



Forward Plan 2017 - 2020

Presentation to GAM
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Development of Forward Plan 2017 - 2020

In order for any Forward Plan to be successful, it is essential that those responsible for implementing the plan (the Secretariat, the Member Associations and the Board) have an input in developing a plan that addresses their concerns, hopes and aspirations.

To capture these views, a questionnaire was developed in early 2017 and circulated to the Directors and Secretaries of EFCA Member Associations and the EFCA Board of Directors. The purpose of the questionnaire was to provoke thought and critically determine our Strengths, Weaknesses, Threats and Opportunities.

The results of the questionnaire were compiled, presented and debated by the Directors and Secretaries and also by the Board. Consequently a series of goals have been developed to build on our strengths, to overcome our weaknesses, prepare us for the threats and to exploit our opportunities. These goals form the basis of the **Forward Plan 2017-2020**.



Existing Goals to be continued

The key strength of EFCA was identified as the highly effective and extremely successfully critical lobbying activities which have resulted in significant wins for the industry in Europe. These activities will be continued and constantly reviewed during the life of the Forward Plan 2017 -2020.





Existing Goals to be continued

Internal Market Committee

- MEAT Best Practices: guidance and evaluation tools for awarding authorities.
- EU chapter in the updated FIDIC Procurement Procedures Guide.
- Introduction of standardised quality price ratio at European level.

New Task : Use of brokers in public procurement



Existing Goals to be continued

BIM Task Force

- CEN/TC 442: convey the BIM users' views.
- EFCA Booklet – ISO 19650 (analysis and explanation of its significance for our industry; recommendations on BIM uses; BIM execution plan; impact on (FIDIC) contracts).
- Cooperation with other European federations on BIM standardisation.



Existing Goals to be continued

European External Aid Committee

- Current **DB** and upcoming **DBO PRAG** documents.
- **Changes on the development aid market** (new global development framework and objectives; increasing use of blended finance and delegated agreements between IFIs; arrival of new major global players and increasing competition also with local and regional firms; need for consulting services on top of the hard-core engineering; loss of competitiveness of European consulting engineering firms), revision ToR.
- Contacts with European bilateral development agencies (build up **knowledge platform** on work and procurement procedures, industry experiences and statistical data).
- **IFIs**: European industry concerns are conveyed to FIDIC.



Existing Goals to be continued

Sustainable Development Committee

- FIDIC actions: support implementation; partnering in order to develop awareness-raising webinars (with the involvement of ISO/TC 268 experts) and training courses.
- FIDIC liaison ISO 37155 (Milena Matic) - “Framework for integration and operation of smart community infrastructures - Part 1: Opportunities and challenges from interactions in smart community infrastructures from all aspects through the lifecycle”.
- Our industry’s commitments in delivering the ambitions of the Paris COP21 agreement: under review (FIDIC position).



Existing Goals to be continued

The FIDIC – EFCA Agreement 2014-2018 is up for renewal in the second half of 2017. EFCA is committed to coordinate the activities of both organisations to avoid overlaps and unnecessary duplication in order to provide maximum value for the European Member Associations.

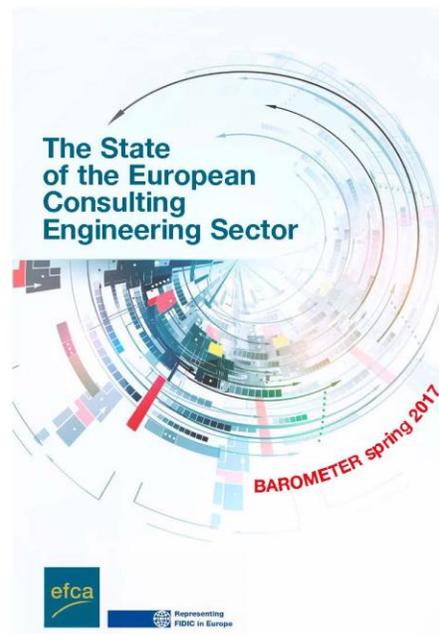




Existing Goals to be continued

EFCA Barometer

- Continue to produce the EFCA Barometer Survey twice a year.





New Goals

10 key goals have been developed under the following headings:

- Communications – Goal 1
- Benchmarking – Goal 2 & 3
- Lobbying – Goal 4
- YPs – Goal 5
- Training – Goal 6
- Future Trends – Goal 7
- Membership – Goal 8
- Additional Member Services – Goal 9
- Sponsorship – Goal 10



Communications

The key issue consistently raised is that the traditional approach to communications no longer works. EFCA has been extremely successful in our critical lobbying activities which has resulted in significant wins for the industry in Europe. While we keep telling people about these wins, they don't necessarily hear us, as a result of the vast amounts of information they receive on a daily basis.

When Member Associations and their Member Companies don't see the wins they don't appreciate the value that EFCA bring. We must make our message stand out more. Communications technology is moving at such a pace that it is extremely difficult to stay on top of the various social media platforms.

***“THE PROBLEM WITH COMMUNICATION.....
IS THE ILLUSION THAT IT HAS BEEN ACCOMPLISHED.”***

George Bernard Shaw



Communications

Goal 1: Develop a suitable communications strategy to inform and mobilize our membership and the wider community that we seek to influence.

Way forward: Appoint a task force to develop a communications strategy and investigate if there is any way our membership of 250,000 staff in 25 countries can be used to attract sponsorship or advertising to fund such an investment. The task force remit is to include social media and conference communications.

Reason: Demonstrate the value EFCA brings to MAs, Member Companies and society in general.



Benchmarking

Goal 2: Produce a series of Best Practice Guides for MAs and members.

Way forward: Reactivate the working party on Association Best Practice with a target of producing one Best Practice Guide per year for the next 3 years.

Reason: Best Practice Guides are a key tool to assist Member Associations in improving and growing their associations and facilitate the formation of Member Associations in Countries where none exist.



Benchmarking

Goal 3: Investigate the feasibility of rolling out an Annual European Benchmark Survey among member companies.

Way forward: Appoint a task force to examine the feasibility of carrying out an Annual European Benchmark Survey and report to the Board within 6 months. 5 MAs are already carrying out such a benchmark survey. The first task would be to align the existing surveys across 5 countries before rolling out the survey to all MAs. This can only be introduced in a country with MA approval. Task force involvement is required from D&S who are currently carrying out such an exercise.

Reason: Creates huge value to member companies in understanding and benchmarking their own business. It also greatly enhances the visibility of EFCA.



Lobbying

Goal 4: Preparing a “State of the Union Report” for the EC to align with a change in the Commission in November 2019 and every five years thereafter.

Way forward: Appoint a task force to co-ordinate the preparation of such a “State of the Union Report” following the successful format of the “State of the Nation” reports prepared by a number of MAs. The Internal Market Committee, European External Aid Committee, Sustainable Development Committee, BIM Task Force will be substantial contributors to the report.

Reason: This report will immediately create a huge awareness of EFCA for both the new members of the Commission and the MEPs who can only assist in our day to day lobbying activities.



Young Professional Development

Goal 5: Increase the opportunity for Young Professionals to engage more proactively with EFCA

Way forward: President to engage directly with YPs to understand their views and aspirations.

- Do we change name to YPs or emerging professionals?
- Do we seek Board representation and committee representations? Can we encourage MAs to do likewise?
- Consider re-alignment of competition with MAs and FIDIC.



Training

In line with the spirit of the EFCA-FIDIC Agreement, any future training programmes run by EFCA should concentrate on EU matters.

Goal 6: Develop a two day training course on how the European Institutions work, including a visit to the European Parliament/Commission and engagement, suitable for MAs, Member Companies and YPs.

Way forward: Secretariat to develop and run a course every three years.

Reason: Enhances the awareness of EFCA to both members and the Commission. Provides an opportunity for the Secretariat to share the accumulated knowledge of the Institutions.



Future Trends

How can EFCA stay ahead of future trends? MAs find one of the main benefits of the D&S is finding out what is happening in other countries so that they can provide information to their members.

- Do we establish a task force?
- Do we look to establish a joint FIDIC task force, as it is not specifically a European issue?
- Do we look at another European / Global future think tank, as it's not an engineering specific issue? Is there one already out there?

Goal 7: Board Sub-committee to determine the most appropriate structure to ensure that EFCA stay ahead of the technologies curve and is in a position to advise member companies of emerging technologies.



Membership

Our member associations companies employ approximately 250,000 staff members out of a potential pool of 1,000,000. We receive membership fees from only 25% of the staff in the industry. Therefore 750,000 staff members benefit from our representation without contributing to it. Our budget is approximately 55 cent per employee who benefits from our representation or €2.20 for each staff member we actually officially represent. That model can't work going forward.

Goal 8: Increase our membership by attracting new member associations and capitalise on the new corporate membership opportunity.

Way forward: Appoint a sub-committee of the EFCA Board to identify new member associations and capitalise on the new corporate membership opportunity.



Additional Member Services

Goal 9: identify new services that can be offered to member companies such as Aggregator Project Portals or other digital platforms.

Way forward: Secretariat to investigate such opportunities and recommend to the Board.



Sponsorship

Goal 10: EFCA to generate 7.5% of income from sponsorship by 2020.

Way forward: Secretariat to investigate such opportunities and recommend to the Board.



New Goals – Enhanced Organisational Structure

New Task Forces

- Communications
- European Benchmarking Survey
- State of the Union

New Board Sub Committee

- Membership
- Future Trends

Reactivated Working Party

- Association Best Practice