



Society of Consulting Architectural & Engineering Firms (SCAEF), Nepal

Future Leaders' Nepal (FLN)

Standard Operating Procedure (SOP)



2025

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PRESIDENT'S MESSAGE

It gives me immense pleasure to introduce the **Standard Operating Procedure (SOP)** for the **SCAEF Future Leaders Nepal (FLN) Sub-Committee**, an impactful and much-needed initiative designed to empower the next generation of leaders in Nepal's consulting engineering and architectural industry.

Formally established on **7th July 2025**, with the approval of the **Regular SCAEF Executive Committee Meeting #792**, the FLN Sub-Committee marks a significant milestone in SCAEF's commitment to future-readiness and leadership development. This initiative is **fully aligned with FIDIC's vision** and builds upon the ongoing efforts of the **FIDIC Asia Pacific Future Leaders' Executive Committee (AFLEC)**.

Through FLN, we aim to:

- **Strengthen SCAEF's role** in grooming future industry leaders who are not only technically sound but also confident communicators and strategic thinkers,
- **Inject fresh energy and a youth perspective** into SCAEF's institutional activities,
- **Enhance our international visibility** by engaging meaningfully with FIDIC's global Future Leaders platform, and
- **Foster knowledge-sharing and inter-firm collaboration**, particularly among young professionals eager to grow, contribute, and lead.

FLN represents more than a platform, it is a **movement** to unlock leadership potential, encourage innovative ideas, and equip young engineers and architects with the tools they need to navigate and shape the future of Nepal's consulting industry, leading to overall institutionalizing SCAEF Nepal's initiatives.

I warmly welcome all emerging professionals under the SCAEF Nepal's umbrella to actively participate in FLN and take full advantage of the resources, connections, and opportunities it will offer.

Together, let us build a stronger, more dynamic, and future-ready leaders in the consulting industry.

Er. Thakur P Sharma
President, SCAEF Nepal



1. BACKGROUND

1.1 INTRODUCTION

1.1.1 Society of Consulting Architectural and Engineering Firms (SCAEF)

The Society of Consulting Architectural and Engineering Firms (SCAEF) was formally established on 20th November 1990 through its registration at the District Administration Office, Kathmandu as a non-governmental organization. It was later registered in the Social Welfare Council to give effect to its services as the non-government organization as per the directive of the Government of Nepal (GON).

1.1.2 Future Leaders Nepal (FLN) Sub-Committee

The technical skills form the foundation of the engineering profession, whereas there is a growing recognition, both globally and within FIDIC, of the critical importance of soft skills in shaping well-rounded, impactful leaders. Skills such as public speaking, effective communication, leadership, and emotional intelligence are becoming increasingly essential for addressing complex challenges, promoting sustainable practices, and engaging with a wide range of stakeholders.

With a view to developing young leaders in the engineering consulting sector, SCAEF has established the FLN (Future Leaders Nepal) Sub-Committee on 7th July, 2025 by the approval of Regular EC Meeting #792. Aligned with FIDIC's vision and building upon the ongoing efforts of FIDIC- Asia Pacific Future Leaders' Executive Committee (AFLEC), this initiative aims to provide young professionals with structured opportunities to cultivate these competencies within a supportive, peer-driven environment.

1.1.3 Objectives and Scopes of FLN Sub-Committee

Objectives of the SCAEF Future Leaders Nepal Sub-Committee

- To create a formal platform under SCAEF for young and emerging consulting engineers and architects to engage in structured leadership development.
- To enhance non-technical skills among young engineers and architects, particularly in:
 - Public speaking
 - Presentation and negotiation skills
 - Mass communication
 - Professional leadership
- To represent Nepal's young professionals in regional and global FIDIC FL initiatives.
- To encourage cross-firm collaboration among young engineers and architects from different member firms.

Scope of Activities

The FLN Sub-Committee will initiate and coordinate the following activities:

- Organizing workshops, seminars, and webinars focused on non-technical skills.
- Hosting internal “**FL Talks**” once every two months, a platform for young professionals to present ideas and gain feedback. (Online and Physical)
- Participation in AFLEC and FIDIC Future Leaders programs and events.

- Facilitating mentorship opportunities between experienced professionals and emerging leaders.
- Publishing a yearly newsletter featuring contributions from FLN members.
- Support SCAEF Nepal's initiatives through volunteer approach.

1.1.4 Objectives of the Standard Operating Procedure (SOP) – SCAEF Future Leaders Nepal (FLN) Sub-Committee

The objectives of the SOP for the FLN Sub-Committee are as follows:

- To ensure procedural compliance in the planning, organization, and execution of FLN activities in alignment with SCAEF's administrative and operational standards.
- To promote consistency, transparency, and accountability in the functioning of the FLN Sub-Committee through clearly defined roles, responsibilities, and guidelines.
- To formalize the conduct of FLN Executive Committee meetings, including scheduling, documentation, decision-making, and follow-ups.
- To standardize the processes for internal and external communication, record-keeping, reporting, and coordination with the SCAEF Secretariat and other relevant bodies.
- To facilitate effective and sustainable management of events, capacity-building initiatives, and engagements carried out by the FLN Sub-Committee.
- To institutionalize mechanisms for onboarding, evaluation, and transition of FLN members and leadership roles.

1.2 Usage of the Standard Operating Procedure

This Standard Operating Procedure (SOP) for the SCAEF Future Leaders Nepal (FLN) Sub-Committee shall come into effect upon approval by the SCAEF Executive Committee. Once approved, the SOP will serve as the guiding document for the operation and management of all FLN-related activities under the umbrella of SCAEF.

The SOP will be shared with all members of the FLN Sub-Committee and relevant stakeholders, and it may be uploaded to the SCAEF website for broader accessibility and transparency.

In the event of any contradiction between this SOP and the Constitution or policies of SCAEF, the provisions of the SCAEF Constitution shall take precedence.

1.3 Updating of the Standard Operating Procedure – FLN Sub-Committee

The following procedure will be followed for updating the SOP of the SCAEF Future Leaders Nepal (FLN) Sub-Committee:

- The authority to update, revise, append, or modify the FLN Sub-Committee SOP rests solely with the Executive Committee (EC) of SCAEF. The EC may either assign this task to a newly formed working group or designate the FLN Sub-Committee itself to prepare and recommend revisions for EC's approval.
- Any changes or amendments to this SOP, once approved by the SCAEF Executive Committee, will be circulated to all relevant stakeholders, including member firms, and will be published on the SCAEF website for transparency and institutional reference.

2. STRUCTURE, DUTIES, ROLES & RESPONSIBILITIES OF THE SCAEF FUTURE LEADERS' NEPAL SUB-COMMITTEE

The FLN Sub-Committee operates under the overall supervision and authority of the SCAEF Executive Committee. Its roles and responsibilities are to support the development of non-technical competencies among young professionals in alignment with the goals of SCAEF and FIDIC Future Leaders initiatives.

2.1 Sub-Committee Structure

- Coordinator: SCAEF, Nepal- EC member
- Chairperson: Member of AFLEC representing Nepal
- Members: (5~6)

FLN will operate under the guidance of the SCAEF Nepal Executive Committee, FIDIC ASIA PACIFIC- FUTURE LEADERS' Executive Committee and maintain coordination with the SCAEF Secretariat.

2.2 Sub-Committee Membership Criteria

- Engineers and architects below the age of 40 working in SCAEF member firms.
- Strong interest in leadership, communication, and personal development.
- Endorsement from their respective employer.

2.3 Duties, Roles & Responsibilities of the FLN Sub-Committee Members

2.3.1 The FLN Co-Ordinator (EC Member of SCAEF)

The Co-Ordinator, a designated member of the SCAEF Executive Committee, shall serve as the formal liaison between the FLN Sub-Committee and the SCAEF EC.

- Ensure proper alignment of FLN activities with the objectives, policies, and priorities of SCAEF.
- Provide regular updates to the SCAEF EC regarding FLN initiatives, challenges, and achievements.
- Facilitate administrative and operational support to the FLN Sub-Committee as required.
- Monitor compliance with the SOP and guide the Sub-Committee in case of procedural ambiguity.
- Supervise the appointment or election of FLN office bearers, and ensure balanced representation across member firms.

2.3.2 The Chairperson – FLN Sub-Committee

The Chairperson shall be elected or nominated by the SCAEF EC.

- Member of AFLEC representing Nepal.
- Lead and manage all activities and meetings of the FLN Sub-Committee.
- Prepare the annual activity calendar of FLN and present it to the SCAEF EC for endorsement.
- Ensure active participation and engagement of FLN members in all planned initiatives.
- Represent the FLN Sub-Committee in meetings, forums, and events as delegated by the SCAEF EC or FLN Co-Ordinator.
- Ensure proper documentation and reporting of FLN events and activities.
- Promote collaboration with similar FL initiatives under FIDIC and AFLEC.

2.3.3 FLN Sub-Committee Members

The FLN Sub-Committee will comprise 5~6 members representing various SCAEF member firms.

- Participate actively in all meetings, workshops, and events of the FLN Sub-Committee.
- Contribute ideas, feedback, and resources for the planning and execution of leadership development activities.
- Take responsibility for specific tasks or events as delegated by the Chairperson or Co-Ordinator.
- Serve as ambassadors of the FLN Sub-Committee within their respective organizations.
- Uphold the values, ethics, and standards of SCAEF and contribute to a collaborative team environment.

2.4 Advisory Guidance for FLN Sub-Committee

While the FLN Sub-Committee does not have a separate advisory board, it may seek guidance from:

- Senior professionals within SCAEF member firms,
- Past or current SCAEF Executive Committee members,
- Professional Industry Leaders,
- AFLEC or FIDIC FL representatives.

Such informal advisory support shall help enhance the relevance and impact of FLN initiatives. However, all decisions and operations of the FLN Sub-Committee shall remain subject to oversight by the SCAEF Executive Committee.

2.5 Accountability of the FLN Sub-Committee

The FLN Sub-Committee shall remain directly accountable to the SCAEF Executive Committee (EC) and operate under its guidance and supervision.

- The FLN Sub-Committee shall submit a **quarterly report** to the Executive Committee, outlining its activities, progress, and any key observations or challenges.

- It shall also support in preparation of a **consolidated annual performance report** to the SCAEF Annual General Assembly, summarizing its initiatives and achievements over the term.
- The FLN Sub-Committee shall remain functional during the transition of the Executive Committee and shall ensure a **complete and documented handover** of all records, documents, and ongoing activities to the next FLN Sub-Committee as designated by the incoming Executive Committee.
- The FLN Sub-Committee shall be formally relieved of its responsibilities **only upon successful completion of the handover process**, as acknowledged by the Executive Committee.

2.6 Individual Membership Criteria and Contribution

To ensure sustainable engagement and ownership, the FLN Sub-Committee shall maintain an **individual membership structure**, with the following provisions:

- **Eligibility:** Engineers and architects under 40, working in SCAEF member firms
- **Membership Rights:** Participation in FLN activities, events, workshops, leadership opportunities, and access to capacity-building resources

3. FLN SUB-COMMITTEE MEETING PROCEDURES

3.1 Time and Location

The FLN Sub-Committee shall conduct its meetings on **a monthly basis**, typically on a weekday from 16:00 hours onward at the SCAEF Secretariat. However, the Chairperson may reschedule the time or location as needed with prior notice to all members.

All members are expected to attend. In case of unavailability, a formal notice must be provided to the FLN Co-Ordinator and Chairperson, with a copy to the General Secretary of SCAEF.

Where physical attendance is not possible, meetings may be held virtually using platforms such as Google Meet, MS- Team, Zoom, or other digital tools. When feasible, a digital recording of such meetings should be made and retained for documentation.

Also, an informal group chat (preferably in WhatsApp) with all the sub-committee members will be formed, for informal discussions and updates.

3.2 Presence of Invitees

The FLN Sub-Committee may invite individuals to participate in specific meetings or discussions, including:

- **President/ Past Presidents of SCAEF**, for guidance on leadership and strategic matters.
- **Representatives from member firms**, especially when coordination across firms is required.
- **Experts or specialists from member firms**, relevant to the agenda.
- **External professionals**, particularly in public speaking, communication, or leadership development.

All such invitations must be communicated in advance and recorded in the meeting minutes.

3.3 Attendance

Attendance shall be recorded using the **standard attendance format** as referenced in *Annex-01*. Members attending remotely due to justified reasons (e.g., being outside the Kathmandu Valley) shall also be considered present, and their attendance recorded accordingly.

3.4 Opening and Closing of Meetings

- The **Chairperson** shall open the meeting by welcoming all attendees and introducing any new members or invitees.
- The **agenda** shall then be presented by the designated FLN member or the member responsible for coordination, with background context where necessary. Additional members may be asked to elaborate on specific points.
- The meeting shall close with brief concluding remarks by the Chairperson, summarizing discussions, decisions, and follow-up actions.

3.5 Minute Format

Minutes of each FLN Sub-Committee meeting shall be prepared using the **Minute Format** provided in *Annex-02*. The minutes shall clearly capture:

- Date, time, and venue of the meeting
- List of attendees and absentees
- Agenda items discussed
- Summary of discussions and decisions
- Assigned responsibilities and timelines

3.6 Agenda, Discussions, Actions, and Responsibilities

The following process shall be followed:

- The **agenda shall be circulated to all members** at least one day prior to the meeting via email or another agreed channel.
- Members may propose additional agenda items in advance through the same medium.
- Each agenda item shall be openly discussed, and every member shall have the opportunity to present their views.
- Agenda items shall be classified (aligned with FLN scope), for example:
 - **F1:** Training and capacity-building activities
 - **F2:** Public speaking and presentation development programs
 - **F3:** Coordination for FIDIC/AFLEC participation
 - **F4:** Cross-firm collaboration initiatives
 - **F5:** Reporting and coordination with the SCAEF EC
 - **F6:** Internal operational planning and logistics
 - **F7:** Financial/resource matters related to FLN activities
 - **F8:** Any Other Business (AOB)

3.7 Record Keeping of Discussions

Draft notes will be recorded during the meeting by the designated member. These will then be updated and finalized in the Minute of Meeting format as per Annex-02.

3.8 Minute Finalization and Circulation

The following steps shall be followed:

- A **draft of the meeting minutes** will be circulated to all FLN members within **2 working days** of the meeting.
- Members will be given **48 hours** to review and suggest edits.
- A revised version will be reviewed and approved by the **Chairperson and FLN Co-Ordinator**.
- Upon approval, the final minutes shall be submitted to the **SCAEF Secretariat** and circulated to all members by the **4th working day after the meeting**.
- Every meeting minute will also be sent to **AFLEC**

4. WORKSHOPS, SEMINARS, TALK PROGRAMS, AND TRAINING CONDUCTED BY FLN SUB-COMMITTEE

4.1 Responsibility and Planning

The **FLN Sub-Committee** shall take the lead in conceptualizing, planning, and executing workshops, seminars, talk programs, and training sessions focused on the **non-technical development** of young professionals (e.g., public speaking, leadership, communication, and soft skills).

All programs shall be coordinated under the umbrella of **SCAEF** and require prior approval from the **SCAEF Executive Committee (EC)**.

The FLN Sub-Committee shall:

- Prepare **brief proposals** for each event (topic, objectives, target audience, budget, resource persons, etc.)
- Present the proposal to the SCAEF EC for discussion and approval
- Coordinate all communications, logistics, and post-event reporting

If any FLN member is approached individually regarding a session, they must redirect it to the Sub-Committee for collective planning.

4.2 Identification of Topics and Resource Persons

Topics shall be identified through:

- Requests or suggestions from FLN members and SCAEF firms
- Feedback collected from past participants
- AFLEC/FIDIC FL recommendations
- New and innovative practices in leadership, communication, and professional growth
- Recurrent sessions such as: **Presentation Skills, Negotiation Techniques, Time Management, Leadership in Engineering**, etc.

Resource persons can be:

- Accredited national/international trainers in relevant non-technical domains
- Senior professionals from SCAEF member firms
- Industry Leaders
- Specialists identified through FLN or SCAEF's existing expert rosters

A roster of past speakers and trainers shall be maintained and updated after each event, including:

- Name, organization, expertise
- Past engagements with SCAEF/FLN
- Contact details

4.3 Financial Planning and Sponsorship

Funding for FLN events can come from:

- **SCAEF's annual budget allocation for FLN**
- **Sponsorship** from relevant businesses or institutions (training platforms, software companies, engineering firms, etc.)
- **External grants** or support (e.g., MOPIT/CBDIC) when available

Where sponsors are involved, a **Memorandum of Understanding (MoU)** shall outline:

- Financial/in-kind contributions
- Roles and responsibilities
- Branding, documentation, and reporting requirements

Budget estimates shall be prepared by FLN and approved by SCAEF EC. EC will also determine the **cost-sharing model**, which may include:

- Fully sponsored (free) for participants
- Partially funded (with a nominal fee)
- Cost-sharing between FLN/SCAEF, participants, or their firms

4.4 Logistics Management

A **standard checklist** shall be used for planning event logistics. Items may include:

- Event banner and promotional material
- Projectors, laptops, laser pointers
- Extension cords, internet facilities
- Stationery, registration desk
- Attendance sheets (as per **Annex-01**)
- Certificates and appreciation letters
- Token of love or mementos for speakers
- Master of Ceremony coordination
- Photography/documentation

A logistics responsibility matrix will be used to assign tasks between **FLN** and **sponsors/SCAEF**, similar to the standard format in the main SOP.

4.5 Venue and Location Selection

Venues shall be selected based on:

- Cost-effectiveness
- Availability of required facilities
- Accessibility for participants (travel and accommodation)
- Possible venues include:
 - Government training halls (through partnerships)
 - Commercial training halls or hotels
 - Seminar spaces within member firms or academic institutions, with preference given to those having an existing **Memorandum of Understanding (MoU) with SCAEF**.

4.6 Session and Event Management

- Events shall be simple and interactive, minimizing formalities and maximizing participant engagement.
- Opening and closing ceremonies will be brief.
- Sessions will be managed by designated FLN members or SCAEF representatives.
- After each event, a **Back-to-Office Report** shall be prepared using the format in **Annex-03**.

4.7 Participant Management and Communication

The FLN Sub-Committee, through the SCAEF Secretariat, shall notify member firms and individuals regarding participation in events, including:

- Topic and objectives
- Date, time, venue
- Eligibility criteria (age, firm membership, profession)
- Participation fees (if any)
- Deadline for registration
- Priority criteria, e.g.:
 - Preference for firms that paid their annual dues
 - First-time participants from firms not yet engaged
 - First-come, first-served basis

Notifications will be shared through:

- Email and official SCAEF channels (e.g., WhatsApp announcements)
- FLN/SCAEF social media (e.g., Facebook, LinkedIn)
- Direct phone calls (as per necessary)

4.8 Training Certification

Participants who attend training sessions shall receive a **certificate of participation**, signed by the FLN Chairperson and the SCAEF General Secretary or a designated official. Certification shall follow the standardized design and quality parameters approved by SCAEF.

ANNEX-01: ATTENDANCE

ATTENDANCE SHEET					
S.N.	Name	Position	Presence	Absence	Signature
1	[Name]	Co-Ordinator	[P]	[A]	
2	[Name]	Chairperson	[P]	[A]	
3	[Name]	Member	[P]	[A]	
4	[Name]	Member	[P]	[A]	
5	[Name]	Member	[P]	[A]	
6	[Name]	Member	[P]	[A]	
7	[Name]	Member	[P]	[A]	
8	[Name]	Member	[P]	[A]	
9	[Name]	Member	[P]	[A]	
10	[Name]	Invitees	[P]	[A]	
11	[Name]	Invitees	[P]	[A]	
12	[Name]	Invitees	[P]	[A]	

Note: The annexes have been prepared in accordance with the standard annex format outlined in the SCAEF SOP.

ANNEX-02: FORMAT FOR MINUTE OF MEETING OF THE FLN SUB-COMMITTEE

SOCIETY OF CONSULTING ARCHITECTURAL AND ENGINEERING FIRMS (SCAEF), NEPAL

SCAEF Future Leaders Nepal (FLN) Sub-Committee

FLN Sub-Committee Meeting # [XXX]

Venue	Kathmandu, Nepal
Date	[Day], [Date] [Month], [Year] (All in English Calendar)
Time	[Hour] – [Hour] [AM/PM]

ATTENDANCE

(As per FLN Annex-01 Attendance Format)

AGENDA

1. [F1: Agenda 1 Title]
2. [F2: Agenda 2 Title]
3. [F3: Agenda 3 Title]
4.
5. [F10: Any Other Business (AOB)]

PROCEEDINGS

1. [Discussions on F1: Agenda 1, including outcomes, assigned responsibilities, and follow-up actions]
2. [Discussions on F2: Agenda 2, including outcomes, assigned responsibilities, and follow-up actions]
3. [Discussions on F3: Agenda 3, including outcomes, assigned responsibilities, and follow-up actions]
4.
5. [Discussions on F10: AOB, including decisions and next steps]

Note: The annexes have been prepared in accordance with the standard annex format outlined in the SCAEF SOP.

ANNEX-03: FORMAT FOR BACK TO OFFICE REPORTING**FLN representative/ position:****Event participated:****Date and time:****Role in the event:**

Key persons met and their positions and contact details

SN	Name	Organization	Email	Contact Number
1				
2				
3				

[Please attach Business Card Exchanged]

Speech given: Yes/ No (If yes, attach the summary of the speech or the written speech delivered [the written speech to be approved by the SCAEF EC])

Summary of the event and FLN role in the event:

Key output of the event:

Note: The annexes have been prepared in accordance with the standard annex format outlined in the SCAEF SOP.