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Cámara Mexicana de la Industria de la Construcción

Ing. Ricardo Platt García
Presidente

México, D.F., Octubre 12, 1998.

Señor Ingeniero
Horacio Pavez García
Presidente
Cámara Chilena de la Construcción
Santiago, Chile

Estimado Horacio:

A partir de 1995, la Comisión Ejecutiva de nuestra Cámara se ha reunido anualmente con las de The Associated General Contractors of America y The Canadian Construction Association, nuestros homólogos en Estados Unidos y Canadá; países con los que integramos el Tratado de Libre Comercio de América del Norte (TLCAN o NAFTA).

Después de prudente y paciente interacción, en Diciembre de 1997, llegamos al acuerdo de firmar tres declaraciones conjuntas sobre temas de interés mutuo, uno de ellos sobre infraestructura. En los próximos días firmaremos una segunda declaración sobre este tema, que es de interés general para los constructores de cualquier país del mundo y nos ha ocupado en múltiples congresos nacionales, de FIIC y otras organizaciones.

Basado en ello, me permito presentar a tu consideración la firma de la declaración conjunta anexa, por todas las Cámaras que integramos FIIC, más AGC y CCA; lo que representaría a toda la industria de la construcción del Continente Americano. Esta declaración es la suma en una sola, de las dos declaraciones antes citadas, lo que creo tendría la aprobación automática de quienes ya las signamos.

Te suplico el pronto y atento análisis de esta posible declaración, que maneja muy importantes conceptos, incluyendo el que los países prósperos se volvieron prósperos invirtiendo en su futuro cuando no eran ricos, manifestado incluso por Estados Unidos y Canadá, los países más ricos del Continente. Lo estoy enviando a todos los Presidentes de Cámaras de FIIC.



Cámara Mexicana de la Industria de la Construcción

Ing. Ricardo Platt García
Presidente

Presentaré en nuestra próxima reunión de Consejo de FIIC en Lima una moción para que se emita ésta, que pudlésemos llamar la Declaración de Lima, que signe toda América. Un punto muy importante: sugiero que no hagamos ninguna modificación al texto de propuesta que remito, pues la negociación para llegar a ella entre los solamente tres países que ya la firmamos, fue en extremo larga y ardua; incluso hay temas en los que no pudimos tener acuerdo. Si intentamos perfeccionar el documento con adiciones de otros diecisiete países, podemos tardar años en acordarlo y perder un tiempo muy valioso. La idea es que logremos un primer paso firme en el presente, que pudiera seguirse con otros mejorados y/o ampliados en el futuro. Te invito a aprovechar la excelente oportunidad que nos presenta la reunión de Lima para emitir esta declaración conjunta.

En caso de que la moción fuera aprobada, podríamos considerar la posibilidad de que conjuntamente FIIC y AGC-CCA presenten a nuestra Confederación Mundial, CICA, una moción de que esta declaración fuese apoyada por las tres federaciones restantes y se formulase una declaración mundial en este sentido.

Estoy a tu disposición para cualquier duda o comentario vía correo electrónico, fax o teléfono.

Aprovecho la oportunidad para enviarte mi más cordial y afectuoso saludo, esperando con gusto la ya próxima oportunidad de saludarnos personalmente en nuestro Consejo y Congreso de Lima.

Muy atentamente,


Ing. Ricardo Platt García

c.c.p.- Ing. José Ortiz Rivera, Presidente FIIC.

(Borrador)

Declaración Conjunta

Infraestructura

Las cámaras de la construcción de todo el Continente Americano, en representación del sector construcción de nuestros respectivos países, declaramos conjuntamente que:

Entendemos por infraestructura la red de instalaciones y obras de uso público que constituyen la espina dorsal de la planta física de un país. Incluye los edificios públicos (hospitales, escuelas, oficinas gubernamentales, entre otros); la red vial urbana; transporte público; generación, transmisión y distribución de energía eléctrica; presas y sistemas de riego; agua potable; manejo y tratamiento de aguas residuales; carreteras; aeropuertos; puertos; ferrocarriles, etc.

La calidad de la infraestructura de una nación es un índice crítico de la vitalidad de su economía y viabilidad como país. Materializa y concreta en instalaciones físicas los elementos básicos de una sociedad civilizada y una economía productiva. Se requiere su adecuada presencia para tener una economía competitiva internacionalmente. Su ausencia impone una carga inaceptable a la ciudadanía y es un gran obstáculo para el crecimiento, la competitividad y calidad de vida del país.

Aunque la sola existencia de una infraestructura adecuada no garantiza la prosperidad interna, el crecimiento económico a largo plazo no puede lograrse sin ella. Además, la inversión en infraestructura genera directamente una actividad económica adicional.

Creemos que la inversión en infraestructura debe tener un alto rango entre las prioridades nacionales. Debemos asegurarnos que nuestras carreteras y sistemas colectivos de transporte nos desplacen segura y rápidamente; que nuestras viviendas, industrias y el campo reciban agua suficiente y limpia; que se reduzca y disponga en forma segura del volumen de basura y desechos que cada vez en mayor cantidad generan nuestras naciones. Necesitamos que tanto nuestras escuelas como el resto de los edificios públicos sean adecuados y cumplan con sus propósitos; y que, en general, se prevea la adecuada columna vertebral requerida para una economía competitiva y fuerte.

La mayoría de los gastos gubernamentales procuran hacer frente a las obligaciones actuales y los beneficios respectivos no se extienden pasado el año fiscal en curso. Además, los gastos gubernamentales no benefician a todos los sectores de la economía.

Por el contrario, la inversión prudente de una nación en infraestructura provee beneficios a la presente y futuras generaciones y a todos los sectores económicos.

Los Gobiernos tienen la obligación de conservar y mejorar la infraestructura pública para la presente y futuras generaciones. Por ello requieren tener un plan de largo plazo para el mantenimiento e incremento de infraestructura, el cual incluya, como factor crítico, un plan de financiamiento. Este plan de financiamiento debe, donde sea necesario, tener en cuenta financiamiento del sector privado adicional a la inversión pública.

La infraestructura encabeza el desarrollo económico y la prosperidad. Desafortunadamente en épocas fiscales difíciles, la inversión en infraestructura es la primera afectada en la reducción de presupuesto. Esto pone en riesgo la calidad de vida de actuales y futuras generaciones, la calidad del ambiente, así como la prosperidad futura del país. La época para invertir en la infraestructura de un país es cuando la situación económica de ese país está deprimida. Los países prósperos se volvieron prósperos invirtiendo en su futuro cuando no eran ricos.

Por ello, hacemos un llamado a los líderes políticos del Continente Americano, para que tomen todas las acciones necesarias que prevean la oportuna y adecuada inversión en la infraestructura de nuestros respectivos países, a fin de proporcionar la necesaria calidad de vida económica, social y ambiental para todos nuestros ciudadanos.

Argentina:	Cámara Argentina de la Construcción
Bolivia:	Cámara Boliviana de la Construcción
Brasil:	Cámara Brasileña de la Industria de la Construcción
Canadá:	Canadian Construction Association
Colombia:	Cámara Colombiana de la Construcción
Costa Rica:	Cámara Costarricense de la Construcción
Chile:	Cámara Chilena de la Construcción
República Dominicana:	Cámara Dominicana de la Construcción
Ecuador:	Federación Ecuatoriana de Cámaras de la Construcción Cámara de la Construcción de Guayaquil Cámara de la Construcción de Quito
Estados Unidos de América:	The Associated General Contractors of America
Guatemala:	Cámara Guatemalteca de la Construcción
Honduras:	Cámara Hondureña de la Industria de la Construcción
México:	Cámara Mexicana de la Industria de la Construcción
Nicaragua:	Cámara Nicaragüense de la Construcción
Panamá:	Cámara Panameña de la Construcción
Paraguay:	Cámara Paraguaya de la Industria de la Construcción
Perú:	Cámara Peruana de la Construcción
El Salvador:	Cámara Salvadoreña de la Industria de la Construcción
Uruguay:	Cámara de la Construcción del Uruguay
Venezuela:	Cámara Venezolana de la Construcción



JOINT POSITION STATEMENT

Infrastructure

The Associated General Contractors of America (AGC)
 The Canadian Construction Association (CCA)
 The Camara Mexicana de la Industria de la Construccion (CMIC)

The Associated General Contractors of America, the Canadian Construction Association and the Camara Mexicana de la Industria de la Construccion, representing the construction industries of the United States, Canada and Mexico respectively, jointly agree that:

Infrastructure is the network of public works systems and facilities that serves as the backbone of our countries' physical plants. It includes the street and highway network, public buildings, power facilities, water and wastewater systems, airports, ports, public transit systems.

The quality of a nation's infrastructure is a critical index of its economic vitality and visibility. Reliable transportation, clean water and the safe disposal of wastes are basic elements of civilized society and a productive economy. The absence or failure of these elements places an unacceptable burden on our citizens and is a major obstacle to growth, competitiveness and a high quality of life.

While a sound infrastructure does not guarantee future prosperity, long-term economic growth cannot be achieved without it. In addition, infrastructure investment directly supports additional economic activity.

We believe that infrastructure investment must be an absolute priority for our governments. Our countries must ensure that our highways and subways move us swiftly and safely; that our homes, farms and industries are supplied with ample of clean water; that we reduce and safely dispose of the increasing volume of waste generated by our societies; that our educational and other public buildings are adequate to meet their purposes and that we provide the structural underpinning for a robust and competitive economy.


 Brian Scroggs
 Chairman, CCA


 J. Howard Mock
 President, AGC


 Ricardo Platt
 President, CMIC

December 8, 1997

**CON OCASION DEL XXI CONGRESO DE FIIC, LOS REPRESENTANTES DE
LAS CAMARAS DE LA CONSTRUCCION, PRESENTES EN EL CONGRESO,
SUSCRIBEN LA SIGUIENTE:**

DECLARACION DE LIMA

CONSIDERANDO

- a) Lo informado por las distintas Cámaras de la Construcción de la Región acerca de la crítica situación por la que atraviesa el sector construcción;
- b) La urgencia en adoptar medidas por parte de las autoridades en orden a preservar los equilibrios macroeconómicos y a generar expectativas positivas;
- c) La conveniencia de avanzar en reducir el déficit de vivienda e infraestructura que exige el proceso de desarrollo de nuestros países, déficit que hoy limita su competitividad, lo cual se puede agravar en este período recesivo;
- d) La adhesión de las Cámaras expresada hoy con motivo de la suscripción de una Declaración sobre Infraestructura, propuesta por la Cámara Mexicana de la Industria de la Construcción

**LAS CAMARAS DE LA CONSTRUCCION AGRUPADAS EN LA FIIC
ACUERDAN:**

- 1° Transmitir a los respectivos Gobiernos, y a los Organismos de Financiamiento multilaterales, la necesidad de adoptar las medidas fiscales y monetarias pertinentes, tendientes a un manejo macroeconómico ordenado, de modo de asegurar un crecimiento alto y sostenido.
- 2° Insistir en que si bien la sola existencia de una infraestructura adecuada no garantiza la prosperidad interna, el crecimiento económico a largo plazo no puede lograrse sin ella. Además, debe tenerse en cuenta que la inversión en infraestructura constituye una efectiva inversión social que genera directamente una importante actividad económica adicional, al tiempo que mejora la calidad de vida de la población.
- 3° Reiterar que debe distinguirse claramente, para los efectos de la Política Fiscal, el gasto corriente, del gasto destinado a inversión de vivienda e infraestructura, no debiendo verse afectada este tipo de inversión con recortes presupuestarios utilizados en el proceso de ajuste.
- 4° Solicitar a CICA inicie una mecánica de dialogo institucional con el Fondo Monetario Internacional (FMI) y el Banco Mundial que permita transmitir periódicamente la visión que los empresarios privados de la Industria de la Construcción tenemos del manejo ordenado de las políticas económicas de los países que generan las expectativas positivas que permitan lograr un desarrollo sostenido de todos los países en este mundo globalizado.

Lima, 27 de octubre de 1998

Presidentes, damas y caballeros:

Quisiera expresarles en primer lugar, la tristeza del Presidente de la CICA, Sr. Thomas Rogge, de no haber podido estar con ustedes esta mañana.

Estaba muy entusiasmado de venir a verlos y poder aprender mucho sobre Latinoamérica y la FIIC, uno de los tres miembros fundadores de CICA, allá por abril de 1974 en Tokio.

Trataré de explicarles un poco más sobre nuestra organización.

¿Qué puede hacer la CICA por la Industria en el ámbito mundial?

Esto se puede expresar con un lema que contenga los siguientes elementos:

- La Construcción crea empleo
- La Construcción protege el medio ambiente
- La Construcción se centra en los sistemas modernos de transporte
- La Construcción mejora las condiciones de vida.

CICA, ante todo fue y sigue siendo un foro para el intercambio de información, conocimiento y experiencia entre contratistas.

En mi opinión, CICA es en el ámbito mundial la organización que puede contribuir a mejorar la imagen de nuestra industria y de nuestros contratistas.

Como catalizador, CICA debe identificar los cambios esenciales en la industria y en sus mercados

Desde mayo de 1997 Asia se ha visto afectada por una terrible crisis financiera que empezó en Tailandia y que amenaza ahora al resto del mundo. ¿Qué significa esto para nuestra industria, empleo y cooperación.

1,500 000 millones de dólares cambian de manos diariamente en las diferentes bolsas de valores.

Hasta 1989, una de las mayores amenazas que pesaban sobre el mundo era el riesgo de una guerra nuclear, en 1998, estaríamos propensos a pensar que son los "Fondos Hedge" los que se ven más peligrosos para todos en todas las industrias.

¿Dónde nos posicionamos ahora en este período donde las ondas se expanden impredeciblemente en todas partes del mundo sin excepción?

La contaminación nuclear de Chernobyl ignoró las fronteras en 1986. Los inversionistas le prestan menos importancia ahora a las utilidades inmediatas, estamos viendo una "huida del riesgo" y una búsqueda de seguridad ...

Debemos preguntarnos

¿No es ésta una oportunidad para nuestra industria?

¿Es posible un resurgimiento?

Pienso que siempre que queramos y estemos preparados para movilizar nuestras fuerzas en forma conjunta unánimemente y simultáneamente, éste será un desafío enorme que podrá ser vencido rápidamente.

En Kuala Lumpur, en marzo de 1998, el consejo de la CICA decidió concentrar sus esfuerzos en un "planeamiento estratégico" desde ahora y hasta el año 2001.

No cabe duda que debemos mejorar nuestros sistemas de comunicación, y para hacerlo así, CICA ha adoptado Internet y Correo Electrónico. Implementar la estrategia de CICA es un desafío esencial que recae sobre los hombros de cada miembro de la Federación y sobre los míos.

Fue idea de nuestro antiguo Presidente, Robins Jackson, presente hoy, iniciar contactos al nivel más alto con el Sr. James Wolfensohn, Presidente del Banco Mundial, además de las reuniones normales que se han llevado a cabo durante los últimos diez años sobre adquisiciones públicas ... Los resultados hoy son muy alentadores.

Financiamiento público-privado, asociación públicas-privadas son palabras clave en este período de globalización.

La semana pasada conocimos, el Presidente Rogge y quien les habla, al presidente del Banco de Desarrollo Africano en Abidjan, en la Costa de Marfil, visita que pareció ser muy apreciada y oportuna para los africanos.

Ya se han fijado los límites de tiempo para un seguimiento inmediato de este tema ya que la CICA deberá empezar en esta área desde cero para ampliar su membrecía.

Gracias a la FIIC ese no es el caso aquí, y con todo el apoyo de ustedes, nuestro Presidente Rogge se reunirá con el Presidente del Banco Interamericano de Desarrollo, Sr. Iglesias, el próximo 12 de noviembre en Washington, después del Consejo de CICA y nuestro ya "institucional" seminario Banco Mundial-CICA.

En 1999 tendremos una reunión similar en Manila con el Presidente del Banco de Desarrollo Asiático, por supuesto con la ayuda de IFAWPCA.

El siguiente momento límite de nuestro programa de 1999 es de SUMA IMPORTANCIA, y se llevará a cabo en Berlín, Alemania, 165 días después de hoy, del 10 al 12 de mayo. Esta será la octava conferencia de CICA desde 1984, y una muy especial para conmemorar nuestro 25to. aniversario.

El Tema: UN MUNDO EN TRANSICIÓN, LAS RESPUESTAS DE LA INDUSTRIA DE LA CONSTRUCCIÓN.

Esto estará en línea con el lema de su Congreso de hoy, "La Construcción al Inicio del Siglo XXI"

Más que nunca, la imagen de la industria de la construcción está en juego.

Si queremos que sea un éxito y es definitivamente imperativo, esta Conferencia de CICA deberá ser una demostración significativa de contratistas para contratistas. El Presidente Rogge espera que la delegación de la FIIC a Berlín sea muy importante ya que Berlín es probablemente el mayor lugar de la construcción en el mundo. Ciertamente en Europa y es una ciudad estratégica para el desarrollo Este-Oeste.

Para concluir, permitanme terminar en una nota personal.

CICA es una "FAMILIA"

Es pues un gran placer contar hoy con la presencia de:

Presidente Julio Piccini Martin – mi primer Presidente CICA en 1985.

Presidente Julio Amato, 1993-1995

Robin Jackson 1995 – marzo 1998-10-26 y Un caballero que he copnocado durante todo este período, MIGUEL SALINAS, representante de primera clase de la FIIC, gran amigo mío.

A todos ellos, quisiera pagarles tributo especial y agradecerles en nombre del Presidente Rogge y en el mío propio, junto a todos los amigos de CICA en FIIC cuyos nombres no podría empezar a nombrar ya que sería una lista demasiado larga.

Presidente, damas y caballeros:, he leído recientemente en una encuesta sumamente interesante sobre Latinoamérica, y cito:

“La década de los ‘Tigres Asiáticos’ deberá dar paso a la era de los ‘Pumas Latinos’” ... el tiempo lo dirá.

En nombre de CICA, deseo fervientemente que su Congreso logre grandes éxitos y estaré feliz de participar en él.

Es un placer enorme estar con ustedes después de mi primera visita, hace 32 años, donde vine al Perú y tuve el placer de visitar Macchu Picchu, uno de los lugares más bellos que he conocido, que jamás podré olvidar.

¡Muchísimas gracias!



Confederation of International Contractors' Associations
7, rue La Perouse, 75784 Paris Cedex 16

To: CICA Member Federations:

AGC	Terry Chamberlain, Director, Int'l Division
CCA:	Pierre Boucher, Vice-President
FIEC	Ulrich Paetzold, Director General
FIIC	Carlos Cárdenas, Secretary General
IFAWPCA	Rodante Marcoleta, Deputy Executive Director
FAC	Awni Saket, President

August 9, 1998

Dear Sirs:

As per the scheduled which was established for CICA's strategic planning exercise (see my letter dated June 22nd), please find attached the first draft of the **implementation plan**. I would ask that you review the document carefully and that you provide your comments/input by August 31st.


I would ask that you pay particular attention to the time frames which are set in the plan. It is important that we all commit to the proposed activities within a set time frame to ensure a successful implementation process. You should note that many of these proposed activities suggest a means by which an aim can be achieved and do not require that the activity be completed within that period of time. For example, it is suggested that a membership drive be developed by September 1999 for the affiliate category. This does not mean that all targeted associations need to be approached by September of next year, but that a plan be devised to ensure increased membership in CICA through this category. Another example is the suggestion that specific issues be identified where CICA should exercise a certain influence. The time frame is June 1999 (see *Influence*). It is not suggested that CICA be in a position to address all of these issues by June of next year, but that it propose a set of actions according to which it would address the issues which are deemed important to the industry.

Your input is extremely important. Please provide your comments by the date stated date. Your comments will be incorporated into a second draft which will be sent to you in September. It is that second draft which will be subject to final approval by the CICA Council in November 1998.

I wish to point out that this is really the beginning of a long-term process which may require adjustments over time. Improved communications between CICA and its member federations is a must and your input is evidence of your support to this exercise and to your international Confederation in Paris.

Please do not hesitate to contact me should you wish to discuss any of the elements contained in the plan.

Yours truly,



Don Whitmore
Co-ordinator
CICA Strategic Planning Exercise

cc: Dr. Thomas Rogge, CICA President
Eric Lepage, CICA Secretary General

Strategic Plan

1999 – 2001



Confederation of International Contractors' Associations
7, rue La Perouse, 75784 Paris Cedex 16

August 1998

PREFACE

CICA embarked on a strategic planning exercise in November 1997 in response to the concern expressed by its member federations over its operation, overall performance and the direction given by the Council to the CICA Office in Paris. CICA members felt the Confederation was not keeping pace with all the changes taking place in the global economy and needed to adjust in order to face the challenges of the new millennium.

In January 1998, a questionnaire was sent to all member federations, council members and past presidents, for the purpose of soliciting their views on specific areas which affect CICA's operations. The areas are:

- ◇ Mission statement
- ◇ Aims and Objectives
- ◇ Services
- ◇ Influence
- ◇ Liaison
- ◇ Membership
- ◇ Communications
- ◇ Management
- ◇ Finances

The feedback to the questionnaire was discussed in Kuala Lumpur, on March 17th, where a strategic planning exercise was held with Don Whitmore, of the Canadian Construction Association, as the moderator. Consensus was reached on most issues, although there remains some divergence of opinions on specific items. These will be highlighted in this document.

It is now CICA's intention to have an implementation plan ready for adoption at its Council meeting in November 1998. This document will serve as a guide for CICA to commence the implementation of its strategic plan which will span the next three years, starting January 1, 1999. The suggestions herein are based on the feedback received from the questionnaire, the actual strategic planning exercise which took place in Kuala Lumpur and the additional input CICA has received thus far from its member federations.

INTRODUCTION

Today, many organizations around the world are involved in strategic planning. Most of these organizations have come to understand that the world is changing in a rapid and substantive way that affects them more and more each day. The promise of strategic planning is that it helps organizations better understand themselves and the world of which they are part. It does this by examining who and what the organization is, and by identifying the organization's capabilities and limitations. Perhaps more important, however, it does this by determining and analyzing the environment in which it exists and by helping the organization to adapt, in a meaningful and proactive way, to external circumstances affecting its operation.

A strategic planning exercise can be modelled on many different processes, some more complex than others. These processes involve many steps which are usually limited by the resources (financial and human) available to perform the strategic plan. The list below outlines the steps involved in a normal process:

1. Select the strategic planning committee
2. Introduce the process
3. Establish key areas which need to be analysed
4. Perform an analysis of strengths, weaknesses and opportunities
5. Conduct a survey to assess performance
6. Share results with large audience
7. Conduct brain storming session
8. Evaluate the potential impact of each idea on each strength, weakness and opportunity (cross- impact analysis)
9. Formulate mission, goals, objectives and strategies (three, five or ten year plan).
10. Conduct session to assess support for proposed plan
11. Finalize plan
12. Begin the implementation process
13. Measure performance frequently.
14. Perform one-year substantive review and modification

Although CICA only operates on limited resources, it will be able to conduct its strategic planning exercise in accordance with most of the steps listed above. Although the "brainstorming" session which took place in Kuala Lumpur did set out the key elements of the plan, it did not provide enough time for all issues to be discussed in detail. As a result, there are a number of suggestions in this document which may not have been discussed explicitly, but which are made to facilitate the implementation process. It should be noted, that none of these suggestions have been formulated in isolation and that they are all consistent with the viewpoints expressed in the survey, summary report, and additional input received to date.

N.B. We are now at point # 9 and points # 10 and 11 will be undertaken at the CICA Council meeting in November.

MISSION STATEMENT

One of the central tenets of strategic planning is that while a statement of mission cannot lead the process, the results of the exercise can lead to a statement of mission. A mission statement serves as a formal statement for public consumption of the purpose and direction of the organization. This is important knowledge for those who will be affected by the activities resulting from the implementation of the strategic plan. Mission statements can be helpful in getting people to pull in the same direction in the pursuit of common and well-understood goals.

The mission statement is the organization's most explicit statement of identity and it defines its character. A good statement can speak clearly to the concise mission of the organization, describe the types of services it will offer, state how it will do that, identify the target audiences it serves, and declare the recognition it wants to achieve over the long term.

Currently, CICA does not have a mission statement. As a result, it is difficult to bring all the aims and objectives into focus and then translate them onto an action plan. It has been agreed that CICA needs a mission statement, however the statement should clearly point out the fact that CICA's role is exclusively at the international level and that it cannot be perceived, in any way, to be interfering with the work accomplished by the continental/national contractors' associations.

It is therefore suggested that CICA immediately adopt the following mission statement and incorporate it in its Constitution/by-laws:

It is the mission of the Confederation of International Contractors' Associations to serve, promote and enhance the construction industry on behalf of its member federations in matters of international concern.

Time frame: This should be done in November 1998.

VISION

A mission statement is often accompanied by a vision statement to strengthen the long-term goal of an organization.

It is therefore suggested that CICA immediately adopt the following vision statement and incorporate it in its Constitution/by-laws:

It is the vision of the Confederation of International Contractors' Associations to be the recognized voice of the construction industry world-wide on matters of international concern.

Time frame: This should be done in November 1998.

AIMS AND OBJECTIVES

The members have agreed that CICA's Aims and Objectives need to be updated/modernized to respond to the needs of the construction industry in an emerging global market. It was recognized that these Aims and Objectives, combined with both a Mission and a Vision statement, will greatly increase understanding about CICA and its raison d'être. If they are clearly communicated, they will have the effect of generating interest in CICA. The end result should be improved collaboration and meaningful exchange between CICA and its member federations.

It was noted in Kuala Lumpur that the revised Aims and Objectives ought to address the following issues: industry image, sustainable development and environmental protection (cost-benefit), health and safety, attracting youth into the industry (career choice), infrastructure renewal.*

The following Aims and Objectives are therefore proposed for incorporation in CICA's Constitution and by-laws:

- *To speak for the construction industry on matters of international concern;*
- *To represent the interest of the construction industry with international organizations;*
- *To expand international construction opportunities;*
- *To enhance the image of the construction industry and to portray its importance in the world economy.*
- *To provide a platform for the exchange of opinions and co-ordination of efforts among its member federations;*
- *To promote international fellowship and greater opportunities for contact and cooperation among the constituents of the existing member federations;*
- *To unify the international member federations' or organizations' positions in areas where collaboration is essential, such as and in particular, international bidding, contracting, arbitration, environment, health and safety and actions for the common good of contractors and the construction industry, as well as those who participate in its activity;*
- *To develop and promote approved international standard tendering and contractual practices and procedures with the design profession and with international financial institutions;*
- *To promote and offer assistance in the creation of federations in those areas of the world where no such organization has yet been formed;*

Time frame: This should be done in November 1998.

* The issues stated above are incorporated in the proposed Aims and Objectives in a general way and will be further addressed in other sections of this document.

SERVICES

It has been recognized that CICA's services are meagre and only minimally meet the organizations' goals and objectives.

Potential CICA services have been identified in the following areas: international networking, international lobbying and the provision of clearing-house services. The first two subjects will be discussed in other sections below. The suggestion that CICA becomes a clearing-house for construction information can be achieved so long as the Confederation is supported by its member federations. In most cases, the information is readily available and simply needs to be supplied by the federations. For instance, the following has been identified as key information by the members: Directory of national and international contractors; Statistical Data for each region of the world (size of industry, volume of work by sector, workforce, export activities, other financial information);

It has also been suggested that CICA develop information kits (in the form of templates) for certain regions of interest. These kits would serve to provide information on such issues as labour relations, safety requirements, licensing requirements, contractual issues, tax issues, building codes, and the financial environment that exists in specific markets. These kits would also include the names of key players with knowledge on very specific issues. These individuals would come from within government departments, unions, associations and elsewhere.

CICA could also provide lists of generic material produced by its member federations or other organizations which could be used by the membership. This may include booklets addressing the environment, ISO standards, health and safety, etc. It could also be some material produced to promote industry practices, infrastructure spending, careers in construction, and the image of the industry. Here are two examples: "Protecting Human Health and the Environment", by AGC, "Investing in Transport Infrastructure", by FIEC. The idea is to facilitate the sharing of information and possibly minimize the amount of duplication there is among construction associations world-wide. This list of material and construction information would be made available through CICA's Web site.

In the longer term, CICA could even undertake to draft some generic material in specific areas, particularly where it consists of promoting a cause or a practice at the international level.

It is therefore recommended that CICA undertake to make the following information available to its membership as per the schedule provided herein:

Proposed Publications

Time frame:

Statistical Information:

September 1999

Directory of national and international contractors:

December 1999

Lists of publications:

September 2000

Kits (design of a template):

November 2000

Kits:

December 2001

CICA Publications:

As needed

INFLUENCE

CICA is not known by either the public or the membership at large. Even CICA's excellent position with the World Bank has never really been effectively communicated to the federations. As a result, CICA should seek to gain greater recognition and awareness world-wide and should seek to expand its influence with international organizations.

A number of areas where CICA should exercise its influence have been identified and they consist of the following:

Procurement practices

Procurement practices vary in different regions of the world and certain trends have developed recently. Design-Build, PPP and BOT, etc., are but a few of the new methods being used by the owners. CICA could not be expected to standardize procurement world-wide but should be able to communicate trends to its member federations. CICA should be able to facilitate the sharing of information on proposed/accepted guidelines in procurement practices. Where appropriate, CICA should even participate in the development of procurement practices, whether it is with the World Bank, FIDIC, or other international working groups. CICA should promote transparent bid proposals with uniform access irrespective of nationality. In doing so, CICA should also promote transparent and equitable contract terms and conditions.

Free trade

Free trade is spreading world-wide, probably more so in goods than in services. CICA should monitor trends and participate in the discussions whenever possible. This could be done through the World Trade Organization. CICA should certainly be able to communicate the developments as they relate to the construction industry. CICA should promote uniformity in the treatment of contractors and suppliers.

Environment

Several conventions, protocols or agreements have been signed internationally with no input from CICA. CICA should co-ordinate a more unified approach for the industry world-wide and participate in the different events leading to the drafting of these agreements. Failure to speak out means that the industry is not concerned with what is being proposed. There are many international forums where CICA's voice could be heard on environmental issues. CICA should always be represented at these events and try to influence any possible outcome.

Project financing

CICA has been able to exercise some influence at the World Bank and this needs to remain a primary role. However, perhaps other regional financiers (i.e. those more concerned with Europe, Latin America, Southeast Asia, etc.) could feel CICA's influence for the benefit of CICA's membership. CICA's work should primarily be to acquaint itself with these organizations and initiate new membership where feasible. It should then propose to jointly evaluate the financial criteria for the projects being procured.

Quality Standards

The ISO 9000 and 14000 series continue to be developed. The emphasis being placed on these standards for our industry is not known in every region of the world. CICA should keep its membership abreast of any significant trends with regard to this and other standards issues? It should perhaps even consider being a participant in the work of the International Standards Organization (ISO) in Geneva.

Labour Issues

Regular communiqués about trends arising from the work of the International Labour Organization (ILO) in Geneva would be helpful to the members to save individual federations from following these developments and doing the research on their own. CICA could actually propose to set up an international employers group with the mandate to facilitate the exchange of information prior to and during ILO meetings. At least, CICA should consider having official industry representatives at ILO meetings (see concern expressed under Liaison below). CICA's work should also focus on labour force development and on promoting career opportunities in the construction industry.

Industry Image

The construction industry is not well understood and suffers from a negative image. The standard of living of all citizens is dependent on the ability of the construction industry to build all the necessary shelters, buildings and infrastructure. Our contribution to the economy is too often underestimated and this needs to be rectified. The industry generates substantial income, tax revenues and value added services.

CICA should be in a position to develop material which would help improve the image of the industry world-wide. CICA should develop a fact sheet which would describe the size and importance of the construction industry world-wide. This would include some comparative figures. CICA's voice and influence and that of its member federations would certainly be strengthened with such information at hand.

Corruption

Unfortunately, corruption is a fact of life and it is very hard to combat. CICA should develop and/or support codes of ethics and policy statements on this very issue, perhaps with the assistance of the World Bank. This could then be used as a tool by all those contractors facing this irritant on international projects.

While considering these spheres of activities, CICA members have stressed the need for a document which would list CICA position statements on all relevant issues. Without such a tool, CICA's effectiveness in the area of international lobbying (influence) could not be maximized. Such a document could also be of assistance to all the member federations in carrying out their continental/national lobby efforts. It was pointed out that this type of work has never really been done before and may prove to be quite difficult at the international level.

It is therefore suggested that CICA undertake the following activities as per the schedule provided herein:

<i>Activity</i>	<i>Time frame:</i>
<i>Develop a fact sheet on the world-wide construction industry</i>	<i>May 1999</i>
<i>Identify specific issues within the areas listed above where CICA should exercise a certain influence</i>	<i>June 1999</i>
<i>Formulate the work which can be accomplished in each of the identified areas</i>	<i>November 1999</i>
<i>Identify how CICA can best exercise its influence in the identified areas</i>	<i>November 1999</i>
<i>Identify the need to produce policy statements for the respective issues</i>	<i>November 1999</i>
<i>Formulate, where appropriate, the policy statements</i>	<i>June 2000</i>
<i>Seek the approval of the policy statements by the member federations</i>	<i>November 2000</i>
<i>Consider developing a code of ethics on construction-related corruption</i>	<i>November 2000</i>

LIAISON

It has been agreed that CICA should establish strategic alliances to further its Aims and Objectives. Obviously, budget restraint will limit the extent of these alliances. However, for CICA to dialogue and follow the agendas of important international groups and associations should not present a prohibitive cost or significant time commitment. CICA representatives could be appointed/mandated to serve on international organizations/joint committees or to monitor their work. Once CICA becomes aware of any development or trend that is of major concern to its membership, a decision could then be made on how to address the issue.

It has been suggested that CICA undertake to establish relationships with the following organizations:

- Engineering and Architectural Communities
- Insurance and Bonding Industry Associations
- Financial Institutions
- World Trade Organization
- World Economic Forum
- Real Estate and Developers Organizations
- Manufacturers and Suppliers Associations
- UN Divisions*
- International Labour Organization*

It is felt that by establishing sound relationships and liaisons with international organizations, CICA will get much more visibility, recognition and credibility, and will be able to exercise its influence in a much more effective way. These relationships can also potentially lead to the development of new business opportunities in CICA member federations.

It is therefore suggested that CICA undertake to establish relationships with the above-noted organizations in accordance with the proposed schedule herein:

<i>Establish contact/relationship with</i>	<i>Time Frame</i>
<i>Engineering and Architectural Communities</i>	<i>September 1999</i>
<i>Insurance and Bonding Industry Associations</i>	<i>September 1999</i>
<i>Financial Institutions</i>	<i>September 1999</i>
<i>World Trade Organization</i>	<i>December 1999</i>
<i>World Economic Forum</i>	<i>December 1999</i>
<i>Real Estate and Developers Organizations</i>	<i>September 2000</i>
<i>Manufacturers and Suppliers Associations</i>	<i>September 2000</i>
<i>UN Divisions</i>	<i>To be determined</i>
<i>International Labour Organization</i>	<i>To be determined</i>

**It should be noted that concern was expressed with CICA becoming involved in the affairs of the United Nations and the ILO. It was felt by some that CICA's contact with these organizations should, if any, be on a very limited basis. Since there was no clear consensus on this proposal, more discussion should be held prior to establishing a working relationship with these organizations. Those in favour should demonstrate the benefits and those against should express their concern more explicitly.*

MEMBERSHIP

CICA's current structure only provides for one membership category. The members have indicated that this rigid structure is probably not adequate and likely limits CICA's potential for membership numbers as well as membership fee income. It has been determined that a special kind of membership (i.e. affiliate or associate) should be considered for associations representing individual countries who are unable or unwilling to join a federation (i.e. South Africa, Turkey, China & Israel). Obviously, some of the countries will bring political issues to the forefront and these will not be simple matters to deal with, but perhaps some affiliation to CICA could be of mutual benefit. Some sort of a caveat could be introduced requiring that these associations join or form a continental/regional federation within a proposed period of about three years. It was suggested that introductory fees (reduced fee scales, etc) should be considered for the new affiliate members.

Another category was also suggested: **corporate members**. There are large international construction firms, insurance companies, bonding companies, professionals, lawyers, tax experts, etc. who have no affiliation with local associations in their home countries. It has been suggested that such a category be established in order for CICA to offer these firms some benefits, and vice-versa. It should be pointed out, however, that some members have expressed a certain level of discomfort with this category. In their opinion, there is a danger that this category could dilute the influence and importance of the member federations within CICA. They would prefer that these firms become CICA members through the federations and not directly through a corporate member category. Other members are less concerned about this and feel an appropriate structure could be put in place to ensure this category could not dilute the influence of the federations. For example, it could be decided that Corporate members would have no voting rights and would have no seat on the CICA Council. The same policy could apply to the affiliate members.

It is therefore recommended that the following activities be undertaken as per the proposed schedule herein:

<i>Activity</i>	<i>Time Frame</i>
<i>That CICA approach associations with which it does not have any affiliation and that it propose that they become members under the affiliate category.</i>	<i>December 1999</i>
<i>THAT CICA produce a discussion paper on the corporate membership category so that this proposal can be fully addressed. The paper should identify firms which could become members and discuss the benefits which can arise from such a category.</i>	<i>May 2000</i>

COMMUNICATIONS

CICA members made it very clear in Kuala Lumpur that there is an immediate need for CICA to improve its communications. There was wide agreement that CICA does not communicate effectively with its members and with outside organizations and that CICA does not provide timely and valuable information on a regular basis. In fact, CICA's future ability to communicate effectively was labelled as the most important aspect of the strategic plan.

Members have agreed that the CICA Web site and e-mail should be the key elements of CICA's communication strategy. Costs are minimal for maximum benefits. Hard copy bulletins, newsletters and reports should not be required. They are far too expensive for CICA's budget, but can be made available on the Web site or through e-mail. Ideally, the FAX machine should only be used for media releases and for other external communications.

It has been suggested, however, that CICA should publish a hard copy Annual Report containing a message from the outgoing president, a message from the incoming president, a detailed report from the Secretary General on CICA's accomplishments and activities for the past year, and an audited financial report.

It was suggested at the meeting held in Kuala Lumpur that a relationship be formalized with the Canadian Construction Association (CCA) for the purpose of ensuring the continued use of Internet at CICA. This has been done and it is in effect until December 1998. This work could eventually be undertaken by another federation, but it is the belief of some that the onus should really be on CICA to develop or acquire the necessary knowledge/talent to maintain its own Web site. It should be noted that, although CICA has had a Web site in place for almost a year, it has not been able to capitalize on its use at all. Very little has been added to it since CCA developed it in September 1997. CCA will now continue to improve its structure and content with the hope that its use will increase over the next few months.

High level conferences have also been suggested to give CICA an opportunity to report on its main activities and to allow membership to come face-to-face and to develop policy on global issues such as the environment, procurement trends, labour, etc. The conference would be an ideal time to meet with other international organizations such as the World Bank, the ILO, FIDIC (International Federation of Consulting Engineers), etc. Delegates should also be given an opportunity to gain knowledge on international issues and to network.

Finally, it has been suggested that a communication strategy be developed to increase CICA's profile, visibility and influence. This exercise would serve to identify the target audiences (membership, partners, media), the material which needs to be communicated and the means of communicating the information.

It is therefore recommended that the following activities be undertaken as per the proposed schedule herein:

Activity

Time Frame

*Planning of High level conference with promotional material
and invitation letters*
*Web site maintenance and development through
formal agreement or acquired knowledge*
Development of a communication strategy
Printed Annual Report and financial statement

February 1999
March 1999
May 1999
December 1999

MANAGEMENT**Council**

Although some members have indicated that CICA's current structure is adequate, others have made it clear that, in their opinion, the organization does not have the necessary structure and resources to offer better services or to fulfill its mandate and objectives. They expressed the view that the current structure does not serve to entice active participation. Under the current structure, the member federations do not provide sufficient direction, or sufficient data or information from their regions to permit the CICA office in Paris to fulfill its mandate. They opined that a modified and more appropriate structure would serve to increase the degree of participation, improve the overall communications and increase the flow of information.

Consequently, it was suggested that the CICA structure could be changed to allow for the establishment of internal "bodies", such as:

- Executive Committee (comprised of 7 members, 2 to 3 conference calls/year)
- Board of Directors (replacing current Council, one meeting/year)
- Standing Committees, sub-Committees, task groups/working groups mandated to address specific issues on behalf of CICA.

Each group would have its own terms of reference and would be tasked to perform specific duties.

It is therefore recommended that the following activities be undertaken as per the proposed schedule herein:

<i>Activity</i>	<i>Time Frame</i>
<i>Consideration be given to the suggestion that the CICA structure be changed to include the above-noted internal bodies</i>	<i>May 1999</i>
<i>If deemed appropriate, change the CICA structure</i>	<i>May 2000</i>

STAFF

Some members have expressed the view that the current part-time staff level is only adequate to fulfill some of the liaison work. However, additional staff capacity is required to work aggressively and effectively on:

- Improving CICA's communications;
- Maintaining and developing the Web site;
- Raising CICA's profile, visibility and credibility;
- Revising CICA's structure (if required);

CICA STRATEGIC PLAN
Paris, July 1998

Page 14

- Devising and implementing a membership drive;
- Increasing revenues;
- Establishing new relationship/alliances with international organizations;
- Improving lobby efforts;
- Fulfilling CICA's new proposed Aims and Objectives.

It was suggested in Kuala Lumpur that CICA's workload should be distributed among its member federations, with the hope that this would increase their involvement/interest (and that of their associations') in the Confederation. The idea is that some federations should be asked to take on the responsibility of addressing specific issues on behalf of CICA or to provide assistance in the delivery of services. Although this approach was seen as an option which merits some experimentation, some members remained doubtful that this would ever work. It should be noted that some tasks have already been given to the federations during this strategic planning exercise and very little support has been received.

It is therefore recommended that the following activities be undertaken as per the proposed schedule herein:

<i>Activity</i>	<i>Time Frame</i>
<i>Reassessing the suggestion that CICA's workload be distributed</i>	<i>November 1998</i>
<i>Assessing the need for additional resources</i>	<i>November 1998</i>
<i>Considering the hiring of new (additional) staff, creation of a new position, reassignment of responsibilities</i>	<i>May 1999</i>

FINANCES

Most members believe that CICA's financial resources are too limited to undertake much needed improvements. There is consensus among CICA members that CICA has to increase its revenues if it is to become a truly international professional industry association. It has been pointed out that similar international entities have considerably higher financial resources.

CICA members recognized that it would be quite difficult to raise additional funds from the existing membership. As a result, CICA has little choice but to raise its revenues from outside sources. The following have been identified as three sources worth investigating: additional members (in the affiliate and corporate categories), conference sponsorship, and Web site advertisement

It is therefore recommended that the following activities be undertaken as per the proposed schedule herein:

<i>Activity</i>	<i>Time Frame</i>
<i>Sponsorship program be developed for CICA's conferences</i>	<i>March 1999</i>
<i>Budget and full cost analysis be developed to assess the financial needs of CICA for it to become a fully working professional industry association</i>	<i>May 1999</i>
<i>An aggressive membership drive be developed for the affiliate category (see membership section above for corporate members)</i>	<i>September 1999</i>
<i>Web Site advertisers be identified</i>	<i>December 1999</i>

RECOMMENDATIONS

	1998	1999	2000
Mission and Vision Statements:	Nov.		
Aims and Objectives:	Nov.		
Services	1998	1999	2000
Statistical Information:		Sept.	
Directory of national and international contractors:		Dec.	
Lists of publications:			Sept.
Kits (design of a template):			Nov.
Kits:		Dec.	2001
CICA Publications:		As needed	
Influence	1998	1999	2000
Develop a fact sheet on the world-wide construction industry		May.	
Identify specific issues where CICA should exercise a certain influence		June	
Formulate the work which can be accomplished in each of the identified areas		Nov.	
Identify how CICA can best exercise its influence in the identified areas		Nov.	
Identify the need to produce policy statements for the respective issues		Nov.	
Formulate, where appropriate, the policy statements			June
Seek the approval of the policy statements by the member federations			Nov.
Consider developing a code of ethics on construction-related corruption			Nov.
Liaison	1998	1999	2000
Engineering and Architectural Communities		Sept.	
Insurance and Bonding Industry Associations		Sept.	
Financial Institutions		Sept.	
World Trade Organization		Dec.	
World Economic Forum		Dec.	
Real Estate and Developers Organizations			Sept.
Manufacturers and Suppliers Associations			Sept.
UN Divisions		To be determined	
International Labour Organization		To be determined	

CICA STRATEGIC PLAN
Paris, July 1998

Page 17

Membership	1998	1999	2000
That CICA approach construction associations with which it does not have any affiliation and that it propose that they become members under the affiliate category.		Dec.	
THAT CICA produce a discussion paper on the corporate membership category for its next Council meeting so that this issue can be addressed more appropriately. The paper should identify firms which could become members and discuss the benefits which can arise from such a category.			May
Communications	1998	1999	2000
Planning of High level conference with promotional material and invitation letters		Feb.	
Web site maintenance and development through formal agreement or acquired knowledge		March	
Development of a communication strategy		May	
Printed Annual Report and financial statement		Dec.	
Management-Council	1998	1999	2000
Consideration be given to the suggestion that the CICA structure be changed to include the above-noted internal bodies		May	
If deemed appropriate, change the CICA structure			May
Management-Staff	1998	1999	2000
Reassessing the suggestion that CICA's workload be distributed	Nov.		
Assessing the need for additional resources	Nov.		
Considering to hiring of new (additional) staff, creation of a new position, reassignment of responsibilities		May	
Finances	1998	1999	2000
Sponsorship program be developed for CICA's conferences		Maroh	
Budget and full cost analysis be developed to assess the financial needs of CICA if it were to become a true professional industry association		May	
An aggressive membership drive be developed for the affiliate category (see membership section above for corporate members)		Sept.	
Web Site advertisers be identified		Dec.	

EVALUATING AND REVISING THE PLAN

Once the Strategic Plan is written and its tenets are implemented, it is important to make sure it works. This can only be done by maintaining some form of a small Strategic Planning Committee (SPC) who would be tasked to review progress over time. The review should be carried out periodically to assure that the plan is working as it was intended to, or to make changes in the plan (it is suggested that the plan be a "living" document, so that it can easily be updated when updating is appropriate).

Toward the end of the first year of living under the plan, particularly if precise measurement methods have been identified and are in use, the SPC will have better information available to it than when it implemented the plan, and the information will help sharpen goals and strategies. The organization should view this process as the maturing of the plan rather than as an indication that strategic planning is not working. Planners need to keep in mind that strategic planning is a long-term process that can sometimes be slow; it is a gradual and constantly self-improving exercise.

Perhaps the most useful tool in the strategic planning exercise is the formal process of evaluating the organization's strategies, goals and objectives. As an organization implements its various planning components, it usually finds it enlightening to measure performance on a periodic basis. Annual reviews are very important, but reviews that occur more often help management keep control of activities and have a direct impact on the long-term results. The table attached as Appendix "A" presents a frequently used review form, designed for quarterly reviews. Such a form enables an organization (staff and council) to track its progress toward achieving its strategies, goals and objectives. If performance meets the expectations, then the SPC can conclude that it has chosen appropriate strategies. If performance falls outside of expectations, then the SPC must ask hard questions about the organization's internal resources or be willing to make adjustments that more realistically address the goals, objectives and strategies set in place to help guide the organization toward a successful future.

Appendix "A"

Table suggested to Evaluate, on a quarterly basis, Strategies, Goals and Objectives - SAMPLE

Strategies, Goals and Objectives	Q1	Q2	Q3	Q4
Mission and Vision Statements	O	D	D	O
Aims and Objectives	O	D	O	O
Influence	O	D	O	C
Liaison	D	D	D	O
Membership	O	O	O	C
Communications	C	C	C	O
Management – Council	O	O	O	C
Management – Staff	O	O	O	X
Finances	D	D	O	D
Legend: O= On track/ D= Delayed/ C= Completed/ X= Abandoned				