



International Federation of Consulting Engineers  
The Global Voice of Consulting Engineers

# Strategic Plan

Appendix - Plan consultation

2020 2024



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# 1 Foreword from the President and CEO



**William Howard**  
President, 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.

This appendix document sits alongside FIDIC's Strategic Plan and provides another degree of transparency as it contains:

- A summary of the feedback provided during the online survey
- Feedback from the independently conducted detailed telephone interviews.

This has been done so that member associations and Stakeholders etc are able to see that FIDIC continues to ensure it strives to provide the transparency and quality they expect.

## 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.



**Dr Nelson Ogunshakin OBE**  
Chief Executive Officer, FIDIC



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## Strategic Plan consultation – online survey headline summary

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# 2 Strategic Plan consultation – online survey headline summary



As part of the development of the next Strategic Plan FIDIC undertook a survey of various stakeholders to ensure that views were considered as part of its approach.

The results 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 our goals within the next Strategic Plan to ensure improvement.

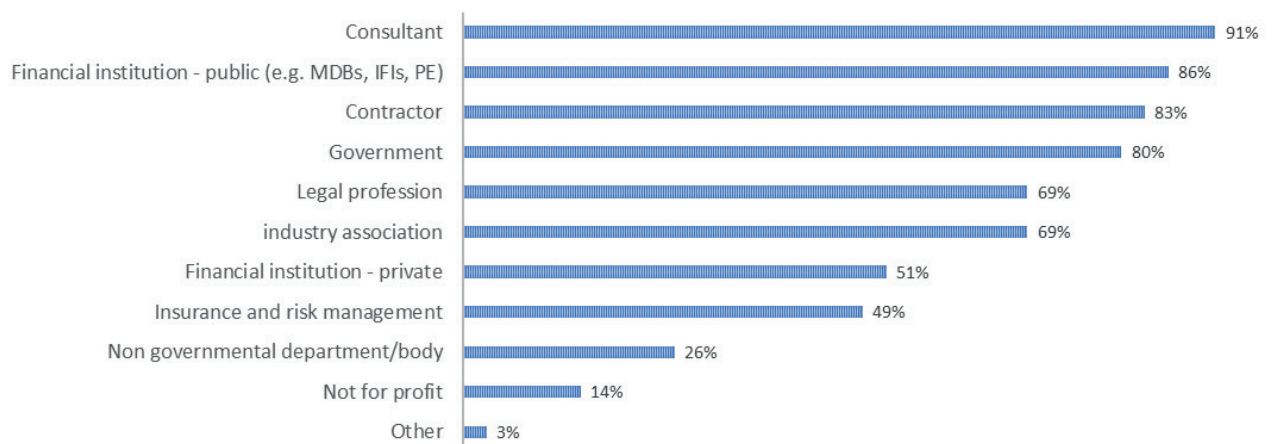
## How do you rate FIDIC as an organisation?



Considering FIDIC more generally, the response from survey participants was positive with FIDIC 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.

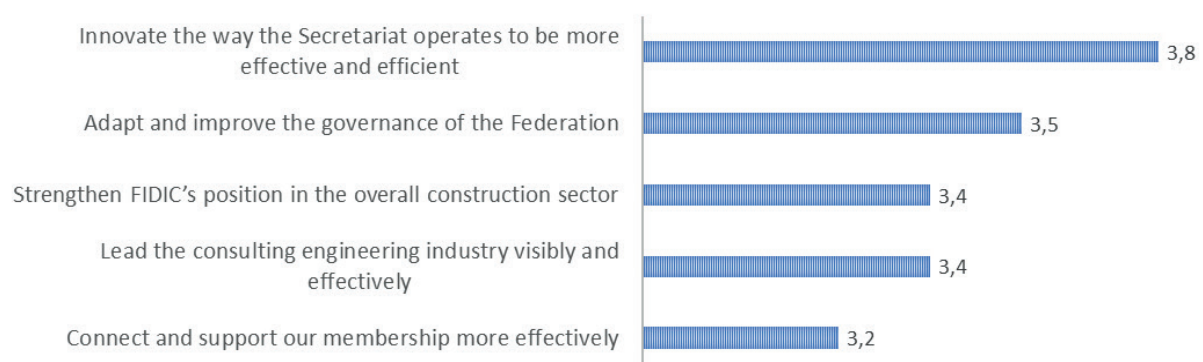
## In your view to whom does FIDIC provide benefit?



## How do you feel FIDIC has performed in meeting its 5 headline priorities from 2017?

When exploring FIDICs performance against the subcategories, it was felt FIDIC has been best at updating its contracts which likely reflects the release of the 2017 editions, Emerald book and Golden Principles, FIDICs annual conference and strengthening the FIDIC HQ. This therefore suggests there is significant potential that could be achieved in the next strategic period.

There was, however, poor rating when it considering the protection and prevention of the mis use of contracts and improving transparency of the groups.

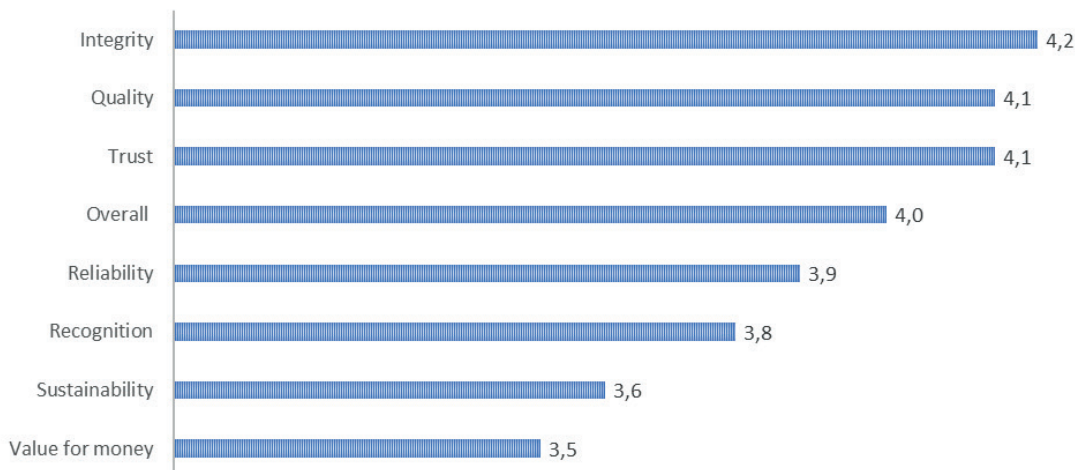


# Strategic Plan consultation – online survey headline summary



## How do you rate the FIDIC global brand in terms of the following?

When asked about the FIDIC brand and what it signified the most popular response was integrity and quality. This is a good basis on which to move forward with the next Strategic Plan, there is, however, some concern in that FIDIC brand was not rated well in terms of sustainability.

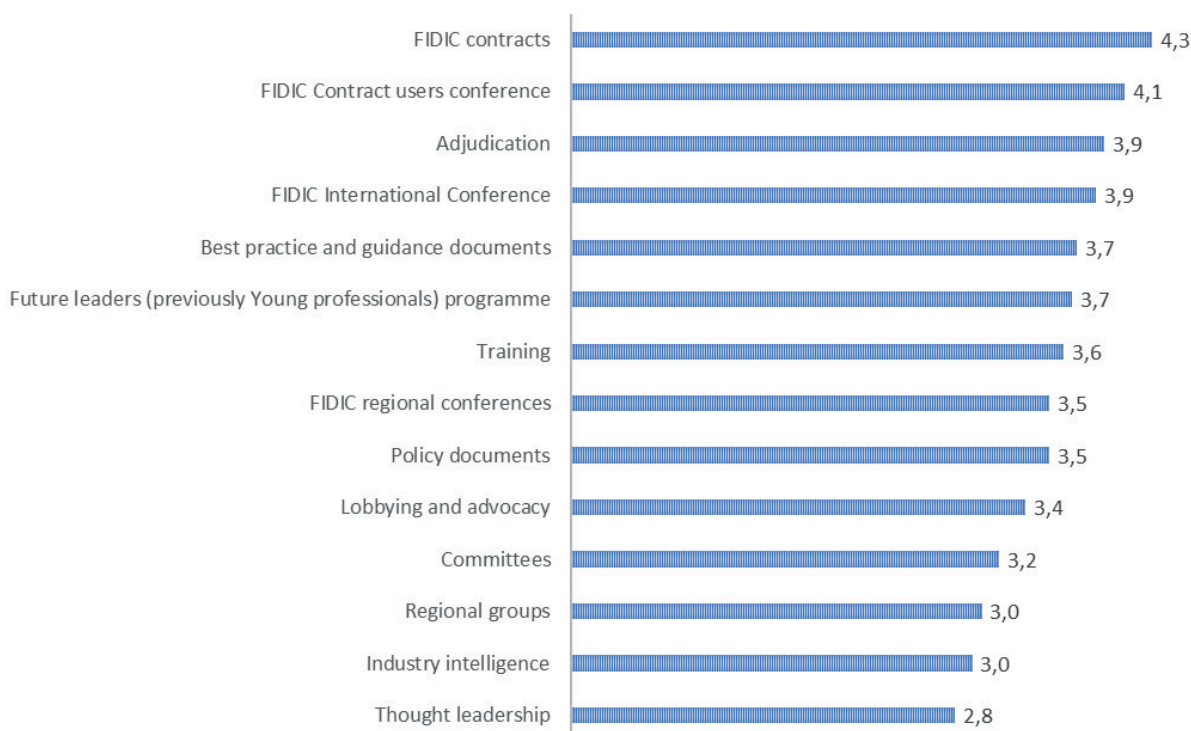


## Please rate FIDIC in the following areas?

Looking at the chart below it is encouraging that FIDIC was most highly rated for its contracts, events and adjudicator programme as these form the core and majority share of FIDICs income.

Looking lower down training definitely provides an opportunity as does lobbying, thought leadership and policy initiatives, these are areas where FIDIC could definitely leverage its reputation in the future and potentially access new revenue streams.

There is also potential to reinvigorate FIDICs committees and groups as these are not rated as highly as they should be given the activities they undertake.

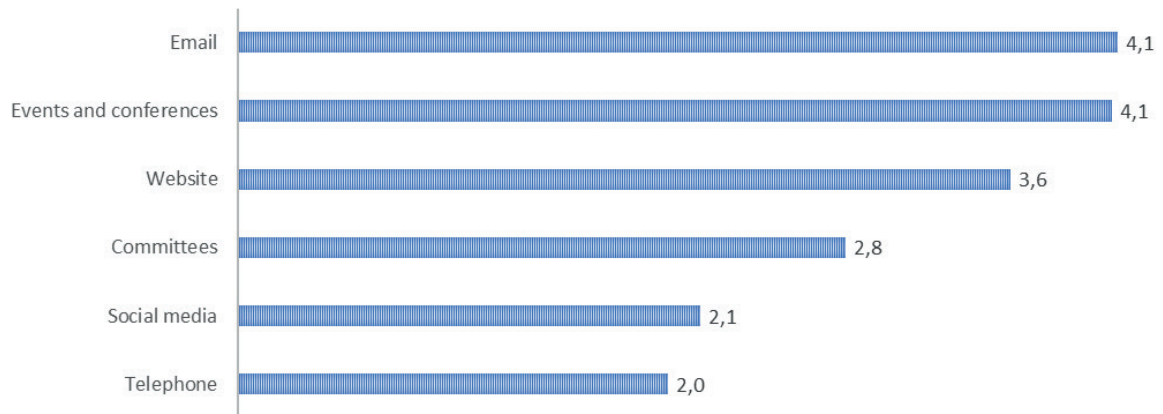


# Strategic Plan consultation – online survey headline summary



## How do you engage with FIDIC?

As can be seen from the results below most people engaged with FIDIC either via email or at events and conferences. The results for the website, social media and committees could have been higher and suggest that FIDIC needs to continue to concentrate on its digital transformation going forward.



As can be seen from the feedback above FIDIC has areas in which it can definitely improve and such improvements where possible will be built into the 2020 – 20204 Strategic Plan.





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## Strategic Plan consultation – workshops and telephone interviews

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# Strategic Plan consultation – workshops and telephone interviews



As part of this Strategic Plan FIDIC commissioned WPI Economics to undertake in depth phoned interviews with a range of stakeholders.

Between 28 May and 1 July, WPI Economics conducted 15 interviews with a series of expert stakeholders identified by FIDIC, to inform the development of the revised strategic plan. The participants included member associations, senior legal representatives, Multi-lateral Development Banks (MDBs), and senior individuals at engineering firms.

This document pulls together some of the key trends and themes that arose during these interviews. Where possible, it seeks to reflect the diversity of opinion across the various participants, and also point to a broad consensus in some areas.

## Key trends in responses

The substance of the questions (Annex) spanned three areas – perception of FIDIC, market drivers and challenges, and improving the value of FIDIC. The key issues explored under each of these themes is set out below.

### Perception of FIDIC

**Awareness of FIDIC mostly, or entirely, driven by contracts** – the view of most was that FIDIC has strong name and brand identification, which was largely positive, but that its prominence across the industry is almost entirely driven by awareness of the contracts, and driving best practice more broadly. While many welcomed a bigger advocacy role, there was limited visibility of FIDIC's work on this space.

**Huge achievement in terms of the MDBs** – the one exception to the above was the very strong praise on FIDIC for securing its agreements/MOUs with the various MDBs. This was seen as a very strong advocacy win for FIDIC by its member associations, and MDBs themselves welcomed FIDIC's engagement.

**Low visibility at level of some national companies** – it was felt in some markets that individual companies had little understanding of the activities of FIDIC, its achievements, and in some circumstances its value. This could be driven by a number of things, including that the contracts were used relatively little in that market, or a perception that FIDIC's work was not filtering down through the MAs.

**Historic experience vs future looking** – there was broad acceptance of the need for FIDIC to innovate, with some suggesting that the brand felt dated, and there was a need to promote a younger cadre of individuals to key positions in the sector. However, others noted a tension between reorienting the brand to appear forward looking, and still carrying the perception of being a source of wisdom and experience for the sector.

**Can appear closed** – some felt that decisions at FIDIC appeared to be taken by a small number of people who knew each other and had been in positions for a very long time, and that processes could appear opaque.

**Moving in the right direction** – there was broad acceptance that FIDIC is improving in important ways, with some disparate views about exactly how far it has to go. Nelson's appointment was broadly welcomed by participants as being an important step in modernising the day-to-day running of FIDIC and acting as its ambassador.

### Market drivers/challenges

**Digital transformation** – there was a lot of recognition that significant change is coming to the industry whether it likes it or not, and this will have profound implications for business models (eg payment by results rather than time spent on a project) as well as on requirements around skills.

**Skills** - more broadly, the industry needs to attract new people and those from more diverse backgrounds. There is a need to tie in the idea of consulting engineering with broader societal challenges as a means of attracting people to the profession, as well as highlight the opportunities associated with multidisciplinary consulting in the built environment.

# Strategic Plan consultation – workshops and telephone interviews



**Environmental/social issues** – there is a role for FIDIC in embedding good practices within its contracts – engineering has real competencies to bring to these issues. How can insights about climate risks to a project be translated into a macro picture about sustainability?

**Poor contracting** - still seen as one the major challenges facing the sector.

**Bribery and corruption** – FIDIC seen as promoting good practice in stopping this, but nevertheless it is still a major issue.

**COVID pandemic** – the impact of this was expected to be multifaceted, a potential disruptive force encouraging things to be done differently, including remote working and digital site visits. There are also major challenges around project delivery/health and safety in the medium term.

It was noted that many countries were planning to commit a great deal of public spending on infrastructure as a way of responding to the economic damage caused by the crisis, which would be good for the sector. However, there is concern this pipeline could dry up in the event of a major fiscal hit further down the line.

**Engineers have a role to play in the major issues of the day** - engineering is the intersection between science, technology and social needs, and has a central role in helping society respond to its challenges – uncertainty as to how broadly this is recognised by the full range of stakeholders and policymakers at the moment.

## Improving value of FIDIC

As well as the specific actions explored later in the questions, there were a few general themes brought out by the responses under this section.

**More openness** – more sight of arbitration and training processes for external stakeholders, as well as extending membership of the contracts committee to MDBs.

**More ways of networking/exchanging information between different contemporaries in different countries** – particularly around what is happening on the major challenges facing this sector, such as digital transformation. This included having joint MA/FIDIC events for specific countries and getting FIDIC's help in accessing speakers for events (such as the MDBs). The webinars were applauded as a recent positive innovation that people wanted to continue. It was felt many of the in-person events such as conferences had an unjustifiably high cost at present for attendees, and at times the speakers and topics seemed repetitive year on year.

**Improved diversity** – there was a recognition of actions taken to date but more needs to be done to promote diversity across the industry, still a perception of engineers as being elderly white men.

**Help with localised/specialised application of the Forms of Contract** – there could be value in more help from FIDIC in tailoring the contracts to specific circumstances. At present, the Forms of Contract are not applicable to special types of project as well as in some local jurisdictions. A question as to whether the Forms of Contract could also be interactive documents.

## Specific actions

**Does FIDIC need to significantly improve its global advocacy on key issues impacting the industry** – yes, gender-based violence, bribery and corruption, and sustainability were all mentioned as key areas by the full range of stakeholders as ones where the engineering sector needs a strong voice. FIDIC needs to bring together the expertise at a national and local level to influence global stakeholders.

**Would the formation of a Global Consulting Group at CEO level to connect with global companies be beneficial?** – there was quite a lot of appetite for this, in order to connect CEOs more clearly with the work of FIDIC, as well as each other. However, there was also an acknowledgement that these are extremely busy individuals and the scope of these groups would need to be very compelling to get CEOs to contribute much time to them.

# / Strategic Plan consultation – workshops and telephone interviews



**Should FIDIC improve and focus on training and assessment (Credentialing) to promote global standards?** – this was highlighted as important by a number of stakeholders, including the MDBs in terms of promoting good standards and building capacity. There is some concern about how these would interact with national training and assessment, however.

**Should FIDIC expand its membership status to cover the legal and contractual sector?** – there was some appetite for this, but more were opposed. The concern is that FIDIC should fundamentally be the voice of engineers, and there were other ways of engaging lawyers (such as through associate membership).

**FIDIC to collaborate with other industry related stakeholders?** – yes, a broad range of bodies mentioned including those representing the legal, insurance, and broader construction sectors.

**Should FIDIC take a position on key technology drivers** – rather than take a position, focus from the discussions was more on the sharing of information and insight between different markets and jurisdictions, as well as ensure Forms of Contract etc take into account the impact of digital technology, and also lobbying to remove barriers to entry in certain markets.

**Engagement with academic institutions to secure early knowledge of FIDIC?** – this was welcomed for various reasons, and it was noted that FIDIC and the MAs would have better luck engaging with these bodies than individual companies.





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# 4 About FIDIC

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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 \$30tn. 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.



**International Federation of Consulting Engineers (FIDIC)**

World Trade Center II, Geneva Airport P.O. Box 311 CH-1215 Geneva 15 - Switzerland

Tel. +41 22 799 4900 - Fax +41 22 799 4901

Author: FIDIC Board

Email: [fidic@fidic.org](mailto:fidic@fidic.org) [www.fidic.org](http://www.fidic.org)

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**Endnotes**