



International Federation of Consulting Engineers  
The Global Voice of Consulting Engineers

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# At a glance - The FIDIC Strategic Plan 2020–2024

2020

2024



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	FIDIC			FIDIC Priorities				Current performance	Timelines and targets	
	Impact	Industry	MA	Being industry's credible global voice	Providing the nexus for all stakeholders	Facilitating improvement and growth in business	Addressing global challenges			
<b>Goal - Service delivery</b>										
01	Set up funding models for the new regional entities	✓	✓	✓		✓	✓	✓	●	2020-21 Total team to consist of 4 individuals
02	Help to solidify relationship with MDB/MAs – co location opportunities	✓	✓	✓	✓	✓	✓		●	2020-21 Expand official/contractual relations by 3 per year
03	Continue to develop FIDICs range of conferences and awards including utilising more remote tools and technology		✓	✓	✓	✓	✓	✓	●	2020-21 Explore and pilot regional awards, reduce the unit cost of conference delivery by 20%
04	Develop the branding approach for the various regions/entities and create corporate subsidiaries for the regions	✓	✓	✓	✓	✓	✓		●	2020-21 Africa & Asia – 2020-2021, North America – 2021-2022, Middle East – 2022-2023
05	Refine affiliate membership offering and develop a full sponsorship pack	✓	✓				✓	✓	●	2020-21 Increase revenue by 50% in these areas by 2024
<b>Goal - Secretariat and regionalisation</b>										
01	Establish teams for FIDIC China and Credentialling	✓				✓	✓		●	2020-21 Total team to consist of 4 individuals
02	CFO / Strategic training director	✓					✓	✓	●	2021-22 Bolster financial capacity given new entities
03	Improve internal training on existing and new systems	✓					✓		●	2020-23 Capacity building and improving productivity
04	Review and establish insurance policies	✓					✓		●	2020 Ensure the secretariat is appropriately covered for risk and revised strategic activities
05	Secretariat established for region	✓	✓	✓		✓	✓	✓	●	2020-23 Create trial regional secretariat and roll out plan
<b>Goal - Integrity</b>										
01	Improve governance to ensure resilience	✓			✓		✓		●	2020 Across all entities both existing and new
02	Publish transparent conflicts on FIDIC website of board and committees	✓	✓	✓	✓		✓		●	2020 Transparency to FIDICs members is important to maintain integrity
03	MA declarations available on FIDIC website			✓	✓		✓		●	2020 Transparency to FIDICs members is important to maintain integrity
04	Promote and communicate the various codes of ethics	✓	✓	✓	✓				●	2020-21 Whilst visibility of these has been improved more could be done
05	Producing a standard training resource that is bolted onto all credentialling programmes to ensure integrity of FIDIC materials	✓	✓		✓	✓	✓	✓	●	2020 Ensuring the integrity of materials is important to maintain FIDICs reputation
<b>Goal - Contracts</b>										
01	Renew FIDICs publication sales system for online purchases including renewing the model of how contracts are purchased		✓				✓	✓	●	2021-22 Improve usability, online sales and future proof material and contracts
02	Develop contract support services such as training only version, advice etc	✓	✓	✓			✓	✓	●	2020-23 Training – 2021, Commercial advice – 2022, Hotline - 2023
03	Develop new contracts 2020 – 2023 including PPP, PFI, operational etc	✓	✓		✓		✓	✓	●	2020-23 Aim to deliver at least 2 new books per year
04	Continue to expand current MDB/MAs agreements	✓	✓		✓		✓		●	20-2024 Expand official/contractual relations by 3 per year
05	Expand contract training and adjudication lists	✓	✓				✓	✓	●	2021-2022 Aim to hit 80 individuals on both lists
<b>Goal - Credentialling</b>										
01	Establish the task groups	✓	✓			✓		✓	●	2020 Have all spaces on task groups filled
02	Put in place code of practice		✓		✓			✓	●	2020 To ensure the integrity of operations in the future
03	Establish the materials required for credentialling and create a high standard across materials	✓	✓		✓		✓		●	2020-21 Branded, updated and reviewed by relevant task groups
04	Support expanded adjudicator and trainers list using the new credentialling vehicle with certified engineer status	✓	✓		✓		✓		●	2020-21 Aim to establish and be transparent
05	Establish strategic partnerships to support delivery of services	✓	✓	✓	✓	✓	✓	✓	●	2020-23 E.g. universities

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	Impact	FIDIC Priorities						Current performance	Timelines and targets
<b>Goal - FCCE and China</b>									
01	Develop business plans and set up the required systems for operation and separation and establish KPIs for performance	✓				✓		●	2020-21 Operational and appointing staff by 2021
02	Complete the first pilot programme and create an envelope for future pilots/schemes		✓	✓	✓	✓	✓	●	2020-21 Pilot plan run and successful to expand beyond China by 2023
03	Collect the money that is due on current programmes and ensure there is a mechanism to connect individuals with the new structure	✓				✓		●	2020-23 Aim for collection rate >95%, retention >90%
04	Develop relationships with strategic partners and universities to help the FCCE programme expand out of China	✓	✓	✓	✓	✓	✓	●	2020-23 Aim to add 2 strategic partners per year
05	Establish up to date models of delivery (LMS, remote etc) and training material	✓	✓	✓		✓	✓	●	2020-22 All training material consistent and available via the platforms chosen
<b>Goal - Sustainability</b>									
01	Develop an advocacy strategy that includes sustainability and the SDGs		✓	✓	✓	✓	✓	●	2020-21 Built into revised SOW programme
02	Leverage new ToR, ensure committee attendance and quality and engage committees with external bodies to improve outputs	✓	✓		✓	✓	✓	●	2020-23 2 Outputs from each committee a year
03	Establish improved positions and engagement with key stakeholders		✓	✓	✓	✓	✓	●	2020-23 Develop policy stakeholder list and engagement strategy
04	Produce documents which link FIDIC activities to SDGs and utilise the new sustainability committee into activities and communication	✓			✓		✓	●	2020-23 SDG activity register in place and engagement with new committee in activities
05	Form a high level CEO forum and supporting activity		✓	✓	✓	✓	✓	●	2020-23 CEO forum established and growing
<b>Goal - Technology</b>									
01	CRM, CMS, Communications, finance and support technology to be reviewed with delivery, reporting and tracking to be improved	✓				✓		●	2020-23 Enable FIDIC to better serve and respond to customer enquiries – measured through member survey
02	Implement improved online and education and training systems	✓	✓		✓	✓		●	2020-21 Enable more remote training and renew the FIDIC training model and pricing
03	Digital platforms are an opportunity to deliver the product at a lower marginal cost look at how this can be utilised with activities such as GKP, FL etc	✓				✓		●	2021-24 Apps, InfraGlobal, Collaborate on options and explore machine readable devices and Blockchain
04	Expand systems to run operations e.g. SharePoint, websites, recertification/assessment etc for new entities	✓			✓	✓		●	2021-2022 Trainers – 2020, Adjudicators & Consulting engineer – 2021, Future leaders & Contract managers – 2021-22
05	Develop a strategic plan once current planned improvements are in place to ensure FIDIC remains up to date and resilient to market conditions and risks	✓				✓		●	2022-24 Plan established and signed off by board
<b>Goal - Quality</b>									
01	Implement standard processes for FIDIC activities using key systems such as the CRM, CMS ESP, etc	✓	✓	✓		✓	✓	●	2020-21 Systems able to share information and automated where possible
02	Risk register established	✓	✓	✓		✓		●	2020 Risk register for activity in place
03	Communication and social media activity improved to ensure consistency and quality	✓	✓	✓	✓	✓	✓	●	2020 Standard stats/KPIs established, designs standardised and increase social media activity by 50%
04	Establish codes of conduct for processes such as trainers, adjudicators to provide transparency and ensure quality	✓	✓		✓	✓	✓	●	2020-22 Website updated with process across FIDIC activity
05	Changes to statutes to remove blockers and allow for improved processes and digital technology	✓				✓		●	2020 Revised statutes ratified
<b>Goal - CEO Club and advocacy</b>									
01	Develop programme for the CEO forum and advocacy		✓	✓	✓	✓	✓	●	2020-22 CEO Forum and strategy established
02	Resource and investment approval from FIDIC board with a view to recruitment for delivery of CEO Forum	✓			✓	✓	✓	●	2021 Support staff in place
03	Develop a standing list and set of stakeholder relationships to help provide thought leadership at the CEO level globally	✓	✓	✓	✓	✓	✓	●	2021-23 List establish and outputs delivered at global CEO level
04	Helps to monitor industry issues and trends and further develop the Infrastructure Global platform		✓	✓		✓	✓	●	2020-21 Annual or Quarterly industry tracker to be developed and IG to have 2000 subscribers by 2024
05	Link CEO Forum to existing CEO activities at the FIDIC annual conference such as the CEO luncheon	✓			✓	✓	✓	●	2021-23 Leverage all high level activities and link programmes