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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 developed by Sarah Ingle, ACEI Secretary General based in Dublin, Ireland. 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
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.

Sectors represented by MAs *

<table>
<thead>
<tr>
<th>Sector</th>
<th>Share of MAs that represent sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>INFORMATION TECHNOLOGY CONSULTANTS</td>
<td>10%</td>
</tr>
<tr>
<td>FINANCIAL CONSULTANTS</td>
<td>20%</td>
</tr>
<tr>
<td>MANAGEMENT CONSULTANTS</td>
<td>30%</td>
</tr>
<tr>
<td>ENVIRONMENTALISTS</td>
<td>40%</td>
</tr>
<tr>
<td>SURVEYORS</td>
<td>50%</td>
</tr>
<tr>
<td>ARCHITECTS</td>
<td>60%</td>
</tr>
<tr>
<td>ENGINEERING CONSULTANCY WITH CONTRACTOR/CONSTRUCTION DIVISION</td>
<td>70%</td>
</tr>
</tbody>
</table>

* based on the EFCA MA survey

Size of the member companies per region *

70%*

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

Number of staff in the Secretariat *

- > 11 FTE
- 7 to 11 FTE
- 1 to 2 FTE
- 2 to 4 FTE
- 4 to 7 FTE

Services provided by MAs *

<table>
<thead>
<tr>
<th>Service</th>
<th>Share of MAs Providing the Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>STATE OF THE NATION REPORTS</td>
<td></td>
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<tr>
<td>ADVISE</td>
<td></td>
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<td>RECRUITMENT</td>
<td></td>
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<tr>
<td>INSURANCE</td>
<td></td>
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<tr>
<td>NEWSLETTER</td>
<td></td>
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<td>COORDINATION COMMITTEES</td>
<td></td>
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<tr>
<td>LOBBYING</td>
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<td>AD HOC BRIEFINGS / SEMINARS</td>
<td></td>
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<tr>
<td>CPD / TRAINING</td>
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</tbody>
</table>

* based on the EFCA MA survey

77% *

of the MAs has a full-time director.
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.
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.
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.
Part Two

Best Practices
### State of the Nation Report

#### STATE OF THE NATION 2020

[Image of a cityscape with buildings and a view of the city]

## SAMMENFATNING AF ANALYSENS RESULTATER

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</thead>
<tbody>
<tr>
<td>Transport</td>
<td>Jernbane</td>
<td>Skinner, spor og signalerlæg, men ikke tog og bygninger</td>
<td>10-200</td>
<td>40-70 år</td>
<td>4,0</td>
<td>3,6</td>
<td></td>
<td></td>
<td>5-15</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Havn</td>
<td>Kajslag, kagevideo, kraner mv.</td>
<td>60-110</td>
<td>30-50 år</td>
<td>4,0</td>
<td>4,0</td>
<td></td>
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<tr>
<td></td>
<td>Lufthavn</td>
<td>Anløbs- og terminalbygninger, men ikke fly</td>
<td>10-15</td>
<td>30-40 år</td>
<td>4,0</td>
<td>4,5</td>
<td></td>
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<tr>
<td></td>
<td>Veje og brør</td>
<td>Statlige</td>
<td>500-600</td>
<td>25-40 år</td>
<td>4,0</td>
<td>4,6</td>
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<tr>
<td></td>
<td>Kommunikation</td>
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<tr>
<td></td>
<td>Miljø</td>
<td>Kloak- og spildvedv</td>
<td>400-500</td>
<td>50-80 år</td>
<td>3,5</td>
<td>4,0</td>
<td></td>
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<tr>
<td></td>
<td>Vandforstyrrelse</td>
<td>Ledninger, korosion og vandtvækker</td>
<td>120-160</td>
<td>80-100 år</td>
<td>3,5</td>
<td>3,0</td>
<td></td>
<td></td>
<td>10-15</td>
<td></td>
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<tr>
<td></td>
<td>Affald</td>
<td>Genanvendelse, forbrænding, deponering og transport</td>
<td>50-100</td>
<td>5-50 år</td>
<td>4,0</td>
<td>4,0</td>
<td></td>
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[Image of a chart with arrows indicating trends and green and red circles indicating performance]


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**Associations’ Best Practices Guide**
State of the Nation Report

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 insufficently 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.
Training and Courses

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.rif.no/kurs-og-arrangementer/

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 MA themselves are involved in the development of the training, but outsource the delivery of the training.