



Annual Report 2020/2021



About FIDIC

FIDIC, the International Federation of Consulting Engineers, is the global representative body for national associations of consulting engineers and represents over one million engineering professionals and 40,000 firms in more than 100 countries worldwide.

Founded in 1913, FIDIC is charged with promoting and implementing the consulting engineering industry's strategic goals on behalf of its member associations and to disseminate information and resources of interest to its members. Today, FIDIC membership covers over 100 countries of the world with a combined population in excess of 6.5 billion people and a combined GDP in excess of \$30 trillion. The global industry including construction is estimated to be worth over \$22 trillion. This means that FIDIC member associations across the various countries are an industry are worth over \$8.5 trillion.

Mission and vision for the future

FIDIC's key role and that of its member associations around the world is to improve people's quality of life through the promotion of quality, integrity and sustainability in the infrastructure industry and the projects and services it delivers on a global scale.



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President's message



William Howard, FIDIC president.

By any measure, the 2020/2021 year has been challenging for FIDIC, our member associations (MAs), our firms, our stakeholders and our fellow global citizens. The continuation of the global pandemic has forced all of us to adjust to a new normal. Even as we hopefully begin to extricate ourselves from it, we can be relatively certain that many things will be different in the post-pandemic world. However, none of us know precisely what these differences will be. Regardless of our future challenges, FIDIC is well prepared to meet them.

As I said in 2019, when I began my presidency in Mexico City, I shared what I hoped to achieve during my two-year term. At the time, I mentioned a desire to continue to build upon the work of past presidents in establishing a culture of excellence, externally and internally, focusing on what is most important in agile ways consistent with our strategic plan.

I specifically mentioned a desire to continue to improve our annual conference, restructure the secretariat in the broadest sense including strengthening Nelson's position as our CEO, improving our training and capacity building programmes by creating more value for our students, trainers/partners and FIDIC; strengthening our committees by synchronising their terms of reference and diversifying membership and improving our communication and connectivity with our MAs, who are the heart of FIDIC. I went on to mention the progress made in all these goals. In the following paragraphs, I continue this theme.

Significant progress made

We have made enormous progress in cost-effectively increasing the value of our training and capacity building programmes. Key elements of this initiative have been the establishment and licensing of FIDIC Credentialing Limited (FCL) and the establishment of our FIDIC Academy. In addition to bringing us into compliance with Swiss law,

FCL has begun the process of certifying trainers and programmes such as those associated with our conditions of contract and the FIDIC Certified Consulting Engineer (FCCE) programme in China. Under FCL, we are enhancing the value, affordability and prestige of our global training programmes, thereby meeting needs expressed by many of our financially challenged MAs and some of our key stakeholders such as the multilateral development banks. Having training programmes conducted under the FIDIC Academy umbrella will enhance the quality and value of our training. Finally, we believe the FCCE programme and roll-out of similar programmes globally will help professional engineers in many ways.

Responding to Covid

Our response to Covid-19 continues to be robust. In 2019, FIDIC reacted proactively and rapidly to this very challenging global event. Virtually immediately, we prepared guidance documents for use by our MAs, firms and stakeholders on subject matters of obvious concern (dealing with contracts, business strategies etc.). Simultaneously, we held webinars on these subjects. This year we conducted numerous webinars on more subjects. These included 'town hall' meetings, action plans of our committees and the revitalisation of our State of the World (SOW) initiative which is quite important to me personally. I am pleased to report that these webinars have been very successful. Through them, we have connected with over 20,000 constituents from over 150 countries. Many more people from all over the world are now 'connected' with FIDIC and understand what we do and the value we bring to professional engineering practice and related fields. The challenge will now be to keep these contacts 'alive and well'.

Stronger links with member associations

We continue to build stronger relationships with our MAs. Our DNS advisory council has provided great assistance in this regard. Current chair, Chris Campbell, has led this

group well following in the footsteps of past chairs, John Gamble and Andrea Selic. This group is critical in helping us provide open and frequent dialogue with our MAs on a variety of subjects including providing top notch input to the development of our strategic plan via questionnaires and remote 'town hall'-style discussions. MA input and support of our strategic plan has been critical to helping us move forward with our regionalisation concept. We now have official entities entitled FIDIC Africa, FIDIC Asia Pacific and FIDIC Europe as well as a new memorandum of understanding with North America. While more needs to be done, we have made substantial progress which will help us better serve the special needs of MAs in certain geographies.

We have strengthened the secretariat under Nelson's direction by adding highly qualified staff, assigning them the correct duties, forming entities such as FCL and FCS and continuing to explore utilising the skills and capacity of some of our MAs.

Improving our annual conference

We continue to improve our annual conference, albeit recently remotely. Our focus continues to be on high level issues of importance to our MAs and their member firms, attracting more 'C-suite' participation including establishing a FIDIC Global Leadership Forum, conducting separate sessions for legal, human resource, finance and digitalisation executives, and conducting the key elements of FIDIC business around conference events. This year our infrastructure conference has been designed to address the challenges faced by both the public and private sectors in developing successful projects and maintaining high-performing infrastructure assets in a rapidly changing world of digitisation, energy transition, climate change, geo-politics and growing societal needs. The conference will include contributions from leading keynote speakers who will address the planning, funding and delivery of sustainable infrastructure as well as examining the leadership – business, industry and political – needed to make it happen.

Diversity and inclusion

Diversity and Inclusion are very important considerations for the future of FIDIC. Our diversity and inclusion council advises us in this important area and we have taken some specific actions in this regard. We focused on D&I in staffing our committees and have set a target of having a more gender diverse board by 2024. Regarding the latter, we need the support of the FIDIC annual general assembly meeting, MAs and member firms to make this

happen. While more needs to be done, progress has been made. The leaders and members of our committees, councils, advisory groups and boards are arguably more geographically, gender and age diverse than at any time in our history.

In addition to strengthening our committees, as well as diversifying membership and synchronising terms of reference, we conducted webinars to present committee action plans and obtain comments and suggestions on them. Also, recognising the significant changes occurring within the digital market space and its impact on consulting engineering firms, the FIDIC board approved the formation of a digital transformation committee. We are currently developing the terms of reference of the committee as well as staffing it.

Making progress on many fronts

We are supporting the UN Sustainable Development Goals and efforts to get to net zero including preparation of a climate change charter and conducting the above-mentioned State of the World webinars. It is notable that we have asked our sustainable development committee

and Future Leaders Council to lead these initiatives. They, in turn, have emphasised the need for engineers and the scientific community to be more innovative and to consider natural systems along with conventional approaches to address our many challenges in this regard. Most of all, solutions must be durable and sustainable.

The FIDIC board has recently approved the development of three new conditions of contract (PPP, EPCM, and collaboration). We continue to translate FIDIC contracts to selected languages including Arabic, Chinese, French, Portuguese, and Spanish and we have also executed agreements for use of FIDIC conditions of contract with eight international funding institutions and are working on executing more of them.

We have implemented programmes to involve Future Leaders on our committees and advisory councils and the Future Leaders Council chair is invited to participate in our board meetings.

Through the incredible effort of our volunteers and the secretariat under Nelson's leadership and that of the board we have accomplished many other things under some trying circumstances. I mention a few briefly below. I refer you to our website and other sections of this report for more information on many of them.

We are in the process of forming a FIDIC Ambassadors Club to help us expand our footprint across the globe by advocating for FIDIC with concerned parties. We have supported the World Bank's gender-based violence

initiative. We continue to support the CoST initiative to promote transparency and accountability in public infrastructure programmes and we have added additional protection to our intellectual property and are exploring developing guidance documents for cyber security.

We have also instituted a president's award to recognise outstanding contributions to FIDIC. The Prangey Award, which recognises outstanding contributions to the profession as well as FIDIC, will remain our most prestigious award. There's a lot more going on but, in the interest of brevity, let me close with a few thoughts.

Some closing thoughts

First and foremost, it has been an honour to have served as your president. With Covid, there have been many challenges, but I believe we have been navigating through them well. There are many people to thank for these results including the secretariat, our volunteers who serve on committees and participate in other ways, our MAs who are the backbone of FIDIC and the FIDIC board. Most of all, we owe tremendous thanks to our CEO, Nelson Ogunshakin. We are fortunate to have a person with his skills, contacts, intellect and boundless energy to lead us. During my career I have been privileged to have worked with some very talented professionals. Nelson is at the top of that group! I cannot thank him enough for his support during my presidency.

In addition, I want to thank the members of the FIDIC board for their input and assistance. They are a diverse and very talented group and they, along with Gavin's and my replacement, will serve you well in the future.

Finally, I would like to thank incoming president Tony Barry for his support and assistance during my presidency. Tony has done a tremendous amount of work to advance FIDIC in a variety of ways and I am certain that under Tony's leadership, FIDIC will advance to new heights. I wish Tony well as he leads us into the future.

Once again, thank you all very much for your effort and support during my term as president of FIDIC. Diane and I will always appreciate it very much.



FIDIC chief executive's report



Dr Nelson Ogunshakin OBE, FIDIC chief executive.

Writing in last year's annual report, I made the point that the Covid-19 crisis had affected every aspect of life and business on a global scale and that FIDIC had responded to unprecedented challenges. The past year has seen the pandemic continue and, in many areas, get worse with global lockdowns and severe restrictions on international travel. Despite these enduring challenges however, FIDIC's response on every level has been a source of inspiration and I can only say a heartfelt thank you to our board for their continuing leadership and direction, to our staff for their dedication and hard work over the past 12 months and to our members and stakeholders for their unstinting and valuable support.

They say that in times of adversity, organisations and individuals show their true metal and we have seen that at FIDIC and across our industry over the past year. As this annual report shows, in extremely challenging times, FIDIC has found a way to increase its profile, be more visible and enhance its influence in the global construction, engineering and infrastructure sector. I couldn't be prouder of our achievements over the past year and the way that the whole FIDIC organisation has pulled together and this response bodes extremely well for the future and the challenges we will all face as we emerge (hopefully soon) from the global pandemic into a post-Covid world.

Responding to the pandemic

As outlined above, FIDIC responded well to the Covid crisis and was able to continue to be active and visible. Our record-breaking webinar series and extensive online programme of events (see pages 22-25) kept the industry and our members informed about some of the key issues facing the industry. It is no exaggeration to say that FIDIC has never been more visible in the industry as a result of the events we have organised and our increased communications outreach and this has enabled us to engage more stakeholders than ever before. During the

year under review, FIDIC became a virtual organisation and the investment we have made in technology and our digital platforms over the past two years really paid off enabling us to be productive in an increasingly online environment. I expect this way of working to continue in the future, even as we emerge from the pandemic.

Breathing life into FCL and FCS

I was especially pleased to see the launch of FIDIC Credentiaing Ltd (FCL) and the opening of the FIDIC Consulting Services (FCS) office in Beijing. In offering certification and professional development services to a range of professionals working in the global infrastructure industry, the launch of FCL heralds a new era for credentialing for the construction and infrastructure sector and will help drive improvement in project delivery using FIDIC systems and contracts. FCL is backed by an experienced management and certification board, under the chairmanship of Sir Vivian Ramsey, and I am looking forward to seeing its global roll-out over the coming months and years. The opening of the FCS office in Beijing was also a significant development for FIDIC and will help to strengthen our position and the services we offer in the ever-growing and increasingly important China market region.

Improving FIDIC's Contract Users' Conferences

Another significant development during the past year has been the new direction that FIDIC is taking with its series of Contract Users' Conferences and our decision to take the running of these important events in-house, following a holistic view of our existing events and conferences and consideration of different delivery possibilities. Going forward, this will ensure that the voice of the FIDIC contracts community is heard and amplified and we will be able to provide an even better service to our stakeholders as a result. We plan to improve the content and quality of the

conferences and will put FIDIC's contract users back at the centre of these events, which is where they need to be.

New FIDIC committees making their mark

In last year's annual report, I spoke about the relaunch of FIDIC's revitalised committee structure. As a result of this, I believe that we are now much better placed to make a positive impact on and widen our influence in the global infrastructure industry. As the reports on pages 14-19 of this report show, our committees have started to make an impact over the past year increasing their visibility to meet the challenges the industry faces. The series of webinars the committees have organised is an indication of that increased profile as is the work they have been undertaking with key stakeholders around issues like post-Covid recover, sustainability and net zero, diversity and inclusion, capacity building and liaison with the multilateral development banks. I am looking forward to FIDIC's committees helping to raise our profile and influence even further across the global industry over the year to come.

Key role of the FIDIC board

I could not write this update without specifically mentioning the tremendous role of the FIDIC board under the leadership of Bill Howard in helping to guide our work over the past year. The whole organisation owes a debt of gratitude to Bill and the rest of the board for their unstinting dedication and hard work in the FIDIC cause over the past 12 months. Not only have they guided us through another year of the pandemic, but they have also done so while implementing a new governance structure and taking steps to increase the diversity of the board and our committees and while meeting the challenge of remote working in all aspects of their work. It is a pleasure to work with our board members and I look forward to doing so over the next 12 months.

Enhancing our communications and outreach

A key feature of our work over the past year has been the increased effectiveness of FIDIC's communications and stakeholder outreach. Visibility, connectivity and profile is everything for a business association like FIDIC and the last 12 months has seen us organise more events than ever before, increase further our reach on social media, raise the profile of our advocacy through initiatives like our relaunched State of the World reports and the work of our committees, promote industry excellence through our awards and promote the achievements of the sector via our new and expanding Infrastructure Global online platform. We have continued to promote FIDIC's achievements widely during the past year, increasing the number of press releases we have issued and also using the monthly CEO's Update. This will continue in the coming year as we look to further enhance and improve our communications and the connections we are making with our industry

Looking ahead

Slowly but surely, the year to come will see the world emerge from the Covid crisis and some level of 'normality' beginning to form from the chaos of the recent period. Of course, this will be a 'new normal' as society and business the world over begin to grapple with the new ways of working that have emerged during the pandemic and people's changed expectations. I hope that we will see our engineering, construction and infrastructure industry rising to the global challenges we all face and that the sector will be seen as ever more crucial to enhancing people's quality of life and indeed to safeguarding a sustainable future for our planet. FIDIC will be with the industry every step of the way on that journey, providing leadership and support and making a positive difference.



“FIDIC responded well to the Covid crisis and was able to continue to be active and visible.”

Board overview



The board met on four occasions during the 2020-2021 period for regular board meetings in September and December 2020 and in March and April 2021. Due to the Covid-19 situation, all meetings were held online. The next board meeting will be held again online in September 2021. Additionally, an ad-hoc session in April 2021 and a strategic review meeting in July 2021 were organised at short notice. The FIDIC board has played a critical role in leading the organisation during the Covid crisis and the efforts of all members is greatly appreciated. As well as steering the organisation's response through a global pandemic, the board also oversaw operational, strategic and governance matters and also represented the federation, thereby enhancing its profile, relationship and close ties with the industry.

During the year, the board approved the newly revamped FIDIC committees, played a key role in the delivery of the Covid-19 webinar series, oversaw the reworked statutes and by-laws, completed the 2017-2020 corporate plan and set in train the new Strategic Plan for 2020-2024. The board also oversaw the establishment of the new corporate entities, FIDIC Credentialing Ltd and FIDIC Consulting Services (Beijing) Ltd, both of which are landmark steps for the organisation. The launch of the new FIDIC Academy platform was another notable achievement during the year. Overseeing the organisation's operations during the pandemic has of course been a key achievement of the

board over the past 12 months. Despite unprecedented challenges, the board has continued to lead the organisation with effectiveness and efficiency as can be seen by the activities outlined in this annual report. The fact that FIDIC has expanded its outreach activity through its online events programme and ensured that its committees and working groups have continued to operate is a testament to the board's leadership and determination and its members have 'stepped up to the plate' during a difficult period.

Elsewhere, this year, the board also bids farewell to FIDIC president William Howard and board member and chair of Risk and audit committee Gavin English, who completed their terms of office. It goes without saying that the leadership of William Howard during a term of entirely virtual meetings has been an outstanding achievement. FIDIC is especially grateful to Gavin English for his expertise and guidance in financial matters.

The board will welcome two new members when they are elected at the virtual general assembly meeting in September 2021.

FIDIC President elect's message



Anthony Barry, FIDIC president elect.

As I reflect on 2020-2021 and FIDIC's growth and development, I find myself extremely grateful for the fantastic work of Bill Howard and the board and of Nelson and the FIDIC secretariat. It has been a very challenging year from a financial point of view, as well as in terms of the change required to operate under the Covid pandemic, and the people involved in the board, our committees and the secretariat have all had to deal at various times with the challenges of isolation and of meeting and working with people over Zoom and Teams.

There have been many important achievements, including the 2020-2024 FIDIC Strategic Plan, governance improvements and completing the FIDIC statute changes, working committee restructuring, regionalisation, FIDIC Credentialing Limited (FCL) Switzerland, its Chinese subsidiary FIDIC Consulting Services (Beijing) Limited, FCS, the credentialing programme itself, the recertification for the FCCs in China and also managing conferences in house.

The extent to which the secretariat has changed its modus operandi, gone digital and engaged a much wider audience than in prior years has been fantastic. This last 18 months has demonstrated very clearly the leadership, commitment, capability and talent that so many of our people have. I am grateful to every one of them.

Notably, Bill Howard's presidency has been dominated by Covid and we have only been able to meet twice in person since he became president at the 2019 GAM. Bill has provided FIDIC extraordinary leadership throughout this period. While not being able to meet in person many of our colleagues including new board and committee members, Bill has reached out, has woken in the early hours of the morning, attended many meetings and introduced over 40 Covid webinars we have held. It has been an extraordinary commitment with little personal or social reward. We all owe Bill a great debt of gratitude.

I would also like to pay tribute to Gavin English, director and chair of the risk and audit committee who is retiring in 2021. Gavin has done a tremendous job for FIDIC and worked very closely with the board and CEO to ensure we have been able to work through this period in reasonable shape.

Looking ahead to the future

Looking forward, we can expect further Covid challenges and a new Covid normal to emerge. My focus as president will be to continue to lead and support the board and our CEO Nelson and the secretariat in implementing the FIDIC Strategic Plan. I draw my motivation from FIDIC's statutory objectives and the aspirations they express. The way I think about it, to enable FIDIC to represent the industry and to give life to these objectives, we need leadership, a sound strategy, a strong governance structure, clear well-defined programmes and initiatives, a sound business model which engages all of our stakeholders effectively and the resources to make it happen.

In recent years, we have put in place the foundational elements of this approach and have embarked on the work to establish the programmes which will deliver the objectives.

These include:

- The statutes update and the FIDIC governance framework implemented.
- Working committees restructured, new terms of reference defined and restaffed.
- Regional Advisory Council commenced.
- The Diversity and Inclusion Council commenced.
- Contracts committee strengthened and a programme for the development of new forms of contract established.
- FIDIC Credentialing established and the individual programmes within it commenced.

- Regionalisation model reinvigorated
- Commercial arrangements revisited to protect the FIDIC brand, its intellectual property and revenues.
- FIDIC Ambassador Programme initiated.

The contribution FIDIC makes to the world, to the construction and consulting engineering industry is delivered through subscriptions (20%) and sponsorship and user service charges (80%). The corporate social responsibility exercised by the consulting engineering industry is very highly valued by our stakeholders. At the same time, the revenues earned from sponsorship and user services charges contribute to the work we do within and for the industry. If we are to continue to deliver on our objectives, we will need to resource our activities effectively and maintain significant commercial activity to fund them.

We are continuing with the abovementioned programmes and are working on further programmes as follows:

- Member association engagement.
- The FIDIC Academy - to expand the training available globally collaborating with MAs and training institutions.

- The business practice committee to expand to cover major business functions.
- The C-Suite forum, providing a strong social network across international firms.
- A broad-based consulting engineering industry advocacy programme.
- FIDIC's climate change and sustainability position to be strengthened.
- The FIDIC Body of Knowledge to be updated.
- Technology platform update and cyber security improvements.

I hope that you will continue to give your support to FIDIC as we continue this important work and I look forward to working with you and meeting you during my period in office as FIDIC president over the next two years.





Gavin English, FIDIC treasurer and chair of the risk and audit committee.

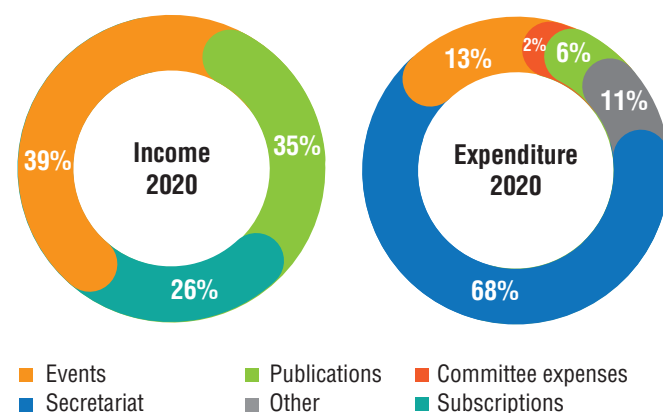
Risk and audit committee report

BDO's Geneva office completed the audit of the financial statements (balance sheet, profit and loss account and notes) for the period ending 31 December 2020 in April 2021. BDO again carried out the audit remotely due to the Covid-19 restrictions in Geneva, but despite this the audit process went well.

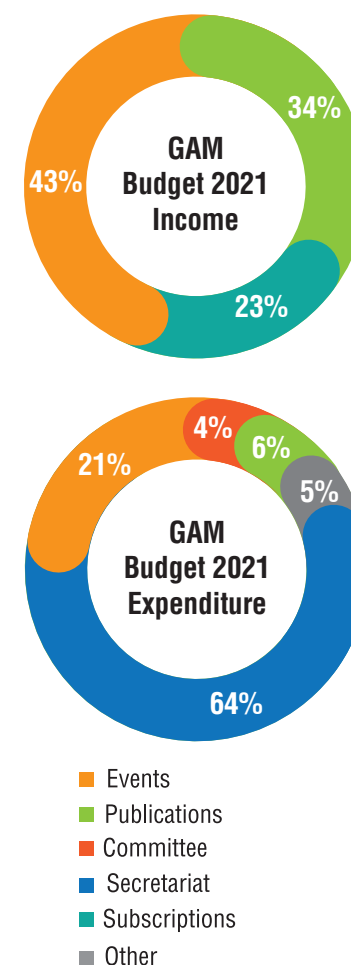
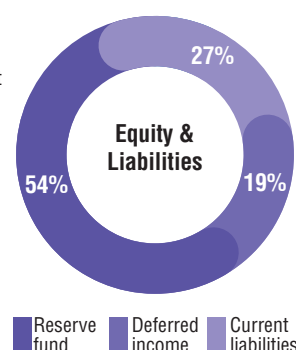
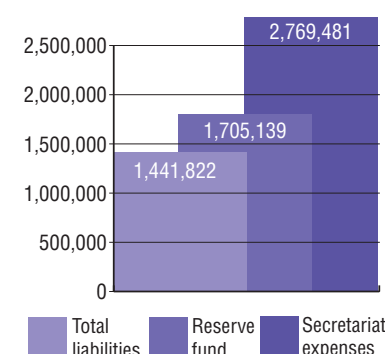
The budget for the year 2020 was approved by the GAM in Mexico in 2019 but in response to the negative impacts of the Covid-19 pandemic it was revised by the board and communicated at the GAM 2020. BDO recommended that the actual audit results are compared with the revised Covid budget for 2020. The FIDIC accounts for the year 2020 show an overall negative result of CHF 181,819 (2019 loss CHF 272,918) against the revised Covid budget for 2020 of CHF 333,516. The loss for 2020 includes a provision of CHF 35,000 to cover the BDO estimated Meyrin professional tax commissioner over the period between 2015 and 2020.

The main reasons for the improved result against the revised Covid budget are improved collection of subscription payments from member associations (MA) - at 95% in comparison to the 80% budgeted, no physical board meetings beyond March 2020 due to the Covid pandemic which saved travel and subsistence costs and a better contribution for online training.

Income from subscriptions was CHF 154,884 above budget due to better-than-expected MA subscription payment collections, despite lower-than-expected subscriptions collections from affiliate and associate members. Also, the income from events was CHF 378,187 up on budget largely due to increased income from online training. Overall income was up CHF 488,121 on budget. At the same time, committee expenditure costs were CHF 66,146 lower than expected as the physical board meeting included in the revised Covid budget for December 2020 could not take place due to the pandemic. However, some other expenditure costs were higher than budget leading to an overall increase in expenditure costs of CHF 336,424. At the end of 2020 the balance sheet remained strong, although reserves decreased by CHF 181,819 due to the loss in 2020.



BDO's Geneva office completed the first audit of the financial statements 3 July 2019 to 31 December 2020 of FIDIC Credentialing SA (FCL) a subsidiary of FIDIC. The FCL accounts for the period 3 July 2019 to 31 December 2020 show an overall loss of CHF 57,123 this includes income of CHF 368,280 for certification activity on the FIDIC Certified Consulting Engineers (FCCE) Pilot Programme in China invoiced to FIDIC Consulting Services (Beijing) Limited (FCS), a wholly owned subsidiary of FCL, as an intercompany charge.



Official operations of FCS commenced in China in August 2020. Local Chinese accredited auditors completed the first audit of the financial statements to 31st December 2020. The FCS accounts for the period to 31 December 2020 show an overall profit of CHF 142,412. Going forward, FCS financial statements for the year 2021 will complete the audit of the financial statements.

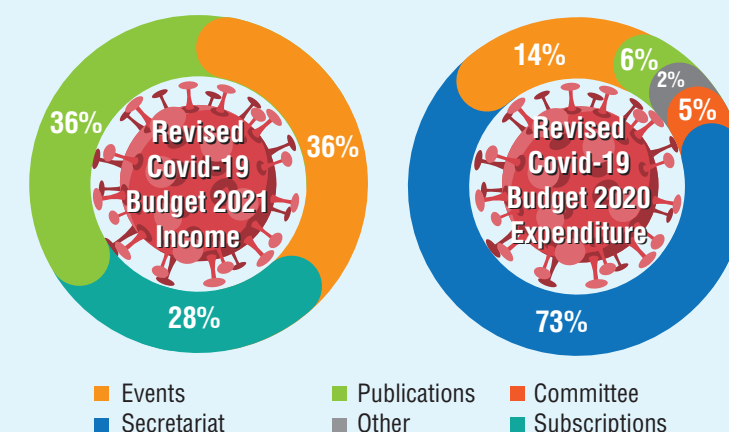
The consolidated financial result for of the FIDIC group is an overall loss of CHF 96,530 made up of FIDIC loss of CHF 181,819, FCL loss CHF 57,123 and FCS surplus CHF 142,412.

The continuation of the impacts of the Covid-19 pandemic on FIDIC's budgeted activities for 2021 has rendered the GAM approved 2021 budget superseded. Therefore, a revised budget 2021 and 2022 was presented to and approved by the board on 30 April 2021. The adjustments made reduced the income in 2021 by CHF 422,148 and the expenditure by CHF 463,148 resulting in a projected loss for 2021 of CHF 125,321, which is a slight improvement on the GAM approved projected loss of CHF 166,321.

The FIDIC subsidiary FCL offers certification and professional development services to professionals working in the global infrastructure industry. Available programmes, many of which are online, include assessments of adjudicators, contract managers, consulting engineers, future leaders and trainers, leading to examination and certification. The FCL budget for 2021 shows a loss of CHF 29,891 compared to a loss of CHF 57,123 in 2020. The FCL subsidiary FCS provides engineering consulting services and promotes initiatives aimed at developing professional capacity building and professional proficiency, as well as offering project management and business consulting services and promoting high-level business forums. The FCS budget for 2021 is a surplus of CHF 14,774 compared to a surplus of CHF 142,412 in 2020.

The consolidated 2021 financial budget forecast approved by the board for of the FIDIC group is an overall loss of CHF 140,438 comprising a FIDIC loss of CHF 125,321, FCL loss CHF 29,891 and FCS surplus of CHF 14,774.

The Strategic Plan 2020-2024 was launched at the GAM in September 2020. The plan takes an outcome-based approach and places a great emphasis on FIDIC's priorities, with goals and outcomes and their effects on industry, member associations and wider industry all considered. It focusses on ten headline areas and five key goals to measure progress against. An outcome-based approach has been taken in developing the plan and the financial planning supporting it is based on growing a surplus beyond 2022, once the impact of Covid-19 has abated.



Committees continue key work during unprecedented year

Despite the undoubted difficulties and challenges of the past 12 months, FIDIC's committees pivoted to a fully online status to meet that challenge. While the work of the committees is still evolving, their outputs and engagement with stakeholders is enabling FIDIC to be more external facing and helping the organisation to make a positive impact on and widen its influence in the global infrastructure industry. Brief reports from each of the committee chairs appear below.

Business Practice Committee

Update from the chair, **Andrew Read**, director of Pedersen Read in New Zealand.

The Business Practice Committee has continued its work despite the challenges of the Covid-19 pandemic. Whilst much of the work that we do is undertaken remotely, because of Covid travel restrictions we have not had any opportunity to meet face to face. Our regular face-to-face meetings at FIDIC's annual infrastructure conference gives us the opportunity to regroup and reengage with each other and most importantly, it enables those new to the committee to interact with those who have been involved for a while – making those very important social connections that help our interactions for the balance of the year.

The inability to meet face to face has hampered progress on all of our projects, where such meetings are often the best ways to progress key work.

Changes to the way we all conduct our business as a result of Covid have been the basis for a series of special bulletins that the committee has prepared over recent months. Information for these bulletins has come from targeted questionnaires to senior industry representatives in multiple countries. The bulletins have considered various topics including the internal environment of consulting engineering firms with respect to their staff and facilities, business cycle impacts and the external environment (markets, clients) and resulting trends. At the time of preparing this report, the latest questionnaire that will form the basis for the fourth bulletin has just been issued. The committee presented the findings of the bulletins at a very well attended webinar in June.



In addition to these bulletins, the normal work of the committee continues – including the development of a FIDIC BIM guidance document which will support ISO19650 and also the development of the QCBS guide. The QCBS guide has progressed through several iterations with the latest draft pulling the whole document together.

I would like to thank all those who have given so generously of their time over the past 12 months, whether that be as a member of the committee or on the various task groups that we have. The many guidance documents that we have produced over the years are testament to their dedication. I am particularly grateful to committee vice chairs Fatma Colasan and Chris Newcomb for their support.

Capacity Building Committee

Update from the chair, **Stephane Giraud**, FIDIC Expert at Plan J Consulting in France.

FIDIC's Capacity Building Committee (CBC) plays a key role in helping employers and contractors to enhance their capacity to manage projects. This may be through different means such as training and credentialing in order to be sure that all parties work with FIDIC's Golden Principles.

Over the past year, for example, members of the CBC have worked on the coherency between the credentialing of the new FCCM (FIDIC Certified Contract Manager Programme) by FCL through updating the FIDIC Contract Manager Guide, initially issued in 2009.

Some of this work drew on the outcomes of a very successful webinar on contract management which was organised by the CBC which attracted more than 600 attendees. A key outcome of the webinar was a call for projects constructed under FIDIC forms of contract to enhance and improve the capacity of the contract managers for both parties.



Similarly, the CBC has also worked on the fundamentals of the new FIDIC Academy which will organise, oversee and direct with trainers all the key modules of the FIDIC training tree.

Looking forward, the CBC will be working closely in support of the FIDIC board to implement relevant capacity building strategies in support of FIDIC's strategic objectives and to be the liaison between FCL and the FIDIC Academy to ensure a coherent approach at all times.

Contracts Committee

Update from the chair, **Vincent Leloup**, managing partner of contracts consultancy Exequatur in France.



The Contracts Committee (CC) has been going through a significant reconfiguration over the past year in order to implement its ambitious action plan. At the end of 2020, the CC had seven task groups working, with the plan to double those in the short term in order to be able to fulfil a number of key objectives, including developing new contract initiatives to serve the needs of the developed economies where FIDIC contracts' footprint has been so far limited. This is particular the case with a task group working on collaborative contracting, which held its kick-off meeting in April 2021 with a targeted publication in 2023. Other task groups being formed include those working on PPP projects and an EPCM contract.

Another key objective of the committee is to support and foster the use of FIDIC's existing contracts by the publication

of a comprehensive guide to the use of the 2017 Suite and also a handbook for practitioners which aims to provide users with sample forms (for notices, letters, certificates, etc.) for use on their projects and flowcharts to assist their understanding of the contract machinery. Subcontract forms for the 2017 Suite, and a contractor's JV form will also be drafted.

Five new members recently joined the CC to replace those stepping down at the end of 2020. I am pleased to welcome our new colleagues from Bulgaria (Adriana Spassova), Dubai (Jafar Khan), Egypt (Mahmoud Abu Hussein), Singapore (Keith Leung) and Ireland (Eoin Cullinane). The CC is now ten-members strong and includes experience and expertise from around the world.

In the turmoil of the Covid-19 pandemic, several CC activities suffered from delays but we nevertheless remain on track to publish by the end of 2021 our Guide to the 2017 Suite of Contracts and also the update of the FIDIC Green Book. We are also publishing our Covid-19 Guidance Memorandum for consultants working under FIDIC contracts and agreements. Elsewhere, publication of the Test Edition of the Bronze Book, the Guide to the Emerald Book, the Guide to the 2017 Suite of Agreements and the Golden Principles for Services Agreements, is planned for 2022.

Integrity Management Committee

Update from the chair, **Richard Stump**, vice president of RS&H in the USA.



The importance of combatting corruption and to maintain integrity within the consulting engineering and construction sectors cannot be understated. Developing integrity systems that protect individuals and companies and that are flexible enough to respond to changing external factors remain critical to companies' ability to successfully compete and to thrive in local and global markets. The challenges and separation posed by the global Covid-19 pandemic have created obstacles to combatting corruption. At the same time, this shift in the way we collectively do business globally presents new opportunities for considering how and where to engage in integrity building activities. The FIDIC Integrity Management Committee (IMC) hosted a very successful webinar in March 2021 on the theme of 'Combating Corruption'. As a response to the significant

level of participation in this event, the committee is developing an approach to regular presentation of webinar or webcasts on corruption and integrity issues. It also canvassed several MAs, using a FIDIC survey format, to ascertain their interest in working with the IMC on development and training with integrity tools. The survey results and follow-up discussions will allow the IMC to develop tools that can be used by MAs to inform their member firms of the benefits of

integrity management and encourage wider adoption of the FIDIC Integrity Management System (FIMS). The IMC is preparing to work with the Contracts Committee to address clauses in the White Book that are intended to discourage corruption and encourages integrity. The IMC is also positioned to engage the FIDIC Academy on review and development of integrity training modules. The IMC will engage with key international bodies such as the multilateral banks and the UN to enhance the importance of integrity in infrastructure development. Important events will include the 2021 UNGASS Special Session on Combating Corruption and International Anti-Corruption Day on 9 December.

Membership Committee

Update from the chair, **Enni Soetanto**, managing director of Mott MacDonald Indonesia.



The committee is setting up task groups to oversee all aspects of FIDIC's membership, which consists of member associations, associate members and affiliate members, to look at how to retain, attract, and improve communication with members, identifying trends around membership aspects within similar global associations and advising the FIDIC board and staff on all aspects of FIDIC membership across the consulting engineering industry. Key priorities include developing more attractive benefits and annual fees to individuals or firms to retain and attract affiliate members of

any individuals or non-consulting engineering firms or where the MAs are not available in their countries. The task groups are also reviewing and preparing draft survey questionnaires with the objective of understanding members' needs and improving better support to members.

Learning lessons from the pandemic situation, where claims and disputes arose significantly in the construction industry, the committee has also identified a need from members to understand better the FIDIC conditions of contract in their local languages by advising continuously MAs to follow a contract agreement process with FIDIC related to local language translation.

At its core, FIDIC and our work on the membership committee is all about the members and delivery of what they need from us in their regions, so full involvement of membership committee in the establishment of FIDIC strategy regarding MAs and the involvement of FIDIC's regional groups are essential to provide the global reach of ideas, find new ways to open up FIDIC to a wider user group and seek regular engagement with our members on their needs.

International Financial Institutions Committee

Update from the chair, **Manish Kothari**, president and CEO at Sheladia Associates in the USA.

The aim of this new committee is to improve FIDIC's liaison and influencing with international financial institutions (IFIs) like the multilateral development banks and other international funding agencies which have an important influence on the global infrastructure sector. The committee is looking to build 'Partnership with Purpose' with stakeholders and has made some key progress in the last 12 months.

Numerous meetings have been held over the past year and the committee has engaged effectively with key stakeholders. These included multiple meetings with various heads of procurement, other stakeholders (contractors' associations), the president of the Shanghai-headquartered New Development Bank, meetings with FIDIC's new IFI advisory group and several internal meetings within the membership of the committee and task group. The committee has developed a comprehensive two-year action plan to guide its target outputs for the year and its impact and benefits to FIDIC's goals, objectives and strategic plan.

The committee has developed a questionnaire to member associations to gain a better understanding of what MAs need from the international financial institutions and the relevance of FIDIC's work with them. A webinar on 16 November 2021 has been organised by the committee on working with the multilateral development banks to look at how FIDIC, its member associations and the multilateral development banks can work better together and develop a more effective partnership (a 'Partnership with Purpose') on a range of key issues.

The IFI committee action plan and task group activity is driving some key areas of work that will enable FIDIC to better engage and connect with key international financial institutions. Some



of this work is painstaking and detailed but will be extremely valuable to FIDIC and its member associations going forward. Through engagement outreach activity and research, the committee expects to develop a list of issues that are of major concern for members in relation with their interaction with IFIs.

The committee's advocacy support work will help FIDIC achieve its goals and priorities as outlined in the Strategic Plan by taking FIDIC to international financial institutions and bringing the financial institutions to FIDIC on issues including, but not limited to, the wider acceptance of model contracts that recognise and value the professional services provided by member firms. The committee's activity around knowledge generation and management will identify and analyse areas for improvement in effective use of FIDIC in IFI projects. Outputs of the committee's task group are expected to include the drafting of policies, guidelines and processes as well as identifying tools and best practices that can be promoted to address global challenges with the improved delivery of quality, sustainable infrastructure services under transparent processes.

Risk, Liability and Quality Committee

Update from the chair, **Nicola Grayson**, chief executive officer of Consult Australia.

The risk, liability and quality committee (RLQC) has established itself well during the pandemic period and was instrumental in organising a very successful webinar on "Developing a commitment to quality in construction projects" in April 2021. After this successful online event, the committee prepared a Q&A document based on the feedback and information received from participants of the webinar.

The committee's work on the collection of country information (documents) on risk and quality matters is still continuing, with the aim of being presented at a series of webinars organised by the committee. Members of the committee will review these documents which have been presented by the following targeted countries – USA, UK, Switzerland and New Zealand.

The committee has also produced two briefing notes - Professional Indemnity Insurance and Governance and An



Introduction to Standard of Care - which are ready for FIDIC legal review and promotion and an update of the old FIDIC Risk Management Handbook is also in the pipeline.

Sustainable Development Committee

Update from the chair, **Tracey Ryan**, managing director of Aurecon – New Zealand



It has been my privilege to chair FIDIC's redeveloped sustainable development committee for the past 14 months and it has been really pleasing to see how we have hit our stride in the past year. The importance of our work continues to be reinforced, as extreme weather events become concerningly more frequent and the effects of the pandemic continue to be felt around the world.

As a committee, we have had some real successes this year. We contributed to FIDIC's new State of the World series, including discussions on tackling the global water crisis and also the creation of a collaboration agreement with the World Wildlife Fund (WWF). We will be working closely with WWF to advance common opportunities to support the development and understanding of best practices associated with sustainable infrastructure planning, design, development and delivery and the protection of biodiversity.

Some of the initiatives we will be partnering on in the future include:

- Supporting WWF with the Moore Foundation projects, through FIDIC member associations (FEPAC) and firms in Colombia, Peru and potentially Brazil to assist with the development of technical reviews for the planning of sustainable mega-projects in the Amazon forest.

- Supporting WWF with a project for USAID, focussing on Strengthening Natural Resources Safeguards for Large-Scale Linear Infrastructure in Asia (SNRS).
- Collaborating on events with a common purpose and creating a 'playbook' addressing "Nature and climate-based solutions as a driver for healthy, resilient, zero-carbon infrastructure development".

We are also working towards the release of a Climate Charter in the next month or so, which provides a call to action to the one million-strong international engineering body to respond to the urgency of the climate crisis. The charter sets out in basic, initial terms, how as an industry we must address our responsibilities for the climate mitigation and resilience of the built environment in the years and decades to come. FIDIC members and stakeholders will be invited to join a FIDIC climate webinar in October to discuss further their commitment for the climate.

Looking ahead, our focus on contributing to the United Nations Sustainable Development Goals and making progress around climate change will remain unwavering. We have some exciting initiatives coming up, including partnering with WWF to join the vital conversation at COP26 in Glasgow in November. With the support of my two vice chairs, Natalie Muir and Robert Spencer and the entire committee, I am really looking forward to building on the strong progress our committee has made this year over the next 12 months.

Directors and Secretaries Advisory Council

Update from the chair, **Chris Campbell**, CEO of Consulting Engineers South Africa.

Since the FIDIC Marrakesh conference in 2016 and its inception at FIDIC 2017 in Jakarta, the Directors and Secretaries Advisory Council (DNSAC), is now a more formalised council of FIDIC compared to the previous annual directors and secretaries (DNS) meetings which formed part of the proceedings at annual FIDIC Conferences and has grown from strength to strength.

Thanks to the commitment of its chairs and members, the DNSAC, has increasingly proven its establishment to have been a positive decision by the then board of FIDIC, fulfilling the role of providing insight to the board on the realities and contributions of the FIDIC member associations (MAs) that form the backbone of FIDIC's global membership of country-specific MAs. Over the past three years, the council and its chair has experienced a healthy succession with each chair serving for a period of one year, however, most recently with the alignment to the FIDIC constitution, this term has now been extended to align with that for FIDIC board members, albeit still in a non-voting capacity. In keeping with the commitments shared with the DNS at its meeting in 2020, there have been greater efforts towards improving communication between MAs through the sharing of experiences in at least two webinars in 2021, targeted at MAs and focusing on learning from associations that that have

won MA Awards and also financial sustainability insights for MAs, which provided an opportunity to share and learn from each other. It remains a key objective of the DNSAC to improve on the communication and information sharing on MA best practices with all FIDIC MAs.

The DNSAC continues to strive towards greater inclusivity and consistently encourages the participation of more women executive directors and also those from underrepresented regions to join the council. Furthermore, it is worth highlighting that a few more pertinent MA-specific webinars are planned for later this year, together with a longer-term project such as the production of an MA Best Practice Guidebook, which may serve as a blueprint for MAs to refer to for guidance and ideas on maintaining sustainability into the future.

Finally, I would like to acknowledge all the members of the DNSAC, as well as the FIDIC secretariat, for providing the support that is required to ensure that the council is able to fulfil the role for which it was established.



Future Leaders Council

Update from the chair, **Adam Białachowski**, CEO, B-Act/Vintage Consulting.

The Future Leaders Council (FLC) held monthly meetings to coordinate their activities over the past year, all of which took place online.

Council members were active in a number of areas, including organising and participating in a number of FIDIC and industry webinars. These included the World Federation of Engineering Organisation's annual meeting, UNESCO World Engineering Day, FIDIC State of the World Reports webinars - Time to \$Tn-vest, Establishing the Value of Water and Tackling the Global Water Crisis. The FLC also hosted their own successful webinar, "The post-Covid consulting engineering industry – Future Leaders' global perspectives". Part of the council are either members or observers at FIDIC committees where they help to share the perspective of their generation. Notable highlights of their activities during the year



were the FIDIC Future Leaders Council webinar, the fifth edition of the annual Future Leaders booklet, the Future Leader symposium at the annual FIDIC infrastructure conference and council members' contributions to the FIDIC State of the World reports. The council also held a successful virtual social event during the height of the Covid pandemic.

Diversity and Inclusion Council

Update from the chair, **Michele Kruger**, Discipline Lead – Water Services Advisory, for MPAMot South Africa.

Even through the very difficult times of 2021, it has been a very busy year for the committee. First and foremost, we had a well-attended webinar in February 2021 on the subject of "Improving diversity and inclusion in the engineering industry". It was the first FIDIC committee webinar in the series and we are grateful to the excellent panel speakers as well as the FIDIC secretariat for their support for what was a very successful event.

During 2021, the committee developed a FIDIC Diversity and Inclusion Policy setting out the current industry situation and the mechanics of FIDIC policy. It looks at gender, ethnicity and religion, how companies should consider these and how companies can create a policy to manage and monitor diversity and inclusion. The document was well received by the FIDIC board with some recommendations, most notably to reduce the length of the policy. However, the board also recommended that important content not be lost by having the balance of the document being made available as supporting documentation. The policy will be finalised soon.

The second important document that the committee is finalising looks at recommended key performance indicators (KPIs) regarding diversity and inclusion in the FIDIC community, including definitions, scope of work, calculation methods, frequency, responsible/reporting parties etc. Agreeing on and monitoring a certain set of KPIs will help in demonstrating how effective FIDIC and its partners and stakeholders are progressing in achieving key objectives, in addition to helping in agreeing on response strategies and actions to overcome any challenges and issues.

In addition to this, the Diversity and Inclusion Council has been continuously interviewing diversity leaders in the consulting



industry to get their views and recommendations, as well as their experiences. These videos are posted on our diversity and inclusion LinkedIn page at <https://www.linkedin.com/groups/8692814>. We are really grateful to all the interviewees for their valuable input.

Lastly, the committee has been undertaking extensive research and building a repository of knowledge with international information pertaining to all elements of diversity and inclusion, most notably examples of policy successes and failures, with a view to sharing this information in concise format and in podcasts. The team will also take on publishing the information that will not be included in the reduced-sized FIDIC Diversity and Inclusion Policy and will put out a call for diversity and inclusion papers with subthemes such as age, gender, technology etc.

Other, planned activities include a follow-up FIDIC diversity and inclusion survey, continuing interviews with diversity leaders, ongoing social media, follow-up webinars and working with the FIDIC Academy on delivering FIDIC diversity and inclusion training.



Strategic Plan 2020-2024 progress update

FIDIC in 2020 launched its new and improved Strategic Plan following consultation with stakeholders, writes FIDIC's head of economic and strategic policy Graham Pontin. This is, however, not the end of the journey for this Strategic Plan - in fact it is just the beginning. Before outlining why, let's review the journey taken to date on the Strategic Plan.

The new Strategic Plan for the first time placed a greater emphasis on FIDIC's priorities, with goals and outcomes and their effects on industry, member associations and wider industry all considered. To ensure that FIDIC moves forward in a structured way and to reflect the type of practices that are taking place across various sectors in the infrastructure sector, the 2020-2024 Strategic Plan has been developed to take an outcome-based approach.

To do this FIDIC, following consultation, has developed ten headline areas as follows:

1. **Service delivery**
2. **Secretariat and regionalisation**
3. **Integrity**
4. **Contracts**
5. **Credentiaing**
6. **FCCE and China**
7. **Sustainability**
8. **Technology**
9. **Quality**
10. **CEO Club and advocacy**

Within each of these headline areas, FIDIC has defined five key goals, which are then considered against the following benchmarks: -

- The main actors they affect (FIDIC, the industry and member associations)
- FIDIC's main priorities (if goals do not meet our overarching priorities such activity should be reassessed)
- Current performance (provides a view on FIDIC's current activity)
- Timeline and targets (outlines timelines and ambitions over the Strategic Plan)

As well as the main plan being published in report format with substantive information, it can also be divided into various sections which are of interest to different stakeholders. There were also overviews, where the details of the plan can be seen quickly and easily.

FIDIC has also produced several appendices which outline FIDIC's performance against its last strategic plan, financial projections over the plan period and a detailed explanation of how the goals are affected across the various stakeholders, members and FIDIC itself.

FIDIC is taking a number of actions to ensure that the plan is delivering on the priorities that were outlined. In 2021, FIDIC as part of its commitment to monitoring this plan had

its staff members and board rate the performance of FIDIC against the goal it outlined. Whilst some goals may not have started, such as the Global Leadership Forum that will be launched this year and others are well underway such as the establishment of FCL and FCS, it is important that FIDIC knows how it is performing, not only now but across the period of the plan.

It is for this reason that every six months the same survey will be conducted with staff and board members and this is intended to be expanded out to member associations and possibly stakeholders. The key part, however, is what FIDIC learns from this exercise and continues to do so going forward especially as the organisation transitions from the current president, William Howard, to new president, Anthony Barry.

Key highlights of the first review include:

- The Global Leadership Forum needs to be established and start to grow. Members will start to see progress in this area during the annual conference and in the next year and links have been made with the Infrastructure Global platform.
- The FIDIC Academy (which did not form part of the plan) has been set up as a result of the continued need for training to be undertaken online. Good progress has been made with a strong ambition to continue this going forward.
- The regional strategy roll-out has continued and progress is being made, Teams groups have been

established and FIDIC will continue to monitor and expand this ambition.

- MA engagement and support has continued but there is a need to monitor this further and the establishment of a Teams area for MAs as has been done with the committees is being explored.
- Technology continues to evolve but is still an area of attention going forward.
- Resources remain an issue given FIDIC's growing activities and it is very important to identify growth and development areas and ensure that FIDIC continues to evolve the capacity of the secretariat in line with both the previous and current plans.
- It was felt there was a need to prioritise establishing a statement and commitment to sustainability, especially as event attendance requires such commitments.
- As FIDIC's visibility increases there is a need for increased awareness and consideration of new partnerships and collaboration opportunities.
- There is a need to reconsider and review the FIDIC Body of Knowledge given the technology that has been put in place during Covid and to what extent it has or has not been achieved.

Progress on implementing the Strategic Plan will continue to be monitored by the board and staff with regular updates given to both during the year to come.



Another very busy and active year for FIDIC

The **2020-21 year** under review has been dominated by the Covid-19 pandemic. Like all other organisations around the world, FIDIC has had to deal with the far-reaching effects of the pandemic on its sector during a year that has seen the organisation pivot to exclusively online working. Notwithstanding the significant challenges of working virtually, FIDIC has responded to the crisis well and continued to represent the industry and interact with stakeholders over the past 12 months.

SEPTEMBER

September 2020 saw the launch of the new and improved FIDIC Strategic Plan following consultation with stakeholders.

The launch took place at the first-ever online FIDIC international infrastructure conference which saw panellists and delegates taking part in discussions on "Engineering a post-Covid Future – the challenges for global infrastructure". Of course, that 'post-Covid future' has taken a little longer to experience than most people envisaged and the global infrastructure sector has continued to work in an environment influenced by the pandemic for most of the past year.



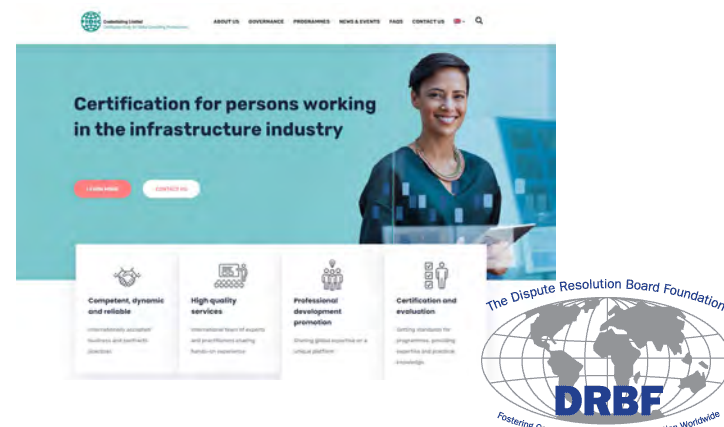
OCTOBER

October saw FIDIC signing a major strategic collaboration agreement with the International Association of Dredging Companies (IADC), the umbrella organisation for the worldwide private dredging industry, which will see the two organisations working more closely together and collaborating on matters of mutual interest over the next two years.



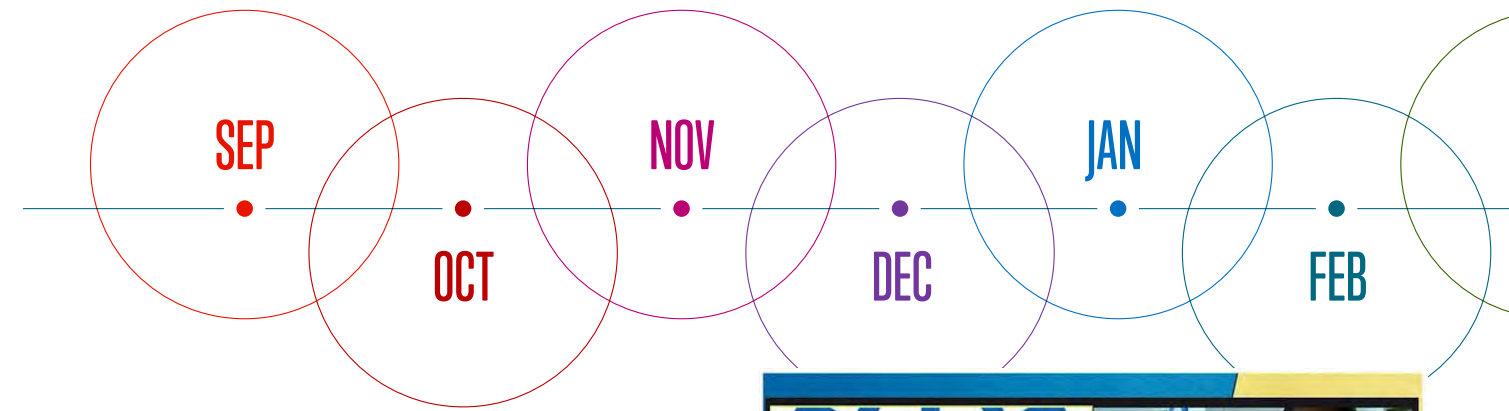
NOVEMBER

In **November**, FIDIC's newly established certification body, FIDIC Credentialing Limited (FCL), signed a major agreement with the Dispute Resolution Board Foundation (DRBF) that saw the launch of FCL's adjudicators' programme to increase the number of skilled and experienced dispute adjudicators who provide dispute resolution and/or avoidance services under FIDIC contracts.



DECEMBER

December saw the winners of the FIDIC Contracts Awards 2020 unveiled at a virtual awards ceremony. The awards, which recognise excellence in the use of FIDIC contract forms for project delivery and showcase examples of good practice through collaboration from across the world, announced winners across three categories – Project of the Year, Legal or Professional Services of the Year Award and Trainer of the Year Award. The awards are now an established fixture in the FIDIC calendar and are set to unite and promote the global contract user community for years to come.



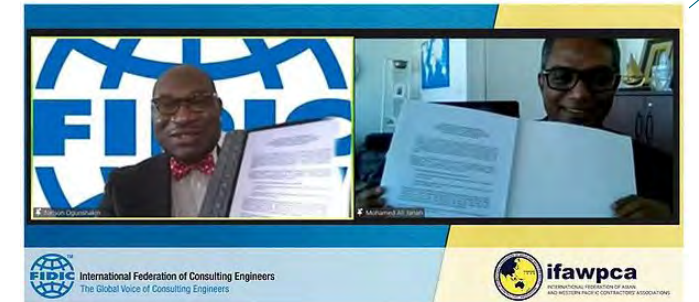
Also in **December**, FIDIC hosted a special event to mark the UN's International Anti-Corruption Day that saw industry professionals attending a webinar entitled "Recovery with integrity", which discussed how the global construction and infrastructure industry can work together and unite to combat corruption.

JANUARY



January 2021 saw the launch of the first in a series of FIDIC Covid-19 bulletins on the impact of the pandemic on business practices in consulting

engineering firms. The information presented in the bulletins was gathered from senior industry leaders and the first issue focused on new and evolved challenges faced by consulting engineering firms in their internal environment with respect to their staff and facilities and their resulting best practices. In **January**, FIDIC also unveiled plans for its live events series for 2021, which included 22 webinars covering a range of topics of interest to global consulting engineering and construction professionals. Three free-to-attend webinar series were organised to build on the success of the online events that FIDIC held in 2020 which saw thousands of industry professionals from around the world attending its webinars. Online webinars and other events were to form a mainstay of FIDIC's stakeholder activity during the year and were a significant success, with thousands attending from across the globe.



The **start of 2021** also saw FIDIC sign another major strategic collaboration agreement – this time with the International Federation of Asian and Western Pacific Contractors Associations (IFAWPCA), an umbrella organisation with members in Asia and the Western Pacific region. January also saw the first online FIDIC event of the year with a webinar entitled "Bridging the Gaps - Improving communications with FIDIC member associations". The event was organised by the FIDIC membership committee to provide an opportunity for MAs to discuss how FIDIC can improve the effectiveness of its communications and engagement with members.

FEBRUARY

February saw no let up in FIDIC's webinar programme with events organised on the lessons to be learned for the construction sector from how health infrastructure has performed during the Covid pandemic and a particularly illuminating and interesting webinar on improving diversity and inclusion in the engineering industry organised by FIDIC's diversity and inclusion panel. **February** also saw a significant FIDIC staff appointment with the arrival of Thanos Totsikas as the general manager of FIDIC Credentialing Ltd (FCL). Thanos has already made a key difference since he started (see pages 34-35), overseeing the running of the new FCL company.



MAR

APR

MAY

JUN

JUL

AUG



The second edition of the FIDIC Covid-19 Bulletin was also issued in **March** and focused on new and evolved challenges faced by consulting engineering firms with respect to their internal business cycle and resulting best practices. March also saw a large attendance of more than 800 construction professionals attending a webinar organised by FIDIC's integrity management committee to look at the global fight against corruption in the engineering and construction sector.

At the end of **March**, another successful webinar, "To dispute, or not to dispute?" looked at how the pandemic has affected construction disputes, how FIDIC contracts can help bring the industry together and how working flexibly can avoid costly disputes.



The month closed with a FIDIC announcement that it was taking a series of steps to support strengthened measures by the World Bank in its works procurement to address and prevent gender-based violence, sexual exploitation and abuse and sexual harassment.

APRIL

The beginning of **April** saw FIDIC launch its second State of the World report, *Establishing the value of water - the business case for change*. The report highlighted that the growing seriousness of the world's water resources issues are causing increasing financial and social costs and making climate change and global warming worse.



Also in April, the latest event in FIDIC's committee webinar series, "Developing a commitment to quality in construction projects", was organised by the FIDIC risk, liability and quality committee and saw attendees discussing the key importance of a commitment to quality on construction projects.

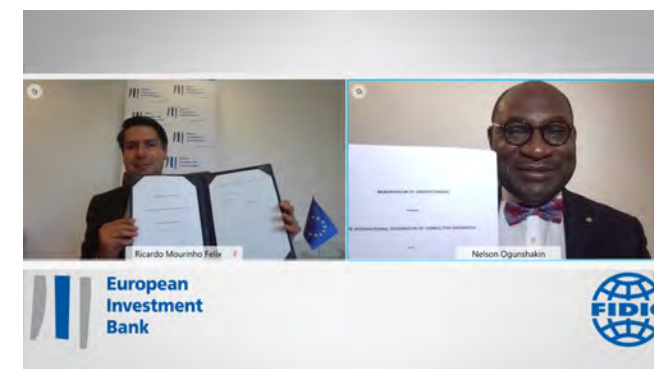
April concluded with a webinar on keeping cashflows flowing in challenging times and May

MAY

started with an event looking at change and its effects on project delivery and the construction and infrastructure industry. Also in **May**, FIDIC announced that it was setting up a new task group by the FIDIC contracts committee, which, in time, will lead to the development of a new FIDIC Collaborative Contract. May also included a very significant event – the first Official FIDIC Contract Users' Conference to be staged and delivered online and in-house by FIDIC.



And, during a packed **May**, FIDIC still found time to announce that it had signed a five-year memorandum of understanding with the European Investment Bank to foster cooperation on shared objectives and on effective procurement and contract management. The end of the month also saw the release of the third FIDIC Covid-19 Bulletin, which dealt with the challenges faced by consulting engineering firms concerning their external business environment and resulting best practices.



JUNE

June began with FIDIC securing a major agreement with the International Fund for Agricultural Development for the international funding organisation to adopt the use of six FIDIC standard contracts for the next five years and continued with a record-breaking FIDIC webinar on the key advantages and benefits of using the various forms of FIDIC contracts. "FIDIC contracts – the gold standard for projects", was attended by 1,000 people on Zoom with more than 600 others watching live on You Tube. Other webinars in June included events on net zero and a Future Leaders session which highlighted the importance of employee wellbeing.

There was another key milestone in **June** with the news that FIDIC had published five of its key standard construction contracts in Chinese. The publication of the documents is the result of a major translation and publishing licence agreement FIDIC signed in 2020 with Beijing-based China Machine Press, which will enable FIDIC contracts and other key documentation to be translated and published in Chinese.

Also in **June**, FIDIC announced the formation of FIDIC North America following the signing of a memorandum of understanding by all the key member associations of FIDIC in the region. The new grouping is an historic step for FIDIC and further strengthens its global reach.

JULY

The latest edition, issue seven, of the *FIDIC Contract Users' Newsletter* was published in **July** and this was followed by the latest Official FIDIC Contract Users' Conference aimed at the Asia and Australasia contract users' community. Also in **July**, the World Bank announced that it would be using the FIDIC-ITA Emerald Book for all underground works contracts. Later in the month, FIDIC launched its latest State of the World report, *Tackling the global water crisis*, calling on the global construction and infrastructure industry, world governments and all stakeholders to renew and rethink efforts to address the global water challenge.

So, 2020-21 has been a very active year for FIDIC during a challenging period that has seen the organisation once again increase its profile, be more visible and enhance its influence in the global construction, engineering and infrastructure sector. Given the plans that FIDIC has in store over the coming months, the next year promises to be just as busy.

Update on publications

Renewing existing arrangements and establishing new partnerships with industry stakeholders has always been a top priority for FIDIC, writes FIDIC's international client manager Ieva Liaugaude.

In 2021, despite the pandemic-driven challenges, FIDIC managed to secure a number of MoUs and new major licence agreements with some key industry players. Contract development area has also been vibrant and provided a number of developments, from new member appointments to additional task group establishment. Finally, to fulfil one of its key priorities, FIDIC continued to support and connect its member associations while signing new translation licence agreements. Several new translations were made available in key languages this year to ensure that FIDIC remains the global voice of consulting engineers, while being accessible throughout the globe.

Licences

The United Nations UNOPS agency, which provides infrastructure, procurement and project management services for a more sustainable world, signed a five-year licence agreement to use four FIDIC major contracts for their projects in November 2020. This was followed by another UN agency, the International Labour Organization, which signed a licence for its Employment Intensive Infrastructure Programme in Lebanon (EIIP) to use the FIDIC Short Form of Contract (Green Book 1999) for two years in January 2021. IFAD, the UN agency based in Italy, also signed a non-exclusive licence to refer to six major FIDIC contracts for projects they finance in May 2021. In addition, two major MoUs were secured this year to strengthen stakeholder presence - with the European Investment Bank and the International Federation of Asian and Western Pacific Contractors' Associations, which covers the Asia and Western Pacific region.

The World Bank, which has an ongoing licence with FIDIC, requested to add the FIDIC-ITA Emerald Book (2019), a form of contract for tunnelling and underground works, to use it for their hydropower projects that involve tunnelling and underground works. An addendum to our existing agreement was signed in May 2021.

Finally, discussions are ongoing with the Asian Development Bank to secure a licence agreement before end of Q3 in 2021.



Pipeline progress

The FIDIC contracts committee and overall contract user community have been as busy this year as ever. With the launch of the first in-house FIDIC Contract Users' Conference back in May 2021 and the establishment of the official FIDIC LinkedIn group, the effort continues to bring the community of FIDIC users together for a more informed, professional and consolidated approach. Work continues on the finalisation of a FIDIC Guide to the Rainbow Suite 2017 and the update of the FIDIC Short Form of Contract (Green Book). Both documents are planned for launch in December 2021. In July 2021, five new members joined the FIDIC contracts committee and will assist in establishing and mobilising new task groups for further FIDIC contract development. March 2021 marked the establishment of a new task group 17 on collaborative contracting, led by FIDIC contracts committee member Kiri Parr and also the approval by the FIDIC board to start assembling a new task group 18 for public private partnership and task group 22 for EPCM forms of contract.

Translations

Given the wide geographical spread of the market it services, FIDIC recognises the need to accommodate different language requirements so we try as much as we can to make our contracts available in different languages. As anticipated, Chinese translations of five main FIDIC contracts were completed in collaboration with China Machine Press back in May 2021. Also, our member association in France assisted to finalise the FIDIC Gold Book 2008 translation into French and this was followed by a successful agreement with the World Bank to translate the FIDIC Rainbow Suite 2017 into French. All the publications are now readily available from FIDIC website for purchase. The successful collaboration with the World Bank was extended and translation licence agreements signed for the FIDIC Red Book 2017, Yellow Book 2017 and the FIDIC Gold Book 2008 into Portuguese and FIDIC Silver Book 2017 into Spanish. These translations should be made available for public use in Q4 of 2021. In addition, a licence agreement was secured back in December 2020 with the FIDIC Jordanian MA to translate key FIDIC contracts into the Arabic language. The first translation should be completed before end of 2021.

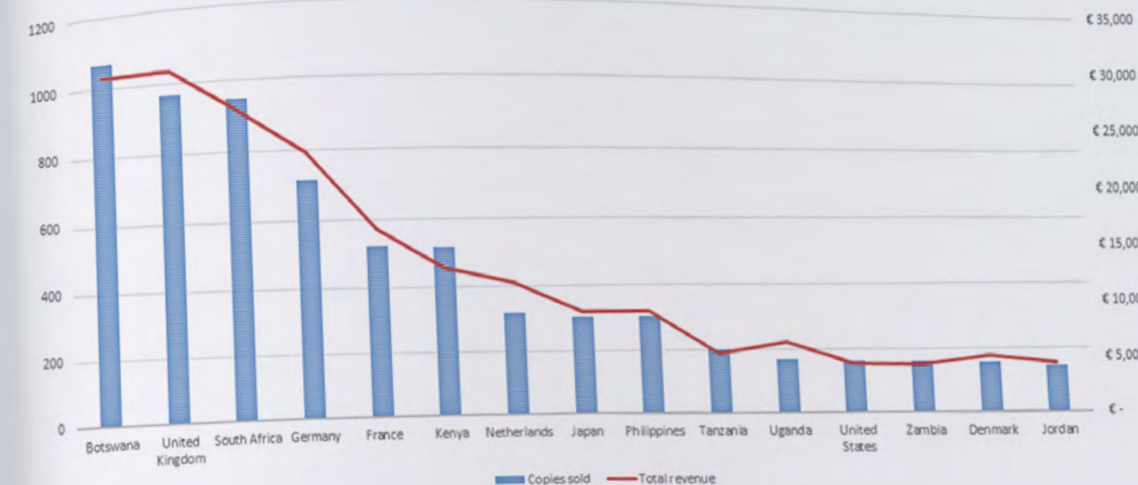
Last but not least, our member associations have also been busy with translations including the latest Rainbow Suite

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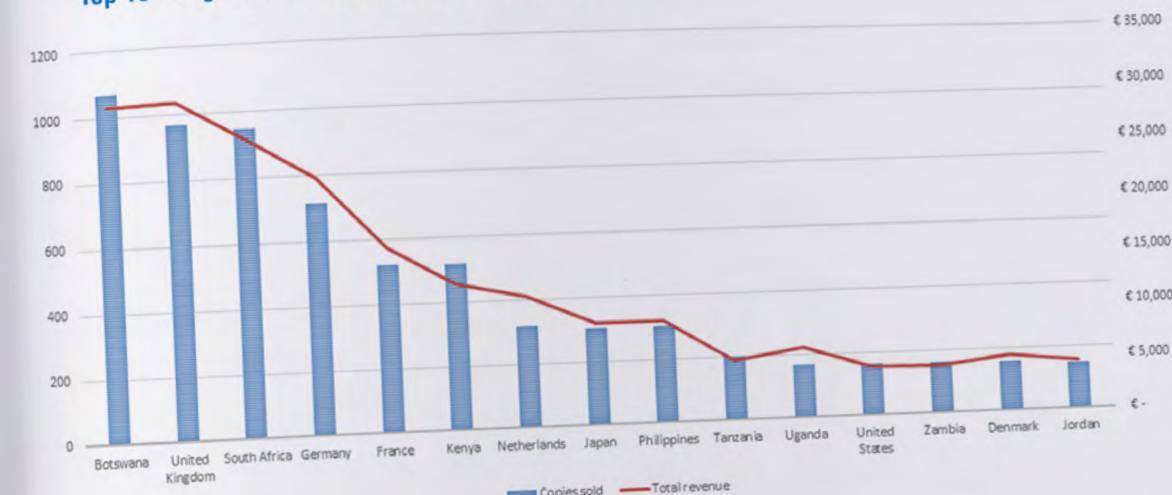
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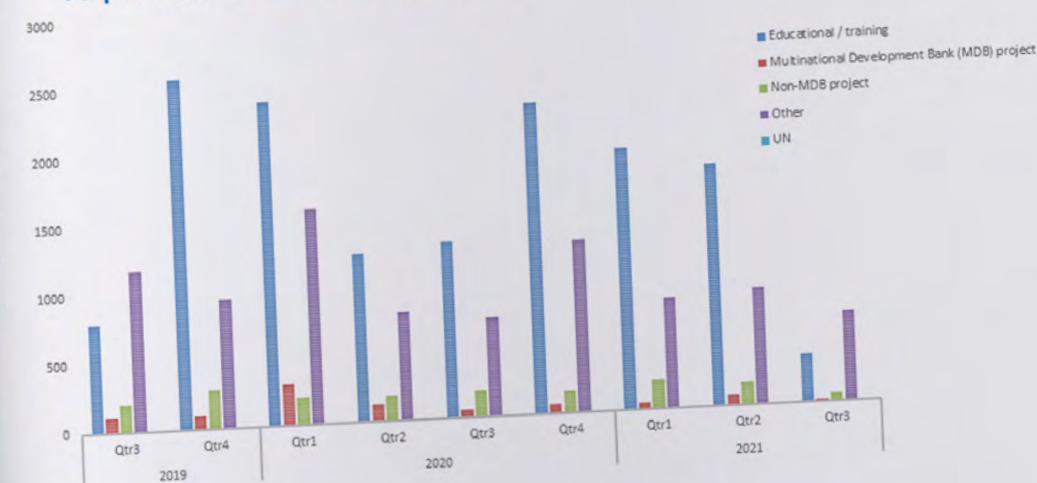
Top 15 – Hardcopy sales/revenue April 2020 - July 2021



Top 15 – Digital sales/revenue April 2020 - July 2021



Purpose of purchase – 2019 to July 2021



2017 editions. FIDIC's Slovakian MA completed the FIDIC Yellow Book 2017 translation, the Ukrainian MA completed the FIDIC Red Book 2017, FIDIC Green Book 1999 and FIDIC Red Book 1999 subcontract (2011), the Serbian MA completed the FIDIC Red Book 2017 and Yellow Book 2017 and the Russian MA completed the FIDIC Silver Book 2017. Our ongoing collaboration with the International Association of Dredging Companies resulted in the completion of the Dredgers Contract 2nd Edition (2016 Blue-Green Book) into Italian and Portuguese.

Overall, FIDIC is trying to improve the delivery of its electronic products to enhance the user experience and meet the demand of the industry. The FIDIC digital rights management review group has implemented a new additional tool for key FIDIC publications so users will be able to purchase the multi-share version of major FIDIC contracts in electronic format at the discounted rate to enable the sharing of these valuable documents in an easier manner.

Building FIDIC's contract user community



This year saw FIDIC take a new direction with its series of Contract Users' Conferences, which have historically been organised in partnership with conference company KNect365/Informa over many years. Following a holistic view by FIDIC of its existing events and conferences and consideration of different delivery possibilities, the decision was made to take the running of the Contract Users' Conferences in house.

In February 2021, the agreement between FIDIC and KNect365/Informa expired and after careful consideration and consultation, it was decided not to renew the existing relationship and to instead run these key events for FIDIC's contracts community on an in-house basis using the expertise and resources of the FIDIC staff, supported by key stakeholders and the contracts committee. The move is part of a wider strategy to ensure that the voice of the FIDIC Contracts community is better heard and promoted more widely. FIDIC has learned a lot from the online events it has organised over the past year and now has access to sufficient platforms and engagement with its contract user community to undertake the running of the user conferences in-house and to provide an even better service to stakeholders as a result.

The first two Official FIDIC Contract Users' Conferences organised under the new arrangements were a North America, Latin America and Caribbean time zone event on 25-28 May 2021 and an Asia and Australasia time zone event from 13-15 July 2021. Both events, which were sponsored by international law firm CMS, offered a unique opportunity to share progress on the application and use of FIDIC contracts internationally and across the regions and were attended by a range of stakeholders including

MDBs, private sector organisations and clients, government, engineers, contractors, investors, consultants, and other stakeholders who have an interest in FIDIC contracts. Due to the pandemic, both events were organised online and during the three- and four-day conferences held in-house so far, delegates were able to get the inside track on some of the new documents in development and an update on ongoing work on the FIDIC Bronze Book: Form of ODBO Contract for brownfield projects and other new initiatives for 2021, including new contracts on Collaborative Contracting, PPP Projects and EPCM, all of which are scheduled for release over the coming months. Planning and delivering future Contract Users' Conferences in-house will bring the organisers of the event (FIDIC) much closer to the subjects under discussion and also the delegates that attend them and this will help to enhance FIDIC's relationship with its contracts committee, which will continue to play a key role in the delivery of these events. An in-house approach will also mean that FIDIC is able to engage much more closely with the issues surrounding new upcoming contracts and make better contacts with its ultimate customers – the global users of FIDIC contracts. After all, nobody understands FIDIC's business better than FIDIC, its key committees and staff.

Bringing the organisation, production and delivery of FIDIC's global Contract Users' Conference series in-house will also enable FIDIC to continuously adapt and improve the events and offer the flexibility to easily change and improve the quality offered to delegates. The events will also be able to be communicated more effectively FIDIC will be able to work more closely with its regional groups and global member associations in planning them.

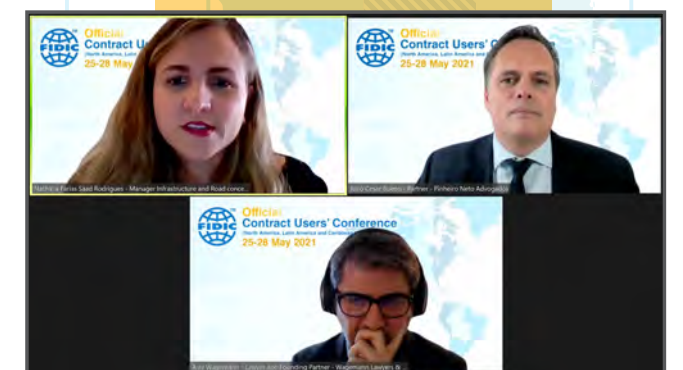


The move to organise the users' conferences in-house will put FIDIC's contract users back at the centre of these important events, make them more responsive to users' views and give a wider range of speakers the opportunity to share their regional experiences of using FIDIC contracts. There are also plans to create a much more organised Contract Users Conference community with discussion platforms, including using the users' newsletter, better knowledge sharing and providing more effective networking opportunities.

All this will benefit FIDIC and its stakeholders around the world by delivering an enhanced and improved experience for the thousands of industry professionals who use FIDIC contracts around the world. The next Official FIDIC Contract Users' Conference will be the International/London time zone event on 29 November to 2 December, which will also showcase the annual FIDIC Contracts Awards.

FIDIC contracts are being ever more widely used across the global industry and the Contract Users' Conferences will continue to play a key role in raising the organisation's profile, developing its contract stakeholder work and supporting the construction and infrastructure sector. FIDIC contracts do not stand alone in the industry, they are backed up by many other documents and approaches, including the FIDIC Body of Knowledge, and are part of a whole eco-system that is integrated in such a way that supports all those that use them across the industry.

With an increasing number of organisations choosing to use FIDIC contracts, the thirst for information and knowledge about these industry-leading documents has never been higher.



Training update



The launch of the FIDIC Academy platform is widening access to more and more courses and enabling FIDIC to professionalise and improve its training offer, writes FIDIC training manager Silvia Fossati.

The new FIDIC Academy training platform based on the Docebo tool has been deployed and extensively tested during the first five months of 2021. A big effort is now underway to train the trainers on how to use the new platform. The trainers are enthusiasts and their feedback has been extremely positive.

The FIDIC Academy platform now provides access to more and more public and private online courses, webinar recordings (as on-demand subscriptions), recertification upgrade sessions for FCCEs and top-up training sessions for recertification of trainers. The number of online (public and private) courses offered on the platform is regularly growing.

Our 2021 training statistics show that we have organised 60 training courses since 1 January 2021 or planned until the end of the year. These comprise 24 online courses and 26 in-house courses. To date, 379 participants have taken part in the online courses. During the year 2021, out of the 24 online FIDIC courses organised, 12 courses were directly provided by FIDIC and 12 were in collaboration with our MAs and trainers. Only seven face-to-face courses were organised by the MAs, due to the pandemic restrictions. Clients for the 26 in-house courses include several IFI's (Asian Development Bank, World Bank, Caribbean Bank and UN) which are financing the training and capacity building

for groups of participants in Nepal, Democratic Republic of Congo and Barbados, among other countries. From January 2021 until September 2021, 1,495 participants attended FIDIC courses (public and private) provided by the FIDIC secretariat.

The FIDIC secretariat launched the following online courses on the new FIDIC Academy platform. Module 0: 15 participants, Module 1: 78 participants, Module 2: 62 participants, Module 4: 55 participants and Modules 3 and 5 are scheduled to start in the autumn. Thanks to the high demand from the market, other online courses will be offered by the end of the year.

The Module 5 online course on the EPC/Silver book is the first course to be sold on the new FIDIC Academy platform. The clients can pay by bank transfer or by credit card via Stripe. A further Module 1 online course is already announced and open for registrations and this will start in October 2021.

The FLMC (Future Leaders Management Programme) started in March with 48 participants on the previous platform (Podio/Adobe Connect). The final test for the 2021 FLMC was run in mid-August on the FIDIC Academy platform. A minimum of 12 correct answers over a total of 18 questions was required to obtain the certificate of completion. The new platform allows for automatic test scoring and certificate issuing to successful candidates. 46 students successfully passed the test and got their certificates.

The FLMC seventh webinar with networking objectives was successfully organised at the end of August on the FIDIC Academy platform. This event allowed participants to share their experiences and strengthen their relationships. The feedback from the students and the trainers was extremely positive.

In another significant development, for the first time, in September and October 2021, FIDIC will run, in cooperation with the King's College London Centre of Construction Law, an intensive one-week course covering the FIDIC standard form of contracts in practice.



Future training modules and materials

As the FIDIC Academy continues to grow, the work on training development moves forward. Additional templates have been created to help streamline the anticipated process of soliciting content development offers, writes FIDIC Advisor Andrea Sehic.

Learning outcomes for the FIDIC Academy's business practice courses have been developed by the secretariat in consultation with FIDIC board members. Account has been taken to match many of the outcomes with the competencies expected for FCL certifications. The learning outcomes for FIDIC Academy's contract courses are being

developed and they too will be matched with the relevant competencies expected for FCL certifications.

Whilst the FIDIC contract-related courses are likely to be delivered by training providers on a commercial basis, approaches will be made to selected large consulting practices in within MA membership to deliver the business practice courses. MAs with established training providers will also be approached with a view to syncing or modifying existing courses to match the learning outcomes of the FIDIC Academy business practice courses, thus making them 'FIDIC-endorsed'.

An expression of interest template has been created to unify the content and structure of information sought from potential offerors for course development.

One of the first course development activities in the near future will be the design of the top-up programme for legacy trainers. This activity is double fold, as it will provide a required course for FCL 'legacy' trainers to be certified upon its completion, as well as utilising the same developed training material for further commercial use on the FIDIC Academy platform for all interested participants.

With the development of the Academy's functionalities and content, FIDIC has been experiencing an increase in collaboration requests, received from various potential partner companies and/or organisations. To streamline the processing of such requests, a memorandum of collaboration has been created, outlining the collaboration between FIDIC and third-party partners coming from countries where FIDIC has no MA.

Additionally, to capitalise on relevant opportunities for collaboration and maintain fair and ethical relationships with its MAs, a protocol for collaborating with partners in FIDIC MA countries is being created. Such documents will ensure that FIDIC maximises its training development potential by engaging in well-chosen quality collaboration and partnerships while recognising its stakeholders and creating beneficial synergies in the global arena.

FIDIC member associations and associates

Albania

Albanian Association of Consulting Engineers - aace.al

Australia

Consult Australia
consultaustalia.com.au

Austria

Austrian Consultants Association
aca.co.at

Azerbaijan

National Engineering Consultancy Society of Azerbaijan - aspi.az

Bahrain

Bahrain Society of Engineers
mohandis.org

Bangladesh

Bangladesh Association of Consulting Engineers - bacenetbd.org

Belgium

Organisation des Bureaux d'Ingenieurs-Conseils, d'Ingenierie et de Consultance - ori.be

Bosnia and Herzegovina

Association of Consulting Engineers of Bosnia and Herzegovina - uki.ba

Botswana

Association of Consulting Engineers Botswana - aceb.org.bw

Brazil

Associação Brasileira de Consultores de Engenharia - abceconsultoria.org.br

Bulgaria

Bulgarian Association of Consulting Engineers and Architects
bacea-bg.org/

Canada

Association of Consulting Engineering Companies, Canada - acec.ca

Chile

Asociación de Empresas Consultoras de Ingeniería de Chile - aic.cl

China

China National Association of Engineering Consultants
cnaec.org.cn

China, Hong Kong

Association of Consulting Engineers of Hong Kong, China - acehk.org.hk

China, Taiwan

Chinese Association of Engineering Consultants, Taipei, China
caec.org.tw

Colombia

Cámara Colombiana de la Infraestructura - infraestructura.org.co

Croatia

Croatian Association of Consulting Engineers
sinisa.radakovic@exstructa.hr

Cyprus

Cyprus Association of Civil Engineers
spolmik.org

Czech Republic

Czech Association of Consulting Engineer - cace.cz

Côte d'Ivoire

Chambre Nationale des Ingénieurs Conseils et Experts du Génie Civil
chanie.org

Denmark

Foreningen af Rådgivende Ingeniører
frinet.dk

Dominican Republic

BG Ingenieros Consultores
asicdom.org

Ecuador

Asociación de Compañías Consultoras del Ecuador - cec.ec

Egypt

Egyptian Society of Consulting Engineers
sheif.wassef@wassefdesigngroup.com

Estonia

Estonian Association of Architectural and Consulting Engineering Companies - epbl.ee

Finland

Finnish Association of Consulting Firms
skolry.fi

France

CINOV/SYNTEC-Ingenierie - cinov.fr
syntec-ingenierie.fr

Georgia

Georgian Association of Consulting Engineers - aceg.ge

Germany

Verband Beratender Ingenieure
vbi.de

Ghana

Ghana Association of Consultants
gcea.org.gh

Greece

Hellenic Association of Consulting Firms - segm.gr

Hungary

Association of Hungarian Consulting Engineers and Architects - tmsz.org

Iceland

Félag Rádgjafarverkfæðinga - frv.is

India

Consulting Engineers Association of India - ceai.org.in

Indonesia

National Association of Indonesian Engineering Consultants
inkindo-dki.org

Ireland

Association of Consulting Engineers of Ireland - acei.ie

Islamic Republic of Iran

Iranian Society of Consulting Engineers
irsce.org

Israel

Israeli Organization of Consulting Engineers and Architects - iocea.org.il

Italy

Sindacato Nazionale Ingegneri e Architetti Liberi Professionisti Italiani
inarsind.it

Japan

Engineering and Consulting Firms Association, Japan (ECFAJ)
ecfa.or.jp

Jordan

Jordan Architects and Consulting Engineers Council - jea.org.jo

Kazakhstan

Kazakhstan Association of Consulting Engineers - knapec.kz

Kenya

Association of Consulting Engineers of Kenya - acek.co.ke

Kuwait

Union of Kuwaiti Engineering Offices and Consultant Houses
zizoheim@yahoo.com

Latvia

Latvian Association of Consulting Engineers - ilka.lv

Lebanon

Lebanese Association of Consulting Engineers - oea.org.lb

Lithuania

Lithuanian Association of Consulting Companies - lacc.lt

Luxembourg

Ordre des Architectes et des Ingénieurs-conseils, d'Ingénierie et de Consultance - oai.lu

Malawi

Association of Consulting Engineers of Malawi - acem.mw

Malaysia

Association of Consulting Engineers Malaysia - acem.com.my

Mali

Order of Consulting Engineers of Mali
oicm.ml

Mauritius

Association of Consulting Engineers
sootam.vyaassconsulting@orange.mu

Mexico

Cámara Nacional de Empresas de Consultoría de México - cnecc.org.mx

Moldova

Association of Consulting Engineers in Republic of Moldova (ARMIC)
armic.md

Mongolia

Mongolian Road Association - mra.mn

Montenegro

Association of Consulting Engineers of Montenegro - acem.me

Morocco

Fédération Marocaine du Conseil et de l'Ingénierie - fmci.ma

Mozambique

Associação de Empresas Moçambicanas de Consultoria
aemc.org.mz

Nepal

Society of Consulting Architectural and Engineering Firms, Nepal
scaef.org.np

Netherlands

NLingenieurs - nlingenieurs.nl

New Zealand

Association of Consulting Engineers New Zealand - acen.org.nz

Nigeria

Association of Consulting Engineers, Nigeria - acen.org.ng

Norway

Association of Consulting Engineers, Norway - rif.no

Pakistan

Association of Consulting Engineers Pakistan - acep.org.pk

Palestinian Territory, Occupied

Engineers Association - paleng.org

Paraguay

Camara Paraguaya de Consultores
camarapyaconsultores@gmail.com

Peru

Asociación Peruana de Consultoría
appceru.org

Philippines

Council of Engineering Consultants of the Philippines - cecophil.org

Poland

Stowarzyszenie Inżynierów Doradców i Rzeczoznawców - sidir.pl

Portugal

Associação Portuguesa de Projectistas e Consultores
appconsultores.org.pt

Republic of Korea

Korea Engineering and Consulting Association - kenca.org

Republic of Macedonia

Association of Consulting Engineers of Macedonia - acem.org.mk

Romania

Romanian Association of Consulting Engineers - aric.org.ro

Russian Federation

RAEC / NACEC
xn--80aqgix.xn--p1ai

Saudi Arabia

Saudi Council of Engineers
saudieng.sa

Serbia

Association of Consulting Engineers in Serbia - aces.rs

Singapore

Association of Consulting Engineers Singapore - aces.org.sg

Slovakia

Slovak Association of Consulting Engineers - sace.sk

Slovenia

National Association of Consulting Engineers of Slovenia - gzs.si

South Africa

Consulting Engineers South Africa
cesa.co.za

Spain

Asociación Española de empresas de Ingeniería, Consultoría y Servicios Tecnológicos - tecniberia.es

Sri Lanka

Association of Consulting Engineers, Sri Lanka - acesl.org

Sudan, North

Sudanese Engineering and Architecture Consultancy Association
siham.mahjoub@newtech-consulting.ae

Sudan, South

National Association of Consulting Engineers & Architects of South Sudan
nacee-ss.com

Suriname

Orde van Raadgevende Ingenieurs in Suriname - sunecon@sr.net

Sweden

Swedish Federation of Consulting Engineers and Architects
innovationsforetagen.se

Switzerland

Union Suisse des Ingénieurs-Conseils
usic.ch

Thailand

Consulting Engineers Association of Thailand - ceat.or.th

Trinidad and Tobago

Joint Consultative Council for the Construction Industry - jcc.org.tt

Tunisia

Association Nationale des Bureaux d'Etudes et des Ingénieurs Conseils
anbeictunisie.com

Turkey

Association of Turkish Consulting Engineers and Architects
tmmmb.org.tr

Uganda

Uganda Association of Consulting Engineers - uace.or.ug

Ukraine

Association of Engineers-Consultants of Ukraine - aecu.org.ua

United Arab Emirates

Society of Engineers - UAE
soeuae.ae

United Kingdom

Association of Consultancy and Engineering - acenet.co.uk

United Republic of Tanzania

Association of Consulting Engineers Tanzania - acet.or.tz

United States of America

American Council of Engineering Companies - acec.org

Uzbekistan

Association of Consulting Engineers of Uzbekistan - uzace.uz

Vietnam

Vietnam Engineering Consultant Association - vecas.org.vn

Zambia

Association of Consulting Engineers of Zambia - acez.co.zm

Zimbabwe

Zimbabwe Association of Consulting Engineers - zace.co.zw

FIDIC Credentialing Limited (FCL)

FIDIC Credentialing Ltd (FCL) was officially launched on 1 March 2021. As a wholly-owned subsidiary company of FIDIC, it offers certification and professional development services to qualified persons working in the global construction and infrastructure sectors. This launch heralded a new era in the certification of professionals working in the industry.

FCL's overall governance, management and commercial operations are overseen by the FCL management board, which is chaired by the international judge and arbitrator, Sir Vivian Ramsey. All the technical aspects of the certification programmes are overseen by an independent certification board, chaired by the Emeritus Professor of Engineering Law at King's College, Dr John Uff.

The involvement of highly experienced experts, who have hands-on experience in their respective fields of expertise and are very knowledgeable about programme development and knowledge-building, has been invaluable to the work of FCL. The rigorous framework establishing the programmes as well as their implementation through the various committees' work will further help to guarantee that high-quality certifications are offered by FCL globally.

FCL is now fully operational and its staff have focused on two parallel modes of implementation outlined below.

1. Back-office preparation and optimisation

To ensure that the services offered follow the certification industry's best practices, FCL is developing its programmes according to the requirements of ISO Standard ISO 17024, which is the global standard for bodies operating certification of persons. Concurrently, FCL is preparing a detailed quality management system which describes all the internal processes for its general operations and which will help support efforts to gain accreditation from the Swiss Accreditation Service later in 2023.

As due consideration must be given to the pandemic and the subsequent global restrictions, all FCL's programmes have been structured to be delivered in an online environment. This is expected to facilitate the participation

of candidates from all over the world. To this effect, the FCL secretariat has been continuously assessing its IT infrastructure to better enhance candidate engagement, examination delivery and online invigilation solutions which will ensure that the future large-scale implementation of its programmes will be flawless and of high quality. At the same time, the FCL management board has approved a multi-tiered discount policy for the certification and recertification fees of all the programmes, to ensure that no economic barriers would prevent global stakeholders from participating in the programmes.

2. Programme development and deployment

Currently, FCL is focusing on developing and deploying five certification programmes, tailored to the needs of the construction and infrastructure industry, while at the same time continuously assessing market needs for new programmes which will be included in the future.



The **FIDIC Certified Adjudicator** programme was the first programme to be globally launched by FCL. This programme is suitable for qualified dispute adjudicators working in the infrastructure industry who wish to validate their skills. More than 100 candidates from all over the world participated in the application processes. The intense two-day assessment will require candidates to draft essay questions, complete assignments and participate in mock hearings. The first session was in June, in a completely virtual environment. Successful candidates were issued their certificates and could thereafter request to be included on the FIDIC President List of Approved Dispute Adjudicators. The next sessions are scheduled for September and November this year.



FIDIC Certified Trainer is the next certification programme scheduled for a global rollout. It will have three categories - trainers of FIDIC contracts, trainers of adjudicators and trainers of FIDIC business practices. This new programme anticipates accepting applications from candidates before the end of 2021.

Working in collaboration with FIDIC and the trainer programme committee, FCL has also designed a process for the certification of former FIDIC accredited trainers. Starting in September, this will allow them to transit into FCL's system. All the beneficiaries of this process were informed during an online townhall event that took place in July.



FIDIC Certified Consulting Practitioner is expected to take place at the beginning of Q4 of this year. This programme is the successor of the FLMC training course and is focused on junior level consulting practitioners coming from various backgrounds. The programme's structure, requirements and assessment material are almost complete. After a quality assurance process, it is anticipated that the programme will open for applications later this year.



FIDIC Certified Contract Manager certification processes are progressing well. Its programme committee members are finalising the structure and requirements for professionals who have a strong grasp of how to manage FIDIC contracts and understand the FIDIC Golden Principles. It is anticipated that this programme will run before the end of 2021.



FIDIC Certified Consulting Engineer is probably the best known of the five programmes, given the huge success of the pilot programme in China between 2015-2019. The focus from 2021 onwards is a global roll-out. This certification validates the knowledge needed for consulting engineers to operate internationally.

The four outstanding programmes must complete the internal procedure before they are publicly available. In the meantime, interested persons can express their interest through an online expression of interest form which will mean they will be the first to be informed when the applications open.

The new FCL service heralds a new era for certification and professional development services for the infrastructure sector and will help drive improvement in project delivery using FIDIC systems and contracts. FIDIC's Code of Ethics, contracts, management systems and guides are already highly valued by governments, multilateral banks, infrastructure providers and developers and the better trained and experienced professionals are working on global projects, the more likely it is that the industry will achieve successful investment and project outcomes.

FIDIC Consulting Services (Beijing) Limited (FCS)

The FIDIC Consulting Services (FCS) office in Beijing officially opened on 18 August 2020. The FIDIC president and CEO sent recorded opening remarks, while FIDIC vice president, Liu Luobing, attended the event in person. Top executives from five associations and more than 20 companies attended the opening ceremony. During the past year, FCS has implemented a good internal governance structure and operations mechanism with a code of conduct, intellectual property agreement, information platforms and other documentation all established.

After conducting a comprehensive survey which involved various groups, FCS completed the FIDIC Certified Consulting Engineers programme in China (FCCE) pilot programme summary report on this year. For the third set, 447 FCCEs were certified by FIDIC in 2020 and FCS delivered the certificates to candidates in China.

For the recertification of the 2016 and 2017 FCCE graduates, FCS organised five in-class three-day seminars in the Wuhan, Guangzhou, Beijing, Xi'an and Chengdu areas respectively. Thereafter, three experts were invited to provide an assessment review of the submissions provided by the FCCEs as regards the optional hours evidence and the scores of the FCCEs. A total of 731 FCCEs passed the recertification process. The recertification rate is therefore 75%.



FCS has been promoting and disseminating information via its website, WeChat account and the FCCE bulletins. Regular communication has been maintained with the FCCEs and various stakeholders. FCS coordinated with China Machine Press the translation, publication and promotion of the FIDIC 2017 suite of contracts. Furthermore, FCS has been assisting FCL to promote the certification programmes in China. FCS has been actively networking

with national stakeholders, including FIDIC member association CNAEC, CHINCA, CECA, CAIEC, CAPEC, Zhulong, PPP centre, universities and government agencies. FCS meets with CNAEC monthly and has maintained regular communications with all the other stakeholders. All these activities have helped to upgrade the FIDIC brand in China.



To maintain compliance with national laws and regulations, FCS completed the procedures for the capitalisation increase and the expansion of the business scope. The business license was recently renewed and in addition, with the change of FCS taxpayer identity, FCS also completed all the required taxation authority procedures.

FCS's financial returns in 2020 totalled \$400,000 which will be disbursed to FCL. The total income from January to July 2021 totalled RMB 3,761,799.41 with a total net profit of RMB 2,282,945.08.

In 2021 and 2022, FCS will continue to expand its business operations. Notably, under the new FCL procedures, FCS will organize the fourth FCCE examinations and certification procedures, thus further promoting the existing collaborative ties with all its stakeholders. Seminars and the FIDIC contract users conference will be organised and in the future, the recertification of the 2020 FCCE graduates will be developed.

Most importantly, FCS will continue to maintain compliance with Chinese laws and regulations in terms of its governance structure and business operations.

FIDIC Awards continue to showcase industry excellence

Despite the challenges of the global pandemic in making it more difficult to bring members of the global industry together over the past 12 months, FIDIC has still been able to celebrate the sector's successes through its popular industry awards programmes.

Winners of the FIDIC Contracts Awards 2020 were unveiled at a virtual awards ceremony which took place as part of the online FIDIC annual International Contract Users' Conference. These awards recognise excellence in the use of FIDIC contract forms for project delivery and showcase examples of good practice through collaboration from across the world. Although the pandemic made it more challenging than usual to attract entries for the awards, winners were still announced across three categories.



The Project of the Year Award was won by the British Normandy Memorial for a special project to build a worthy British national memorial to the men and women who died on D-Day and during the subsequent Normandy campaign in the Summer of 1944. The memorial stands on rising ground in Ver-sur-Mer, Normandy, overlooking Gold Beach and although a British Memorial, it commemorates combatants from 38 different countries worldwide, who fought and died during the campaign. The engineer on the project was Michael Coombs of Alan Baxter Ltd and the contractor was Eiffage.

International law firm White & Case won the Legal or Professional Services of the Year Award in recognition of their highly regarded work which includes the development and expansion of FIDIC contract forms on a global scale.



The winner of the Trainer of the Year Award was Taner Dedezade, who has been providing FIDIC training worldwide for the last decade and

has delivered training in Europe, USA, Africa and the Middle East, mainly delivering FIDIC training for contracts, claims and dispute adjudication boards.

The shortlist for the 2021 FIDIC Project Awards includes 22 high-quality construction and infrastructure projects from across the globe. Shortlisted entries in these prestigious awards, which recognise and celebrate global projects that demonstrate outstanding consulting engineering and project management services on key projects of all types and all sizes, are drawn from a range of sectors. These include major rail, road, bridge and power projects, water and energy schemes, transport, tunnelling and sports stadium design projects, to name but a few. Winners will be announced virtually at the annual FIDIC Global Infrastructure Conference.

Also announced at that conference will be the winners of the 2021 FIDIC Member Association Excellence Awards. The shortlist for these awards includes entries from eight FIDIC member associations from all corners of the world. The awards recognise individuals, teams, campaigns, initiatives, publications and events and celebrate excellence in how FIDIC's global member associations operate in a fast-changing and dynamic industry landscape while serving their members and other stakeholders.

So, despite the undoubted challenges brought about by the pandemic, FIDIC has still managed to celebrate the best that the industry has to offer by showcasing companies, individuals, projects and members in the federation's various annual awards programmes. Awards are a key part of FIDIC's promotional outreach effort on behalf of the industry and will continue to be so in the months and years ahead.

Continuing FIDIC's path to digital communications success



FIDIC's communications have well positioned the organisation to take advantage of the opportunities that are arising from the ever-increasing digital transformation of the international construction industry, writes FIDIC's digital marketing and communications executive, Nadia Van Der Waltova.

In 2020, despite the challenges of the Covid-19 pandemic, FIDIC increased the number, frequency and quality of its communications output, launching a number of new initiatives and improving its use of social media to promote the federation's activities.

During the last year, FIDIC has introduced an exclusive LinkedIn group for FIDIC contract users, aiming to join up the FIDIC contracts community and increase engagement around FIDIC's contracts activities, including the Official FIDIC Contract Users' Conference. The group currently boasts 1,000 members and is increasing daily. FIDIC also launched Infrastructure Global, our new global news and information platform for the international construction and infrastructure sector. Infrastructure Global aims to provide a platform for the sector internationally to report its latest news, provide analysis and thought leadership through comment, opinion and feature articles and to give a voice to the companies, organisations, people and personalities that work in one of the most important business sectors on the planet.

Last year saw the introduction of FIDIC's new YouTube channel, FIDIC Media, which grew consistently over the year

thanks mainly to the views of our webinars and other online events. The YouTube channel has increased the reach of our events beyond those who attend them 'in person' and currently has over 25,000 video views. 2022 will see FIDIC exploit this channel further by using video and animation to communicate with member associations and reach other key audiences and position the organisation well to take advantage of the opportunities that will arise from the ever-increasing digital transformation of our industry.

Social media is an increasingly important tool for FIDIC's communications effort. Last year FIDIC dramatically increased its digital footprint and we have seen a continuous improvement in 2021. Building on the digital successes in 2020 and given the added emphasis on digital communications during the pandemic and the need for a swift response to developing events, FIDIC has raised its game on social media and its support to members, key committees and other representatives in this area. FIDIC has seen its growth rates remain high and is meeting the KPIs guided by the FIDIC Strategic Plan, with LinkedIn seeing a growth rate of 20%, Facebook of 10% and Twitter at 40%, while engagement rates have doubled.

All the above has lead to an increase in FIDIC's website traffic of 15% and referrals from social media of 33%. The increasing use of digital platforms and the continuous efforts to improve FIDIC's overall communication and advocacy will only speed up further in a post-Covid environment.

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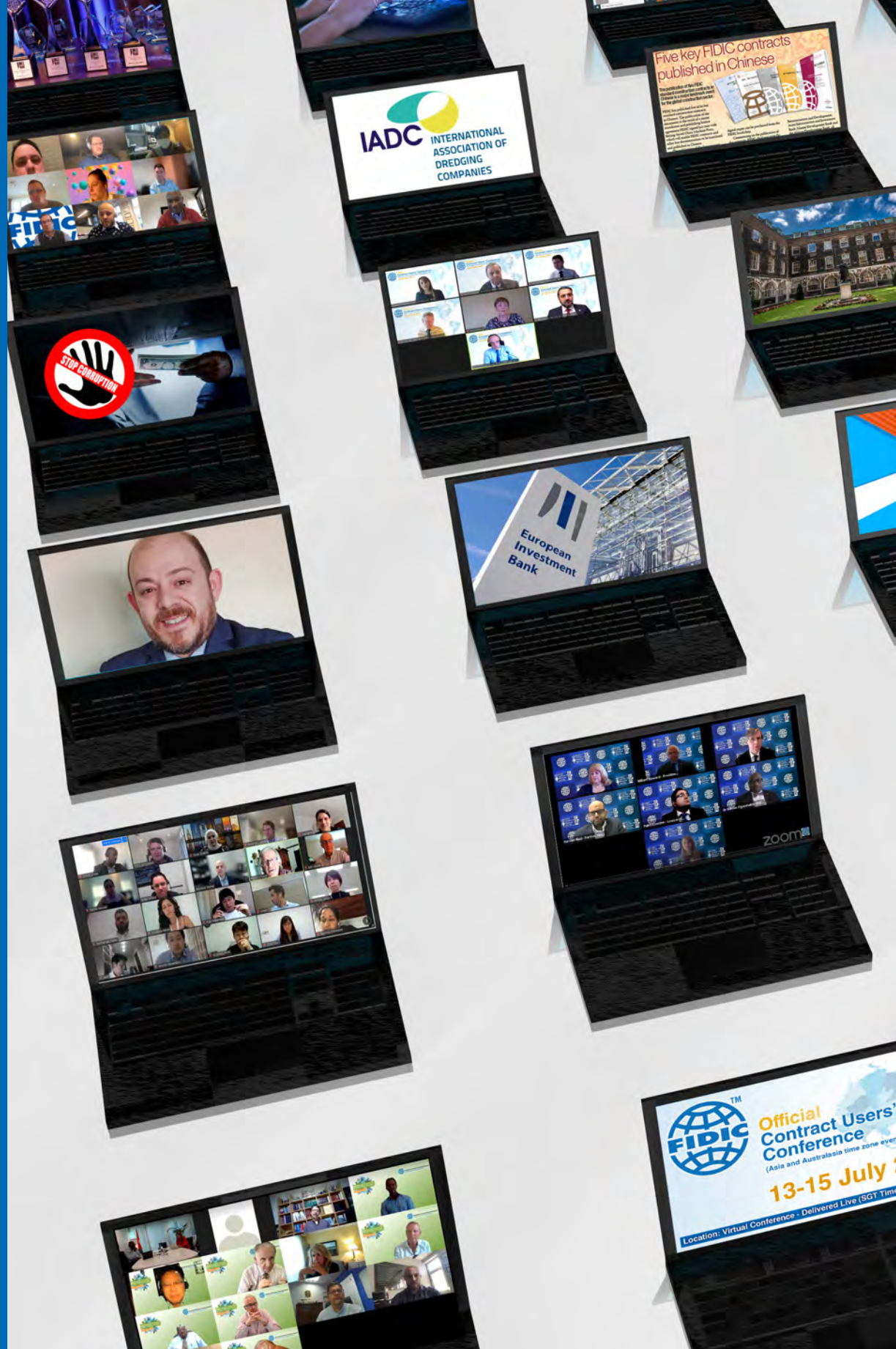
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