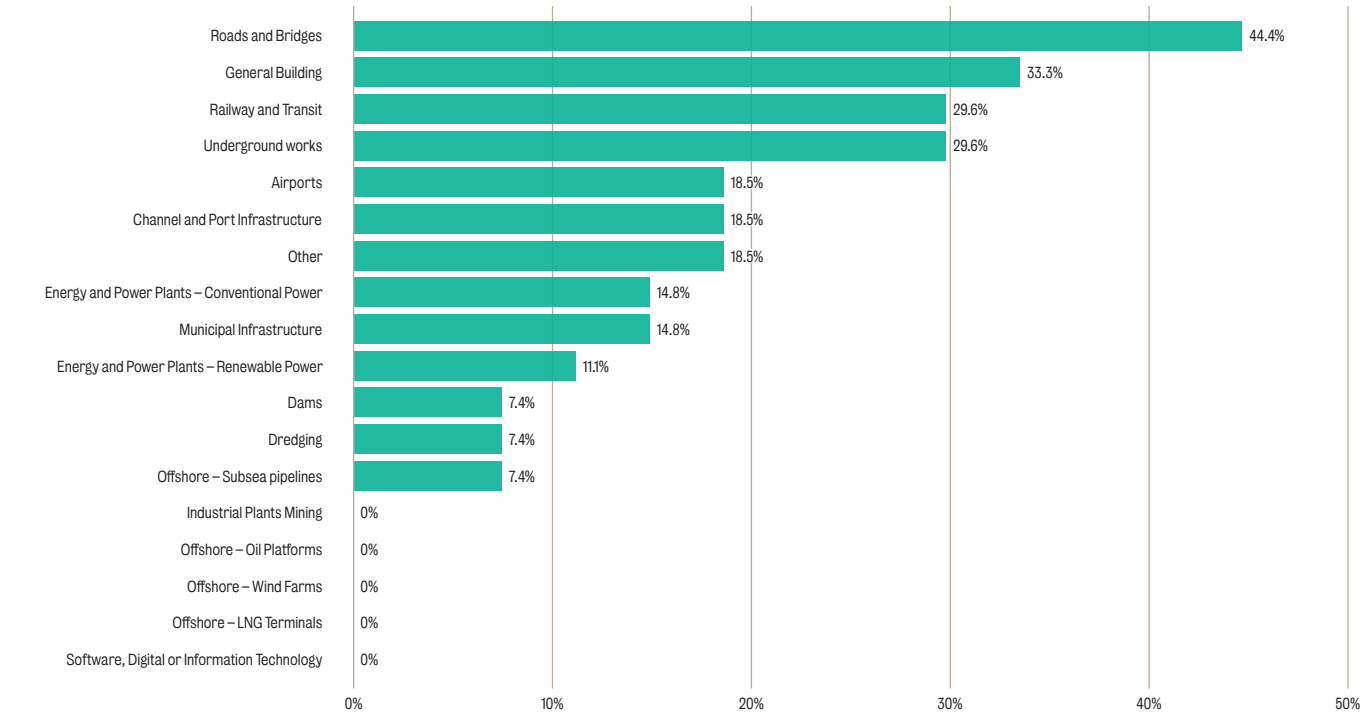


Figure I: Industry Sector that best describes Entities' main activities  
Based on 27 responses received. Respondents were able to select more than one option if applicable



Entities who indicated 'Other' reported that their main activities were as follows. They are set out in alphabetical order.

- Desalination Plant
- Educational Infrastructure
- General Civil Infrastructures
- Transmission pipelines
- Water and Wastewater Treatment Plants



Institutions

Institutions were the only category of respondents who were asked to identify themselves and agree to be identified in the research outputs. Accordingly, with their authorisation, below in alphabetical order is a list of the names of all respondents to the category, ‘Institutions’, as they identified themselves.

- Arbitration Center – Lima Chamber of Commerce (Peru)
- Arcadis
- Cámara de Comercio e Industría de Arequipa
- Center for Arbitration and Mediation of the Chamber of Commerce Brazil-Canada – CAM-CCBC
- Centro de Arbitraje & Dispute Board Asociación Zambrano
- Centro de Arbitraje Camara de Comercio de Cajamarca
- Dispute Resolution Board Foundation
- International Chamber of Commerce
- JS HELD
- MED ARB RB
- Philippine institute of constructors arbitrators and mediators inc
- Slovak Association of Consulting Engineers
- The Chamber of Conciliation, Mediation and Arbitration CIESP/FIESP
- UK Adjudicators – Dispute Board Panel

Figure J: Region in which Institutions’ main activities were concentrated  
(the regions and subregions below were described in accordance with the United Nations Geoscheme)  
Based on 13 responses received. Respondents were able to select more than one option if applicable

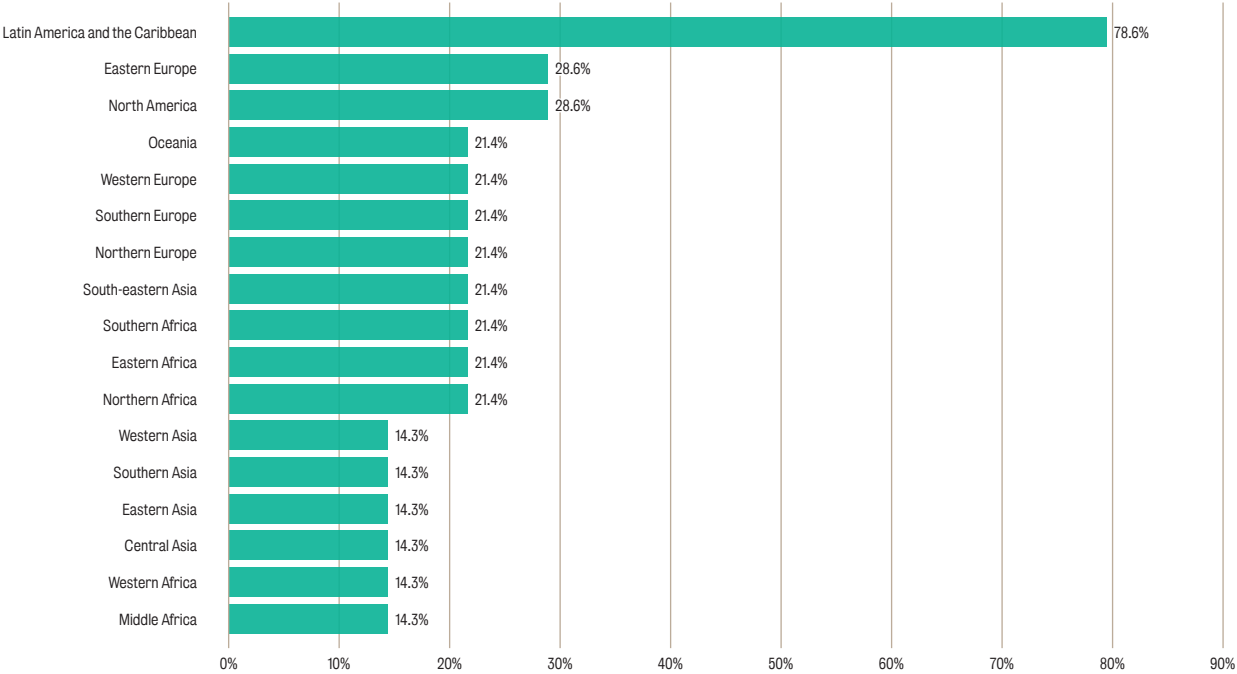
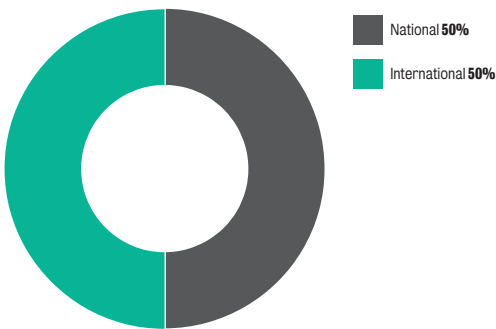


Figure K: Geographical range of Institutions' activities  
Based on 13 responses received



Funders

Figure L: Region in which Funders' main activities were concentrated  
(the regions and subregions below were described in accordance with the United Nations Geoscheme)  
Based on 4 responses received. Respondents were able to select more than one option if applicable

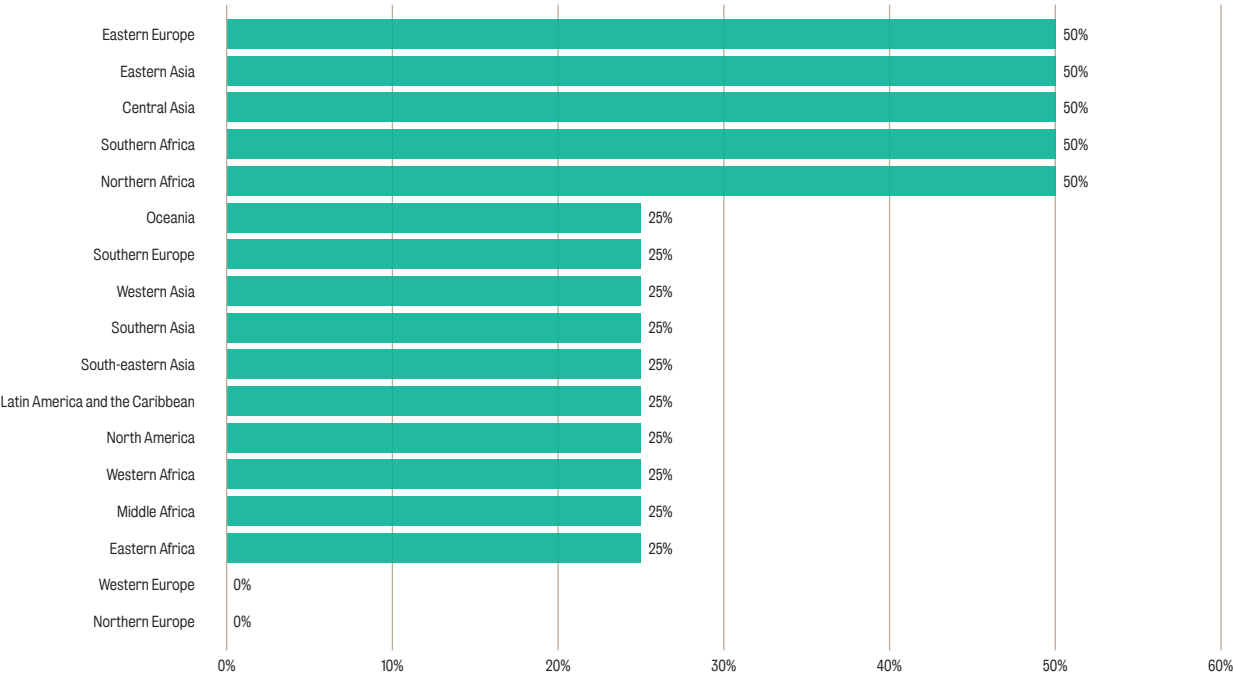


Figure M: Geographical range of Funders' activities  
Based on 4 responses received

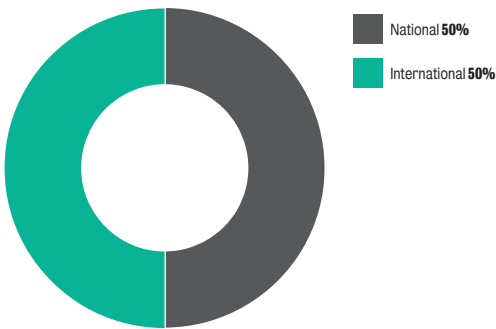
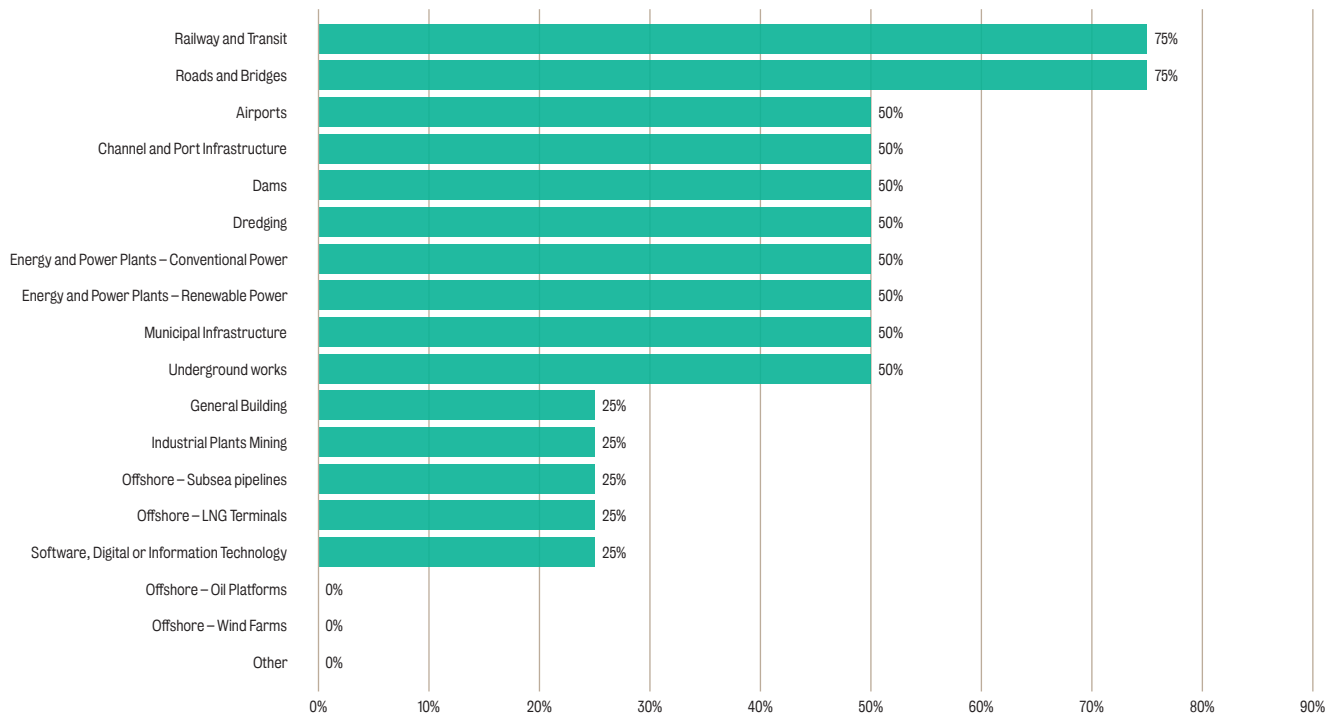


Figure N: Industry Sector that best describes Funders' main activities  
Based on 4 responses received. Respondents were able to select more than one option if applicable





# Annex B:

## Summary of key findings

### Individuals and Entities

- Individuals indicated that, out of 3,323 Projects reported over the course of six years (2018-2023), 50.9% of those Projects (ie 1,692) included Dispute Boards. Of those, 69.9% (ie 1,165) were standing Dispute Boards, and 31.1% (ie 527) were ad hoc Dispute Boards.
- Entities indicated that, out of 530 Projects reported over the course of six years (2018-2023), 40.9% of those Projects (ie 217) included Dispute Boards. Of those, 40.6% (ie 88) were standing Dispute Boards, and 59.4% (ie 129) were ad hoc Dispute Boards.
- 41% of Entities reported having a rule or policy for including a Dispute Board in all or certain Projects in which they were involved.
- 26% of Entities indicated that they discussed the inclusion of a Dispute Board in the contract but then decided not to include it. Amongst the main reasons behind that decision were the costs of a Dispute Board (indicated by 86% of Entities), unfamiliarity with how Dispute Boards function (indicated by 43% of Entities), and the lack of enforceability of Dispute Board findings (indicated by 43% of Entities).
- Individuals indicated that out of 1,692 Dispute Boards reported, 65% were constituted based on provisions contained in standard forms of contract. Entities reported 217 Dispute Boards, 62% of which were constituted based on provisions contained in standard forms of contract.
- Individuals reported that 49% of the Dispute Boards in which they were involved were composed of three members, whereas another 15% were composed of a single member. In the remaining cases, either the Dispute Boards were composed of a number of members other than one or three, or no information was provided.
- Entities reported that 23% of the Dispute Boards in which they were involved were composed of three members, whereas another 25% were composed of a single member. In the remaining cases, either the Dispute Boards were composed of a number of members other than one or three, or no information was provided.
- Individuals reported that 88% of the Dispute Boards in which they were involved provided for the parties' involvement in the nomination of the Dispute Board members, either alone (50%) or with the participation of an Institution in the nomination process (38%).
- Entities reported that 66% of the Dispute Boards in which they were involved provided for the parties' involvement in the nomination of the Dispute Board members, either alone (28%) or with the participation of an Institution in the nomination process (38%).
- Individuals reported there were almost as many Dispute Board agreements expressly requiring the Dispute Board members to have specific qualifications or attributes (49%) as Dispute Board agreements with no such requirement (50%). For the remaining 1%, information was not provided.
- Entities reported that 28% of their Dispute Board agreements expressly required the Dispute Board members to have specific qualifications or attributes, whereas 65% of their Dispute Board agreements did not contain such requirements. No information was provided for the remaining 'Dispute Boards reported by Entities.
- Individuals and Entities reported that the most required qualifications or attributes from Dispute Board members were experience in the interpretation of construction and/or engineering contract documentation, experience in the sector relevant to the Project, and impartiality and independence, in that order. Those were the same requirements considered most important by Individuals and Entities for Dispute Board members to possess.
- 36% of Individuals and 46% of Entities prefer that the finding of the Dispute Board be binding on the parties.
- 64% of Individuals and 67% of Entities prefer Dispute Boards composed of three members.
- 83% of Individuals and 72% of Entities indicated they prefer standing Dispute Boards, either administered by an Institution or directly by the Dispute Board members.
- 23.3% of Individuals reported that Dispute Board members were most often requested to meet at least once every 91 to 120 days. In the experience of 58% of Individuals, regular meetings with the parties and/or site visits always take place as provided in the Dispute Board agreement.
- 27% of Entities reported that Dispute Board members were most often requested to meet at least once every 31 to 60 days, another 27% of Entities reported 61 to 90 days as the most common timeframe, and still another 27% of Entities reported 91 to 120 days as the most common timeframe in their experience.
- 36% of Individuals and 41% of Entities indicated that they found online meetings useful to the Dispute Board process.
- The most common value disputed before Dispute Boards, according to Individuals' experience, was between \$2,000,001 and \$5,000,000 (27%). In Entities' experience, equally commonly reported ranges were between \$1,000,001 and \$2,000,000 (31%) and between \$5,000,001 and \$10,000,000 (31%).
- In the experience of Individuals, the most frequent causes of disputes brought before the Dispute Board were changes by clients (42%), clients' lack of information or decisiveness (30%), and inadequate contract administration (27%).
- In the experience of Entities, the most frequent causes of disputes brought before the Dispute Board were changes by clients (36%), inaccurate design information (36%), and clients' lack of information or decisiveness (28%).
- In the experience of Individuals, the most frequent categories of claims brought before the Dispute Board were extensions of time (84%), loss and expense and/or damages for delay and/or disruption (52%), and hardship, force majeure, or unexpected events (34%).
- In the experience of Entities, the most frequent categories of claims brought before the Dispute Board were extension of time (72%), loss and expense and/or damages for delay and/or disruption (44%), and hardship, force majeure, or unexpected events (28%).

## Annex B: Summary of key findings

- In Individuals' and Entities' experience, the Dispute Board process commonly lasted between 76 and 90 days. Individuals and Entities have indicated that the complexity of the case was the most common factor affecting the duration of the Dispute Board process.
- In the experience of Individuals, the most common cost-efficiency measures adopted by Dispute Boards were holding meetings (either in person or remotely), setting guidelines for submissions, and limiting time periods for submissions.
- In the experience of Entities, the most common cost-efficiency measures adopted by Dispute Boards were holding meetings in person, setting guidelines for submissions, and deciding a case on a 'documents only' basis.
- 76% of Individuals and 92% of Entities indicated the electronic exchange of correspondence as the most common technological measure implemented by Dispute Boards.
- 50% of Individuals reported that in their experience, Dispute Boards adopt dispute avoidance measures very often or always. In their experience, the most common result of those measures was that the dispute was completely avoided, as reported by 45% of Individuals.
- 32% of Entities reported that in their experience, Dispute Boards adopt dispute avoidance measures very often or always. In their experience, the most common result of those measures was that the scope of the dispute was relatively reduced, as reported by 33% of Entities.
- For both Individuals and Entities, the most adopted dispute avoidance measure adopted by the Dispute Boards was the conduction of regular project meetings to discuss progress, challenges, and potential issues.
- 30% of Dispute Boards reported by Individuals had the power to issue binding decisions, whereas 27% only had the power to issue recommendations. For the remaining 33% of cases, the binding nature of the findings was either not reported or unknown.
- 32% of Dispute Boards reported by Entities had the power to issue binding decisions, whereas 15% only had the power to issue recommendations. For the remaining 53% of cases, the binding nature of the findings was either not reported or unknown.
- 40% of Individuals indicated that in their experience, the parties complied with a Dispute Board's non-binding recommendations most of the time.
- 35% of Entities indicated that in their experience, the parties complied with a Dispute Board's non-binding recommendations only sometimes.
- 38% of Individuals indicated that in their experience, the parties complied with binding decisions of Dispute Boards most of the time.
- 35% of Entities indicated that in their experience, the parties complied with binding decisions of Dispute Boards most of the time.
- 30% of Individuals and 28% of Entities reported that, in their experience, parties never issue with 'notices of dissatisfaction (or equivalent) in response to decisions issued by Dispute Boards.
- 51% of Individuals and 42% of Entities reported that, in their experience, the Dispute Board process was always a mandatory condition for commencing subsequent proceedings.
- 67% of Individuals and 72% of Entities indicated that subsequent proceedings, such as litigation or arbitration, were only commenced between 0% and 10% of the time.
- In the experience of 44% of Individuals and 50% of Entities, the decision reached in subsequent proceedings was never substantially different from the decision of the Dispute Board.
- 91% of Individuals and 92% of Entities have never been involved in a proceeding to enforce a Dispute Board decision.
- 72% of those Individuals who have been involved in the enforcement of a Dispute Board decision reported it being by means of an arbitral tribunal's decision, meaning either an interim measure, an interim award, or a final award.
- 67% of Individuals reported their involvement in the enforcement of a Dispute Board decision by means of an arbitral tribunal's interim award.
- 30% of Individuals reported that enforcement of a Dispute Board decision was granted between 91% and 100% of the time.
- 50% of Entities reported that enforcement of a Dispute Board decision was granted between 51% and 60% of the time. The other 50% indicated that enforcement was granted only between 0% and 10% of the time.
- 56% of Individuals and 39% of Entities reported that, most commonly, there was no provision in the contract regarding Dispute Board fees, and the parties had to negotiate fee arrangements with members of the Dispute Board.
- 51% of Individuals and 44% of Entities reported that the most common scenario in their experience was that the parties agreed on a provision establishing a monthly retainer fee.
- Individuals and Entities reported that, in their experience, the most common value of a Dispute Board members retainer fee was equivalent to less than \$25,000 a year.
- Individuals and Entities reported that, in their experience, the most common value of a Dispute Board member's hourly fee was between \$201 and \$300.
- Individuals reported that, in their experience, the most common value of a Dispute Board member's daily fee was between \$2,001 and \$3,000. In the experience of Entities, the most common value of a Dispute Board member's daily fee was between \$1,001 and \$2,000.
- In terms of the average Dispute Board's total costs, Individuals reported that the most common range of costs in their experience was between \$100,001 and \$200,000. Entities, in contrast, reported that the most common range of costs in their experience was between \$200,001 and \$300,000.
- 55% of Individuals and 50% of Entities indicated that the typical percentage that the total costs of the Dispute Board represented with respect to the total value of the Project was between 0% and 0.5%.

- 46% of Individuals and 38% of Entities reported that, in their experience, Dispute Board members most commonly have the same fees.
- 25% of Individuals indicated they never saw the involvement of external lawyers in the Dispute Board process, and 23% indicated that they never saw the involvement of external experts.
- 40% of Entities indicated they never saw the involvement of external lawyers in the Dispute Board process, and 24% indicated that they never saw the involvement of external experts.
- 50% of Individuals and 27% of Entities found the Dispute Board extremely useful in avoiding disputes. 1% of Individuals and 8% of Entities indicated, instead, that Dispute Boards were not at all useful to the resolution of disputes.
- 35% of Individuals and 24% of Entities were very satisfied with the average duration of the Dispute Board process. 1% of Individuals and 4% of Entities indicated, instead, that they were very dissatisfied with the average duration of the Dispute Board process.
- 32% of Individuals and 16% of Entities were very satisfied with the average costs of the duration of the Dispute Board process. 1% of Individuals and 4% of Entities indicated, instead, that they were very dissatisfied with the average costs of the duration of the Dispute Board process.
- 83% of Individuals and 74% of Entities reported having suspected bias of the chair member very rarely, namely between 0% and 10% of the time.
- The leading cause of Individuals' and Entities' suspicions of a Dispute Board member's bias is a relationship between the Dispute Board member and the other party or its representatives.
- 42% of Individuals and 46% of Entities found the average composition of Dispute Boards a little diverse.
- 41% of Individuals and 35% of Entities believe that the diversity of the composition of Dispute Boards has improved in the last 5 years.
- Institutions reported that the most important criteria that they consider when evaluating candidates to join their panel or list of Dispute Board members are the technical background of the individual (ie whether he or she is a lawyer, engineer, architect, accountant, or quantity surveyor) and the experience of the individual in interpreting construction and/or engineering contracts.
- 75% of Institutions indicated that they do not have any Continuing Professional Development (CPD) requirements for a Dispute Board member to join (or be kept on) their panel or list.
- 67% of Institutions indicated that their panel or list of Dispute Board members was available to the public.
- 50% of Institutions indicated they consider their panel or list of Dispute Board members diverse, whereas another 50% responded that they consider their panel or list very diverse.
- 50% of Institutions reported to have implemented measures to improve the diversity of their panel/list of Dispute Board members in the last five years.
- Institutions reported that in 49% of the Dispute Boards in which they were involved, the Dispute Board agreement required the Dispute Board members to have a specific qualification or attribute.
- In the Institutions' experience, the most often required qualifications or attributes for Dispute Board members were impartiality and independence, experience in the sector relevant to the project, and availability.
- 75% of Institutions reported that they asked parties to submit their opinions in relation to the Institution's appointment of a Dispute Board member.
- 58% of Institutions indicated that they kept diversity data related to their appointment of Dispute Board members.
- 46% of Institutions indicated that they offer the service of administering the Dispute Board process.
- 61% of Institutions indicated that they offer the service of appointing a Dispute Board member, either for a separate fee, a fee included in the administrative costs, or at no cost.
- 46% of Institutions indicated that they offer the service of fixing the fees of the Dispute Board member.
- 67% of Institutions indicated that they did not typically establish a retainer fee when fixing the fees of the Dispute Board members.
- According to the Institutions surveyed, the most common value for a Dispute Board's retainer fee is between \$50,001 and \$75,000 per year.
- Institutions indicated that they did not commonly establish the Dispute Board fees based on hourly rates.
- According to the Institutions surveyed, the most common value for a Dispute Board's daily fee is between \$0 and \$2,000 per day.

## Institutions

- Institutions reported that, over the course of six years (2018-2023), they were involved in the constitution or functioning of 219 Dispute Boards. Of those, 91.3% (ie 200) were standing Dispute Boards, and 8.7% (ie 19) were ad hoc Dispute Boards.
- Institutions reported that 26% of the Dispute Boards in which they were involved were composed of three members, whereas another 13% were composed of a single member. In the remaining cases, either the Dispute Boards were composed of a number of members other than one or three, or no information was provided.
- 62% of Institutions have a panel or list of Dispute Board members. Of those, 10% of Institutions have a rule or policy requiring that appointments made by Institutions be limited to the Institution's panel or list of Dispute Board members.



- 50% of Institutions reported that they most commonly established that the Dispute Board members have the same fees.
- 54% of Institutions offer the service of deciding challenges against the appointment or continuation of services of a Dispute Board member, either for a separate fee or a fee included in the administrative costs.
- Institutions reported that they decided four challenges against the nomination or continuation of services of Dispute Board members during the six-year period covered by the survey (2018-23), with one being raised against a chair or single member of a Dispute Board, and the other three being brought against other Dispute Board members.
- Institutions reported that the lack of impartiality or independence arising during the Dispute Board process was the most common reason for challenges to the appointment (or the continuation of the services) of a Dispute Board member.
- 31% of Institutions offer the service of reviewing a decision issued by a Dispute Board, either for a separate fee or a fee included in the administrative costs.
- The Institutions surveyed reported that there was only one request for the review of a decision of a Dispute Board during the six-year period covered by the survey (2018-23).
- Aspects of the Dispute Board process with which Funders were most involved include dispute negotiations, the costs of hiring external counsel and experts, the appointment of Dispute Board members, and financing any additional costs.
- 75% of Funders found Dispute Boards very useful in avoiding disputes.
- 75% of Funders indicated that they were neither satisfied nor dissatisfied with the average duration of the Dispute Board process.
- 50% of Funders indicated that they were neither satisfied nor dissatisfied with the average cost of the Dispute Board process.

## Funders

- Funders reported that, out of 2,464 Projects reported over the course of six years (2018-23), 76.7% (1,891) of those Projects included Dispute Boards. Of those, 73.9% (ie 1,397) were standing Dispute Boards, and 26.1% (ie 494) were ad hoc Dispute Boards.
- 100% of Funders reported having a rule or policy for including a Dispute Board in all or certain Projects in which they were involved.
- 75% of Funders indicated that they discussed the inclusion of a Dispute Board in the contract but then decided not to include it. According to 67% of Funders, the main reason for that decision is the cost of a Dispute Board.
- Funders reported that, out of 1,891 Dispute Boards, 90% were constituted based on provisions contained in standard forms of contract.
- 100% of Funders indicated that they were not commonly involved in the negotiation of the Dispute Board agreement.
- 50% of Funders prefer that the finding of the Dispute Board be binding on the parties.
- 75% of Funders prefer Dispute Boards composed of three members.
- 75% of Funders prefer standing Dispute Boards, either administered by an Institution or directly by the Dispute Board members.
- 50% of Funders indicated that they were sometimes involved in the Dispute Board's procedure, and the other 50% indicated that they were only rarely involved in the Dispute Board's procedure.
- 58% of Individuals believe that the construction industry could benefit from an international convention facilitating the circulation and enforcement of Dispute Board decisions.
- 63% of Entities believe that the construction industry could benefit from an international convention facilitating the circulation and enforcement of Dispute Board decisions.
- 92% of Institutions believe that the construction industry could benefit from an international convention facilitating the circulation and enforcement of Dispute Board decisions.
- 50% of Funders believe that the construction industry could benefit from an international convention facilitating the circulation and enforcement of Dispute Board decisions.

## Miscellaneous



# Annex C:

## Acknowledgements

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