



International Federation of Consulting Engineers
The Global Voice of Consulting Engineers

Strategic Plan

2020 2024



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1 Foreword from the President and CEO



William Howard
President, FIDIC



Dr Nelson Ogunshakin OBE
Chief Executive Officer, FIDIC

The last Strategic Plan was set in May 2017 and set 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 has also consulted with its member associations and wider stakeholders to develop a new Strategic Plan for 2020-2024.

The content and approach of this new Strategic Plan continues the ambitious approach FIDIC has taken in the last few years and this plan will therefore provide a new benchmark for the next four to five years.

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.

The plan aims to achieve the following:

- Provides a clear evolution from the previous Strategic Plan.
- Define and assess the conditions and challenges facing FIDIC, member associations and the wider industry.
- Define ten key areas of development going forward.
- Define key goals within these areas.
- Rate the goals on who they impact.
- Outlines key financial needs/projections.
- Provides focus and direction to move from plan to action.

The economic environment and challenges this plan faces

There is a growing need for countries to invest in both social and economic infrastructure at a sustainable level. A recent study has revealed that global infrastructure investment needs to be \$94 trillion between 2016 and 2040, which is 19% higher than the current trend.

Against the backdrop of the growing need for infrastructure investment and renewal, there are increasingly concerns that such investments are made in a sustainable way limiting any impact on the environment.

Considering the above, trends such as raising trade barriers, the historically high level of sovereign debt, the continued presence of corruption will continue to challenge our sector. This is where the wider consultancy, construction, finance, legal, institutions, member associations and FIDIC all have their role to play going forward.

Then there are also unexpected events, such as the recent Covid-19 pandemic, the effects of which are likely not only to change ways of working but impact project and finance availability for years to come.



FIDIC's core principles

This plan and the challenges we face to build a strong and sustainable global association going forward therefore continue to ring true to FIDIC's core principles

- Integrity
- Sustainability
- Quality

These principles are important to FIDIC and therefore feature in our commentary around each of FIDIC's strategic priorities listed below and in the goals within these priorities.

FIDIC 2020-2024 priorities

Lead the consulting and engineering industry visibly and effectively:

- Being the industry's credible global voice.
- Providing the nexus for all stakeholders.
- Facilitating improvement and growth in business.
- Addressing global challenges.

All of the above is for the benefit of society, FIDIC members and their member firms

2 Financial statement for the 2020–2024 Strategic Plan



**Gavin
English**
Treasurer, FIDIC

This Strategic Plan is designed to maintain the momentum developed as part of the 2017 plan. Importantly, to maintain such momentum, it is vital that resources are allocated appropriately. For that reason, this is the first Strategic Plan that FIDIC has produced which contains a clear statement on the financial position we expect going forward.

As the treasurer of FIDIC and with the support of the board we have discussed, analysed, scrutinised and stress-tested the way we use not only member association subscriptions but also the income FIDIC generates from its commercial activity.

Commercial income ultimately means that FIDIC can serve its members at a lower cost than would otherwise be the case. As such, it is important that this Strategic Plan considers how the financial envelope will develop going forward.

This brings me to ‘the elephant in the room’. Since early 2020, Covid-19 has affected the majority of businesses across the globe and FIDIC is no exception. Our sector will inevitably go through a degree of restructuring and adjustment because of this pandemic. The direct health effects of Covid-19 may not last the length of this Strategic Plan, but its economic effects will be felt for years to come.

FIDIC therefore presents as part of this Strategic Plan an unfortunate but very real variety of prospects going forward.

As always, a budget was approved at the GAM in 2019 in Mexico, but the circumstances around this budget over the course of the year have changed significantly. As such, a revised budget was presented to FIDIC’s risk and audit committee and subsequently signed off by board on 1 May 2020. This was then subject to further revision on 7 July 2020. This budget is now the one which will be considered for the 2020 GAM and this Strategic Plan.

FIDIC therefore has adopted a three-model approach, simulating what we believe, even in an uncertain period, to be the best, middle and worst-case scenarios. This is not uncommon and many businesses will have taken such an approach as uncertainty remains high.

FIDIC believes in being as transparent as possible about such challenges and so the scenarios tested have been provided as an appendix to the Strategic Plan to ensure the greatest degree of transparency between FIDIC, its member associations and stakeholders.

For further information on the current financial statement of FIDIC as opposed to the projections as part of this plan, I would invite individuals to download FIDIC’s *Annual Report* in which we provide a transparent and detailed statement on our current finances each year.

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?

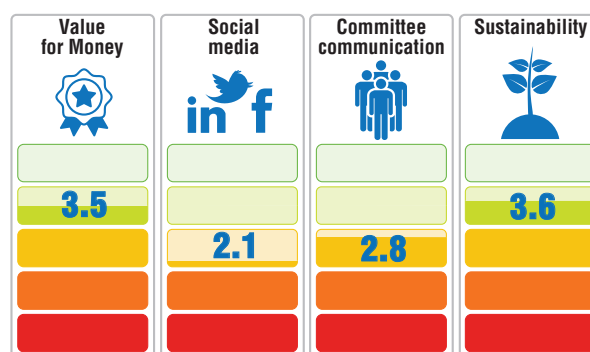
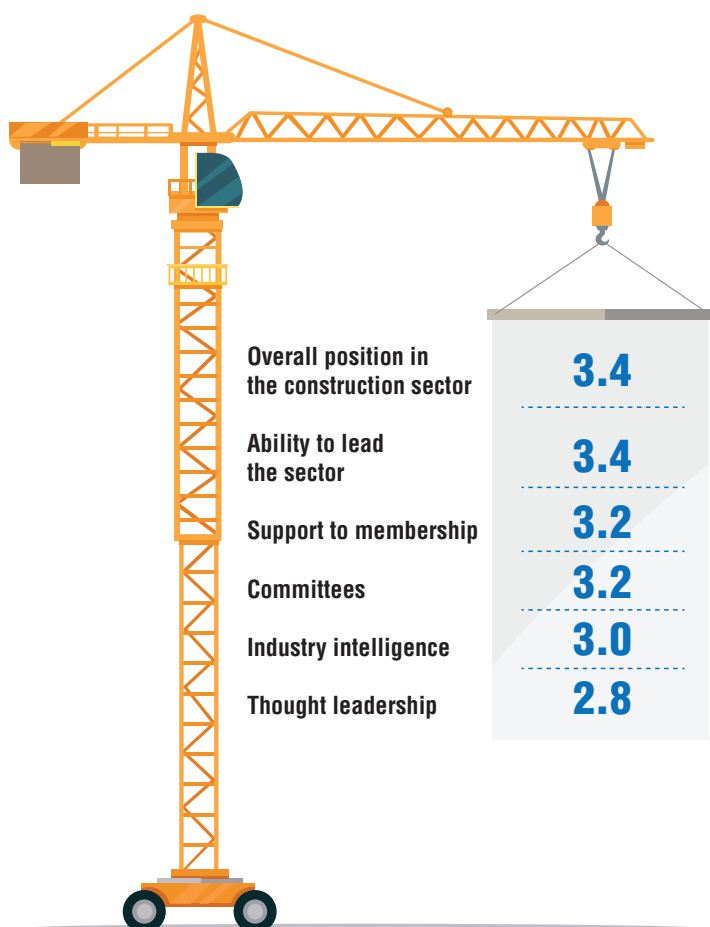


Firstly, FIDIC's performance whilst variable across its various areas of operation overall is considered good. The response from survey participants was positive and in general FIDIC was rated 4 out of 5 as an organisation. This suggests that the FIDIC brand and perception of FIDIC in the market continues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

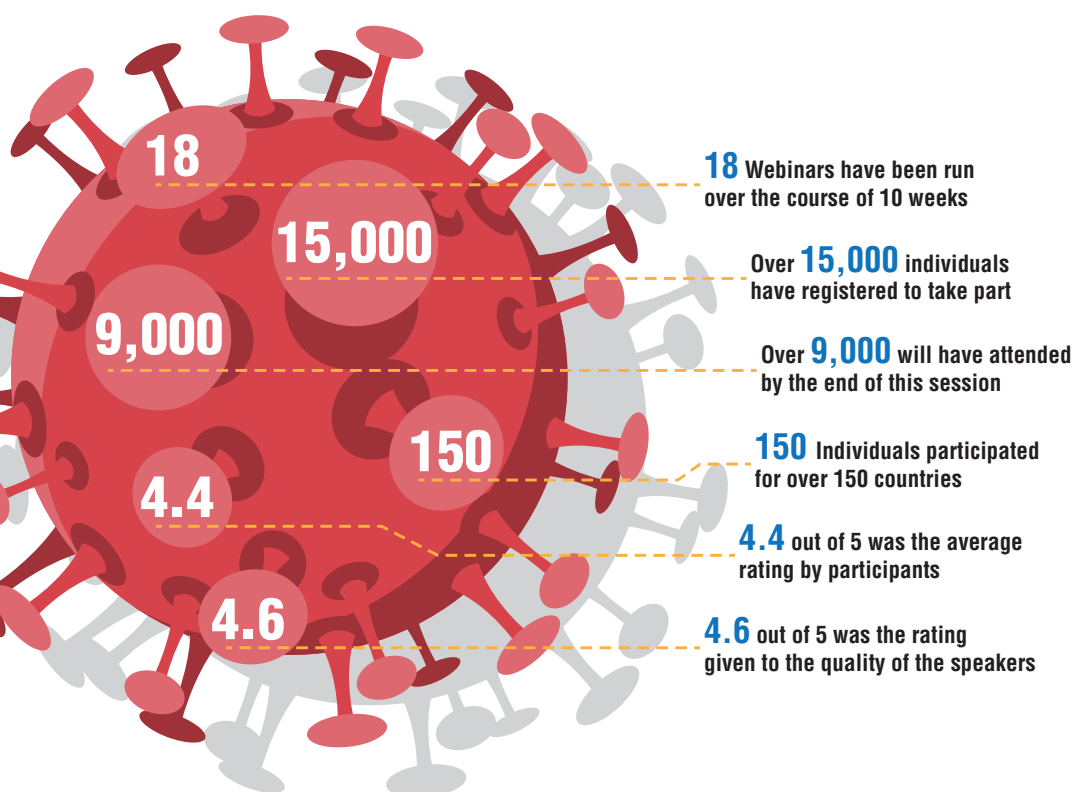
FIDIC's last Strategic Plan was instrumental in bolstering the resources and breadth of the secretariat. This issue was not only affecting FIDIC internally but also the service it could provide to its member associations and the industry. Significant improvements have been made, but this Strategic Plan 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.



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4 Governance, statutes and the development of this Strategic Plan

2020

2024



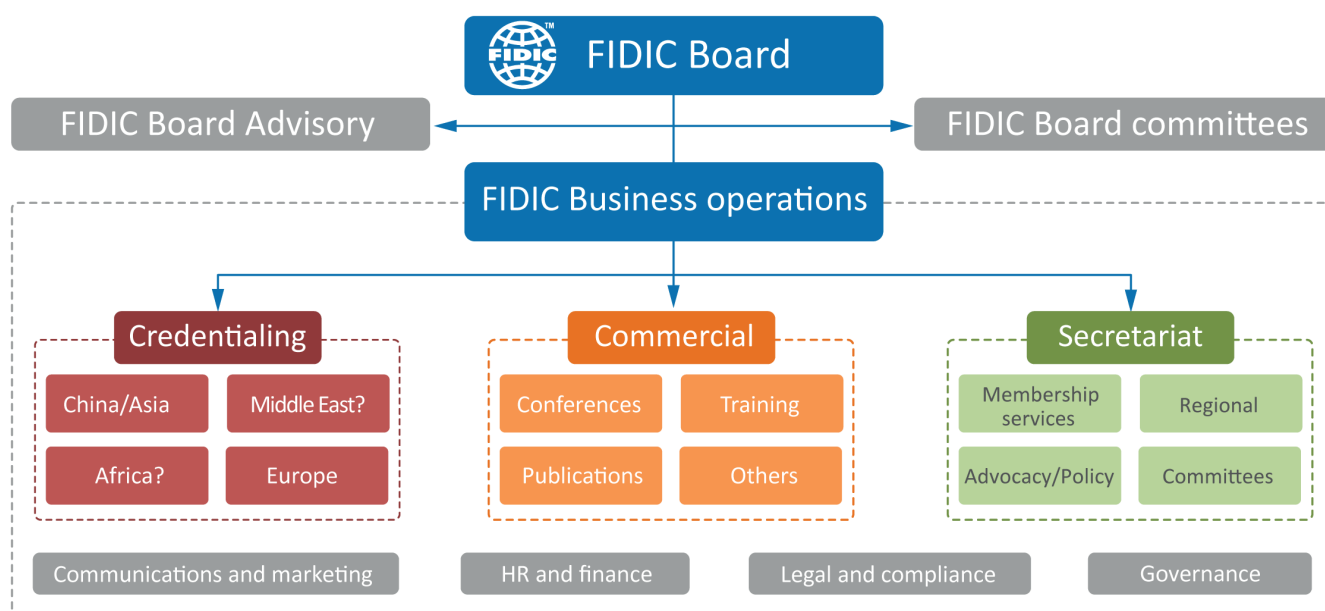
4 Governance, statutes and the development of this Strategic Plan



Key to delivering this Strategic Plan is ensuring that FIDIC has in place the correct mechanisms to take the organisation forward. Below, this plan outlines the governance approach that will continue to be in place during the period covered by this Strategic Plan.

FIDIC is transparent and accountable to its members, stakeholders and clients. Information on the deliberations of our board, committees and task groups are made available via the FIDIC website and we issue regular press releases and statements on FIDICs work.

FIDIC is governed by a set of Statutes and Bylaws which have been agreed by member associations and are updated as required and ratified at the General Assembly Meetings (GAM) during the annual conference. These Statutes and Bylaws govern a range of issues including membership, the election of the board and the running of various committees and operations.



The process of developing this Strategic Plan

The FIDIC Strategic Plan, approved by the FIDIC board, agrees appropriate and measurable strategic objectives to help move the organisation forward. The plan outlines effective governance structures, service provision, product and service development etc to drive FIDIC forward.

This ensures that FIDIC is responsive to an ever-changing international marketplace and is fit for the future. Progress on the implementation of the plan is reviewed regularly and an update provided to the market where appropriate.

The development of the FIDICs 2020-2024 Strategic Plan was undertaken with a wide degree of member and stakeholder engagement.

Following feedback from the FIDIC board, this engagement involved a survey, focus groups and a series of one-to-one interviews to canvas views on the way forward. This approach ensures that FIDIC has quantitative and qualitative feedback at varying levels of detail.



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The structure of FIDIC's new Strategic Plan

2020

2024



5 The structure of FIDIC's new Strategic Plan



Following consultation and feedback, the FIDIC secretariat undertook the task of drafting this Strategic Plan for Board/GAM approval. This Strategic Plan will be published in two forms. The first is a short glance at FIDIC's goals and objectives that FIDIC and its member associations can share quickly and easily and acts as a consumer-based document. The second is this report which provides a detail look at each of the goals FIDIC has set against its priorities.

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 engineering sector the 2020-2024 Strategic Plan is developed to take an outcome-based approach.

To do this FIDIC following consultation developed ten headline areas which were considered as follows:

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

Within each of these headline areas, FIDIC defined five key goals, which are then considered against:

- The main actors they affect (FIDIC, Industry, Member Associations)
- FIDIC 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)

This provides a greater degree of transparency of FIDIC's goals and how they align with the overarching priorities and helps to ensure FIDIC is accountable and maintains the quality of its delivery over the new Strategic Plan.



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Bite size - what we are doing in the areas
that's stakeholders identified

2020

2024





Bite size - what we are doing in the areas that's stakeholders identified



Area	What we are doing
Awareness	<p>FIDIC has refreshed the look of its main website and is in the process of launching two new sites for its credentialling and training programme in China. We have a dedicated digital person and are focusing on improving our social media across LinkedIn, Twitter, and Facebook.</p> <p>We have a dedicated strategy and policy role within FIDIC which is in the process of relaunching State of the World to become a multiyear series and to engage with key stakeholders and government.</p>
Visibility to consultancy firms	<p>Engagement with member firms of MAs it was believed could be improved, FIDIC is engaging with MAs to improve the connections FIDIC makes with their members at events such as the international infrastructure conference. FIDIC has also as part of the Covid 19 crisis launched and now will continue to launch series of webinars to better connect FIDIC with member firms.</p> <p>As part of this plan it should also be noted that FIDIC proposes the creation of a CEO forum which will link directly to firms and key senior individuals across the globe within engineers and consultancy firms</p>
History vs future	<p>Some stakeholders felt the FIDIC needed to innovate but also that the brand was becoming dated. FIDIC is not only in the process of launching its credentialling and FIDIC China initiatives which will have new websites and help to make the brand to be perceived as modern.</p> <p>FIDIC is continuing to innovate across its platforms going into this plan we have just launched the revitalisation of the adjudicator and trainer profiles and certification will follow.</p> <p>Alongside the refresh of FIDICs publications, presentations etc and the implementation of new technology in training this Strategic Plan will see FIDICs brand evolve into a much more modern format whilst maintaining the recognition and value it has built up over years to date.</p>
MDB	<p>The recent successes with FIDICs MOUs with MDBs was highlighted by stakeholders. In this plan FIDIC does not intend to slow down on the progress of such agreements. We wish to ensure we sign additional agreements each year and expand the horizon of such agreements to academic institutions and strategic partners.</p>
Openness	<p>Some respondents felt FIDIC could be more transparent. FIDIC has recently refreshed all of its committees and its governance structure and is increasing the amount of information it published on its website to ensure we are as transparent as possible. This is something this plan will continue going forward.</p>
Development	<p>Respondents felt that FIDIC was evolving in the right direction which was encouraging and is a good outcome of the last Strategic Plan. That does not, however, mean this plan is slowing down development. In fact, this is the most significant and detail plan ever produced by FIDIC with the widest degree of consultation and as such has produced ten key areas where goals and targets have been identified to drive development going forward.</p>
Digital transformation	<p>Digital transformation is a significant part of this strategic plan. FIDIC needs to better communicate, understand and be efficient in its process if it is to deliver for its members and the industry.</p> <p>Covid 19 presented a challenge to the whole sector and FIDIC as part of its response received significant positive feedback, as such FIDIC plans to take the lessons it has learn and build on recent improvements to its websites and process across the entirety of this strategic plan including its members hip processes, surveys, credentialling and training etc.</p>

Bite size - what we are doing in the areas that's stakeholders identified



Area	What we are doing
Skills	<p>Skills and education are an essential part of the 'capital' wealth of the sector this was made no more apparent than in feedback and in the webinars. FIDIC as part of this Strategic Plan is significantly expanding its skills and training programmes and is also continuing to build its own secretariat skills base.</p> <p>This alongside the CEO Forum will not only provide training but also provide an incentive for individuals to see what the sector can offer and achieve. As part of this the future leaders will also continue to play a key role and as with all the committees FIDIC is working to improve output and productivity.</p>
Contracting	<p>Poor contracting continues to be an issue in this industry. FIDIC is engaging and expanding its influence with clients as part of this Strategic Plan but has also refreshed its committees and expanding the role of task groups to ensure that not only FIDIC contracts but the guides and documents around them ensure best practice is implemented as much as possible.</p> <p>This will also include the development of new FIDIC contracts and the digital systems that deliver the current contracts to ensure they are as widely used as possible.</p>
Engineers role	<p>Engineers play an important role in the delivery of infrastructure and through FIDICs policy work including the renovation of the State of the World series FIDIC will continue as part of this plan to expand its influence in promoting the importance of engineers. As part of this the CEO forum will establish at the highest level a expert base of engineers to engage and ensure the industry continues to be influential for years to come.</p>
Covid 19	<p>Covid 19 has possibly created the greatest shock to individuals, economies, and governments of anything in the past 100 years. This plan cannot ignore the lesson from COVID in fact it learns from them. Where improvements can be made as a result of lessons learnt such as digital transformation, we will take these forward and all financial projections have been considered in light of the affect and seriousness of the ongoing Covid 19 crisis.</p>
Networking	<p>Networking remains key for most companies, even with Covid 19 these networks are important to maintain. FIDIC as part of this strategic plan is not only planning to continue to run conferences such as its international infrastructure conference or the contract users' conferences but it is also bolstering its network of committees and events around them.</p> <p>That means there will be webinars where individuals can engage with the committees, FIDIC reports and policy work.</p>
Diversity	<p>Diversity and inclusion is important and FIDIC is taking steps to improve the diversity of its board and governance committees and staff. In addition, FIDIC as part of its SOW series plans to include papers and positions on such matters as part of this Strategic Plan</p>
Forms of contract	<p>FIDICs contracts are one of its most important assets as such it is important to ensure that we develop existing and new forms of contract and guidance and best practice. This Strategic Plan continues to push such developments, but in addition also considers new areas which will affect FIDICs contracts in the future such as digitisation beyond what already is in place.</p>
Webinars	<p>As part of the Covid 19 crisis FIDIC demonstrated its ability to reach over 15,000 people over a few months through its webinar programme. This was a significant achievement and feedback was very positive. As such, FIDIC is planning on introducing such webinars into more of its activity as part of this Strategic Plan to ensure as many people can engage with FIDIC as possible going forward.</p>



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Evolving FIDIC's headline priorities

2020

2024



This ensures that FIDIC is transparent about its priorities, how they have changed, and how FIDIC's products, services and goals align with these high-level priorities.

The diagram below shows the transition from the 2017 principles to the revised principles for the 2020-2024 Strategic Plan.

To do this FIDIC following consultation developed ten headline areas which were considered as follows:

FIDIC 2017 priorities

- Lead the consulting engineering industry visibly and effectively
- Strengthen FIDIC's position in the overall construction sector
- Connect and support our membership more effectively
- Adapt and improve the governance of the federation
- Innovate the way the secretariat operates to be more effective and efficient



FIDIC 2020-2024 priorities

Lead the consulting and engineering industry visibly and effectively:

- Being the industry's credible global voice
- Providing the key focal point for all stakeholders
- Facilitating improvement and growth in business
- Addressing global challenges

All of the above is for the benefit of society, FIDIC members and their member firms.

A summary of all FIDIC's priorities, goals, performance and what this strategic plan aims to achieve including targets is shown on the next section.

This is then followed by a commentary on the challenges FIDIC, the industry and member associations may face going forward and how FIDIC has considered these as part of this strategic plan in the formation of the goals.

Finally, alongside this Strategic Plan, FIDIC has produced an appendix document which takes each of the goals and their constituent parts and provides commentary on why these goals are important to achieving each one of the four main priorities above and the various stakeholders.

This has been done so that member associations and stakeholders etc are able to see that FIDIC has considered their feedback, not only in light of the four main priorities but also in the formation of each of its goals.



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At a glance - The FIDIC Strategic Plan 2020–2024

2020

2024



At a glance - The FIDIC Strategic Plan 2020–2024



		FIDIC	Industry	MA	Being industry's credible global voice	Providing the nexus for all stakeholders	Facilitating improvement and growth in business	Addressing global challenges		
		Impact	FIDIC Priorities					Current performance	Timelines and targets	
Goal - Service delivery										
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
Goal - Secretariat and regionalisation										
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
Goal - Integrity										
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
Goal - Contracts										
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
Goal - Credentialling										
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

At a glance - The FIDIC Strategic Plan 2020–2024



		FIDIC	Industry	MA	Being industry's credible global voice	Providing the nexus for all stakeholders	Facilitating improvement and growth in business	Addressing global challenges		
		Impact							Current performance	Timelines and targets
Goal - FCCE and China										
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
Goal - Sustainability										
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
Goal - Technology										
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
Goal - Quality										
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
Goal - CEO Club and advocacy										
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



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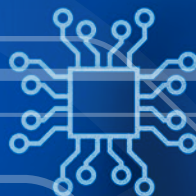
Impact - challenges and opportunities for FIDIC

2020

2024



DIGITAL
TRANSFORMATION



Impact - challenges and opportunities for FIDIC



FIDIC as the global representative body for the consultancy and engineering sector has an important role to play in not only supporting its member associations but also in creating a better environment through its advocacy, events and best practice guides.

As we move from the current Strategic Plan to this new plan, it is fair to say that 2020 has been a year which has presented its challenges with the Covid-19 crisis, but whilst it has tested the resilience of FIDIC and its operations it has also shown how improvements in 2019-20 were essential for operations to continue. Continuing to digitise FIDIC's operations and products going forward will therefore remain important.

This digitisation not only ensures that FIDIC can operate more efficiently providing improved services for its member associations, but it also improves specific services such as the updates to the adjudicators' and trainers' profiles. This demonstrates how technology can improve output whilst freeing up resource to better serve members and the industry elsewhere.

FIDIC in this Strategic Plan needs to continue to evolve its business practices, governance and communication to bolster and provide support for its various committees, contracts, products and services.

These products and services not only provide FIDIC with its revenue and expertise, but are also of vital importance in maintaining FIDIC's standing in the industry and ensuring it continues to promote quality, integrity and sustainability.

Each Strategic Plan FIDIC produces provides an opportunity for FIDIC to continue to evolve and improve. This Strategic Plan is no different and to ensure its level of ambition was correct, FIDIC ran one of the most significant consultations it has ever undertaken. The scale of the challenges we face should not be underestimated, but neither should the opportunities.

Examples of challenges where there are opportunities to improve

- **Influence and implement change**, is important and so FIDIC needs to bolster and ensure a consistent message to all stakeholders
- **Create products and services** for member associations to innovate and engage with their members and the wider sector and promote FIDIC
- **Digitise and improve its services**, especially in the area of training and skills.
- **Increase awareness and use** of FIDIC contracts
- **Create a focal point for stakeholders** to engage not only with FIDIC but with its members and wider industry
- **Explore new revenue streams** to support FIDIC's activities
- **Continue to improve the user experience** of its products and services
- **Improve the retention of knowledge** and staff within the secretariat
- **The quality of governance** has improved in this Strategic Plan and this needs to continue going forward
- **Make its activities more transparent** to member associations and their firms
- **Improve the use and minimise the misuse of the FIDIC brand** to ensure the integrity of the brand



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Impact - challenges and opportunities
for the consulting and engineering industry

2020

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Impact - challenges and opportunities for the consulting and engineering industry



FIDIC's 2020-2024 Strategic Plan has been formulated at a time where the industry faces unprecedented uncertainty and challenges. The Covid-19 crisis has already created uncertainty on a scale and magnitude above the last financial crisis.

This Strategic Plan therefore must consider a wide range of possible outcomes for the industry going forward. These outcomes could vary from the most significant and prolonged exit from a global recession in over 100 years to a relatively rapid bounce back.

One thing is certain, working practices (following extensive working from home) and economic conditions (following a wave of economic stimuli of already indebted countries) will need to adjust at some point. A large extent of the value of the consultancy and engineering sector is in its employees (human capital). As such, day-to-day operation, future-proofing and capacity building will all continue to play an important role.

In addition to day-to-day challenges, the industry will therefore also need to consider:

- Company issues (such as individual performance and constraints)
- Sectorial (where there are swings in requirements due to regulatory conditions)
- Locational (different skills requirements in different areas)
- Economic (swings due to economic cycles)
- Demographics (age gaps, base education levels)
- Unexpected events (such as the Covid-19 pandemic)

It is important that FIDIC and the industry help to create, build and promote programmes of employee and skills development that not only react to the eventualities mentioned above but if possible, can provide resilience.

The development and pace of technological change is also likely to play a more significant role than would previously have been anticipated. There will be increasing cooperation on digital systems, further shifts towards asset information modelling and digital project management from anywhere, anytime. FIDIC's products and services will need to evolve along with this change and this shift should not be underestimated.

Technological change is not only limited to the fallout from Covid-19. Some changes are questioning the fundamental approach that is taken to what infrastructure is required. For example, if autonomous cars are bolstered by new 5G technology and become feasible do we need smart motorways? It is therefore important that FIDIC and the wider industry are aware of potential disrupters and lead change rather than being the subject of change.

The above, however, does not negate the infrastructure needs and replacement that are currently occurring around the globe. Current expenditure is not sufficient to provide what is anticipated to be required. If you then add the goal to meet or exceed the global SDGs, this further increases the magnitude of investment that is required.

Impact - challenges and opportunities for the consulting and engineering industry



Further examples of the challenges the industry faces are shown below:

Examples of challenges where there are opportunities to improve

- **Creating a substantial brand** for our industry globally.
- **Helping clients** to engage with engineers to design more efficient, sustainable infrastructure based on a holistic approach.
- **Reducing risks across the supply** chain which not only result in a loss of economic efficiency but significantly impact on the public perception of infrastructure. For example, high risk projects will inevitably include high levels of contingency but this then if communicated incorrectly give the perception that all infrastructure is expensive and risky.
- **Fighting corruption** to increase the effective benefit from infrastructure spending and to also create an environment that is conducive to attract and retain the best talent.
- **Economic pressure and a potential return to slow growth** is likely, it is over ten years since the last financial crisis, even if the economic effect of Covid is countered this means we are closer to the next recession than we are the last.
- **Maintaining effective dialogue and cooperation** with global organisations to ensure the most effective use of resources and financing e.g. international financial institutions (IFIs), UN, WHO etc.
- **Sustainability and addressing the climate emergency** is increasingly important. This includes opening up better lines of communication with younger generations that are increasingly demonstrating and far more concern about the environment than previous ones.
- **New technologies** will continue to evolve (BIM, collaborative work, big data) and their impact on industry will vary. These technologies will vary from supportive technologies which lower the cost or improve productivity to disruptive technologies which could significantly impact industry. Technologies will affect different size companies in different ways and understanding this will be important as the pace of change continues to increase.
- **New business models and delivery methods** are continually being developed and FIDIC and the industry needs to be able to adopt to such changes. FIDIC may need to develop contracts and guidance which aids the sector in meeting the challenges of new models of financing, procurement etc.
- **Consolidation** continues to occur and given it is looking increasingly likely that a Covid-19 will led to another recession, this Strategic Plan will need to allow products and services planned to flex according to demand.
- **Competitive and international trade threats** have increased in recent years. A number of shocks to the international trade agenda have occurred which would have not been anticipated ten years previously. These include the USA pulling out of trade agreements and WTO funding, increasing tensions between countries and China and a shift towards greater protectionism. Whilst this won't always instantly affect the sectors, there will inevitably be some consequences of such moves.
- **Inappropriate procurement** of consulting and construction services continues to be an issue. FIDIC will need to continue to work with industry to promote best practice.



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Impact - challenges and opportunities for the member associations

2020

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Impact - challenges and opportunities for the member associations

FIDIC's member associations operate across a wide variety of countries with a wide degree of demographic, political, regulatory and social variation. Their economies range from approximately \$3bn to over \$19tn in scale, demonstrating the extent of this variation.

FIDIC's member associations are central to the operation of FIDIC, their representation in national markets, connection to national member firms and activities all help to bolster and promote not only the industry but also FIDIC.

The Strategic Plan therefore rightly recognises that member associations themselves face challenges within their own operations given market conditions etc. Whilst these challenges will be explored in their own plans it is important as the global representative body that FIDIC where possible improves the services it offers its member associations to make them as effective as possible.

Covid-19 is probably the latest, but also the most significant challenge. Member associations are experiencing financial pressures as are the supply chains and project pipelines. This will inevitably have an impact on the services that are able to be offered. Whilst Covid-19 has presented challenges as to how member associations operate, many have used it as an opportunity to gear up and provide support virtually in a very short period.

Going forward, challenges to member associations are likely to increase if an economic downturn is the resultant effect of the Covid-19 crisis. For this reason, it is important that FIDIC works closely with its member associations and provides schemes such as the FIDIC Covid-19 webinar programme where industry can share the global resource of the sector and reduce the burden on national associations.

As was revealed in the survey, FIDICs performance in relation to the services it provides its member associations could improve. This improvement needs to occur over a wide range of activities from communication and engagement through to new products and services. The technological shift that has occurred because of Covid-19 has, however, highlighted how digital tools can be used to deliver such programmes more efficiently.

Member associations also play a key role in helping to provide industry news and updates. Whilst these are good for national markets, improvements could be made on sharing information globally. FIDIC needs to create a focal point nexus that allows for the sharing of information. FIDIC began this journey in creating the *Infrastructure Global* platform to help facilitate news and knowledge sharing. This is, however, still a relatively new product and its reach and offering needs to mature going forward.

As can be seen from the above, there are a wide variety of challenges and these will continue to evolve over FIDIC's next Strategic Plan. It is therefore vital that FIDIC is flexible to assist and support these member associations within the challenges and opportunities they face.

Impact - challenges and opportunities for the member associations



Below, we have outlined examples of further challenges and opportunities member associations may face during the next Strategic Plan.

Examples of challenges where there are opportunities to improve

- **Leveraging the huge diversity** of MAs in size, role, capability not only for the benefit of a local member association but also for their peers in the regions and ultimately globally. There is significant potential to bolster knowledge sharing, tools and lessons from member associations.
- **Creating business conditions** that are conducive for stronger infrastructure markets is important as this is the rationale for the existence of the national member associations.
- **Skills and training** are important for the whole industry and member associations. FIDIC should help to assist in building the skills and expertise so everyone can better serve their members and industry.
- **Changing industry demographics** continue to cause challenges for various member associations, with reducing CEO engagement and downward pressure on subscription income. One way to help to counter this is to use the 'global' brand of FIDIC to support member associations.
- **Recognition of member association achievements** is very important. Many member associations are running projects, programmes or events that are extremely important in promoting their national market but also the global consultancy and engineering sector. As such, FIDIC created the Member Association Excellence Awards to start to recognise these achievements. Such programmes should continue to develop going forward putting innovative thinking and good practice at the forefront of the sector.
- **Decreasing numbers of volunteers and greater constraints on time** are a continual challenge for member associations and FIDIC. These will always exist as changing business pressures and approaches occur. It is therefore important that the industry, including member associations and FIDIC, learn from crises such as the Covid-19 pandemic and the benefits technology, such as remote working, can offer.
- **Improve legitimacy and relevance** by FIDIC and member associations by working better and closer together. Whilst challenging where there is a distinct benefit to a "national" vision/interest it does not mean that there are not areas of mutual interest.
- **Achieving visibility and recognition** remains important for both member associations and FIDIC, whilst the two may not always be aligned we need to work better together where interests are mutual to ensure that visibility and recognition is maximised.
- **Achieving inclusiveness and alignment and representing the diversity** of our industry in terms of geographies, gender, ethnicity, business sectors and firm size is a big challenge but one that should continue to be the aim of both member associations and FIDIC.
- **It is important to continue to develop alternative revenue streams** such as from subscriptions given continued downward pressures on membership fees. To do this, FIDIC and member associations need to develop commercial products and services, if these services can be aligned or economies of scale delivered such opportunities should be explored.
- **Engagement with firms** needs to be more relevant to varying groups of individuals from the CEOs and top executives, down to trainees and potential industry leaders.



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About FIDIC

2020

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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.



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Endnotes