



FIDIC Capacity Building Committee

***Workshop 8 – Sept 4, 2004
Benchmarking – How does
your firm match up with the
competition?***

*FIDIC Annual Conference
Copenhagen, Denmark
September 12 - 15, 2004*



Workshop Outline

1. Introduction – FIDIC Capacity Building Committee Activities – John Ritchie
2. Benchmarking Activities – Peter Boswell
3. Member Firm Benchmarking in Australia – Therese Charles and Barry Nielsen
4. Discussion:
 - Support for benchmarking?*
 - Important indicators?*
 - Country initiatives?*



Introduction – CBC Activities

Capacity Building – FIDIC Initiatives 1999 – Present

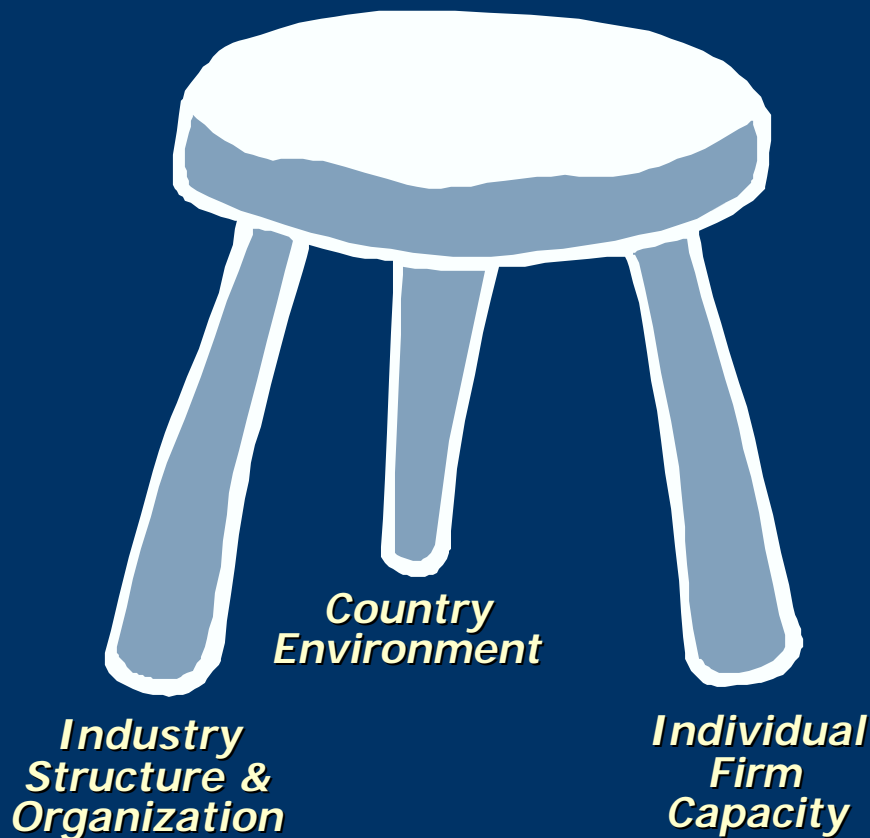
1. Capacity Building Definitions
2. The FIDIC TFCB 1999 – 2004
 - *TOR*
 - *Principal Outputs*
3. The FIDIC CBC 2004 -
 - *TOR*
 - *Action Plan*



Introduction – CBC Activities

Capacity Building Definitions

“The 3-Legged Stool”





Introduction – CBC Activities

Capacity Building Definitions

Building capacity involves:

The Country Environment

- Stable and equitable business environment
- Clear rules and regulations for consultants
- QBS wherever possible
- Build an improved integrity environment (TI Index)

Industry Structure and Organization

- Building capacity of MA – staff, budget, governance
- Improving representation of industry
- Programs – especially government liaison, group action, capacity building

Individual Firm Capacity

- Firm management effectiveness
- Human resources capacity – attract the best and brightest
- Effective project, integrity and quality management



Introduction – CBC Activities

FIDIC Capacity Building Task Force 1999 - 2000

Task Force TOR

1. Define present status of CE industry in Developing Countries
2. Identify problems faced by CE firms in Developing Countries
3. Identify outsourcing opportunities for local CE firms in Developing Countries
4. Identify opportunities for projects to strengthen MA's and CE firms in Developing Countries
5. Assess adverse impacts of IFI procurement rules on Developing Country CE firms



Introduction – CBC Activities

FIDIC Capacity Building Task Force 1999 - 2000

Principal Task Force Outputs

- Policy Paper 2001
- MA Benchmarking Index
- Development of Annual Survey
- Comments on IFI Procurement Policy Changes
- Guide to Practice & Training Manual



Introduction – CBC Activities

TFCB OUTPUTS – POLICY PAPER 2001

Policy Initiatives

Financial Initiatives

Legislative Initiatives

Emphasis on sustainable economic development and a favourable business environment – not on favoured treatment or handouts

Copies are available to FIDIC MA's to assist in lobbying governments



Introduction – CBC Activities

TFCB OUTPUTS – POLICY PAPER 2001

The Role of the Consulting Industry

- Promote a favourable business environment
- Promote strengthened MA's
- Develop meaningful industry benchmarks
- Assist with building capacity of individual firms



Introduction – CBC Activities

TFCB OUTPUTS – GUIDE TO PRACTICE & TRAINING MANUAL

Purpose and Background of Manual

- Originally written by Mr. W. Lewis 1993 to 1994, with World Bank assistance to FIDIC
- Updated 2001 – 2003 by Task Force, with specialist contributions
- Orientation is to a “young” firm with aspirations to become a sustainable consulting business
- Well suited to firms based in developing countries
- Portions also useful management training programs within any firm



Introduction – CBC Activities

TFCB OUTPUTS – GUIDE TO PRACTICE & TRAINING MANUAL

Overview Outline

1. Introduction
2. The Consulting Industry
3. Organizing a Consulting Firm
4. Administration and Organization of the Firm's Activities
5. Business Development
6. Human Resources Management
7. Financial Management
8. Client Relationships and Communications
9. Sustainable Development
10. Risk Management
11. Quality Management
12. Integrity Management
13. Integrated Performance Measurement



Introduction – CBC Activities

FIDIC CAPACITY BUILDING COMMITTEE 2004 -

Committee TOR

Objective:

Develop & implement FIDIC's CB program, through actions of MA's

TOR:

1. Gap analysis – MA's, firms – focus efforts - CBC
2. Promote CB at each annual conference - CBC
3. Advise on information needs – CBC
4. Promote benchmarking to MA's - CBC
5. Advise on firm and MA problems and solutions – CBC to MA's
6. Monitor IFI procurement practices - CBC
7. Guide FIDIC's management training program – CBC to MA's
8. Form linkages that benefit FIDIC - CBC
9. Promote bilateral CB projects – CBC to MA's



Introduction – CBC Activities

FIDIC CAPACITY BUILDING COMMITTEE 2004 -

Committee Action Plan

1. CB events for 2005 Beijing Conference
2. Set standards for MA benchmark surveys
3. Assist Developing Country MA's with CB initiatives
4. Comment on proposed changes to IFI procurement practices
5. Actions re FIDIC management training program – use of new Manual – top priority for 2004/2005
6. Participate in WFEO meeting – June 2004
7. Identify and pursue specific bilateral CB projects - may be delayed



Introduction – CBC Activities

In Summary:

- FIDIC's Task Force on Capacity Building achieved a great deal – including several important “products”.
- Capacity Building is viewed by FIDIC as a continuing need. The Task Force has now become a standing Committee.
- The TOR of the new Capacity Building Committee builds on the achievements of the Task Force, and aims to develop sustainable CB programs
- Top priority to Training programs – Manual
- We are looking for the first sites for training