



International Federation of Consulting Engineers  
The Global Voice of Consulting Engineers

# Strategic Plan

2020 2024



This Strategic Plan comes not only at an important time for FIDIC but also the industry. Whilst the recent Covid-19 crises are likely to have eased by the time this plan is implemented, its effects are likely to be felt in various ways going forward.

As can be seen from the financial summary in this Strategic Plan, FIDIC has already taken actions to adjust its activity, but it should not be underestimated that a resurgence and/or the economic damage from the crisis could undergo a resurgence.

It is therefore important that FIDIC considers its activity under this Strategic Plan under the mantras of flexibility and responsiveness. FIDIC has a role to play in not only supporting the sector and its member associations but also in ensuring that its business model is resilient enough so that FIDIC is still here to represent the industry in five, ten and even 100 years time.

To do this, FIDIC has not only considered what it has achieved as part of the previous Strategic Plan, it has also sought a wide range of views as to the direction it should take going forward. So, what have we learnt?

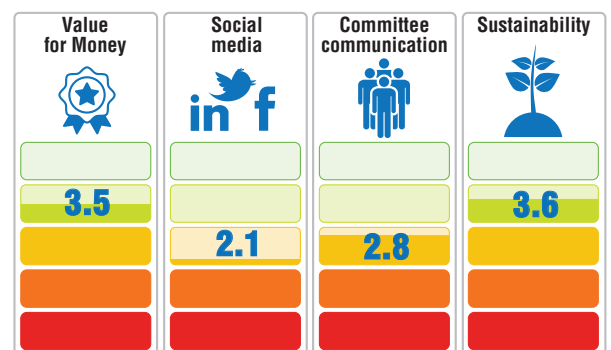
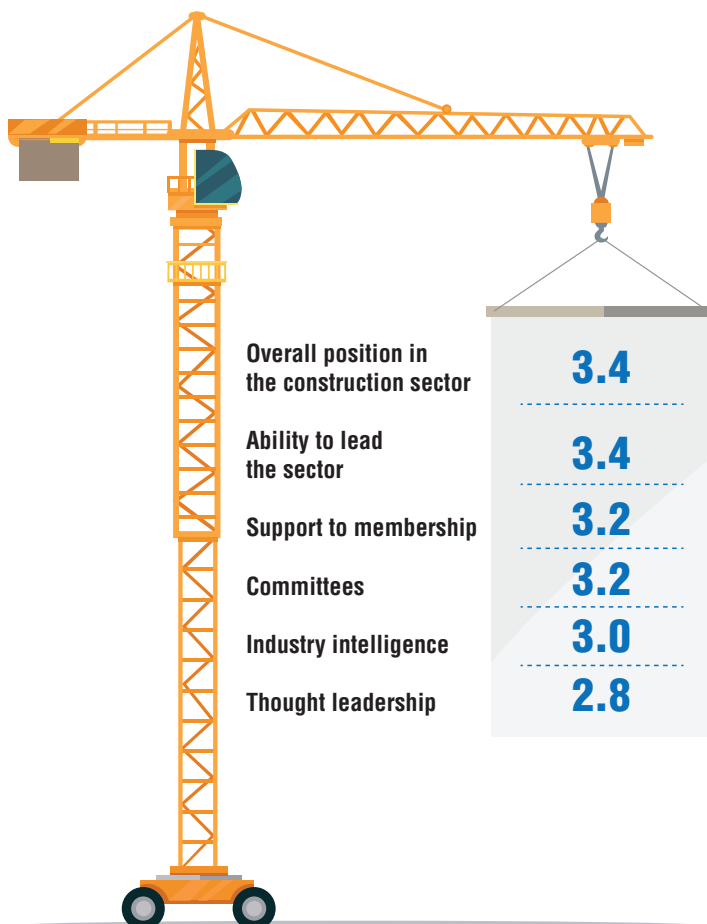


Firstly, FIDICs performance whilst variable across its various areas of operation overall is considered good. The response from survey participants was positive and in general FIDIC was rated 4 out of 5 as an organisation. This suggests that the FIDIC brand and perception of FIDIC in the market continues to remain strong.

The variations within this are important, with FIDIC rated below 3.5 on its overall position in the construction sector (3.4), its ability to lead the sector (3.4) and its ability to give support to its membership (3.2).

This was also reflected in its lower scores for its thought leadership (2.8), industry intelligence (3.0) and committees (3.2).

Looking more towards communications and value, FIDIC did not rate well on value for money (3.5), its social media (2.1) and committee communications (2.8) and importantly on sustainability (3.6), which is one of its core principles.



This plan therefore has to reflect on this feedback and take concrete steps to take action to improve these areas going forward, whilst also maintaining the areas in which FIDIC performed well such as its contracts, adjudication and conferences and events.

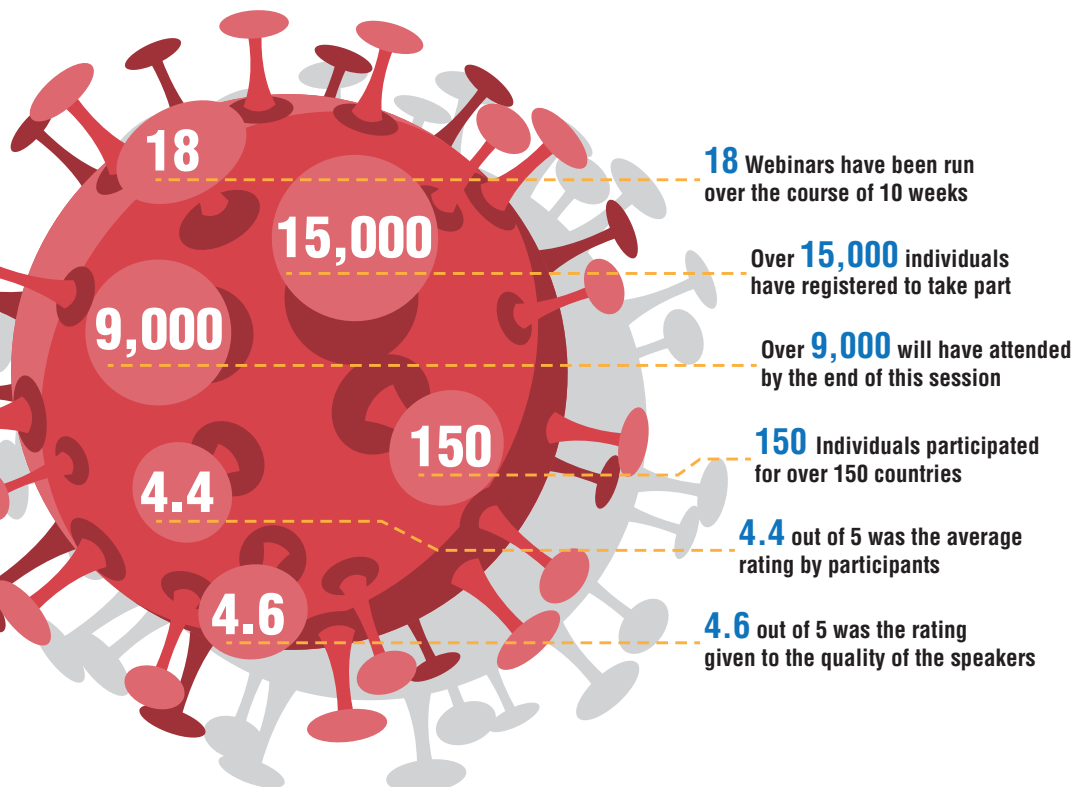
FIDIC's last Strategic Plan was instrumental in bolstering the resources and breadth of the secretariat. This issue was not only affecting FIDIC internally but also the service it could provide to its member associations and the industry. Significant improvements have been made, but this Strategic Plan continues to build on these achievements going forward exploring the potential of items such as regional funding and secretariat support.

Contract evolution was also something that continued as part of the last Strategic Plan but remains opaque to the wider market. It is also generally felt that support services around FIDIC contracts could be improved, from training through to adjudication and advice.

FIDIC's contracts, as the core to its activity and revenue, not only provide an important element for revenue but also, significantly, form part of FIDIC's reputational capital.

This Strategic Plan therefore takes into account feedback and sees new entities created and evolving into FIDIC's envelope of activity moving forward. These bodies will train individuals in FIDIC contracts, adjudication and other services. This alone, however, does not set the high bar that FIDIC wishes to achieve as part of this Strategic Plan, where a certification body is also being developed following its launch this year. Contract users, member associations and international finance institutions have spoken and FIDIC intends to answer their call as part of this plan.

These new bodies, as with the committees, need to have in place appropriate and transparent governance processes. The last Strategic Plan started the process of governance improvement and so we enter this period with refreshed committees, improved governance procedures and ambitions to improve transparency and communications significantly.



Communication is another area which was raised in surveys. Most people engage with FIDIC by digital means but FIDIC has not traditionally managed these channels as effectively as it could. FIDIC has recently improved its secretariat resources across multiple areas and this should help to assist in the delivery of this next Strategic Plan. Recent improvements with the *CEO's Update*, *FIDIC Contract Users' Newsletter* and social media are all starting to show in the feedback from members and this activity will continue into this Strategic Plan.

Lessons have also been learnt from the Covid crisis. FIDIC as part of its webinar series managed to register over 15,000 individuals and over 9,000 participated for 18 online events.

This is engagement on a scale which is significantly higher than traditional FIDIC activity and as such the lessons learnt will be fed into future activity to address some of the concerns raised. For example:

- All committees will now host webinars where they can present their work and engage with FIDIC's wider membership.
- FIDIC will continue to develop its series of Covid webinars to support the industry as it exits the crisis. These will address everything from project, contract and economic issues.

The above therefore combines and aims to address feedback from the interviews and surveys including better communication, improving relationships with member associations and improving transparency and governance.

FIDIC's lobbying and advocacy activity whilst slowly improving has not yet had the impact one would have expected previously. It is an area which was rated as important by survey recipients and interviewees alike. Going into this Strategic Plan, FIDIC is reforming its State of the World reports. These have been detailed and highlighted issues in the past, but they need reforming to meet current market conditions and improve their impact advocacy-wise.

As part of this Strategic Plan, State of the World will be reformed to produce more frequent targeted reports and align with the UN Sustainable Development Goals (SDGs) to improve impact. It is planned for them to include webinars to improve engagement and feature contributors and industry experts to provide commentary. This is a significant and ambitious shift that is put in place as part of this Strategic Plan, to not only supplement FIDIC's areas of strength with its events but to also improve its social media, thought leadership and industry intelligence functions.



The State of the World report alone will not be sufficient to implement the kind of ambition in this Strategic Plan. To significantly boost its influence and lobbying activity, FIDIC is committing to the creation of a CEO/senior leaders' forum where resource and time is committed to building the relationships that will see it thrive into the future.

These forums will not only provide insight and expertise, but will also provide inspiration to the future leaders of tomorrow. These future leaders and representatives of tomorrow's industry should not be forgotten as we enter this Strategic Plan. FIDIC's previous Young Professionals programme has been reformed into its new Future Leaders network and has significant ambitions and a good social media network through which they communicate. Activity in education and training area via the credentialing and FCL programmes will be increased significantly as part of this plan.

FIDIC and its board therefore present this plan to the industry, bold in its ambition but with the flexibility required to react to the potential economic conditions we face to help address the concerns and improvements member associations and stakeholders wish to see going forward.