



Associations' Best Practices

EDITION 2021

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Introduction

This guidance describes good practice for national associations of consulting engineers. It is based on information obtained from the 2019 survey commissioned by EFCA and conducted by Sarah Ingles. The guidance consists of two parts. The first part contains a description of what is considered good practice in terms of membership profile, internal organisation and financial structure. The second part provides best practices from the members of EFCA to inspire others.

This guidance is a growth document.
It will be expanded and honed every two years.

March 2021

The numbers in this guide are based on a survey conducted at a time when we had not heard of **COVID-19**.

In some cases, the situation is different now than it was before the pandemic.

For the most notable topics, this is reported in a text block.

COVID-19 UPDATE



Part One

Guidance on Governance

Membership Profile

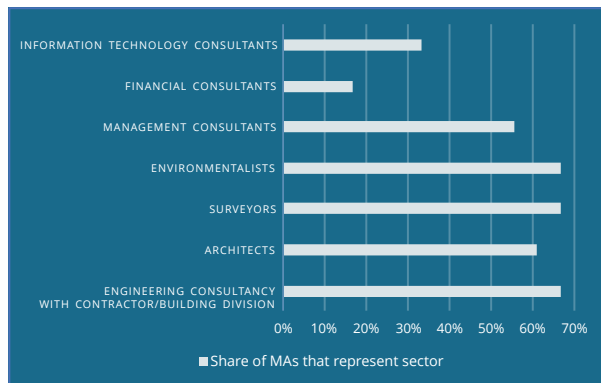
The members of EFCA are national engineering and consultancy associations which present private companies that provide engineering services in the field of construction, infrastructure and the physical living environment, as well as in the field of project management, contract management and licensing.

70%*

In more than 70% of MAs, members are companies only and not individuals.

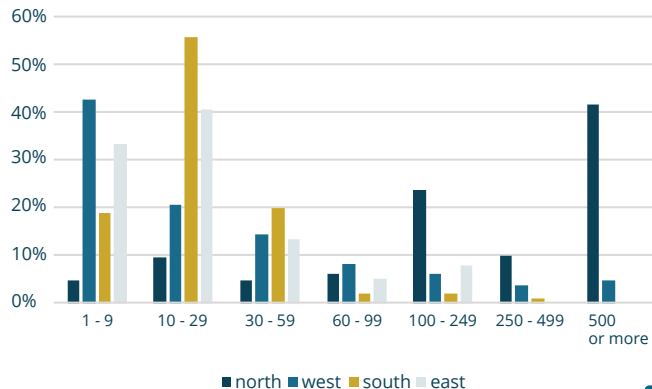
HIGHLIGHT

Sectors represented by MAs *



* based on the EFCA MA survey

Size of the member companies per region *

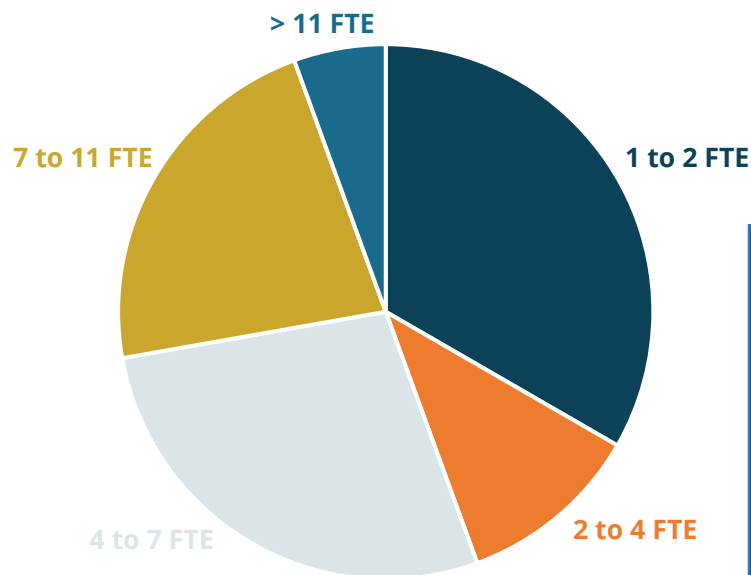


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Secretariat

Number of staff in the Secretariat *

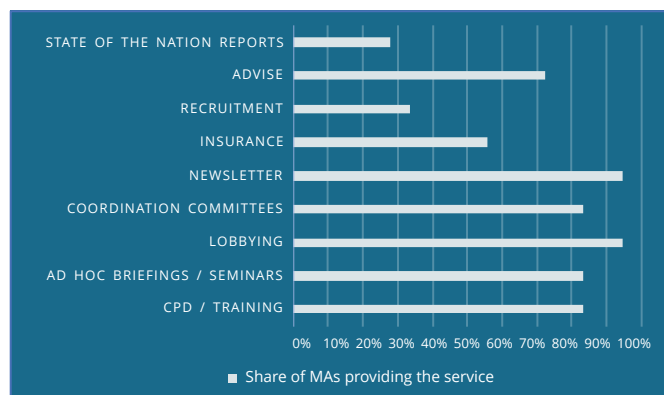


77%*

of the MAs has a full-time director.

HIGHLIGHT

Services provided by MAs *



* based on the EFCA MA survey

Governance

Chair / President

- External: (+) possibility to hire (politically) influential person; (-) on the payroll.
- Internal: (+) knowledgeable of the sector, volunteer, ambitious; (-) sector-centred approach.
- Mandates: maximum 2 mandates.

Board

- Number of Board members: keep it workable (between 7 and 11).
- Mandates: 2 or 3 years in the same position; maximum 3 mandates in total.

Diversity

- Secure geographical and gender diversity; be inclusive and attract young people in the management of the association; be representative of all members.
- Keep the membership timely informed about possible policy changes (cf. D&S meetings).
- Regularly question the membership about the services rendered and policy actions taken.

Financial Structure

MA Income streams

On average, subscriptions are the main source of income for 81% of MAs. Other sources of income are training/events and sponsorship, which are respectively more important in the Eastern region and the Southern region.

The subscription fee is mostly based on number of employees and/or turnover. Only in the Eastern region a fixed subscription fee is used.

Most of the European MAs apply a minimum and maximum annual subscription, which is reviewed either once a year or every three years.

Results are based on the EFCA MA survey.

Due to the COVID-19 regulations established in almost all the MA countries, the impact on organizing training and events was significant, resulting in a loss of income for some associations.

COVID-19 UPDATE

81%

of MAs depend on subscriptions.

HIGHLIGHT

Financial Structure

Almost 25% of the European MAs have no income from sponsorships. Especially suppliers to the industry and insurance companies enter into a sponsorship deal with a MA.

Especially in the Northern and Eastern region, publications are a quite important source of income.

MA Expenditure

The biggest expenditure of a European MA is salaries, with an average of 36%.

On average a European MA holds 46% of the operating budget in reserve. This is significantly more than the average in the Eastern region (21%).

Results are based on the EFCA MA survey.

TIP for MAs

Diversify income streams, that way you will lower the impact of unforeseen circumstances.

Get inspired and learn from other MAs during the D&S meetings.

COVID-19 UPDATE

36%

of the budget goes to salaries.

HIGHLIGHT



Part Two

Best Practices

State of the Nation Report



SAMMENFATNING AF ANALYSENS RESULTATER

SEKTOR-OMRÅDE	SEKTOR	DEFINITION	VÆRDI* (MIA. KR.)	GENNEM- SNITLIG LEVETID	TILSTANDS- KARAKTER 2016	TILSTANDS- KARAKTER 2020	TREND 2016-2020	OMKOSTNING TIL NIVEAU 4** (MIA. KR.)	TILSTANDS- TENDENS 2020	FREMTIDS- SIKRING	BÆREDYG- TIGHED
Transport	Jernbaner	Skinner, spor og signalanlæg, men ikke tog og bygninger	100-200	40-70 år	4,0	3,5	↘	5-15	↘	●	●
	Havne	Kajanlæg, kajgader, kraner mv.	60-110	30-50 år	4,0	4,0	↗		↗	●	●
	Lufthavne	Airside og terminalbygninger, men ikke fly	10-15	30-40 år	4,0	4,5	↗		↗	●	●
	Veje og broer	Statslige	500-600	25-40 år	4,0	4,5	↗	5-10	↗	●	●
		Kommunale			2,5	3,0	↗		↗	●	●
Miljø	Kloak og spildevand	Kloakker og rensningsanlæg	400-500	60-80 år	3,5	4,0	↗		↗	●	●
	Vand-forsyning	Ledninger, borer og vandværker	120-160	80-100 år	3,5	3,0	↘	10-25	↘	●	●
	Affald	Genanvendelse, forbrænding, deponering og transport	50-100	5-50 år	4,0	4,0	↗		↗	●	●

<https://www.fri.net.dk/om-den-raadgivende-ingenioerbranche/state-of-the-nation-2020/>

Brief description of the report

The FRI report describes the state of all 'infrastructure sectors' including buildings, utilities, airports, etc. The FRI report looks at the **current conditions** and the **future challenges** and is based on other reports and findings – i.e. methodologically the report is sound. As part of the report FRI involves an **external review board** consisting of university professors or other specialist outside the industry reviewing the chapters and the conclusions. The **target groups** for the report are politicians and the public at large, including the media and companies from the industry. The **aim** is to:

- Show the actual state of the national infrastructure sectors – and point out where we are investing insufficiently and where things are ok or even good.
- Position FRI as a reliable voice of the industry.
- Position the Consulting engineering industry as the experts for society.
- Open doors for our other political agendas – it's a great door opener when requesting meetings with politicians.
- Identify future markets for the member firms.

Cost

EUR 100k - 120k + a lot of hours.

Outsourced activities

- Writing and analysis
(outsourced to one member firm)
- Design / layout and printing
(outsourced to graphic design company)

Circulation

2.500 - 3.000

Publication

The report is published every four year.

CHARACTERISTICS

Training and Courses



RÄDGIVENDE
INGENJÖRERS
FORENING



SYNTEC
INGÉNIERIE

oice

Associazione delle organizzazioni di ingegneria
di architettura e di consulenza tecnico-progettuale

Benefits for the MA

- Visibility of the association.
- Enhancing the image of an avant-garde institution.
- Stronger link to FIDIC.

Note from OICE

The institutional and non-commercial essence of the association implies that:

- Associations can access top notch trainers working for or with International Institutions (MDBs or federations such as FIDIC).
- Participation costs must be more convenient than competing market offers.
- Organisation costs must fit in a tight budget.

Resources

<https://www.syntec-ingenierie.fr/programme-2019-des-formations-aux-contrats-internationaux-fidic/>

<https://www.syntec-ingenierie.fr/event/formation-aux-contrats-internationaux-fidic-la-gestion-des-reclamations-et-le-reglement-des-litiges-module-2-appfondissement/>

<https://www.rif.no/kurs-og-arrangementer/>

<https://www.oice.it/560208/si-chiuso-con-successo-il-corso-oice-sulla-contrattualistica-fidic>

<https://www.oice.it/576870/webinar-allplan-novit-negli-strumenti-di-authoring-bim-e-nella-piattaforma-di-collaborazione-mercoled-10-ottobre-2018-h-16-30>

Kind of training

- FIDIC training
- Professional courses
- New legislation and regulation

Average number of participants per training

- 15 - 25 for a course
- 70 - 150 for a seminar (OICE)
- 10 - 40% of the members have used a training at some point
- 3 - 25% of the members regularly use the training

Price range

- EUR 100 - 500 for one day
- EUR 1.500 for a two-day course
- Profit: 10 - 15%

The MAs themselves are involved in the development of the training, but **outsource the delivery** of the training.

CHARACTERISTICS

An official publication of

efca



Representing
FIDIC in Europe

March 2021

www.efcanet.org