

FIDIC STRATEGIC PLAN

Version n° 6

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1. The major challenges
2. FIDIC Priorities

1. The major challenges

- For the consulting engineering industry
- For the Member Associations
- For FIDIC

1.1. The major challenges for the consulting engineering industry

Continuing challenges

These challenges are not new, but still actual

- Creating a substantial brand for our industry globally
- Increasing demand in terms of infrastructure development with larger and more complex projects
- Reducing the risks for the industry, the clients and society in cost based procurement
- Fighting corruption to increase the effective benefit from infrastructure spending
- Ongoing market pressure from clients to do more with less and growing expectation of perfection
- Maintaining effective dialogue and cooperation with the global organizations eg International Financial Institutions (IFIs)

Emerging challenges

In a fast changing world, our industry is confronted with some new challenges:

- Slow growth: maintaining our industry in a world troubled by geopolitical and economic re-balancing
- Sustainability & climate change: equipping our industry to reduce and mitigate climate change impact
- New technologies: what is their impact (BIM, collaborative work, big data...)?
- New business models: is our industry on the verge of major disruption like other industries (banks, hospitality...)?
- Consolidation: consequences of the trend towards mega firms
- New delivery methods, such as PPPs, PFIs...
- Competitive threats and increasing protectionism
- Inappropriate procurement of consulting and construction services
- Networking and cooperation across a very diverse industry

1.2. The major challenges for the Member Associations

- Leveraging the huge diversity of MAs in size, role, capability for their individual benefit
- Creating business conditions for a strong national industry challenging for weaker MAs, under resourced and under skilled
- Changing industry demographics reducing CEO engagement in MAs and reducing subscription income
- Decrease of volunteers and participation, due to changing business pressures and approaches
- Lack of legitimacy and relevance, especially to represent the global firms, who have a less “National” vision / interest

1.3. The major challenges for FIDIC

- Achieving visibility and recognition by all the stakeholders and by the society in general
- Achieving inclusiveness and alignment: representing the diversity of our industry in terms of geographies, business sectors, firm sizes... is a big challenge – limited partners and sponsors
- Assistance to the MAs, especially the weakest associations. Need more effective MA capacity building approaches.
- Decrease of revenues from subscriptions, with more and more requests for discounts, even from large MAs
- Engagement with global firms, need to be more relevant for the CEOs and top executives of the large international firms, include them and represent their interests globally.
- Weakness of FIDIC Secretariat, in terms of human resources, when demand for services is growing and more sophistication is required.

2. FIDIC priorities

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

Priority n °1

Lead the consulting engineering industry visibly and effectively

- Develop and execute an industry marketing plan to enhance the image of the industry globally
- Develop and execute an industry communication plan to effectively engage all major constituencies in the industry
- Continue to expand membership so as to represent the e/c industry in its diversity
- Support our Committees and Task groups
- Further develop, license and publish FIDIC body of knowledge
- Establish FIDIC training and accreditation regime for Ces
- Make FIDIC annual conference more attractive and successful

Priority n° 2

Strengthen FIDIC's position in the overall construction sector

Thanks to its contract activity, FIDIC plays an important role in promoting the best practices, not only for the e/c industry but, more importantly, for the overall construction & infrastructure sector. This role should be reinforced by:

- Updating and promoting existing FIDIC contracts (Rainbow suite...) and issuing new FIDIC contracts (tunneling, dredging...)
- Fighting against misuse of FIDIC contracts, especially in Central and Eastern Europe
- Expanding the use of FIDIC contracts in new territories
- Promoting dispute avoidance and adjudication, through the new FIDIC Body of Adjudicators
- Promoting best practices in terms of procurement, especially for contractors' selection

Priority n° 3

Connect and support our membership more effectively

- Develop and execute a broad based relationship building program
- Improve relationships with regional organizations, EFCA, GAMA, FEPAC, ASPAC
- Facilitate MAs sharing best management practices with an effective capacity building strategy
- Collaborate with the MAs to enable FIDIC and the MAs to engage with the global firms
- Improve dialogue between FIDIC and MAs, especially on the occasion of the annual DNS meeting

Priority n° 4

Adapt and improve the governance of the Federation

Strengthen the collaboration between FIDIC and the MAs, by:

- Improving the dialogue with the MAs Presidents: this means that we have to revive the annual Presidents meeting and restructure the GAM?
- Improving the dialogue with the DNS, by:
 - Establishing a DNS Advisory Council (5/6 DNS from different MAs in terms of size, geography, culture...)?
 - Rethinking the annual DNS Meeting
 - Finding a way of representation of the DNS in the FIDIC Board
 - Regular and meaningful dialogue with the MAs

- Improving the functioning of the Board, by:
- Improving Board governance and effectiveness: document and agree roles, delegations, protocols, charters, processes and reviews
 - Establishing a small “executive” group (President, Vice-President(s), Treasurer and MD, with monthly meetings by teleconference)
 - Developing a Board Succession Plan, and execute an approach to candidate selection for the Board to achieve better skills, experience and diversity in the composition of the Board

Priority n° 5

Innovate the way the Secretariat operates to be more effective and efficient

- Strengthen the human resources, so that the Secretariat can be more effective to meet the growing demand from the marketplace and from the Mas
- Invest, engage and develop our staff and support them to achieve excellent outcomes for FIDIC
- Be more cost effective, in order to be able to hire more resources. This means probably a relocation of the FIDIC Office in a less expensive country
- Re-platform FIDIC onto appropriate technologies for a global organization covering all processes and systems
- Improve the support and assistance to the volunteers who work in the Committees and Task groups
- Refine the structure and activities of Committees and Task Groups and clarify their roles and responsibilities