

creating these facilities, but at the end of the day, it would all be worthless if they weren't fulfilling this purpose."

Infrastructure development

Most notably in the Gulf, Halcrow has played a major role in the development of much of the infrastructure that exists. Most of the road network in Sharjah, for example, has been shaped by Halcrow - and still continues to be. Dubai is much the same. As strong as these links have been with the region over the last half a century, Jim Fyvie only sees them getting stronger. "We're expanding fast", he says. "We've now got around 1000

in Mezzeh, Damascus from which we are already providing high level regional master planning and transportation advice. Managed by our deputy branch manager Haysam Jaizairi, our team is following a whole range of developments in the country, including Damascus metro, major highway and bridge works, water resources and dam projects, potable water, waste water and solid waste projects, port developments, master planning and primary infrastructure development for major lifestyle developments. Indeed, we have recently submitted bids for airport and railway commissions.



Jim Fyvie, Halcrow's Development Director

is clear about this: "The bottom line is that we've been here a long time and our clients trust us. We employ professional people from around the Gulf, and elsewhere, who understand what needs to be done technically and also that our work is fundamentally about the people of the region.

"Secondly, we tend not to subcontract our work. When we say to a client, we will design a port or a bridge, the emphasis is very much on the word 'we'. This gives us much greater control over the end product and how it is delivered.

"Thirdly, we're an independent company. We don't have anybody exerting any influence over us and expecting things of us which might compromise what we need to provide to the client. The advice we give is provided purely on the demands of the project. We're completely honest about it as well, even when we know that it might not be good news for the client. We won't shy away from this."

The approach has clearly worked and is reflected in the value and nature of the projects currently underway for Halcrow.



Docklands Light Railway

people in the region and we anticipate this building up steadily to be around 1800 by 2010.

"We're also extending the scope of work we do and the countries we work in. Our biggest centres by far are Dubai and Sharjah. We'll continue to grow these, but we're enhancing our operations wherever we can.

"In Syria for example, we have a fully registered branch office

"It's an exciting time for us", continues Jim, "Working as part of Halcrow's international network, our Damascus base will provide local and international services. We're going to build a team of highly experienced specialists capable of working to international standards."

Such is Halcrow's scope that it is now contributing to projects with a combined gross value of \$10 billion in the region. So how has this come about? Jim