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CICA CONFERENCE

From Vision to Reality: Building Resilient and Dynamic Cities Together

When: Friday 21 November 2025, 9:30 am – 5:15 pm

Where: Amphitheatre Auguste Brulé, FNTF, 3 rue de Berri, 75008, Paris

Register at: <https://forms.gle/2RAdfpQdjtnDLYVu7>

According to the OECD and UN Habitat, “Urbanization is one of the megatrends driving global transformation. Around the world, cities are serving as engines of national economic growth and development. However, many cities are below 2015 baselines on some targets related to urban resilience, such as the number of people and services affected by natural disasters, sanitation and hygiene, and the number of refugees. Access to housing also remains a challenge, given that the total number of slum dwellers in 2022 was 130 million higher than in 2015”. [...] “While there are a number of factors that can explain poor progress, including post COVID-19 pressures on public finances, a critical factor is often limited coordination across different levels of government and policy areas, in particular to manage trade-offs (for example, when allocating resources between short-term needs and long-term goals), whilst also maximizing potential synergies¹.”

In this context, the aim of the CICA conference on the 21st of November 2025 in Paris untitled “From Vision to Reality: Building Resilient and Dynamic Cities Together” is multiple:

- **Addressing collectively the key challenges related to the construction of cities**
- **Promoting urban resilience and adequate, inclusive and sustainable housing**
- **Promoting early multi-stakeholders urban planning**
- **Sharing global concerns and local regional experiences of urbanization**
- **Showcasing successful innovative projects from various parts of the world, and also learning from the mistakes**
- **Demonstrating the transformative potential of procurement and financing policies**
- **Sharing best practices to prevent and resolve disputes in urban projects**

9:30 am - 10:00 am: Registration and welcome coffee

10:00-10:05 am: Welcome words by CICA President, Juan Armando Vicuña

¹ <https://unhabitat.org/sites/default/files/2024/10/global-state-of-national-urban-policy-2024.pdf>

10:05 am -11:15 am: The future of Urbanization

Ms. Soo-Jin KIM together with Mr. Dyfed Aubrey will set the scene and will present the main conclusions of the **“Global State of National Urban Policy 2024. Building Resilience and Promoting Adequate, Inclusive and Sustainable Housing**. Since 2018, UN-Habitat and the Organization for Economic Cooperation and Development (OECD) have developed the Global State of National Urban Policy reports as part of a joint National Urban Policy Programme (NUPP) providing a global monitoring through a comparative lens. UN-Habitat and the OECD are supporting governments around the world in achieving the goals of the 2030 Agenda and the New Urban Agenda. The key challenges will be highlighted such as the decarbonation of the built environment and the global housing crisis. Mr. Maxime Hugonnet will complement the panorama by diving into innovation for urban projects from the contractors’ perspective.

- **Keynote Speaker, Ms. Soo-Jin KIM, Deputy Head of Division – Cities, Urban Policies and Sustainable Development at the OECD (15 min)**
- **Keynote Speaker, Mr. Dyfed Aubrey, Chief of Office, UN Habitat Office for EU (15 min)**
- **Keynote Speaker, Mr. Maxime Hugonnet, Business & Innovation Developer at Bouygues Construction (15min)**
- **Q&A**

11:00 am - 12:45 pm: Session 1: Regional experiences and priorities in Urban Development

Presentations, panel discussion and dialogue with the audience moderated by Gabriel Armanet, Senior Director Construction, FTI Consulting

Objectives:

- Setting the scene with case studies: showcasing successful projects and learning from the mistakes
 - Understanding the needs for the cities in the different regions
 - Matching the demand with the qualified contractors in specific fields and geographic areas
 - Considering innovative ways of working to make the projects more attractive
 - Understanding the needs for operation and maintenance
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- Ms. María Paloma Silva de Anzorena, Sector Lead Specialist, Housing Policy and Finance, Housing & Urban Development Division, **Inter-American Development Bank** (video message)
 - Mr. Mohammed Alajlan, Chairman of the **Saudi Contractors Authority**
 - Mr. Tamer Shafik, **Orascom Egypt**
 - Collaborative urban projects in Europe – Gustavo Martinez, President of **European International Contractors** and Commercial Director & Head of Digitalization at **Ferrovial**



- **Innovative alliancing models for design and construction of urban projects in Finland**, Joakim Larkio, Senior Legal Counsel YIT
- **Collaborative Operation & Maintenance Model of Contract of the Asian Development Bank** (based on FIDIC Green Book 2021), Mr. Vincent Leloup, Chairman of the FIDIC Contracts Committee

*Presentation of the Young Professionals of Construction in Paris (YPCP),
by Alejandra Lapunzina Veronelli, International Legal Manager, NGE*

12:45 pm – 2:00 pm: Networking Lunch – Salons Hubert Touya

2:00 pm - 3:45 pm: Session 2: The Financing and Procurement of Resilient and Smart Urban Projects

Panel discussions and dialogue with the audience moderated by Fanny Dastugue, CICA General Director

Objectives:

- Pushing for innovative financing mechanisms and transformative procurement
 - Reducing investment costs through efficiency and optimizing Value-for-Money
 - Considering the whole life-cycle of the projects and on-site monitoring
 - Supporting a good technical preparation of the projects and capacity building of the teams
 - Promoting innovative contractual features when appropriate
 - Promoting innovative collaborative digital tools
 - Using standardized tools and certifications for resilient buildings
 - Selecting the best contractors for quality instead of lowest cost
- Mr. Jean-Jacques Verdeaux, **World Bank** Procurement Manager for Latin America and the Caribbean
 - Ms. Maya Almog, Co-Lead of the Green Cities Facility, **European Bank for Reconstruction and Development (EBRD)**
 - Mr. Shy Jackson, Partner at BCLP Law firm and member of the NEC Contract Board, collaborative urban projects under **NEC**
 - Ms. Monica Altamirano de Jong, **Strategic Advisor on Finance and Partnerships for Water, United Nations Economic Commission for Latin America; Founder, ALTAMIRA Regenerative Finance**
 - Mr. Prashant Kapoor, Chief Industry Specialist, **International Finance Corporation (IFC), World Bank Group**: EDGE Certification for Green Buildings and APEX for Cities
 - Mr. Christophe Dossarps, **SOURCE**: a collaborative digital tool for resilient infrastructure and urban projects

3:45 pm - 4:15 pm: Networking Coffee Break



4:15 pm - 5:15 pm: Session 3: Best Practices in Avoidance and Resolution of Disputes for Urban projects

Panel discussion and dialogue with the audience introduced and moderated by Xavier Leynaud, President of the Dispute Resolution Board Foundation (DRBF) Region 2

Objectives:

- Setting the appropriate dispute avoidance mechanisms for urban projects, considering regional specificities
 - Understanding dispute avoidance and resolution (including arbitration) under innovative contracts including multi-party agreements with many interfaces
 - What are the differences between developing a project in an already urbanized area or a newly industrialized area – what are the challenges for the Dispute Board in each case (also considering sustainability, local communities...)?
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- Mr. Konstantin Christie, Partner at **Peter & Kim**
 - Ms. Daduna Kokhreidze, **FIDIC** Chief Legal and Contracts Officer
 - Ms. Yasemin Cetinel, **DRBF** Board Member and Past President of Region 2

5:15 pm - 5:30 pm: Conclusions and Roadmap

CICA President Juan Armando Vicuña

Signature of the Letter of Intention “Addressing the Global Housing Crisis: A CICA and UN-Habitat Partnership for Action”.

Eco-designs & Collaborative designs for the cities

#Quality of Life # Resilient and affordable housing

Transformative Procurement # System Analysis # Decarbonation # Whole-Life Cycle of the projects

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