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From Translation to Adoption: Delivering NEC in Peru



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A. The arrival of NEC3 in Peru and its first use (1)



How did it arrive and when?

- Through the **first G2G with the UK** providing technical assistance and a delivery partner (UKDTI) **for the Lima 2019 Pan American Games**
- NEC could be used because the G2G was an exceptional framework.
- The G2G was signed in April 2017, and the first procurements were launched in mid-2017.

How was the team trained to use it?

- UKDTI English trainers with simultaneous interpretation.
- There were issues in the translation.

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A. The arrival of NEC3 in Peru and its first use (2)



What was its first use like?

A first time for everyone!

The first time it was used by the **Client and the Contractor**, the first time the Supervisor was only a quality assurance role, and the first time the public sector used a Project Manager.

No one fully understood it, and some understood nothing: some Project Managers thought they were the Client; some Supervisors did not understand that they were not there to approve the design or payment.

We moved forward with UKDTI's support, but also...

We did it because we did not want to fail in organising the Lima 2019 Games.

None of the contract roles wanted to fail, because there was a lot at stake for the host city, Lima, and for Peru as a country.



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B. What results and changes came from its first use?



For the first time...

...we used a standard contract massively and with a collaborative spirit. **FIDIC contracts arrived in Peru about 25 years ago** or more, but they were Franken-FIDICs.

...people talked about **collaboration and risk management**, early warnings and compensation events.

...contracts were used without a lump sum or unit-price basis, but instead with a reference price and **payment on a cost-reimbursable basis under Option F**.

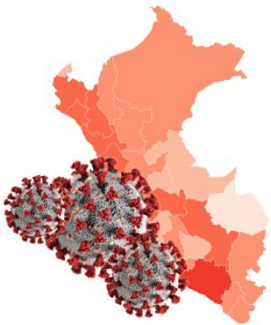
...someone truly represented the Client: the Project Manager. It was the first time that, instead of lawyers, we used **Contract Managers**, who may be architects, engineers, economists, etc.

...We saw **something genuinely different and better**, although we did not fully understand it at first.



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C. The second time, and during the pandemic: the ARCC portfolio from August 2020 (1)



Which contract did we use?

NEC3, and once again Option F

We did not use NEC4 because it had only recently been launched.

What was the experience like?

- Everyone who had worked on Lima 2019 said they already knew NEC...
- **They said they were already collaborative...**
- They said they knew about early warnings, compensation events, risk management, cost management, contract management, etc.
- **They criticised the translation produced by the Client in Lima 2019.** They said that translation, and the ARCC Client's translation from 2020, were among the main reasons why the contract had not been used well.
- The Client wanted to use many Z Clauses...



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C. The second time (2)



What results did it bring?

Despite many challenges, including the pandemic, and despite this being only the second time it was used, **understanding improved.**

Contracts were signed from 2020 to 2025, now totalling more than £8 billion.

Was there a cultural change?

People began to understand that collaboration was not just something to request or declare.

Collaboration did NOT mean: if you do what I want, then you are collaborating.



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D. NEC4 for Bicentennial Schools and PRONIS



Bicentennial Schools is, so far, the project with the best use and learning of NEC4 in Peru and in Spanish.

- Although it is another Client translation, it is getting better each time.
- What is really improving is that the parties and all contract roles are beginning to understand their functions.

It is now becoming understood that, although the **Project Manager and the Client are employees of the same Owner (public money), they have different roles.**

The Project Manager now understands that they are not subordinate to the Client, but the Client's representative. The Client still tends to treat the Project Manager as their boss, but several people in the Client team now understand that the Project Manager is not their lawyer.

In PRONIS hospitals, the official Spanish version of NEC4 is used.

More advanced digital tools are used for contract management.



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E. What has the journey been like so far?



Challenging! We have been walking this path with professionalism, some luck, and a lot of attitude.

NEC came to Peru to stay.

Do we now respect the **traffic light**?

We can say that **we are a case study.**



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Delivering NEC Digitally in Peru



From Translation to Adoption

- NEC success depends on behaviours, not just translated words
- Adoption requires changes to process, mindset and ways of working

Role of Digital Solutions

- Platforms like Contract Bee act as guard rails for NEC workflows
- Driving structure, consistency and confidence for new users

Digitalising NEC Delivery

- Contract Bee embeds NEC workflows directly into day-to-day delivery
- Users don't interpret the contract - the system guides them through it
- Compliance becomes standard - not dependent on experience



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“You can translate NEC...but you can't translate behaviour.”



Where NEC breaks down in practice

- Small language differences → big contractual consequences
- Roles misunderstood (Client / PM / Supervisor)
- Inconsistent application of NEC processes
- Knowledge sits with a few individuals
- Email + spreadsheets → no audit trail
- Staff turnover → knowledge lost

These challenges aren't solved by translation - they need structure!



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From Breakdown to Control



Without Digital

- Inconsistent application of NEC
- Reliance on a small number of experts
- Email and spreadsheets drive delivery
- Limited visibility across projects

With Contract Bee

- NEC workflows embedded into day-to-day delivery
- System-led compliance – not individual interpretation
- Single source of truth for all communications
- Real-time visibility and full audit trail

NEC applied correctly, regardless of experience!



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What does this look like in practice?



From Translation → Application

- Workflows presented using Spanish NEC terminology
- Aligned to how local teams understand roles and processes

Guided in the User's Language

- Step-by-step actions in Spanish (e.g. Alerta Temprana, Evento de Compensación)
- Removes ambiguity caused by language differences

Consistent Understanding Across Teams

- Standardised terminology embedded in workflows
- Everyone working from the same interpretation



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CONTRACTBEE

8704860 - Desarrollo del Hospital Nacional Dos de Mayo (NEC4 - ECC es)

ACCIONES DEL CONTRATO

- Alertas Tempranas: 2
- NCE(s) Abiertos: 0
- CEN(s) Abiertos: 1
- Cotizaciones: 1
- Aceptaciones: 3
- Defectos: 1

ACCIONES DEL USUARIO PRINCIPAL

Cliente	0
Selena Ant	0
Sistema de Proyecto	6
Contratista	10
Kevin Caterpillar	10

PRECIOS DEL CONTRATO

Top Ofertado	PEN1,308,000.00
EC's Implementadas	PEN200,000.00
Ajustes de Aceleración	PEN0.00
Total de los Precios	PEN1,508,000.00
EC's No Implementadas	PEN2,000.00

PAGOS

Aplicado	PEN0.00
Certificado	PEN75,000.00
Último Certificado	CERT-001
Fecha del Último Certificado	29 Oct 2025

PUNTAJE DE CUMPLIMIENTO: 65%

- Puntuación de NCE: 100%
- Puntuación de CEN: 33%
- Puntuación de Cotización: 50%
- Puntuación de Aceptaciones: 25%
- Puntuación de Defectos: 100%

FECHAS DEL CONTRATO

- Fecha de Inicio: 01 Oct 2025
- Fecha de Cierre: 23 Jul 2026
- Contrato Creado: 29 Oct 2025
- Fecha de Finalización Planificada: 27 Dic 2025
- Fecha de Hoy: 31 May 2026

Also available in English... →

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una cañita = **Straw** (Peruvian)

una pajita = **Straw** (Spanish)

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The Challenges Behind Adoption



Translation of the Contract wasn't the hard part...

Making it work in practice was!



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The Challenges Behind Adoption



Translation vs Interpretation

- Language nuances can change meaning and impact how NEC processes are understood

We don't speak Spanish

- Doing our best with Duolingo... but real understanding takes more than an app

Time zone challenges

- When a communication is 'issued' and how response time are calculated is critical
- Support, training and stakeholder alignment require coordination across time zones

Hosting in Peru

- Moving our Infrastructure closer to ensure performance compliance and data residency



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