



International Federation of Consulting Engineers  
The Global Voice of Consulting Engineers

# Strategic Plan

Appendix - Priorities and goals review

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 to the thought process for the development of FIDIC going forward. This document:

- Takes each of the goals and their constituent parts and provides commentary on why these goals are important in achieving each one of the 4 main priorities.
- Each of the 10 headline areas are discussed with their goals in relation to FIDIC's main priorities
- Comments are made on how the goals and priorities impact FIDIC, industry and Member associations.

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 4 main priorities but also in the formation of each of its goals.

## 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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## Priority n °1 - Being industry's credible global voice

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# 2 Priority n °1 - Being industry's credible global voice



FIDIC plays a key role in promoting the skills and expertise of the consultancy and engineering sector. As such, it is important that it has a clear trajectory as to how it wishes to be visible, influence and respond to advocacy, legal, regulatory, political issues etc is required.

Given the importance of this task FIDIC believes it is important it comments on its goals in line with its strategic priorities. Below we have outlined our thoughts based on this strategic priority on what we would like to achieve.

## Goal - Service delivery

### Set up funding models for the new regional entities

To be a credible voice FIDIC not only needs to be seen as a global body, it needs to be seen to pull together the knowledge of local firms, national Member associations and the global regions. One of the issues that exist within the regions is being able to fund and finance activities.

FIDIC as part of this Strategic Plan is committing to look at potential funding models and what infrastructure is required to provide a boost to the regions. This funding and stability are important in ensuring credibility and a coherent voice at all levels from global down to national markets.

### Help to solidify relationship with MDB/MAs – co location opportunities

Part of being credible is being seen to be 'on the ground' whether this be as part of Member associations or as part of International Finance Institutions such as the MDBs.

FIDIC's new Strategic Plan commits to looking at new opportunities to collaborate with such parties. This will help to build on the kind of initiatives that FIDIC has established in China and provides a cost effective means to expand operations to create a credible voice.

### Develop the branding approach for the various regions/entities and create corporate subsidiaries for the regions

The FIDIC brand is its credibility. This global voice provides a great degree of leverage in many locations. It is therefore important that where possible all aspects of FIDIC's global, regional, national and local markets utilise and help to bolster the reputation of the sector.

FIDIC with its various initiatives in the regions, the development of the credentialing programme will need to ensure that its branding approach is consistent so that the quality and integrity of its voice is improved.

## Goal - Integrity

### Improve governance to ensure resilience

FIDIC's being credible, is reliant on it being transparent and its governance ensuring that it remains accountable, reliable and integral.

The governance of FIDIC's Board, secretariat and committees is important to ensure that FIDIC remains resilient. FIDIC has to establish and maintain a high level of expertise and skill to keep such a global voice and to be seen as a thought leader.

### Publish transparent conflicts on FIDIC website of board and committees

Credibility depends on transparency. Member associations and their firms need to have confidence that when they promote and engage with FIDIC they are engaging with the best in class and that risks of issues are minimised.

FIDIC is therefore looking to publish items such as conflicts on its website. This is not an unusual practice for large corporations and public bodies and if FIDIC wishes to engage with such organisations on a credible level FIDIC needs to be seen to have procedures in place to be transparent and accountable.

# Priority n °1 - Being industry's credible global voice



## MA declarations available on FIDIC website

Member associations as part of FIDIC make a declaration, this shows the commitment of Member associations to the goals and guidance FIDIC produce.

Such declarations already occur, but FIDIC is looking to improve the access and placement of such declarations to bolster credibility.

## Promote and communicate the various codes of ethics

Being part of FIDIC is only part of the equation. FIDICs code of ethics and guidance for various activities should be reviewed during each Strategic Plan to ensure they are fit for purpose and maintain the credibility of FIDIC.

Code of practices on their own, however, are not enough it is important that FIDIC demonstrates and promotes these values, codes and guidance.

## Producing a standard training resource that is bolted onto all credentialing programmes to ensure integrity of FIDIC materials

The credentialing programme for the next Strategic Plan is a significant shift for FIDIC. Whilst FIDICs contract portfolio has been strong its training and assessment programmes have been more ad hoc in nature.

As such, the level of credibility and trust has not been built and there is not consistent materials for programmes such as FIDICs training regime. FIDIC is therefore as part of its next Strategic Plan committing to improving the credibility, stability and integrity of its training programmes.

## Goal - Contracts

### Develop new contracts 2020 – 2023 including PPP, PFI, operational etc

FIDICs contracts are its core product offering and therefore are integral to its sustainability and credibility. The development of these products needs to continue in a way that not only meets market demand but also needs to maintain their high level of quality.

FIDIC therefore as part of this Strategic Plan wants to develop a more concrete and transparent pipeline of contract development. This has several advantages which include boosting its credibility and transparency but also allowing the market to respond, react and provide feedback into product development.

### Continue to expand current MDB/MAs agreements

FIDIC in the last 12 months has signed multiple agreements with MDBs. These agreements promote the use of a standardised approach to contracts which benefit all parties. FIDIC wishes to continue to expand such agreements in the next strategic period.

## Goal - Credentialing

### Put in place code of practice

Credentialing as a new operation provides FIDIC with an opportunity, but could also pose a risk. It is therefore vital that FIDIC ensures that the quality and integrity of the products and services it developing under this programme add to rather than detract from the credibility of its current global standing.

As such, codes of practice will be develop in a similar way to the alignment of the terms of reference for all current FIDIC committees to ensure that operations, companies and individuals that engage with the new programme in a way that maintain the credibility of FIDIC.

# Priority n °1 - Being industry's credible global voice



## **Establish the materials required for credentialing and create a high standard across materials**

The materials produced by the credentialing programme may include items such as training materials. FIDIC made a significant effort in its last Strategic Plan to improve the quality and consistency of its materials.

Such measures will also be applied to the new credentialing programme. It is important that standards are maintained and that whilst there will be separate brand they all work in harmony to create a credible global voice and image.

## **Support expanded adjudicator and trainers list using the new credentialing vehicle with certified engineer status**

The FIDIC adjudicators and trainers have provided a long running service for FIDIC and its contract users. There are, however, opportunities to improve the current standing and credibility of these programmes.

FIDIC has already started to undertake such measures with the improvement of the FIDIC adjudicator and trainer profiles and internal processes. These programmes will cross into the new Strategic Plan and will involve the expansion of the FIDIC adjudicator and trainer lists and services.

## **Establish strategic partnerships to support delivery of services**

FIDIC is the sum of its Member associations, their firms, infrastructure stakeholders, contract users and many more. To be a credible voice it is not only important that users are presented with an end product but that they are actively involved in the inception, development, creation, design and review of FIDICs products and services.

FIDIC going into this Strategic Plan has undertaken the widest consultation of any Strategic Plan. This has been done to demonstrate that this Strategic Plan signifies a step change where evidence, consultation, transparency and accountability are considered upmost to ensure the credibility of FIDICs global voice.

## **Goal - FCCE and China**

### **Complete the first pilot programme and create an envelope for future pilots/schemes**

FIDIC following its pilot programme in China established a baseline off which it could operate, this programme was, however, a pilot. As part of this Strategic Plan it is therefore important to expand and establish a permanent programme, which can then be expanded.

It should not be underestimated the scale of establishing such a programme but if established correctly with the right governance, transparency and integrity it will help to promote and ensure the credibility of FIDICs global voice.

### **Develop relationships with strategic partners and universities to help the FCCE programme expand out of China**

FIDIC needs to be aware that it can not meet all training requirements. It is also important to recognise that there are other institutions that carry significant credibility in areas in which FIDIC contracts operate.

As such, as part of this Strategic Plan FIDIC will explore the increased use of global partnerships with institutions such as universities where there is mutual benefit.

## **Goal - Sustainability**

### **Develop an advocacy strategy that includes sustainability and the SDGs**

The SDGs have set in process the next round of targets for environmental and sustainable development across the globe. Countries have ratified and agreed to these goals thus giving them credibility and importantly have been built within legislative regimes.



# Priority n °1 - Being industry's credible global voice



FIDIC as part of its sustainable, integrity and quality principles should aim to help countries meet these goals but also actively engage in a way that countries can improve upon them. This will require FIDIC to work with its Member associations and their members to actively engage with governments, clients, investors and other stakeholders to effect change.

## **Leverage new ToR, ensure committee attendance and quality and engage committees with external bodies to improve outputs**

FIDIC as it enters its new Strategic Plan has put in place new terms of reference for its committees. These targeted creating consistency, transparency, quality, governance and improved output moving forward.

These committees will help to form FIDICs global voice. To do this, however, the terms of reference review should not be viewed as a completed task. This is the start of a journey that will continue to evolve over the next Strategic Plan to ensure that FIDICs committees not only promote the overall aspirations and integrity of FIDIC but also form positions.

## **Establish improved positions and engagement with key stakeholders**

To be truly sustainable going forward it will involve a wide range of stakeholders. The development of the SDGs is the starting point despite defining the end goal.

Stakeholders from financiers, clients, property developers, users, engineers, contractors, governments, NGOs will all need to have the end goal firmly in their mindset and work closely together.

Whilst projects will pull together these parties to produce a singular example of excellence stakeholders will need to learn from each other to turn such ambitions into a global phenomenon.

This is where FIDIC and its global voice can play its role, it can connect the nations, regions and global governments through its contracts to ensure that risk and finance are balanced in a way that allows for innovation and sustainable outcomes. Such actions not only establish FIDIC as a credible voice but help to give further credibility to the SDGs and the efforts of governments in their goals and objectives.

## **Form a high-level CEO forum and supporting activity**

Sustainability whilst being important remains in delivery terms one of many technical outputs that need to be achieved. Whilst companies have their own sustainability objectives and goals and will deliver the best solution for the client, this does not join together to form a cohesive industry wide approach.

The establishment of a CEO forum is one of the goals of the next FIDIC Strategic Plan and whilst this forum will discuss many issues, aligning and creating a global consensus will be important if we are to meet the targets that have been set.

It should not be underestimated this is a significant challenge but if industry through FIDIC can create a credible industry voice for sustainability and SDGs there will be a far greater chance of meeting and exceeding the goals set.

## **Goal - Quality**

### **Communication and social media activity improved to ensure consistency and quality**

To be credible in the digital age, it is no longer acceptable not engage with controversy or critique. Customers will have views on your approaches, positions and services, to be credible you need to engage, react and instigate debate.

FIDIC as part of this Strategic Plan is going to continue to develop its digital presences and credibility. It is not enough to simply run webinars, tweet occasionally and put out press releases. These need to be part of a co-ordinated plan, timed and researched to ensure that the strength of the FIDIC message is improved.



# Priority n °1 - Being industry's credible global voice



## **Establish codes of conduct for processes such as trainers, adjudicators to provide transparency and ensure quality**

As part of the development of the credentialing initiative and to add to the credibility of the FIDIC trainers and adjudicator programmes it is important to establish a voice for these forums.

Work has started with standardising and improving process and profiles etc but within the next Strategic Plan FIDIC will explore creating a voice for the trainers and adjudicators.

## **Develop programme for the CEO forum and advocacy**

Quality is vital to the perception of FIDIC, just as its contracts are viewed as the global standard so too should its engagement and advocacy. To do this FIDIC needs to engage at all levels but importantly it also needs to establish strong links at the CEO/President level.

Credibility at such levels is important, to undertake this FIDIC plans to ensure that it establish a programme in its next Strategic Plan to create a resilient network going forward.

## **Goal - CEO Club and advocacy**

### **Resource and investment approval from FIDIC board with a view to recruitment for delivery of CEO Forum**

CEO/President level engagement requires resource, whilst FIDIC can facilitate and engage with high level CEO/Presidents across the globe their time commitments are substantive and so the offering to them has to be sufficient to warrant their limited availability.

Establishments such as the WEF using Davos have managed to achieve such an outcome and the credibility that comes with it is significant. It should not, however, be underestimated that achieving such an outcome requires resource.

Whilst FIDIC does not necessarily believe such an outcome could be achieved within a single Strategic Plan it is important we start to build to such a structure. This Strategic Plan therefore accounts for such ambition and activity.

### **Develop a standing list and set of stakeholder relationships to help provide thought leadership at the CEO level globally**

Whilst events create a big bang, they do not provide the continued thought leadership and material to maintain credibility indefinitely. FIDIC as part of its CEO forum will need to establish mechanisms to utilise the expertise of global CEOs.

These mechanisms need to provide benefits to FIDIC but also those that engage in its programme.

### **Link CEO Forum to existing CEO activities at the FIDIC annual conference such as the CEO luncheon**

FIDIC as part of its 2019 International Infrastructure Conference provided a forum for CEOs that attended. This Strategic Plan needs to align FIDIC's current activities with its ambitions for the future to ensure credibility of the overall package.

This then needs to be translated into a clear and transparent set of communications, documents, webinars etc to help support the industry into the future.



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## Priority n °2 - Providing the nexus for all stakeholders

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# Priority n °2 - Providing the nexus for all stakeholders



The construction and infrastructure sector involves a large number of stakeholders. These range from governments, NGOs, financiers, engineers, surveyors, contractors and many more. Given this breadth, it is important that FIDIC engages with a wide range of stakeholders and provides a forum for stakeholders to meet, providing market intelligence.

For this reason, this Strategic Plan specifically considers all of the goals set by FIDIC against a priority of providing a nexus for all stakeholders.

## **Goal - Service delivery**

### **Set up funding models for the new regional entities**

Part of providing a nexus for stakeholders to engage is providing the resource and avenues under which such engagement can take place. As part of this Strategic Plan FIDIC is committed to exploring new regional entities and funding models which help achieve this.

### **Help to solidify relationship with MDB/MAs – co location opportunities**

FIDICs Member associations provide a vital link to the firms operating within the industry. It is, however, not enough that FIDIC only engages with firms and its Member associations. For example, FIDIC has taken strides recently in signing new agreements with MDBs.

These banks finance a significant pipeline of global works that are also targeted at achieving goals of the SDGs. As such, it is important FIDIC provides a forum to connect such stakeholders and provide a platform for debate and knowledge exchange.

### **Continue to develop FIDICs range of conferences and awards including utilising more remote tools and technology**

The COVID 19 crisis has help to demonstrate that remote conferencing and events can be undertaken effectively. These events whilst not happening in person allow a large number of stakeholder to participate and so whilst they may not replace physical conferences in the long run they have shown that the composition and way in which events are run should be reconsidered.

FIDIC is committed to exploring this further in this Strategic Plan. It is only by using all of the tools available that FIDIC can reach the widest set of stakeholders, MAs etc.

### **Develop the branding approach for the various regions/entities and create corporate subsidiaries for the regions**

To provide a nexus for stakeholders it is important that there is a recognised brand to provide assurance, integrity and quality to the individuals taking part. The FIDIC brand is well and carries such influence but it is also important that international regions and bodies created by FIDIC also build a connection with their stakeholders.

Global issues will not always be regional or local issues, as such FIDIC will work as part of this Strategic Plan to bolster and/or create a brand that can be flexible.

## **Goal - Secretariat and regionalisation**

### **Establish teams for FIDIC China and Credentialing**

The pilot programme in China has run its course. Whilst being successful it is important that FIDIC does not lose the engagement and stakeholder awareness that was built as part of the pilot programme. Providing a nexus for stakeholders ideally should not be disjointed and ongoing to ensure longevity.

FIDIC as part of this Strategic Plan is looking to build off of the pilot programme and create a structure which provides a permanent space for stakeholder engagement.

# / Priority n °2 - Providing the nexus for all stakeholders



## **Secretariat established for region**

Resource is required to enable FIDIC to provide a nexus for all stakeholders. As such, FIDIC commits as part of this Strategic Plan to explore ways in which the secretariat can support the regions and if a separate secretariat resource could be created in each of the regions.

This resource would need to be structured to minimise cost and maximise output and not compromise the core FIDIC secretariat.

## **Goal - Integrity**

### **Producing a standard training resource that is bolted onto all credentialing programmes to ensure integrity of FIDIC materials**

To provide a nexus for stakeholder it is important that material is available and that the material is of a high quality. This ensures the integrity and engagement with FIDIC remains of a high standard.

FIDIC as part of this Strategic Plan will continue to develop its training materials and encourage stakeholders from all parts of the infrastructure sector to engage with FIDIC.

## **Goal - Credentialing**

### **Establish the task groups**

To further develop FIDICs activities, task groups will be established as part of FIDICs credentialing programme. These task groups will provide an expert source of advice and establish FIDICs training activities for years to come.

It is important that the task groups are established in a way that provides confidence, quality and integrity whilst also engaging with the widest set of stakeholders.

### **Establish strategic partnerships to support delivery of services**

Strategic partnerships are an effective way to deliver products and services but also as a way to engage with stakeholders which may not always be FIDICs primary audience.

Such engagement does, however, provide an important route to market for product development and allow FIDIC to engage with its target audiences more effectively. FIDIC as part of this Strategic Plan will explore possible and mutually beneficial strategic partnerships to improve the offering to its members and stakeholders.

## **Goal - FCCE and China**

### **Complete the first pilot programme and create an envelope for future pilots/schemes**

The China Certified Engineers programme provided a platform from which FIDIC can launch further programmes. Asia will be a significant market going forward and as such it is important that FIDIC builds relationships with stakeholders within the region.

FIDIC as part of this Strategic Plan is outlining several new initiatives which not only expand on the pilot programme but aim to bring stakeholders together to form similar programmes across the globe.

### **Develop relationships with strategic partners and universities to help the FCCE programme expand out of China**

Whilst FIDIC has run training programmes in the past its connections and engagement with universities has been patchy. If FIDIC wishes to provide a nexus for stakeholders and improve the knowledge and use of FIDIC contracts it is vital that this untapped resource is utilised.



# / Priority n °2 - Providing the nexus for all stakeholders



As part of this Strategic Plan FIDIC aim to explore and establish an increased network of connections with universities across the globe. These relationships may be direct or involve local Member associations but will provide a forum to improve the knowledge and training.

## **Goal – Sustainability**

### **Develop an advocacy strategy that includes sustainability and the SDGs**

The SDGs probably represent one of the greatest achievements of global co-operation in generations. Not only do they demonstrate values such as sustainability, which are integral to FIDIC, they also provide an avenue for FIDIC to engage with the broadest set of stakeholders.

It is only with the support of the entire industry that the SDGs will be met. FIDIC as part of this Strategic Plan intends to build the SDGs into more of its activity and encourage stakeholder to engage around them to help meet these ambitious goals.

### **Leverage new ToR, ensure committee attendance and quality and engage committees with external bodies to improve outputs**

FIDICs committees already provide a nexus in which all stakeholders can engage. The approach and consistency amongst the committees in the last Strategic Plan was, however, too variable. As we head into this new Strategic Plan new terms of reference, procedures and individuals have been put in place to make the committees more effective.

FIDIC will continue its work and build the committees using the new structure and reemphasise their commitment to quality and integrity to improve engagement and output.

### **Establish improved positions and engagement with key stakeholders**

FIDICs committees have produced various outputs including reports, guidance, press releases etc for years, it is important that in an increasingly digital age that such outputs are planned, promoted and targeted. To date such targeting has been vague and needs to improve.

As part of this Strategic Plan FIDIC is committing to improving its social media presences and targeting of its material. This is important to reach the widest set of stakeholders and equally the right audience.

To do this the secretariat will work closely with the committees to ensure their material is more appropriate for the increasingly digital world.

### **Produce documents which link FIDIC activities to SDGs and utilise the new sustainability committee into activities and communication**

The SDGs provide FIDIC and its members an opportunity to engage with a wider variety of stakeholders, these activities also need to be connected to FIDICs committees. Going forward FIDIC intends to put in place systems and processes to better align these activities and provide intelligence to the committees.

### **Form a high level CEO forum and supporting activity**

Providing a nexus for all stakeholders means everyone from day to day operations right up to the decision makers that are helping to form the industry. Given the COVID 19 crisis and the prospect of another global recession it is important that FIDIC is engaged at the highest level.

This Strategic Plan will therefore put in place for the first time ever a global CEO forum which is operated by FIDIC to allow for the highest level of debate. The outputs from this initiative will then be used to aid all of industry in reacting to the global challenges the consultancy and engineering sector faces.

# / Priority n °2 - Providing the nexus for all stakeholders



## Goal - Technology

### Implement improved online and education and training systems

Part of engaging with stakeholders is having the systems in place so that they can engage with FIDIC. Whilst FIDIC has an online learning platform, given newer technologies there is potential to be able to expand this.

This includes using the technology where it can be tailored for MDBs, MAs, companies etc. FIDIC is therefore as part of this Strategic Plan intending to explore various technologies for online learning systems. Importantly FIDIC aims to implement a system not only to improve its current modules but to also allow for expansion via its new credentialing body.

### Expand systems to run operation e.g. SharePoint, websites, recertification/assessment etc for new entities

To engage with stakeholders FIDIC needs to be able to manage its systems and communication channels. FIDIC as part of this Strategic Plan is looking to build on the undertaken so far to digitise its systems and create better interconnections between them.

By doing this FIDIC will be able to ensure that individuals interests are taken into account and that emails, press releases, reports etc are tailored to individuals. This sort of set up will enable FIDIC to serve all of its stakeholders in a far more efficient manner.

## Goal - Quality

### Implement standard processes for FIDIC activities using key systems such as the CRM, CMS ESP, etc

The systems through which individuals engage with FIDIC are important as they provide the functionality that allows FIDIC to be the nexus point for interaction.

FIDIC as part of this Strategic Plan is looking to improve the key systems in which individuals have touch points with FIDIC to create a much simpler user experience.

### Communication and social media activity improved to ensure consistency and quality

FIDICs social media presence continues to grow on various channels including Twitter, LinkedIn, YouTube and Facebook. To be a nexus for debate it is important that FIDIC does not only concentrate on physical events, in fact as COVID 19 has shown there is likely to be a significant shift towards digital technology as a new normal.

FIDIC as part of this Strategic Plan is investing resources and time to ensure that its social media outlets not only provide a place to converse but also create a greater awareness of how individuals can engage with FIDIC.

## Goal - CEO Club and advocacy

### Develop programme for the CEO forum and advocacy

FIDIC as part of this Strategic Plan intends to take its high level engagement to the next level by establishing a standing forum for CEOs, Presidents and significant figures across the industry. It is only by engaging at the highest level will the issues and ideas of tomorrows engineering companies become reality.

This engagement whilst happening at the highest level will not, however, mean that such intelligence is not filtered down to industry through various newsletters, articles and Infrastructure Global.

## **Priority n °2 - Providing the nexus for all stakeholders**



### **Resource and investment approval from FIDIC board with a view to recruitment for delivery of CEO Forum**

For the CEO forums to be a success resource is required. It is important that such a high-level forum attracts the highest calibre of people to create 'the go to place' for the sector.

FIDIC is therefore planning to explore, develop and implement a structure given board approval to develop a nexus at a level unseen before and create a structure which ensures its longevity.

### **Develop a standing list and set of stakeholder relationships to help provide thought leadership at the CEO level globally**

The CEO forum is not simply about sharing ideas and knowledge. This nexus provides FIDIC with a place to test, explore and to gain valuable insight into its lobbying and advocacy work.

The CEO forum will therefore play a crucial role in understanding market trends and for FIDIC to form views to be a 'trusted advisor' for the industry.

### **Link CEO Forum to existing CEO activities at the FIDIC annual conference such as the CEO luncheon**

FIDIC already has CEO events, for example, at its annual international infrastructure conference. This is well attended and already displays the calibre of individuals FIDIC is able to attract. The new CEO forum not only needs to link into such initiatives but should help to enhance them, making communication more regular and the outputs more substantive.

FIDIC is therefore planning to ensure that the CEO forum and its current CEO level activities are all joined together as part of this Strategic Plan to form a consistent and well regarded programme of engagement and events.



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# 4 / Priority n °3 - Facilitating improvement and growth in business

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# 4 Priority n °3 - Facilitating improvement and growth in business



FIDIC as with any company needs to ensure its operations, products and services meet the needs of its customers. In FIDICs case this is its Member associations, stakeholders, contract users and the wider infrastructure and engineering community.

FIDIC because it operates across such a varied set of users' needs to ensure that it has the correct procedures and resources in place to deliver the resilience required to ensure that FIDIC is still operational and representing the sector globally for 5, 10, 20, even 50 years to come.

The 2017 Strategic Plan highlighted some significant areas where FIDIC resource and capability was not matching expectations. Whilst improvement have occurred it is important momentum is not lost.

This area of the Strategic Plan has the greatest extent of crossover with all the priorities with the greatest number of goals impacting the way in which FIDIC operates.

This shows the extent to which FIDIC has consulted and considered the content of this Strategic Plan to make sure that our goals are not only relevant to FIDIC itself but also the Member associations and wider industry.

## Goal - Service delivery

### Set up funding models for the new regional entities

Exploring new funding models for regional entities is not only vital to providing them with additional resource but also to provide FIDIC with new and stable revenue streams.

These regional entities will not only provide a stable set of product and services but also allows regions to innovate and offer tailored services. These will take time to establish but where possible lessons from other regions, templates etc can be used they will be to ensure that services are delivered in the most productive and cost effective manner.

### Help to solidify relationship with MDB/MAs – co location opportunities

The breadth of the global infrastructure industry provides several opportunities for FIDIC to improve its own business potential but also the potential of the industry. Member associations and International Finance Institutions such as MDBs provide a significant opportunity for business growth in this area.

FIDIC is uniquely placed to engage and connect companies, MAs and financiers together bringing the money and projects and problem solvers to one place. FIDIC within this Strategic Plan intends to engage and build on the relationships further.

### Continue to develop FIDICs range of conferences and awards including utilising more remote tools and technology

FIDIC has build a good reputation for the delivery of its annual international infrastructure conference. This conference provides a nexus for stakeholders and Member associations but also provides an opportunity to create alternative and commercial revenue streams.

Recently, FIDIC introduced and increased the number and range of FIDIC awards to not only engage with engineering projects but also to celebrate the achievement of Member associations.

A part of this Strategic Plan FIDIC is committing not only to continue to evolve and develop its conferences and events but also to innovate and deliver more products and services remotely and efficiently where possible.

### Develop the branding approach for the various regions/entities and create corporate subsidiaries for the regions

FIDICs global brand remains one of its strongest assets and will continue to be important as part of this Strategic Plan.

# Priority n °3 - Facilitating improvement and growth in business



This Strategic Plan therefore continues to keep the strength of FIDICs brand as an important fundamental that must be maintained and protected even as new initiatives are launched.

## **Refine affiliate membership offering and develop a full sponsorship pack**

As FIDIC expands its operations and services its current membership system will need reviewing to ensure that the product offering remains relevant and appropriate for the types of engagement stakeholders want with FIDIC.

As part of this Strategic Plan FIDIC will explore standardising offering such as sponsorship and allowing it to be available across a wider range of FIDICs products.

FIDIC will also commit to reviewing how such products and services interact with FIDICs current membership offerings.

## **Goal - Secretariat and regionalisation**

### **Establish teams for FIDIC China and Credentialing**

FIDIC as part of the 2017 Strategic Plan, established and proved that a scheme for young engineers and certification was possible via the FCCE programme. This Strategic Plan commits to turning this pilot into a fully resources and developed programme.

This expansion will provide FIDIC with lots of new business opportunities and access to potentially previously untapped markets.

### **CFO / Strategic training director**

As FIDIC expands its product and services, it will also be important for FIDIC to expand its own resources and internal management structure to ensure the secretariat remains effective. The 2017 Strategic Plan highlighted to a large extent the need to improve the knowledge, functionality and resilience of the secretariat and this plan continues to keep this in mind.

All plans within this Strategic Plan are therefore considered against a priority of facilitating improvement and business growth.

### **Improve internal training on existing and new systems**

FIDICs technology and systems are evolving, its products and services are also changing as have a significant number of staff towards the end of the 2017 Strategic Plan.

FIDIC is therefore as part of this plan going to ensure that it puts in place processes to ensure that knowledge and tools within the secretariat are supported in a way to ensure FIDIC remains effective going forward.

### **Review and establish insurance policies**

It is important that businesses have in place the relevant protections such as insurance cover as their services and operations develop.

Given the significant ambition within the next Strategic Plan in FIDICs commercial and training offering it is important for FIDIC to review the position of its insurance policies so that it has the correct coverage and protection in case of issues going forward.

### **Secretariat established for region**

In the last Strategic Plan FIDIC put significant emphasis on improving the secretariat. Now that progress has been made on securing the core FIDIC team this Strategic Plan looks to grow and potentially extend the FIDIC secretariat in a controlled way into the global regions.

This over the course of the next Strategic Plan should enable the regions to access more resource and support from FIDIC.

# Priority n °3 - Facilitating improvement and growth in business



## Goal - Integrity

### Improve governance to ensure resilience

FIDIC has taken significant steps in bolstering its committees terms of reference, updating its statutes and improving the governance of the federation. These changes are important as they ensure that the federation remains transparent and provides confidence to its Member associations and stakeholders

This Strategic Plan will continue to see FIDIC build further resilience into its committees and services to promote further growth.

### Publish transparent conflicts on FIDIC website of board and committees

Transparency is important when stakeholders deal with FIDIC. Being the provider of global construction contracts FIDIC needs to hold itself to the highest global standards to maintain its reputation and the support of industry.

This Strategic Plan will continue to ensure that the new and existing initiatives demonstrate FIDICs commitment to integrity and quality.

### MA declarations available on FIDIC website

FIDICs Member associations are vital to its operations and so too are the commitments they make when joining FIDIC. To represent the industry globally it is important that stakeholders are aware of the commitment Member associations make.

As part of this Strategic Plan FIDIC will make the commitments of Member associations, the various codes of conduct etc more accessible and transparent.

### Producing a standard training resource that is bolted onto all credentialing programmes to ensure integrity of FIDIC materials

The new credentialing programme provides an opportunity for FIDIC to expand its training and certification services in a far more extensive way than ever before. This service will not only improve the knowledge of FIDIC contracts but help to provide a start to finish suite of training materials.

It is, however, important that these courses are designed in a way where the scalability of them is practical, affordable, and deliverable. FIDIC will therefore ensure that along with the governance measures it puts in place as part of these programmes in this Strategic Plan that it also designs, builds and develops materials in a way that is consistent and promotes the FIDIC brand responsibly and sustainably.

## Goal - Contracts

### Renew FIDICs publication sales system for online purchases including renewing the model of how contracts are purchased

FIDIC contracts and its Member associations are the backbone of its activity. The contracts whilst sold in hard copy and digital versions are reaching the end of their lifecycle in terms of the technology.

It is therefore important that FIDIC review and modernise its systems not only to take advantage of a more modern delivery system but also to increase productivity and product attractiveness. FIDIC will therefore as part of this Strategic Plan explore new methods of delivery for its FIDIC contracts and potential new models for its services.

### Develop contract support services such as training only version, advice etc

Whilst FIDIC contracts currently form the core of its product offering there is significant potential for FIDIC to expand its services related to its contracts.

# Priority n °3 - Facilitating improvement and growth in business



This is important for a few reasons, firstly it would expand FIDICs activities, secondly it means FIDIC in offering its own training and contract services can ensure that its Brand and standards of service are upheld.

As part of this Strategic Plan FIDIC will explore and develop further services to support its contract documents, these services where possible will involve FIDIC committees, groups and stakeholders.

## **Develop new contracts 2020 – 2023 including PPP, PFI, operational etc**

FIDICs current contract offering is focused on single project usage. There are many other delivery models which are not currently covered such as partnerships, frameworks, alliancing etc

It is therefore important FIDIC continues to develop contracts that react to market conditions. For this reason FIDIC as part of this Strategic Plan will work with its committees and stakeholders to develop new forms of FIDIC contract that cover specialist scenarios, various delivery methods and move into the operational and decommissioning stages of a projects lifecycle.

## **Continue to expand current MDB/MAs agreements**

FIDIC as part of this Strategic Plan will continue to develop strategic relationships with stakeholders that are integral to the use and development of FIDICs contracts.

FIDIC will therefore continue to explore the relationships it has in place and potential for expanding existing or creating new forms of relationship which are mutually beneficial to the parties involved.

## **Expand contract training and adjudication lists**

The FIDIC Presidents IList and training lists have started to undergo a transformation at the end of the 2017 Strategic Plan, this transformation is intended to continue in this Strategic Plan.

This includes the expansion of the current list, making processes more efficient and revising pricing and memberships structures to better suit the needs of these lists once FIDIC credentialing is operational.

## **Goal - Credentialing**

### **Establish the materials required for credentialing and create a high standard across materials**

The credentialing programme features significantly in this Strategic Plan as an area of growth. For this to occur, it is important that branding, materials, processes, governance etc are all established in a way that provides confidence.

FIDIC as part of the development of this programme will ensure that growth is undertaken in a sustainable and controllable manner.

### **Support expanded adjudicator and trainers list using the new credentialing vehicle with certified engineer status**

FIDIC has already established a status for its adjudicators and trainers. The programme does, however, need a greater level of certainty, stability and planning. This is not only to ensure the growth within these products but also to enable FIDIC to begin to establish a certified engineer status that could benefit the industry and clients across the globe.

To do this FIDIC as part of this Strategic Plan take a stepped approach to develop and improve these services learning from each prior implementation to ensure the success of the next.

### **Establish strategic partnerships to support delivery of services**

FIDICs strategic partnerships have significant potential to provide growth, whether this is to FIDIC as a provider, for its Member associations, companies or to the wider industry.



# Priority n °3 - Facilitating improvement and growth in business



FIDIC therefore will explore a greater use of strategic partners going forward. These relationships have to be mutually beneficial and ensure the degree of integrity and quality that is expected of FIDIC.

## **Goal - FCCE and China**

### **Develop business plans and set up the required systems for operation and separation and establish KPIs for performance**

When establishing a new entity, one advantage is that you can put in place KPIs and monitoring systems to ensure the effectiveness of operations. Given the ambition of FIDIC to expand the FCCE/China programme as part of this Strategic Plan it is important these measures are in place for reporting and transparency and that they are scalable in delivery.

FIDIC is therefore as part of this Strategic Plan exploring how new systems and integrations can be linked and/or utilised with existing FIDIC systems to streamline operations. This should ensure that FIDIC produces a better level of productivity for its Member associations, Stakeholders and wider industry users.

### **Complete the first pilot programme and create an envelope for future pilots/schemes**

The FCCE pilot scheme occurred as part of the last Strategic Plan, this programme now needs translating into a concrete set of products and services FIDIC can take forward.

FIDIC is therefore prioritising the shift of the pilot programme into full operation in the early part of this Strategic Plan.

### **Collect the money that is due on current programmes and ensure there is a mechanism to connect individuals with the new structure**

The current pilot programme period has expired and so individuals are due to pay to extend their current certification. This is a priority for FIDIC is to collect this revenue as it provides the resource to establish the permanent programme.

### **Develop relationships with strategic partners and universities to help the FCCE programme expand out of China**

The FCCE pilot help to demonstrate the importance of strategic partnerships in a wider context than FIDIC has considered in the past. Universities, for example, provide an avenue for FIDIC to train future engineers but also to engage them. As part of this they can help to develop products and services going forward as the industry changes and evolves.

FIDIC is committed to exploring strategic relationships with universities and service providers that open up new avenues for programmes that train and educate engineers.

### **Establish up to date models of delivery (LMS, remote etc) and training material**

Over the past ten years there has been a gradual shift to online learning. In the first instance this is mostly used internally within companies but external courses are increasingly being delivered in a way that does not require individuals to be in a physical location to be trained.

FIDIC has an online training platform that continues to develop, but the COVID 19 crisis has demonstrated a huge shift towards even greater automation within these courses. FIDIC as part of this Strategic Plan therefore intends to learn on such lessons and speed up the development and use of online training so it can offer its products and services to a wider audience.

# Priority n °3 - Facilitating improvement and growth in business



## Goal - Sustainability

### Develop an advocacy strategy that includes sustainability and the SDGs

Part of FIDICs offering as an organisation is the advocacy and nexus it provides to various stakeholders. Whilst there was a gradual shift towards improving such activity in the last Strategic Plan there are further improvements planned as part of this Strategic Plan.

FIDIC is therefore committing to further expand its advocacy activities, which include refreshing and evolving the State of the World report, the visibility of its policy material on its website and greater engagement with all stakeholders.

### Leverage new ToR, ensure committee attendance and quality and engage committees with external bodies to improve outputs

FIDICs committees over the course of the last Strategic Plan provided various materials and outputs to compliment FIDICs advocacy activities. It is FIDICs intention that the revitalisation of the committees which is currently in place bolsters and improves such activity.

It is important that these outputs are co-ordinated and feed into wider FIDIC activities. As part of this Strategic Plan FIDIC will encourage committees to build their activities into a wider range of advocacy activity.

## Goal - Technology

### CRM, CMS, Communications, finance and support technology to be reviewed with delivery, reporting and tracking to be improved

FIDICs operations are not only as good as its people but the infrastructure it has in place to aid delivery. Going into the COVID 19 crisis FIDIC had only recently implemented cloud computing which ended up an absolute necessity during the crisis.

Going forward FIDIC will need to renew a number of its systems not only to remove legacy issues with purchases etc, but also to allow the management of information and data between the various entities and activities.

This technology must be cost effective, improve productivity and make the user experience simpler, thus increasing FIDICs access to both existing and new markets.

### Implement improved online and education and training systems

Education and training features heavily in this Strategic Plan, it is an area of growth where FIDIC could expand operations significantly. To do this, existing online learning systems will need to be renewed and lessons learnt from the webinars that were run as part of the COVID 19 crisis.

This Strategic Plan therefore does not purely focus on training and education but also on the infrastructure to get cost effective delivery of services online. This will not only benefit FIDIC, but Member associations and consultancy and engineering companies if FIDIC is able to reduce the unit cost of delivery and open such services up to new markets.

### 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

Technology is increasingly being used to automate and reduce the unit cost of delivering services. FIDIC as part of this Strategic Plan will explore such options in all its new programmes to ensure that delivery occurs in the most productive manner.

# Priority n °3 - Facilitating improvement and growth in business



## **Expand systems to run operations e.g. SharePoint, websites, recertification/assessment etc for new entities**

FIDICs current systems have moved on in the 2017 Strategic Plan, one of these is the document management system which will be expanded and has the relevant permissions to allow it to service the new entities FIDIC is creating.

By taking advantage of this new technology FIDIC can roll out their current solution for marginal cost to new areas of the FIDIC business operations.

## **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**

Following board approval for the creation of a new Strategic Plan, consultation, workshops, surveys, telephone interviews etc were all undertaken to feed into this new Strategic Plan.

This plan therefore provides the update as to FIDICs ambitions for the 2020 – 2024 period which includes the expansion and growth of its products and services and performance.

## **Goal - Quality**

### **Implement standard processes for FIDIC activities using key systems such as the CRM, CMS ESP, etc**

FIDIC offers products and services such as adjudicator lists committees etc, within these there are processes for governance and systems to allow for the delivery of the service. Towards the end of the 2017 Strategic Plan improvements were made to the process which run the adjudicators and trainer profiles within FIDIC. These processes can be applied to other areas to provide growth opportunities going forward.

In addition to this there is work to be done to connect processes behind the schemes and make improvements for users. For example, connecting various systems together so users can manage their entire profile online, no matter which service etc.

This Strategic Plan commits to exploring such processes and where possible implementing them to reduce the time spent on administrative activities within FIDIC, this also should free up time for product and service development.

### **Risk register established**

FIDIC as part of expanding its services should consider the risks it is undertaking. In other areas of this Strategic Plan we have outlined the importance of such a register for transparency and governance, but it is also of vital importance when considering growth activity.

Once established as part of this Strategic Plan, the risk register will consider the risks associated with new products and services and what mitigations are being put in place to ensure effective delivery.

### **Communication and social media activity improved to ensure consistency and quality**

FIDIC has already started to improve its social media presence and consistency. This will continue through the next Strategic Plan as it essential to not only promote new products and services but to engage with users and stakeholder using such services so improvements can be made as necessary.

Clear communication of this Strategic Plan, its goals and objective will also be important. This is because it effectively sets market expectations for FIDIC during this period. It highlights what FIDIC intends to achieve and the principles under which FIDIC will operate going forward.

# Priority n °3 - Facilitating improvement and growth in business



## **Establish codes of conduct for processes such as trainers, adjudicators to provide transparency and ensure quality**

FIDIC has its statutes, bylaws, guidance documents and codes for its activities. These have developed over time and at different paces, as such it is important that such codes are reviewed and put in place where missing.

FIDIC as part of this Strategic Plan intends to review the codes of conduct and guidance for the current adjudicator and trainer programmes and explore how these will align with new codes of conduct put in place for the credentialing and FIDIC China activities.

## **Changes to statutes to remove blockers and allow for improved processes and digital technology**

FIDIC's Statutes form the core of its existence and relationship with its Member associations. These statutes, however, need to evolve over time to ensure they remain fit for purpose. This has been demonstrated recently where the COVID 19 crisis has resulted in a need for more activity to happen virtually, but the current statutes did not envisage such a need.

FIDIC as part of this Strategic Plan is launching a revised set of statutes to put it in a much better position to deal with the challenges, products and services highlighted as part of this Strategic Plan.

## **Goal - CEO Club and advocacy**

### **Develop programme for the CEO forum and advocacy**

FIDIC's advocacy programme whilst running for years has not developed to the extent it should have, as part of the last Strategic Plan and as part of bolstering the secretariat new resource was put in place to develop this area.

In this Strategic Plan we therefore outline a significant increase in lobbying and advocacy activity from the State of the World to the establishment of a CEO forum. The CEO forum established as part of this plan will connect the highest influencers and stakeholders as part of the industry and form a centre of expertise for FIDIC and its stakeholders. Once established this forum will help FIDIC to expand its activities and operations and react to the various challenges that industry faces going forward.

### **Resource and investment approval from FIDIC board with a view to recruitment for delivery of CEO Forum**

The establishment of a CEO forum will require resource. It is therefore vital that FIDIC account for such resource in its plans. The CEO forum needs to operate efficiently and effectively to provide opportunities going forward.

This means that products and developments will need to be developed and tailored to this audience to provide the incentive for individuals to engage with FIDIC at such a high level.

### **Develop a standing list and set of stakeholder relationships to help provide thought leadership at the CEO level globally**

FIDIC has always had good connections, but the consistency of connections as time passes varies and details and information lost. As such, it is vital that FIDIC dedicate resource to ensuring that relationships once established are maintained but also are resilient to change.

This Strategic Plan has outlined several measures such as CRM, CMS change to help ensure that information is connected and updated. Within this information over time will need to be developed to a deeper level of engagement than high level FIDIC products.

For FIDIC and the stakeholder, CEO forums to be effective interests, timing, regions etc all need to be accounted for within the marketing and development of services.



## Priority n °3 - Facilitating improvement and growth in business



### **Helps to monitor industry issues and trends and further develop the Infrastructure Global platform**

FIDIC traditionally published various guidance documents etc which respond to industry trend. It also produced its State of the World report which is a significant piece of work but occurred less frequently.

As part of this Strategic Plan FIDIC is committed to revamping its State of the World report, increasing its targeting at various challenges and frequency to multi year publications. FIDIC also plans to build into reports, guidance etc a greater emphasis on launches, webinars, graphic and communications surrounding such research.

For FIDIC to be effective such material not only needs to be produced but it also needs a full implementation, marketing, and engagement plan to ensure their effectiveness.

### **Link CEO Forum to existing CEO activities at the FIDIC annual conference such as the CEO luncheon**

The new CEO forum will for an important part of FIDIC high level relationships going forward. This forum will not negate from previous initiatives. It is intended that the forum supports events such as the CEO luncheon and that further webinars, panels etc will be created to provide additional products and services to the market.



International Federation of Consulting Engineers  
The Global Voice of Consulting Engineers

# 5

## Priority n °4 - Addressing global challenges

2020

2024



# 5 Priority n °4 - Addressing global challenges



FIDIC as the global representative of the engineering and consultancy sector across the globe needs to be aware of the issues facing the industry. Whilst there will always be local and national challenges FIDICs Member associations are well placed to deal with these challenges and support their members. This does not, however, mean that there are not challenges for the national Member associations or issues that span countries, regions or the entire globe.

This is where FIDIC should focus its efforts, bringing together its expertise and the lessons learned from national Member associations and their members to help deliver solutions.

It is important to recognise that the challenges the industry faces change over time. There are understood and expected risks (recessions, procurement complexity, skills retention, finance issue, sustainability etc) and unexpected or shocks to the system (COVID 19 crisis).

This Strategic Plan therefore puts in place initiatives over the next 5 years to help address the various challenges the industry faces. These initiatives will need to be flexible enough to deliver change but also to respond to the changing nature of the economy over time.

## Service delivery

### Set up funding models for the new regional entities

National challenges can very easily become issues for global regions. FIDIC as part of this Strategic Plan is exploring funding models to improve the capacity of its regions. This should help to unlock greater support for issues within the regions.

It is important that lessons are learnt and shared/stored in a way where the benefit of such schemes is not lost. That is why FIDIC has put emphasis on creating digital systems and structures that allow for the efficient collation and sharing of information.

### Continue to develop FIDICs range of conferences and awards including utilising more remote tools and technology

It is important the industry has a place to meet, network and share ideas. FIDICs annual international infrastructure conference provides such a forum. This forum's effectiveness could be expanded further with the use of remote tools and technology to allow issues to be debated in further detail.

FIDIC is therefore committing as part of this plan to explore how its annual global event as well as its other conferences and events are run to ensure they are as effective as possible in addressing the issues facing the industry.

### Refine affiliate membership offering and develop a full sponsorship pack

The infrastructure industry involves a wide variety of stakeholders. Consultants and engineers if acting alone will therefore never be able to resolve all the issues the industry faces. The engagement of financiers, clients, pension funds etc is important if we are to achieve progress.

It is therefore important that FIDIC provides mechanisms for this wider set of stakeholders to engage with FIDIC. FIDIC as part of this Strategic Plan is therefore committing to review the current membership structures in place with a view to widening engagement whilst maintaining FIDICs core values and principles.

## Secretariat and regionalisation

### CFO / Strategic training director

The challenges the industry faces are significant, it is therefore important that FIDIC has in place the skills and expertise to help industry address and debate these challenges. Whilst the 2017 Strategic Plan put in motions to make significant improvements to the FIDIC secretariat there will be future needs as this Strategic Plans ambitions are pursued.



# Priority n °4 - Addressing global challenges



It is therefore important FIDIC commits to continually reviewing the skills of the secretariat, which includes the eventual need to hire a CFO/Strategic Director to continue to move FIDIC forward to address the challenges that industry requires.

## **Secretariat established for region**

This Strategic Plan has already outlined the importance of bolstering the regions. The challenges they face differ across the globe and FIDIC needs to be more response to specific regions as it develops going forward.

For this to happen this Strategic Plan is committing to exploring the potential for secretariat resource in the regions. This will help the regions not only to gather information on the issues members are facing, but to put in place strategies to address the challenges each region faces. This should significantly improve the service FIDIC offers to the regions and its national Member associations.

## **Integrity**

### **Producing a standard training resource that is bolted onto all credentialing programmes to ensure integrity of FIDIC materials**

To address the challenges industry faces FIDICs products and services need to continue to evolve to help mitigate and if possible, resolve these challenges. To do this on a global level is not a small task and filtering such changes down into the regions and national economies is also important.

This Strategic Plan is therefore as part of the development of programmes working to standardise but also allow products where necessary to be easily tailored to regional and national markets. This is not a simple task as both objectives can clash but if the right balance is achieved it will significantly improve the usability of FIDICs products and services.

## **Contracts**

### **Renew FIDICs publication sales system for online purchases including renewing the model of how contracts are purchased**

One of the global challenges FIDIC and the industry face is making its standard and well-respected products accessible to all parties involved in the sector. With significant variations in approach, price, access etc it is important that FIDIC therefore considers models that allow it to impact the widest audience.

FIDICs influence is a product of the usage of its contracts and therefore it is important that access be as wide as possible whilst maintaining the core values and priorities of FIDIC.

### **Develop contract support services such as training only version, advice etc**

One of the global issues that FIDIC faces is in the usage and support services around its contracts. For FIDIC to remain a global voice it is important that when issues around its contracts are raised or experienced that it can offer a solution or potentially redefine its products to meet the needs of the industry.

As part of this Strategic Plan FIDIC is bolstering its committees and knowledge sharing activities so industry feedback and issues can be identified faster. This will also lead to products being developed sooner for gaps in the market and expand the influence and expertise of FIDIC across various sectors and global regions.

### **Develop new contracts 2020 – 2023 including PPP, PFI, operational etc**

As mentioned above there are currently areas of the market in which FIDIC contracts do not exist. This does not only represent a missed opportunity for FIDIC but also a missed opportunity for industry to set global standards and best practice to avoid unnecessary cost and risk.

FIDIC as part of this Strategic Plan is therefore putting in place improve mechanisms and tools to aid the development of new contracts, products and services.

## **Expand contract training and adjudication lists**

Whilst ideally every project would end successfully without dispute and/or every engineer would be awarded of FIDIC as part of their training this unfortunately this is not the case. The industry faces issues on a continued basis with project disputes and maintaining skills to avoid such disputes remains essential.

FIDIC is therefore as part of this Strategic Plan expanding significantly its training and approach to adjudication to ensure it can help industry address these issues.

## **Credentialing**

### **Establish the task groups**

FIDIC needs the expertise and intelligence to identify, evaluate and populate an appropriate response, product and/or service. FIDIC therefore as part of its credentialing activity outlined in this Strategic Plan putting in place the task groups and committees required early in the process to ensure it can address these challenges as soon as possible.

### **Put in place code of practice**

Integrity is vital to FIDIC being heard when the industry raises issues. FIDIC therefore needs to ensure that it has in place the governance and procedure to give stakeholders confidence that they can engage with FIDIC when issues occur.

FIDIC is therefore as part of this Strategic Plan going to ensure that where necessary codes of practice are put in place or reviewed.

### **Establish strategic partnerships to support delivery of services**

Industry issues may not always be simple to resolve and may not be able to be resolved by FIDIC alone. It is important to recognise that FIDIC cannot resolve every issue and will never have expertise in all issues.

As such, it is important where issues fall outside of FIDIC's natural sphere of influence that it seeks strategic partners with which it can operate to help resolve the issues raised.

As part of this Strategic Plan FIDIC is going to explore the potential of further strategic partnerships to help it better serve its members and the industry.

## **FCCE and China**

### **Complete the first pilot programme and create an envelope for future pilots/schemes**

The FCCE pilot programme in China was part of addressing the issue of training and FIDIC's position in that global market. This programme now has to move on from its pilot phase into an established service.

FIDIC is therefore not only committed to this transition as part of this Strategic Plan but also to learn from its rollout from pilot to permanent to ensure FIDIC can replicate this service across the globe.

### **Develop relationships with strategic partners and universities to help the FCCE programme expand out of China**

One of the issues the consultancy and engineering sector face across the globe is the development and retention of skills. The pilot programme in China proved that FIDIC does have sufficient influence to engage young and upcoming engineers.

One market, however, will not address the issues the industry faces, so as mentioned above FIDIC will explore expanding the programme that is established out of the FCCE to other global regions and markets.



## **Establish up to date models of delivery (LMS, remote etc) and training material**

The various delivery methods for training are changing and evolving. More material is going online and is virtually delivered. In house courses are more tailored and individual training more detailed.

FIDIC needs to respond to such trends not only to expand its training service but to maintain its current offering. FIDIC therefore as part of this Strategic Plan is committing to reviewing and developing its training regime so that it can meet the needs of a much wider demographic of the sector.

Once in place this mechanism will allow FIDIC to respond to industry issues in a way where there are not only position pieces and guidance notes but potentially seminars, webinars, and course to help the industry navigate a path through issues.

## **Sustainability**

### **Develop an advocacy strategy that includes sustainability and the SDGs**

The SDGs and there development showed the world how governments can work together to aim for change. FIDIC as part of this plan wishes to act as a similar conduit for industry.

This plan commits to reforming FIDICs State of the World publications into a frequent and more engaging proposition, embedding the SDGs to drive industry forward. Government has set the challenge, it is industries and FIDICs task to raise up and meet this challenge.

### **Leverage new ToR, ensure committee attendance and quality, and engage committees with external bodies to improve outputs**

Many issues that are raised to FIDIC occur through its committees. This is an important conduit not only for FIDIC but its Member associations and their members. As such, it is important that these committees operate effectively and with a high degree of integrity and quality.

FIDIC as part of this plan is therefore committed to continue to improve these aspects of its committees.

### **Establish improved positions and engagement with key stakeholders**

Stakeholders engage with FIDIC and raise issues. The conduits for them to do so, however, are currently more limited than that of Member associations. Whilst these associations will continue to be the core of FIDIC we also need to improve the mechanisms through which wider issues can be raised or discussed.

As part of this Strategic Plan a number of lobbying and advocacy measures are being put in place to help address this challenge.

### **Produce documents which link FIDIC activities to SDGs and utilise the new sustainability committee into activities and communication**

One of the biggest issues facing the globe is that of climate change. FIDIC as a core principle believe sustainability is not only important but is vital going forward. There is, however, currently a disconnect between FIDICs activities, committees, and the SDGs. There needs to be a greater degree of interaction and this is something FIDIC therefore intends to strengthen going forward.

### **Form a high-level CEO forum and supporting activity**

The extent to which issues affect the industry varies. From training through to the COVID 19 crisis where at the highest-level significant decisions were made to ensure the survival of the industry.

The lesson from the crisis was that FIDIC needs to improve its engagement at the very highest level to ensure industry response can be faster, better co-ordinated, and flexible.

This Strategic Plan therefore commits to creating a high-level forum for such conversations and knowledge sharing to occur.

## Quality

### **Implement standard processes for FIDIC activities using key systems such as the CRM, CMS ESP, etc**

Industry issues can be raised with FIDIC via many routes. There is, however, currently no central way to monitor or understand all the issues that are being raised. This is something that needs to be resolved going forward.

FIDIC is therefore working on improving its systems to the point where it can see a 'one truth' overview of its activities. Whilst this is ambitious it is important to start connecting such information together.

### **Communication and social media activity improved to ensure consistency and quality**

Responding to global issues on social media is important, having the reputation and quality where individuals, companies, government engage because of such activity is another.

Social media is also an important tool for identifying issues. The COVID 19 crisis demonstrated that many economies when monitoring the crisis went from using measures such as GDP, employment etc to mobility figures from google, citymapper, internet searches and locational track and trace.

FIDIC has to learn lessons from such activity and be able to identify and find issues using data and social media. FIDIC will therefore as part of its plan continue to develop such tools.

### **Establish codes of conduct for processes such as trainers, adjudicators to provide transparency and ensure quality**

For FIDIC to respond with authority and quality to issues it is important that its services follow a code of conduct that provides confidence to the market.

FIDIC will therefore continue to instigate and improve its code of conducts to ensure that it has the authority and reputation to engage at the highest levels when issues are raised.

## CEO Club and advocacy

### **Develop programme for the CEO forum and advocacy**

For FIDIC to address issues it needs to be engaged at the highest level through to the training of new engineers. The challenge, however, how do you encourage the future generation of engineers in the first place.

To do this FIDIC establishment of a CEO forum will not only provide expertise, engagement etc but will also provide role models and industry figures for the next generation.

### **Resource and investment approval from FIDIC board with a view to recruitment for delivery of CEO Forum**

Understanding the issues is only part of the problem, to actively then engage and develop solutions is the challenge. This is something engineers are good at and as such it is important that FIDIC operates with the same mentality.

FIDIC therefore as part of this Strategic Plan will put in place the necessary resource to deliver on the CEO forum and high level engagement. Providing a platform for issues and challenges but also providing inspiration for the next generation of engineers.

### **Develop a standing list and set of stakeholder relationships to help provide thought leadership at the CEO level globally**

To address industry issues, leadership is required. The global infrastructure and engineering industry has a large number of global leaders. It is therefore important to provide a forum for such influencers to meet.

## Priority n °4 - Addressing global challenges



To do this FIDIC needs to ensure it has in place the systems and ability to meet the need of such a forum. As part of this Strategic Plan FIDIC intends to put in place such systems to serve all of its committees including the CEO forum.

### **Helps to monitor industry issues and trends and further develop the Infrastructure Global platform**

Monitoring is key. Increasingly trends are reported before individuals realise they are acting in the way described by the data. Nowhere has this become more prevalent than in the COVID 19 crisis. FIDIC needs to learn from these lessons but can not possibly monitor the entire globe.

There are, however, via the CEO forum a large number of companies that are also monitoring such trends and have an interest in ensuring the resilience of the industry. The CEO forum therefore will bring together such expertise going forward.

### **Link CEO Forum to existing CEO activities at the FIDIC annual conference such as the CEO luncheon**

The CEO Forum expands on FIDIC's current CEO offering at its international infrastructure conference. It is, however, important that issues raised by industry are not lost and that the existing mechanisms operated by FIDIC integrate into new initiatives to have the greatest impact on addressing industry issues.

FIDIC is therefore committed as part of this Strategic Plan to ensure that initiatives are considered as part of a service offering rather than individual products to improve FIDIC's effectiveness



**International Federation of Consulting Engineers**  
The Global Voice of Consulting Engineers

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## About FIDIC

2020

2024

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.



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**Endnotes**