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.

FIDIC member associations operate in over 100 countries with a combined population in excess of 6.5bn 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.
President’s message

William Howard, FIDIC president.

On behalf of the FIDIC board, and secretariat I want to thank all our stakeholders for your continued support of FIDIC during these trying times. Under some very challenging circumstances we have made significant progress in a variety of areas this year, many of which are associated with the goals I set for my presidency which I shared at FIDIC’s general assembly meeting last September in Mexico City. I have outlined below some of the key areas where progress has been made.

Strengthening regional connectivity

We have made some substantial progress over the past year to better connect FIDIC to its regional groups. In Europe, we have signed a new extended FIDIC/ECPA memorandum of understanding and we are now seeing our regional strategy become better aligned with name changes for our African member association groupings and the Asia Pacific group from ASPAC to FIDIC Asia Pacific. This move towards a clearer regionalisation concept is significant and will add greater clarity to FIDIC’s operations around the globe. I look forward to extending this approach internationally over the coming year.

Revitalising FIDIC’s committees and ensuring members are diverse and active

The revitalisation of existing FIDIC committees and the creation of a new International Financial Institutions Committee are part of a significant strengthening and upgrading of our committee structure and international external affairs and stakeholder relations capability. The terms of reference for all committees have now been synchronised with our strategic plan and formatted consistently. We are very proud of the effort put in to staff the committees, with a major focus on diversity in its broadest sense. These committees now better reflect geographic diversification and have the right skills set to be more effective in a changing marketplace. Competition was also stiff to sit on the revamped committees, with over 350 industry experts from around the world applying to be members, so we can be confident that we have some quality people involved in this vital area of FIDIC’s work.

Improving FIDIC’s corporate governance

Over the last few years, FIDIC’s governance committee has been working diligently on the review of our statutes and bylaws in an effort to make them more in line with the way organisations currently operate, to comply with Swiss law and to help us address certain critical areas such as diversity and inclusion. As part of this process in July we held a ‘virtual town hall’ meeting with all FIDIC MAs invited and we presented our proposed modifications in conceptual form. Based on the input we received from this meeting as well as other feedback received earlier from our directors and secretaries’ (DNS) advisory council and other volunteers, we have proposed modifications and amendments for approval at the virtual GAM in September 2020.

We have also made progress on developing an achievable plan to address diversity and inclusion on the FIDIC board. This is reflected by the diverse candidates for the two open board positions to be filled at the September GAM and such progress is welcome, however there remains a lot more to be done as we strive to ensure that FIDIC more closely reflects the demographics of its constituents.

I am grateful for the work done in the governance area by members of operations oversight committee, risk and audit committee, governance committee and nominations committee.

I am also pleased to see that our previously mentioned DNS advisory council continues to add great value. This group is a vital conduit between FIDIC and its primary stakeholders - our member associations - and over the past year has been particularly helpful with our efforts to revise our statutes and bylaws, address diversity, improve our annual conference and with many other critical activities. I look forward to the DNS advisory council playing an ever more influential role over the coming months.

Corporate response to the Covid-19 pandemic

As we know, the world changed dramatically with the emergence of the Covid-19 pandemic and things may never be the same. Through Nelson’s leadership, tremendous effort from the RDC staff and other volunteers, we organised and delivered a very well attended Covid-19 webinar series which addressed a variety of topics. Over 9,000 people from 150 countries participated and we received excellent reviews on the quality of the webinars.

Conducting webinars remotely and rapidly under any circumstances would be a challenge but doing so successfully during a pandemic with most people working from home is, in my view, a spectacular achievement.

I also want to acknowledge the efforts of all our committees for continuing the work of their groups to advance FIDIC during the pandemic. I wanted to particularly thank the contracts committee for rapidly preparing and publishing the guidance document on FIDIC Conditions of Contract and related matters during the pandemic. Elsewhere, our FIDIC Future Leaders remained very active during the pandemic and recently completed three successful webinars focused on, among other things, expanding their activities to other MAs.

Development of new corporate plans and looking forward

At September’s GAM we will launch a new FIDIC Strategic Plan for 2020-24 which will set out our future priorities for action. The last Strategic Plan was set in May 2017 and placed FIDIC on a trajectory which involved significant change. This change has already produced positive results; however, it is vital that such momentum is maintained. FIDIC has consulted with member associations and its wider stakeholders to develop the new plan which continues the ambitious approach FIDIC has taken in the last few years and provides us with a new benchmark for the next four to five years. For the first time the plan will place a greater emphasis on FIDIC’s priorities, with goals and outcomes and their effects on industry, member associations and wider industry all considered.

We are also looking forward to the publication of new FIDIC State of the World reports which will see FIDIC rolling out a number of informative and influential reports on different industry sectors highlighting challenges which engineers can help the global community resolve. This is yet another area in which FIDIC can demonstrate our value to the world as the leading voice of the international engineering community.

As we all know, we are experiencing many challenges during this very troubling time. However, challenges create opportunities and FIDIC is rising to the challenge as shown by the participation in our webinars, the popularity of our FCCE programme (which achieved a major milestone this year with completion of the pilot programme) and the fact that we now have nearly every international funding institution signing agreements to use our FIDIC Conditions of Contract. Adding value to our members will always be a top priority for FIDIC and I am pleased to report that in 2020, and over the next year, we will continue to take quality steps in that direction.

I wish all our stakeholders good health and a successful and prosperous recovery from this very challenging time.

“We have made some substantial progress over the past year to better connect FIDIC to its regional groups.”
FIDIC chief executive’s report

Dr Nelson Ogunshakin OBE, FIDIC chief executive.

I write this report as I come to the end of my second year at FIDIC. And, what a year it has been, though perhaps not for a reason that any of us could have predicted. The Covid-19 crisis has of course affected every aspect of life and business on a global scale and FIDIC has had to respond to this unprecedented challenge. That we have done so with enormous fortitude and no little innovation is a source of great pride and my thanks must go to our board for their leadership and direction, staff for their dedication over recent months and to our members and stakeholders for their ongoing support.

Strengthening the FIDIC team
Despite the challenges posed by the pandemic, which are ongoing as I write this report, I am pleased to say that FIDIC has made significant progress on a number of fronts over the past year. We have completed our 2017-2020 corporate plan and are looking forward to launching a new strategic plan to take us through to 2024 at our virtual GAM in September. We are now in a much better position operationally, following the restructure of the FIDIC secretariat and the investment in the addition of some new staff in key positions and we are already seeing the benefits of this in several areas. I have been especially impressed with the way that our staff team has worked during the recent crisis, coming together collaboratively and working perhaps more closely than ever before. This is a very good sign for the future and adopting this collegiate approach is the way that I want to see FIDIC work in the future for the benefit of our members across the world.

Improving our advocacy
FIDIC’s advocacy work has also seen some significant steps forward. The adoption by most of the global multilateral development banks (MDBs) of FIDIC Standard Contracts is a crucial development. FIDIC contracts cover a wide range of international engineering, construction and infrastructure work and the decision of the MDBs to recommend their use is a major endorsement for our standard forms of contracts from the international finance sector. Signing agreements with nearly all of the major international funding organisations will create more certainty in the market, as by adopting FIDIC contacts on major projects these organisations are endorsing the fair and balanced approach these documents offer to parties on major construction contracts. Strengthening FIDIC’s relationships with the multilateral recipient governments and international funding institutions will enhance our efforts to coordinate our engagement with the financial institutions that will benefit the whole engineering consulting and construction industry.

FIDIC’s response to the Covid-19 crisis
I have already mentioned the Covid-19 crisis, which will inevitably loom large in any review of the past year. A key part of FIDIC’s response to the crisis was the organisation, at very short notice, of our extremely successful Covid-19 webinar series. In just ten weeks, our 18 events attracted more than 9,000 attendees from over a hundred countries across the globe to listen to international line-ups of expert speakers from all parts of the project promoter, engineer, construction and infrastructure industry. This was a magnificent effort and thanks must go to all the FIDIC staff involved in delivering this initiative and the support provided by FIDIC board members under the leadership of our president, Bill Howard, who participated in all 18 webinars plus three additional webinars delivered by FIDIC Future Leaders. I am equally grateful to the support provided by the contracts committee, risk liability and quality committee and the business practice committee for their rapid response in the production of appropriate guidance notes to support the industry in dealing with the impact of Covid-19 on project delivery across the world. In total, we had more than 15,000 people who registered to take part in our webinars, which represents an amazing reach for FIDIC and we look forward to continuing a dialogue with these industry professionals in the months ahead.

Effective member engagement
The past year has seen FIDIC strengthen its member engagement, with more regular and focused communications to our member associations and the development of our directors and secretaries’ advisory council, now under the leadership of John Gamble from ACEC Canada. Under the leadership of the DNS Council, we were able to maintain regular communications contact with members and stage a town hall gathering as part of the consultation process on the proposed changes to the FIDIC statutes and Byelaws. This was a very successful and rewarding experience for the FIDIC board and our members and I hope to make this a regular event on our corporate calendar in the future. Our members will always be central to everything that we do as a federation and a key priority and I look forward to deepening that engagement with our MAs over the next year.

Revamping FIDIC’s committees
Another notable development to report has been the revitalisation of the FIDIC committee structure, which has now been completed following months of work and a global search for talented professionals to staff them. The new committees are now operating with key strategic priorities and objectives, linked with clearly defined deliverables which will assist the development of FIDIC’s new State of the World thought leadership programme. These revamped committees, the membership of which is now more diverse and more representative of geographic diversification, will enable FIDIC to be more external facing and help us to make a positive impact on and influence in the global infrastructure industry.

Prioritising capacity building
Improving the industry’s capacity building capability is a key aim of FIDIC and the past year has seen the setting up of FIDIC Credentialing Limited and FIDIC Consulting Services (Beijing) Limited. These new separate subsidiary businesses have been established to qualify accredited professionals to be adjudicators, trainers, contract managers and certified engineers. The launch of these new organisations, with the appropriate separate governance structure and soon to be accredited under the Swiss Accreditation Standards (SAS), is a major development for FIDIC. It will enhance our capacity building capability at an international standard, enable us to address the increasing needs of the multinational development banks who have adopted our FIDIC contracts and assist with the demand for more adjudicators for DAAB, trainers to develop capacity building across the FIDIC regional groups and ultimately facilitate the roll-out of the FIDIC Certified Consulting Engineer (FCC) plot programme, originally started in China, on a global basis.

Diversity and inclusion
I am pleased that FIDIC board, under the direction of Bill Howard has made a good start to ensure that our industry embraces diversity and inclusion across all our activities. The Covid-19 period also coincided with the unprecedented global Black Lives Matter (BLM) movement. This outcry confirms the need for an urgent major shift in societal and industry attitudes on diversity and inclusion. This challenge is real and we must play our role to ensure appropriate actions are taken to effect the necessary changes.

Considerable time was spent this year to ensure our statutes and byelaws are revamped with appropriate changes to secure both gender, geographical and ethnic diversity in the future composition of the FIDIC board. FIDIC leadership is required to convey the right visible message for a positive and sustainable change to ensure our industry reflects the society that we leave in. Diversity and inclusion are not a human resources department challenge but one of business imperative. We must continue to encourage and embrace a positive change in our society.

“I have always placed the highest priority on improving communications to our members and stakeholders.”

— Dr Nelson Ogunshakin OBE, FIDIC chief executive
To this end, I would like to use this opportunity to seek the full support of FIDIC member associations by voting for the proposed changes to our statutes and bylaws so that we can secure more diverse board members in the near future.

**Better communications**

I have always placed the highest priority on improving communications to our members and stakeholders and I am pleased to report that the past year has seen us take further strides forward in this area. We have promoted FIDIC’s achievements widely during the year, with an increase in the number of press releases we have issued and also via the regular CEO’s Update publication, which was published weekly during the height of the Covid crisis and which is now being published monthly. Visitor numbers to our website are increasing and our e-marketing is ever more effective and helping to support our events programmes. The FIDIC Contract Users’ Newsletter now has an editorial board to stakeholder’s delivery of our messages to members and wider global the coming year as we adopt more digital approaches in the quality and effectiveness of our communications over the sixth issue of the publication. We can and will improve and helping to support our events programmes. The FIDIC Contract Users’ Newsletter now has an editorial board to stakeholder’s delivery of our messages to members and wider global

Looking forward to a ‘new normal’

Looking ahead, it is clear that we are now facing a new normal. The aftershocks of the Covid-19 pandemic are set to present a significant challenge to our industry, its effects likely to have an effect on infrastructure projects and the firms that work on them for quite some time to come. At FIDIC we will be redoubling our efforts to represent the industry and our members in the best way we can and to that end our new Strategic Plan will be crucial in charting a roadmap for the future. For the first time, this plan places a greater emphasis on FIDIC’s priorities, with goals and outcomes and their effects on this industry, member associations and wider industry all considered.

Going forward, FIDIC plans to be more vocal, more visible and more influential on the global stage to meet the challenges our industry faces as it moves out of the Covid crisis and beyond.

### Income and expenditure

Income from subscriptions was CHF 63,584 below budget due to lower than expected subscriptions from affiliate members. Revenue streams from publications was around CHF 60,000 lower than the budget, due to lower than expected document sales. Income from events was CHF 705,897 down on budget due to a significant loss from the Mexico Conference and the contract user conference. Overall, the income for the year 2019 was down by CHF 746,434 against the budget. At the same time expenses were lower than budget by CHF 693,517. This was mainly due to secretariat cost savings of CHF 222,918 against the original budget loss of CHF 220,000. The reasons for this increase in loss are an unexpected and late announced loss from the contract user conference and a loss from the FIDIC Mexico conference.

### Balance sheet

At the end of 2019 the balance sheet remained strong although reserves decreased by CHF 337,135 mainly due to the loss in 2019. This continues to be slightly higher than one year’s secretariat expenses. The total liabilities remained at a similar level as 2018.

### Treasurer’s report

Gavin English, FIDIC treasurer.

BDO Geneva Office were appointed as FIDIC auditors to audit the 2019 accounts at the GAM in Mexico City in September 2019. They completed the audit of the financial statements (balance sheet, profit and loss account and notes) for the period ending 31 December 2019 in April 2020. BDO carried out the audit remotely due to the Covid-19 lock down in Geneva, but despite this the audit process went well.

The budget for the year 2019 was approved by the GAM in Berlin 2018. The FIDIC accounts for the year 2019 show an overall negative result of CHF 272,918 against the original budget loss of CHF 220,000. The reasons for this increase in loss are an unexpected and late announced loss from the contract user conference and a loss from the FIDIC Mexico conference.

**Ensuring the future of the industry**

The FIDIC Strategic Plan 2020-2024, which was published during the year, presents a five-year plan for the development of the FIDIC and its member associations. The plan is focused on four strategic priorities: ensuring the future of the industry, promoting public sector procurement, strengthening the credentials of FIDIC and its members and increasing the global influence of FIDIC. The plan identifies key goals and outcomes for the future. For the first time, this plan places a greater emphasis on FIDIC’s priorities, with goals and outcomes and their effects on this industry, member associations and wider industry all considered.

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The Covid-19 pandemic has negatively impacted FIDIC during 2020 with a significant decrease of revenue. As a result, it is anticipated that the projected loss for 2020 will be higher than the budget approved by the GAM in Mexico 2019. As such, an emergency FIDIC board meeting on 7 February 2020 approved a revised Covid-19 budget for 2020 based on a number of assumptions. Commercial activity assumptions included no face-to-face FIDIC international infrastructure conference or training events in 2020, a significant reduction in sponsorship and a reduction in income generated from publications. Secretariat activity assumptions included no face-to-face board or committee meetings, a reduction in staff costs and a reduction in subscription income. The Covid-19 revised budget predicted a loss for 2020 of CHF 333,515, compared to the GAM approved budget loss of CHF 102,300. The revised budget for 2020 shows income for 2020 of CHF 2,302,089 less than the original budget and expenditure CHF 2,070,873 lower than the original budget. At mid-year 2020, the income and expenditure were in line with the revised Covid-19 budget.

Over the past few years FIDIC has invested in a credentialing and capacity building programme. The FIDIC Certified Consulting Engineers (FCCE) pilot programme in collaboration with our China member association, CNACE, has now been successfully completed with over 1,500 qualified engineers. On 18 August, FIDIC officially opened a FIDIC operating office in Beijing, China, to provide a platform to roll out the FCCE programme and other capacity building activities in China. This will complement FIDIC’s wider credentialing programme which will be launched on a global platform in Q4 2020.

The impact of Covid-19 on FIDIC is expected to continue to a lesser extent throughout 2021 and as such we will see some improvement in income from subscriptions and events. Overall income in 2021 is expected to grow by around 23% and the loss in 2021 is expected to be around 50% of the Covid-19 2020 budget.

FIDIC will launch its new Strategic Plan for 2020-2024 at the online GAM in September. The plan will set out FIDIC’s priorities, with goals and outcomes and their effects on industry, member associations and wider industry over the next five years. 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.
Feedback from stakeholders

As part of the development of its Strategic Plan for 2020-2024, FIDIC undertook a survey of various stakeholders to ensure that their views were considered as part of its approach. FIDIC commissioned WPI Economics to undertake a series of in-depth telephone interviews with a range of stakeholders and between 28 May and 1 July 2020, 15 interviews were conducted with a series of expert stakeholders identified by FIDIC. The participants included member associations, senior legal representatives, multilateral development banks and senior individuals at engineering firms. The results of the survey will help to better target and identify the goals in the Strategic Plan to ensure it is as effective and relevant as possible.

When asked about the FIDIC brand and what it signified, the most popular response was “integrity and quality”, with “trust” scoring well too (see above). This is extremely encouraging and a very good basis on which to move forward with the next Strategic Plan; however, there was some concern from stakeholders expressed in the fact that the FIDIC brand was not rated well in terms of sustainability. The revamping of the FIDIC committee structure, which includes the sustainable development committee, should help address those concerns going forward.

Looking at the chart below it is encouraging to see that FIDIC is most highly rated for its contracts, events and adjudicator programme as they form the majority share of FIDIC’s income. Further down the list of responses, training definitely provides an opportunity for improvement as does lobbying, thought leadership and policy initiatives and these are areas where FIDIC has significant potential to leverage its reputation in the future and also potentially access new revenue streams. There is also potential to reinvigorate FIDIC’s committees and groups as these are not rated as highly as they should be given the activities they undertake and this is further justification for the relaunch of the committee structure undertaken this year.

The overall feedback from stakeholders shows that although FIDIC has a strong name and brand recognition, its prominence across the industry is almost entirely driven by the awareness of its contracts and the work it does to drive best practice more broadly. While many respondents welcomed a bigger advocacy role for FIDIC, there was limited awareness of FIDIC’s activity in this area which shows potential for improvement in the future. The one exception to the above was the very strong praise for FIDIC securing agreements with the various multilateral development banks, which was seen as a very strong advocacy win for FIDIC by its member associations. The MDBs also welcomed FIDIC’s engagement in this area.

In terms of stakeholder engagement with FIDIC, the survey showed that most people engaged with the organisation either via email or at events and conferences. Notwithstanding the challenges of the Covid-19 crisis, this underlines the importance of events and digital as key for the future and it is clear that FIDIC will need to find ways of engaging with stakeholders using online events and other activities going forward. The results for the website, social media and committees could have been higher for the website, social media and committees as key areas where the engineering sector needs a strong voice. FIDIC needs to bring together expertise at a national and local level to influence global stakeholders and this will be a key role for the organisation going forward.

Stakeholders also responded favourably to the idea of the formation of a global consulting group at CEO level to enable FIDIC to better connect with global companies. There was quite a lot of appetite for this concept, in order to connect CEOs more directly with the work of FIDIC, as well as each other. However, there was also an acknowledgement that these global leaders are extremely time pressed so the scope of such groups would need to be very compelling to encourage global CEOs to take part.

Overall, the results of the stakeholder consultation suggest that whilst there does not need to be a fundamental shift in where FIDIC wishes to operate, there is room to better target and identify the organisation’s goals in the 2020-2024 Strategic Plan to ensure that the organisation is as effective as possible in a changing and evolving industry.
Committees revamped and relaunched

The past year has seen the revitalization and relaunching of the majority of FIDIC’s committees as part of a significant strengthening and upgrading of the organisation’s international external affairs and stakeholder relations capability. Following a detailed and thorough review, the committees and other representative bodies now better reflect geographic diversification and have the right skills set to be more effective in a changing marketplace. The FIDIC board has overseen a total revamping of the terms of reference for these committees to ensure that they are better placed to serve the industry and more able to assist and enhance FIDIC’s growing advocacy agenda with stakeholders. The revamped committees will enable FIDIC to be more external facing and help the organisation to make a positive impact on and widen its influence in the global infrastructure industry.

Business Practice Committee
Update from the chair, Andrew Read, director of Pedersen Read in New Zealand.

How we operate our businesses in the coming years will be fundamental to our future success. The changing expectations of our clients and society are impacting not only on the type of projects that we are involved in but are also influencing the ways we run our business. Prior to Covid-19, the opportunities that technology brought to how and where we operated were being considered by many companies. Covid-19 has shown us not only the importance of being flexible in where we work, it has also opened our eyes to how we work as well. Global collaboration is more important now than it has ever been in this world of restricted travel.

The Business Practices Committee continues to support the key elements that underpin member firms’ businesses with the current focus being BIM, technology and improvements on procurement. Selection based on the quality of the consultant has been and continues to be one of the most important aspects in improving project outcomes. With Quality Cost Based Selection (QCBS) being one of the most common forms of procurement, the committee is looking to publish additional guidance to help procurers gain improved outcomes when using this method.

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

2019 has been a busy year for the committee, with the publication of the Emerald Book in May, the FIDIC Golden Principles for Works contracts and also the subcontract form to the 1999 Yellow Book in December. The end of the year saw an increase in the committee’s membership to ten, with three new members from Jordan, the UK and Australia. I took over as the new chair in January 2020, taking over from Zoltan Zahony, who played an invaluable role leading the committee since 2009.

Following the outbreak of Covid-19, in April the committee issued a guidance memorandum document providing assistance to the users of the FIDIC forms of works contracts in navigating through challenging times. The crisis has emphasised the robustness of the FIDIC contracts machinery, by highlighting the range of relevant contract solutions they can provide in the face of such exceptional events. The guidance provided practical and hands-on recommendations to the community of FIDIC contract users and this has been greatly welcome by the contract users and this has been greatly welcomed by the contract users.

Capacity Building Committee
Update from the chair, Stephane Giraud, head of dams and hydraulic works at Egis in France.

Working as the engineer on projects for more than 25 years, I believe that the consulting engineering sector has the right skills and expertise to address the challenging issues of a FIDIC construction projects which are mostly located in emerging countries. This committee has to play a key role in helping employers and contractors to enhance their capacity to manage projects with integrity and sustainable spirit and to understand how to avoid lengthy disputes. This may be through different means such as training and accreditations/credentialing in order to be sure that all parties work under the Golden Principles of FIDIC.

This will be particularly the case for all parties involved in a project such as project engineers, contract managers, project managers, lawyers and adjudicators. The committee will also continue to promote FIDIC’s core principles of quality, integrity and sustainability and work towards better projects while creating positive impact in all the countries where we work.

We will also advise the FIDIC board on all aspects of capacity building in the consulting engineering industry, offer support in the ongoing development and implementation of the global FIDIC credentialing programme, oversee and regularly review the execution and effectiveness of FIDIC’s training strategy and ensure that FIDIC is kept updated with the latest trends in capacity building in the industry.

FIDIC has set a series of goals, objectives and strategic plan. Committees will report on an annual basis to the FIDIC board.
needs around the suite.

Committee members also contributed to the BIM Protocol prepared by the Business Practice Committee, by providing comments in the light of FIDIC contracts standard terms and machinery. Two new initiatives are at the inception stage – PPP projects contract forms and Collaborative contracting – with terms of reference being prepared and submitted to the board for approval and with a publication planned for 2023.

Finally, the committee has proposed to the board to focus in the short term on the strengthening and consolidation of the use of the FIDIC Suite of contracts by providing relevant guidance/support documents for their users, as well as additional forms of contract complementing supply chain needs around the suite.

Diversity and Inclusion Committee

Update from the chair, Michele Kruger, advisor to the minister of water and sanitation and head of advisory, water, for MPAMot South Africa.

We had a great year where we interviewed a range of diversity leaders in the industry as we responded to the FIDIC board’s request on how to improve diversity. We undertook global research to address the following questions.

- How can FIDIC improve its diversity and its approach to inclusion?
- What actions or programmes could the FIDIC board adopt which would help the board improve its approach to encouraging and lead and foster diversity and inclusion?
- Is setting diversity targets helpful in improving diversity?

We also organised a series of three Future Leaders best practice webinars to further raise the profile of the group.

Future Leaders Committee

Update from the chair, Cosmin Tobolcea, general manager, Pro Toby in Romania.

The Future Leaders Committee held 12 monthly meetings over the past year. From April, our meetings were held on Zoom and recorded. Committee members were active in a number of areas, with notable highlights including a developing a report from the FIDIC International Infrastructure Conference in Mexico, reviewing materials for the Future Leaders Management Certificate programme and producing a report during the Covid-19 crisis outlining the situation from different countries. New committee members were brought on board during the year and we now have 22 members. The Future Leaders section of the FIDIC website was regularly updated during the year and we also improved our social media activity. The fourth edition of our e-booklet, Principles for Services Agreements is due in mid-2021 to be published in the first quarter of 2021. The Golden Report that much solid work was done over the past year.

Diversity leaders and grow our social media base.

Integrity Management Committee

Update from the chair, James N. Mwangi, chief executive of Kurrent Technologies Ltd in Kenya.

We are currently resolving.

Committee members also contributed to the BIM Protocol prepared by the Business Practice Committee, by providing comments in the light of FIDIC contracts standard terms and machinery. Two new initiatives are at the inception stage – PPP projects contract forms and Collaborative contracting – with terms of reference being prepared and submitted to the board for approval and with a publication planned for 2023.

Finally, the committee has proposed to the board to focus in the short term on the strengthening and consolidation of the use of the FIDIC Suite of contracts by providing relevant guidance/support documents for their users, as well as additional forms of contract complementing supply chain needs around the suite.

Diversity and Inclusion Committee

Update from the chair, Michele Kruger, advisor to the minister of water and sanitation and head of advisory, water, for MPAMot South Africa.

We had a great year where we interviewed a range of diversity leaders in the industry as we responded to the FIDIC board’s request on how to improve diversity. We undertook global research to address the following questions.

- How can FIDIC improve its diversity and its approach to inclusion?
- What actions or programmes could the FIDIC board adopt which would help the board improve its approach to encouraging and lead and foster diversity and inclusion?
- Is setting diversity targets helpful in improving diversity?

We also organised a series of three Future Leaders best practice webinars to further raise the profile of the group.

Future Leaders Committee

Update from the chair, Cosmin Tobolcea, general manager, Pro Toby in Romania.

The Future Leaders Committee held 12 monthly meetings over the past year. From April, our meetings were held on Zoom and recorded. Committee members were active in a number of areas, with notable highlights including a developing a report from the FIDIC International Infrastructure Conference in Mexico, reviewing materials for the Future Leaders Management Certificate programme and producing a report during the Covid-19 crisis outlining the situation from different countries. New committee members were brought on board during the year and we now have 22 members. The Future Leaders section of the FIDIC website was regularly updated during the year and we also improved our social media activity. The fourth edition of our e-booklet, Principles for Services Agreements is due in mid-2021 to be published in the first quarter of 2021. The Golden Report that much solid work was done over the past year.

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International Financial Institutions Committee

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

This new committee will 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. Our key aim will be to build ‘partnership with purpose’ between the international finance institutions and FIDIC based on trust, collaboration and strong relationships - something that is vital for the global infrastructure industry as we seek to find sustainable and resilient solutions in the face of the global pandemic and many infrastructure challenges.

The committee will also continue to promote FIDIC’s core principles of quality, integrity and sustainability and work towards better infrastructure deliverables while creating positive impact in the communities where we work. We will also work with the IFIs to improve the business environment for engineering services for IFI-funded work and enable the sector to contribute more positively to the UN’s Sustainable Development Goals.

Risk and liability is a crucially important area for FIDIC and its members and I am delighted to be chairing this committee. Good risk and liability management is of critical importance to our industry and will be increasingly so as we come to terms with the post-Covid environment. It is vital that we are able to raise and discuss issues that impact our industry in a way that promotes collaboration and partnership.

As well as advising consulting engineers on current issues like the hardening of the professional indemnity insurance market, we are also keen to highlight the benefits of a quality-driven approach to project delivery where all parties benefit and to that end we will be working with infrastructure industry stakeholders from around the world to get that message across. To that end, I am really pleased that we have assembled such a group of talented and knowledgeable global industry professionals to sit on this committee and I’m looking forward to working with them in the months and years ahead.

Membership Committee

Update from the chair, Iain Aitchison, a managing director in the expert services firm, Ankura in the UK

The revamped membership committee, which has a new chair and a majority of new members, will oversee all aspects of FIDIC’s membership, including recruitment and retention, communication with members, identifying trends around membership issues with similar global associations and advising the FIDIC board and staff on all aspects of FIDIC membership across the consulting engineering industry. We will be reviewing the value proposition of FIDIC to members how to make that value available, relevant, and accessible to the membership worldwide.

Learning the lessons from the recent crisis, we have identified a need to continue the transition to making more of FIDIC’s knowledge and training available and accessible online and we are also considering initiatives on how to support better inter-regional skills transfer. 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. The members are our clients and the federation is there to provide the global reach of ideas. We will aim to find new ways to open up FIDIC to a wider user group and to inspire and seek regular engagement with our members on their needs.

Sustainable Development Committee

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

Sustainability and climate change are some of the most important issues facing our planet and therefore it needs to be looked at through a number of lenses, by a diverse group of people from across the world. Our aim is to provide a meaningful forum where we bring FIDIC’s most eminent thought leaders together to look at the big complex issues around the adaption and mitigation of climate change to the whole life cycle of infrastructure. In doing so, we will ensure alignment to the United Nations Sustainability Goals, whilst also being part of a collective stronger voice with World Sustainable Council, UN Habitat and the United Nations Framework Convention on Climate Change. I’m really looking forward to starting work as the chair of this vital FIDIC committee and to collaborating and working closely with a range of industry experts from across the world.
FIDIC has launched a new and improved Strategic Plan following consultation with stakeholders, writes FIDIC’s head of economic and strategic policy Graham Pontin. The last Strategic Plan was set in May 2017 and placed FIDIC on a trajectory which involved significant change. This change has already produced positive results; however, it is vital that such momentum is maintained.

It is for this reason that FIDIC has not only reflected on the successes of recent years but we have also consulted with our member associations and wider stakeholders to develop a new Strategic Plan for 2020-2024. The consultation undertaken by FIDIC as part of the development of this plan shows that issues continue to arise that are similar to previous years, on committee communication, transparency advocacy and lobbying etc.

FIDIC is in the process of revitalising its committees, relaunching its State of the World reports and has just run an extremely successful Covid-19 webinar series and such lessons and improvements in our work are important. It was therefore essential to capture this momentum and embed such activities into the new Strategic Plan. The plan has also moved on from its previous delivery method as a set of slides to something more befitting an organisation that aspires to sit at the top table with governments and international organisations. The new plan demonstrates FIDIC’s corporate and governance commitment to itself, its members and stakeholders and importantly sets expectations for its activities.

This new Strategic Plan will for the first time place 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. Credentialing
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)

For the first time, 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 are also overviews, where the details of the plan can be seen quickly and easily.

In addition, FIDIC has also produced several appendices which outline FIDIC’s performance against its last corporate 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.

This Strategic Plan therefore begins the 2020-2024 period in an ambitious way, by providing a greater degree of transparency on FIDIC’s goals and how they align with the organisation’s overarching priorities and helps to ensure FIDIC is accountable and maintains the quality of its delivery of the new plan.
The 2019-20 year under review by the report has been a busy one for FIDIC that has seen the organisation increase its profile and influence across a number of areas.

October 2019 saw the signing of a major agreement with the European Bank for Reconstruction and Development (EBRD) for the international funding organisation to include the use of nine FIDIC standard contracts for the next five years for projects that they finance. The move was a landmark development for FIDIC and the EBRD as not only did the bank agree to promote the use of FIDIC contracts in their country of operation, they also indicated their interest to enter into an agreement with FIDIC to provide certified training on FIDIC contracts on a project-by-project basis in their ever-increasing countries of operation.

November saw the arrival of Daduna Kokhreidze as FIDIC’s new head of legal and compliance, a key appointment for the organisation as it includes advising the chief executive and president on the delivery of internal organisational matters including corporate governance, FIDIC by-laws and statutes, risk management and compliance requirements for the organisation and its global operations. Daduna has already made a difference since her arrival and her experience in the global construction and consultancy sector is benefiting FIDIC and its stakeholders and she is now a key member of the senior management team.

Also, in November, FIDIC announced that the Asian Infrastructure Investment Bank had signed a licence agreement use FIDIC standard contracts for the next five years. The move, to allow the bank to incorporate FIDIC forms of contract into its suite of standard tender documents currently under development for use by the bank’s clients, represented another significant development in strengthening FIDIC’s relationships with the banks and the international funding institutions.

December was another busy month for FIDIC that began with the launch of a new Conditions of Subcontract for Plant and Design-Build to add to its popular suite of construction contracts. The Yellow Book Conditions of Subcontract was launched at FIDIC’s International Contract Users’ Conference held in London, an event which also witnessed the unveiling of the first-ever winners of the FIDIC Contracts Awards. The new 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. Seven awards were handed out in London at a gala dinner event that brought FIDIC contract users together and raised the profile of this important global community.

December also saw FIDIC endorse CoST, the Infrastructure Transparency Initiative, the leading global initiative improving transparency and accountability in public infrastructure. FIDIC’s decision would see both organisations work together in the global fight against corruption and a pledge by FIDIC to encourage its regional groups and 102 global member associates to examine how the CoST approach could potentially serve as a catalyst for improved practices in their national markets by raising awareness and providing best practice information. As FIDIC president Bill Howard said at the time: “Corruption has no place in the infrastructure sector or anywhere else and FIDIC is proud to be playing its part in rooting it out.”

The start of 2020 saw no let up in FIDIC’s work with the multilateral development banks with January bringing news that the African Development Bank had signed a five-year agreement to use FIDIC standard contracts. Commenting on the agreement, Frank Mvula, the bank’s director of fiduciary services and inspection, said: “We are glad to have concluded an agreement with FIDIC that would enable us to incorporate FIDIC contracts in some of our standard bidding documents. There is no doubt that the use of FIDIC contracts is a step towards enhancing equity and fairness as well as efficient and effective contract management as emphasised under the bank’s new procurement framework.”

January also saw FIDIC’s president and chief executive highlighting the need for global action on climate change in the wake of the bushfires which caused devastation and loss of life across Australia. In a joint public statement, Bill Howard and Nelson Ogunshakin said that the tragic events were “a clear indicator of the seriousness of the problems brought by climate change and the compelling need to do more to find solutions”. Accordingly, FIDIC announced that it was beefing up its sustainability expertise by seeking talented individuals to join its sustainable development committee to help bolster its efforts to tackle climate change.

China also took centre stage in January with the signing of a memorandum of understanding with the China Association of International Engineering Consultants to improve collaboration between international and Chinese businesses across a number of key areas and improve the competence of Chinese consultants in planning, design and the management and application of FIDIC contracts. The month also saw FIDIC strengthening its connections and influence with the Chinese construction sector as chief executive Nelson Ogunshakin visited Beijing for a series of high-level meetings with consultancy and contracting organisations and other industry bodies. The end of the month saw another major step forward with the news of a signing of a major translation and publishing licence agreement with Beijing-based China Machine Press, to enable FIDIC construction contracts and other key documentation to be translated and published in Chinese.
February saw the announcement of a new chair and new members of FIDIC’s influential contracts committee and also the publication of the fifth issue of the FIDIC Contract Users’ Newsletter, now firmly established as a key publication for guidance for global consulting engineering businesses, firms. A guidance document, supporting its member associations and consulting engineering firms. FIDIC produced urgent guidance to help Still in (see report on page 26-27). to help inform and support the industry through the crisis the board endorsed an 18-date series of Covid-19 webinars International Infrastructure Conference due to take place in the light of the developing international events. The FIDIC growing pandemic and how FIDIC should tailor its response to the unprecedented crisis by organising an extraordinary similar global challenges in the future”. FIDIC responded transforming the world’s outlook on how we deal with between nations to higher level and fundamentally change the way society behaves, taking the interconnectivity predicted that the outcome of the global challenge “will country, FIDIC’s chief executive Nelson Ogunshakin saw everything change, as the coronavirus pandemic hit the world. Writing for the FIDIC website as which given subsequent events was somewhat prophetic as things turned out.

March saw everything change, as the coronavirus pandemic hit the world. Writing for the FIDIC website as lockdown measures were introduced in country after country, FIDIC’s chief executive Nelson Ogunshakin predicted that the outcome of the global challenge “will change the way society behaves, taking the interconnectivity between nations to higher level and fundamentally transforming the world’s outlook on how we deal with similar global challenges in the future”. FIDIC responded to the unprecedented crisis by organising an extraordinary board meeting via Zoom to discuss the ramifications of the growing pandemic and how FIDIC should tailor its response in the light of the developing international events. The FIDIC International Infrastructure Conference due to take place from 13-15 September 2020 in Geneva was postponed and the board endorsed an 18-date series of Covid-19 webinars to help inform and support the industry through the crisis (see report on page 26-27).

Still in March, FIDIC produced urgent guidance to help support its member associations and consulting engineering firms. A guidance document, Coronavirus (COVID-19): FIDIC Guidance for Global Consulting Engineering Businesses, included information to assist firms in informing their response to the global pandemic and offering helpful guidance to businesses covering what boards and management teams should do, as well as useful information on staff and salaries and cash flow. FIDIC also published essential guidance for its contract users with the launch of guidance memorandums for users of FIDIC standard forms of works contract and for on-site working and project team organisation. To further assist and inform the industry during the crisis, in March RDC’s bi-monthly CEO’s Update moved to a weekly publication.

April and May saw thousands of industry professionals attending FIDIC’s Covid-19 online webinar series which was now in full swing. The event on alternative dispute resolution was attended by almost 1,000 participants as the thirst for information and knowledge on how to respond to the pandemic grew to enormous and unprecedented levels. FIDIC certainly stepped up to the plate with its response to the pandemic, with all its webinars reported on its website and shared widely on social media. Recordings of the events proved massively popular with thousands sharing them via YouTube, boosting FIDIC’s influence further along the way.

Following the end of the Covid-19 webinar series in June, FIDIC signalled its intention to maintain the momentum created in the sector by its webinars by announcing three new initiatives – a further Coming out of Covid series of webinars to deal with the project and contract issues arising from the legacy of the pandemic, a series of State of the World reports and a linked webinar series and also a FIDIC committee webinar series. FIDIC also saw FIDIC speaking out in support of the Black Lives Matter movement following the unfolding protests in the United States, United Kingdom and across world as a result of the killing of George Floyd. In an impassioned statement, FIDIC CEO Nelson Ogunshakin expressed his views on the tragedy and made a powerful call for more diversity and inclusion, making the point that society still has long way to go before real and sustainable change can exist in the world.

In August, FIDIC announced the arrangements for its general assembly meeting and conference, which will take place virtually for the first time. The pandemic has radically altered the meetings landscape and FIDIC has had to find new ways of engaging with its members and the wider industry. The investment the organisation has made in its digital capability and resource has certainly paid off in recent months and is set to stand RDC in good stead for the future.

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Update on publications

Following the successful signing of licencing agreements with the World Bank and Inter-American Development Bank in Q1 and Q2 in 2019, FIDIC has continued its campaign to promote FIDIC balanced contracts and agreements as the standard bidding documents to the other global multilateral development banks (MDBs). As a result, licence agreements were signed with European Bank of Reconstruction and Development (Sept 2019), Asian Infrastructure and Investment Bank (Oct 2019) and African Development Bank (Nov 2019) and 2020 has seen FIDIC sign a new licence agreement with Islamic Development Bank. As a result, FIDIC has experienced a notable interest in its publications from contractors and consultants, as well as from other parties participating in projects financed by the respective MDBs. In addition, the big majority of FIDIC contract users are still getting acquainted with new and upgraded version of the Rainbow Suite, so publications sales related to training events remained reassuringly steady throughout the year.

Pipeline progress
If there could be a key phrase to define this year from the contract development perspective, then “preparation to launch” would fit the bill. The FIDIC International Contract Users’ conference in December 2019 was marked with the launch of the Conditions of Subcontract for Plant and Design (Yellow Book 1999) 1st Ed (2019). This subcontract accompanies the FIDIC Conditions for Plant and Design (Yellow Book 1999) 1st Ed (2019). After this launch, the start of 2020 was marked with a key focus on two very important documents for FIDIC – the FIDIC Guide to Rainbow Suite 2017 and the update of the Green Book is keenly awaited by the experience of working with the new FIDIC Rainbow Suite. The Guide is much awaited by users to enhance their contract development perspective, then “preparation to launch” would fit the bill. The FIDIC International Contract Users’ conference in December 2019 was marked with the launch of the Conditions of Subcontract for Plant and Design (Yellow Book 1999) 1st Ed (2019). This subcontract accompanies the FIDIC Conditions for Plant and Design (Yellow Book 1999) 1st Ed (2019). After this launch, the start of 2020 was marked with a key focus on two very important documents for FIDIC – the FIDIC Guide to Rainbow Suite 2017 and the update of the Green Book is keenly awaited by the

Licencing agreements and translations
FIDIC contracts continue to be widely popular with a range of clients around the world who value the fair and balanced terms that they outline for users. Recent clients placing orders include Scatec, Lego, Panama Canal Authority as well as many others. Single bespoke licenses are still demanded mainly by law firms and FIDIC has issued about 90 of them this year.

FIDIC continues its ongoing relationship with UN agencies and an extension was provided to the International Labour Organisation’s project in Lebanon which experienced unplanned issues due to the Covid-19 pandemic. Another UN agency, the International Fund for Agricultural Development, has also approached FIDIC and is considering using our contracts as part of their standard bidding documents in the near future once a licence is finalised.

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. Arabic, Chinese, Spanish, French and Portuguese have been defined as key languages by the FIDIC board and Arabic, Chinese, Spanish, French and Portuguese have been defined as key languages by the FIDIC board and substantial steps have been taken since August 2019 to achieve this goal. The agreement that FIDIC signed with China Machine Press in January 2020 means that the key FIDIC contracts will be available in Chinese Mandarin in Q2 of 2021.

We are also grateful to the Inter-American Development Bank for its partnership in helping to provide translations of the FIDIC Red Book 2017, Yellow Book 2017 as well as the FIDIC Gold Book 2008 into Spanish. FIDIC’s Latin America regional group also contributed and assisted in reviewing the final versions of these publications to ensure the highest possible quality. A final translation licence agreement is in place for the same publications to be translated into Portuguese, again with the assistance of the Inter-American Development Bank. Current negotiations are also in the final stages with one of FIDIC’s member associations finalise the translation into Arabic.

Last but not least, our member associations have also been busy with translations including the latest Rainbow Suite 2017 editions. Recently, translation license agreements were signed with member associations in Serbia, Bulgaria, Czech Republic as well as others. Our Russian and Ukrainian member associations have also completed a number of FIDIC translations and these are available in electronic format from the FIDIC website.
Big turnouts for FIDIC Covid-19 webinar series

When the coronavirus crisis hit the construction sector, an important part of FIDIC’s response was to hold a series of webinars to provide assistance and support to global industry professionals on key issues. The response to these webinars was nothing short of amazing, with the 18 events in the series over ten weeks attracting more than 9,000 attendees from across the globe to listen to international line-ups of expert speakers from all parts of the construction and infrastructure industry.

As the Covid crisis developed apace, it was clear that there was a real need to provide industry best practice solutions to the challenges ahead and to discuss those challenges with industry leaders. It was for that reason that FIDIC decided to roll out a special Covid-19 webinar series and run the events live on the Zoom meetings platform. To deliver the programme of events over the ten weeks, FIDIC enlisted the support of industry leaders, the FIDIC board, committee members, MA CEOs and presidents, consulting engineering firms’ CEOs and executives, contractor CEOs and executives, legal and risk professionals, clients, technologists and investors – all of whom acted as contributors and participants in the webinar series.

Events on contractual issues were particularly well attended. The webinar focusing on force majeure saw more than 850 attendees log on to discuss the various issues which consulting engineers may face while executing consultancy agreements with their clients and performing the role of the engineer during the Covid-19 pandemic.

Speaking at one of the webinars, Vincent Leloup, chair of the FIDIC contracts committee, spoke about the role of the engineer in the FIDIC forms of contract, highlighting the wide range of powers that they have including for health and safety issues, which were particularly relevant given the current stipulations on the extra protective measures to be taken to guard against the spread of Covid-19. Repeating a mantra that was raised at many of the webinars – “Dialogue was key at the present time,” Leloup said.

This concentration on collaboration, good communication and working together was repeated time and time again during the webinars as speaker after speaker urged those attending to work hard to avoid legal and contractual disputes during the crisis. Where disputes were unavoidable then alternative dispute resolution was highlighted as the way forward and it was no surprise therefore to see that the webinar on “Covid-19: ADR and the role of dispute avoidance” was attended by a massive 998 attendees – the best attended event of the entire series of webinars.

Overall, the webinars covered a wide range of issues which showed the appetite from the consultancy, engineering and construction industry for FIDIC to address key questions and issues facing the global infrastructure sector. Some of the key issues and questions covered during the webinars included the following:

- Force majeure
- The future contract implications of remote working
- How do we best look after employees?
- How to deal with differences between regions
- What can the industry do to support clients?
- What can the industry do to aid government investment in infrastructure?
- What can the industry do to support economic growth out of the crisis?
- How best to leverage on Alternative Dispute Resolution (ADR) in projects
- How do we improve internet access and technology applications in developing countries?
- What software/services are in the market to support smaller consulting engineering firms?
- What will the industry do if there is a long and slow economic recovery?
- How can we be better prepared for next time?
- How do we ensure that we communicate better as an industry?

FIDIC will be taking the learnings and feedback from the webinars and using all the information received to help inform our future events and initiatives. Attendees and speakers generously provided us with their observations of the events we have held to date and what they would like to see FIDIC do going forward, which is really important feedback that FIDIC will use going forward.

The FIDIC Covid-19 webinar series showed beyond doubt that there is a massive appetite for online events on business, industry, economic, contractual and other legal issues amongst global construction professionals. FIDIC will be holding a second series of “Coming out of Covid” events, focusing on key project-related issues, in the autumn, so keep an eye on the FIDIC website for details of these and all our other forthcoming events.

FIDIC Covid-19 webinar series key facts

- 18 webinars were held in just ten weeks.
- Over 15,000 individuals registered to take part.
- More than 9,000 attendees from more than 150 countries worldwide.
- Attendees gave each webinar an average rating of 4.4 out of 5.
- Attendees gave the speakers an average rating of 4.6 out of 5.
- We had 80 speakers from around the world.
- Webinar recordings on YouTube had more than 12,000 views.
- On average, attendees spent 47 minutes in the webinar.
Despite the challenges over the later part of the year under review presented by the Covid-19 crisis, FIDIC has managed to maintain its contracts training courses and even introduce some new initiatives, writes FIDIC training manager Silvia Fossati.

The training and events sector has faced particular challenges as a result of the coronavirus crisis. Obviously, we had to take the decision to cancel all our face-to-face courses during the lockdown, but this gave us the opportunity to enhance FIDIC’s online offer by organising six publicly distanced learning courses between mid-March and September, which attracted many attendants. At FIDIC, we pride ourselves on being flexible and agile and we have managed to continue with our contracts training during the crisis, albeit with some changes and adaptations.

We also organised events around some topics online for the first time, like our online course on EPC contracts and also a course on DAB/DAAB, which has proved very attractive for current and future adjudicators. Other topics are recurrent courses, like our Module 1 on the Practical Use of FIDIC Contracts or Module 4 for Contracts Management, both of which have been highly demanded.

We have also been able to continue with our training and development for emerging professionals in our industry. The Future Leaders Management Certificate (FLMC) is now complete and was a great success. For the first time, the certificate and its examination has been completed online. Overall, we had 66 participants, with 63 applicants assessed and successfully passing the certificate. We are grateful to all those young professionals who supported the FLMC and we look forward to them playing key roles in the industry in the future.

Our training statistics show that we have 57 training courses organised since 1 January 2020 or planned until end of the year. These comprise ten online courses and 14 in-house courses. To date 311 participants have taken part in the online courses. We have also updated and upgraded the profile of our FIDIC trainers to improve their visibility. Currently we have 57 listed profiles out of 80 trainers which is a significant enhancement for this area of our work.

Underlining the flexibility and agility we have adopted in challenging times and to assist industry professionals seeking contract training opportunities, FIDIC took the decision to reduce by 20% the cost of its online courses to allow for a larger attendance during the current coronavirus crisis. As a result, some of our online courses have attracted an extremely high attendance, never experienced before. In a new initiative, FIDIC has plans to organise online courses in other languages than English and the first of these will be in Spanish during Autumn 2020, with a course on Module 1: Practical Use of FIDIC Contracts. An online course in Russian is also under preparation and will be added to the FIDIC training programme soon.

The past year has also seen the setting up of FIDIC Credentialing Limited and FIDIC Consulting Services (Beijing) Limited, the two new separate subsidiary businesses established to qualify accredited professionals to be adjudicators, trainers, contract managers and certified engineers. The launch of these new organisations is a major development for FIDIC as it will increase our capacity building capability on an international level, enabling us to address the increasing needs of the multilateral development banks and assist with the demand for more adjudicators for DAAB, trainers to develop capacity building across the FIDIC regional groups and help to facilitate the global roll-out of the FIDIC Certified Consulting Engineer pilot programme, originally started in China.

We are also preparing the ground for the introduction of a new learning management system platform and a new e-learning environment is also under development. This will allow a more scalable and efficient distance-learning tool which will facilitate the enhancement of FIDIC’s training portfolio, offering more training courses, a wider choice and an easy interface for registrants.
Increasing FIDIC’s digital footprint

The past year has seen FIDIC dramatically increase its digital footprint. In order to assist member associations and FIDIC stakeholders, we have recently improved our resources in the digital arena with additional investments in software and platform capability to help improve the effectiveness of our communications. Given the added emphasis on digital communications during the pandemic and the need for a swift response to developing events, this investment has been money well spent. As well as improving the frequency and quality of our output, FIDIC now has a dedicated digital plan focused on increasing its engagement and followers.

In the past year, FIDIC has introduced a new YouTube channel, “FIDIC Media”, which is growing consistently and in line with FIDIC’s digital plans. Currently, FIDIC YouTube content has been viewed 12,000+ times and the platform has played a key role in increasing the exposure of our Covid-19 webinar series. By increasing communications and tailoring content across, we have holistically and steadily increased new visitors to the FIDIC website, with visitor numbers up by 214% alone from social media sources in the last year.

The FIDIC website continues to be a key area for communicating our message to the industry and beyond and during the past year the site has been updated almost on a weekly basis. All of FIDIC’s key activities have been reported on via the website and then shared on our various social media platforms, which has further increased our reach and influence.

FIDIC is steadily increasing its social media following and engagement rate. We have maintained high engagement rates and continue to increase our following in accordance with our KPIs. FIDIC has seen its LinkedIn following grow by 46%, Facebook by 14% and Twitter by 77% over the past year. Engagement on LinkedIn and Twitter posts has doubled in the last year, overall increasing FIDIC’s digital communications output and increasing the effectiveness of FIDIC’s overall communication strategy.

Together with the steps FIDIC has taken to further improve its technology infrastructure, the increasing profile we have enjoyed in the digital space over the past year means that we are now better placed than ever before to take advantage of the opportunities that will arise from the ever-increasing digital transformation of the global economy and our industry, which will only speed up further in a post-Covid environment.