



The Royal Academy
of Engineering

International Strategy

2007-2010

Revised December 2008

International Strategy 2007-2010

Executive Summary

The Royal Academy of Engineering is the UK's national academy for engineering and technology. As such, it seeks to use its leadership position to help strengthen the contribution of UK engineering to sustainable wealth creation and quality of life. Although the Academy has a national remit, achievement of its objectives requires a global outlook and an appreciation of the wider international context of its work. Engineering research, practice and markets rely on global networks and the UK's economic development is inextricably linked with international flows of goods, services and capital. Moreover, engineers have essential roles to play in developing and delivering solutions to address the world's most pressing challenges, including poverty reduction, international security, climate change and sustainable development.

Recognising the growing significance of the international dimension to its work, the Academy has produced for the first time an International Strategy to define a framework for its international engagement and activities. The vision underpinning the Strategy is that the Academy will become recognised as an international exemplar of best practice in promoting engineering's position at the heart of society, with the global reach to enable it to influence the agenda of the worldwide engineering community and act as an invaluable partner to the UK government. The strategic approach set out in this document will also promote progress towards the Academy's Strategic Objectives and Outcomes.

This Strategy defines the countries, activities and organisations of greatest significance to the Academy. The high priority countries/regions include Europe, the US, China and India; the medium priority countries include Australia, Brazil, Singapore and South Korea. Energy and environment, and innovation and wealth creation, are identified as key focus areas in relations with a number of countries. Other important themes include education, standards, ICT and infrastructure. The Strategy also confirms the Academy's commitment to strengthening engineering capacity in sub-Saharan Africa, in conjunction with African partners.

Wherever possible, the Academy seeks to work in partnership with others in pursuit of its objectives and this Strategy is intended to facilitate engagement with partners in the international engineering and policy communities. It will be updated and revised as the Academy's priorities and the international context evolve. It is becoming increasingly clear that the Academy's effectiveness depends on its ability to think and act globally – this Strategy represents a key step towards achievement of this.

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1. Context and Objectives

Introduction

- 1.1 Engineering policy and practice have long been international in nature and are becoming increasingly so. The challenge for the Academy is to ensure that its objectives and actions take full account of the global context.
- 1.2 In the recent past, the Academy has assumed a more strategic approach to policy making, publishing in 2005 a five-year strategic plan setting out its medium-term priorities and objectives, and reporting its progress towards these on an annual basis (Box 1). On taking over as President in 2006, Lord Browne issued a statement describing his priorities for his term of office, each of which contained a clear international dimension. Drawing on these two developments, the Academy's Council agreed in October 2008 a Strategic Outcomes and Impact paper covering the period 2008-2011, the key elements of which are set out in Box 3.
- 1.3 Against this background, it seemed timely and appropriate to introduce a more strategic approach to the development of the Academy's international portfolio. The timeframe for this, the first International Strategy for the Academy, is 2007-2010. This, the second version of the Strategy, was updated in December 2008.

The Strategic Plan

The Strategic Plan 2005-2010 defines the following Strategic Objectives for the Academy:

1. To engage more effectively with the public and the public policy process
2. To attract more people to a wide range of engineering careers
3. To enhance the contribution of engineering to raising the UK's innovation performance
4. To strengthen the Academy and its ability to make an impact.

The Strategic Objectives complement and build on the Academy's three enduring Strategic Priorities:

1. Enhancing national capabilities
2. Recognising excellence and inspiring the next generation
3. Leading debate by guiding informed thinking and influencing public policy.

The Strategic Plan is explicit about the significance of the international dimension, defining the context for the Objectives as follows:

"The Academy operates in a complex political, social, technological and economic environment. Engineering knowledge, markets and supply chains are now global in nature and technology skills are available and transferable all over the world".

Box 1: The Academy's Strategic Objectives

Strategic Outcomes and Impact

In October 2008, the Academy's Council agreed that the primary strategic outcome for the Academy was **to move engineering to the centre of society**, to be achieved by giving attention to three principal areas of activity:

1. Creating and recognising excellence in engineering in the following:
 - (a) The Fellowship
 - (b) Beyond the Fellowship
 - (c) At undergraduate and postgraduate levels
2. Addressing the issues of the day, with a particular focus on:
 - (a) Climate Change and Energy
 - (b) Poverty Reduction
 - (c) Health and Wellbeing
 - (d) Infrastructure
 - (e) Education
3. Promoting engineering.

Box 2: Strategic Outcomes and Impact

The significance of the Academy's international activities

- 1.4 Engineering and engineers have vital roles to play in addressing most, if not all, of the major global challenges. Effective responses to climate change, energy security, world poverty, global disease burdens and international terrorism can only be developed with engineering input. Moreover, all would benefit from the application of the engineering approach to problem solving.
- 1.5 Engineering research, practice and markets are based on global networks. Globalisation has increased the economic interdependence of countries worldwide: UK wealth creation is inextricably linked with markets in other countries and international flows of goods, services and capital. All of the UK's key engineering policy concerns need to take account of the international context and many can only be addressed on an international scale. In addition, Europe now exerts a powerful influence over UK policy.
- 1.6 International activities have the potential to make valuable contributions towards the attainment of the Academy's Strategic Objectives and Priorities (see Box 3). The Academy also needs to undertake horizon scanning on an international level, in order to identify the key global issues which should shape and inform its thinking and future policy development.

Objectives and vision

- 1.7 The purpose of this strategy is to:
 - 1.7.1 Set out the Academy's vision for its international activities and provide a means of prioritising its international engagement;
 - 1.7.2 Promote progress towards the Academy's Strategic Objectives and Outcomes through international activities and the leveraging of international networks; and
 - 1.7.3 Ensure that the Academy develops and maintains its position at the forefront of the global engineering community.

- 1.8 The vision underpinning the strategy is that **the Academy should become recognised as an international leader and exemplar of best practice in the effort to promote engineering's position at the heart of society, with the global reach to enable it to influence the agenda of the worldwide engineering community and act as an invaluable partner to the UK government in achieving its international science and innovation policy objectives.**
- 1.8.1 Implicit in this vision is the fact that international affairs should be an integral part of all that the Academy does, both serving as the lens through which the Academy develops its policies and providing valuable tools for implementing them, rather than being considered as an 'add-on' to the Academy's national activities.

How do international activities address the Academy's Strategic Priorities?

1. Enhancing national capabilities:
 - By promotion of UK engineering internationally
 - Sending delegations to overseas events
 - Hosting international visits and delegations
 - By enabling access to the best engineering around the world
 - International Travel Grants and Global Research Awards
 - Distinguished Visiting Fellowships
 - Research Exchanges with China and India.
2. Recognising excellence and inspiring the next generation
 - By recognising international excellence in engineering
 - International Fellows
 - International Medal
 - Capacity building project should help inspire new generations by highlighting the role of engineering in international development.
3. Leading debate
 - By participation in international forums and influencing policy
 - Participation in CAETS and Euro-CASE¹
 - Influencing EU policy, e.g. through responding to consultations issued by the Commission and via Euro-CASE.
 - By initiating policy studies and organising events
 - ERA International Lecture.

Box 3: The contribution of international activities towards the Academy's Strategic Priorities

2. The role of International Committee

- 2.1 The role of the Standing Committee for International Activities (known as 'International Committee') is to advise and be responsible to Council for promoting the international interests of the Academy. International Committee currently comprises eleven members, including the Chairman, who also serves as the Academy's Vice President and Honorary International Secretary. Members are drawn from academia and industry and reflect the multi-disciplinary nature of the Academy. The terms of reference for International Committee state that its interests will include:
- 2.1.1 The Academy's membership of the **International Council of Academies of Engineering and Technological Sciences (CAETS)** and the **European Council of Applied Sciences,**

¹ Euro-CASE is the European Council of Applied Sciences, Technologies and Engineering; CAETS is the International Council of Academies of Engineering and Technological Sciences.

Technologies and Engineering (Euro-CASE) and activities in pursuit of their objectives wherever appropriate;

- 2.1.2 The **engineering policy** of the Academy where this has an international dimension worthy of more than usual attention;
- 2.1.3 The promotion of **international research and secondment schemes** in conjunction with the appropriate Academy management committees for such schemes;
- 2.1.4 The **education and training policy** of the Academy where this has an international dimension worthy of more than usual attention;
- 2.1.5 Advising Council on the Academy's policy and guidelines for the selection of **International Fellows** and assisting the Membership committee in the selection process;
- 2.1.6 Identifying subjects and speakers for **Academy events** and lectures.

2.2 In summary, International Committee:

- Provides strategic direction and vision for the Academy's international activities and relations;
- Provides quality control for the Academy's international activities; and
- Ensures that all Academy activities take proper account of the international dimension where appropriate.

3. Priorities

Framework for prioritisation

- 3.1 In recognition of the growing significance of the Academy's international affairs, a framework has been established to facilitate prioritisation of bilateral relations and other international activities (see Box 4). Development of this framework has also highlighted the need to establish more effective ways of capturing information regarding the international interests, networks and experience of Fellows. This includes UK Fellows, International Fellows and expatriate Fellows. **Improving mechanisms for engagement with Fellows on international issues and reviewing relations with International Fellows will be priorities for International Committee during the period covered by this Strategy.** It is also clear that International Committee must act collaboratively if it is to be able to achieve this and execute its other duties. **Establishing better mechanisms for liaison between International Committee and other Academy Standing Committees, with a view to ensuring that the international dimension is fully taken into account in all relevant Academy activities, will also be a priority for the Committee.**

Framework for establishing priority relations and activities:

1. Outcomes
 - a. How does it help to meet the Academy's Strategic Objectives?
 - b. How does it contribute towards achievement of the Academy's desired Strategic Outcomes and Impact?
 - c. How does it further the UK government's agenda for international engagement in science and engineering?
2. Risks
 - a. What are the risks involved in (i) pursuing it and (ii) failing to pursue it?
3. Fellowship
 - a. How does it reflect the interests, and take advantage of the expertise and networks, of the Fellowship?
4. Resources
 - a. What are the resource implications and how will these be met?

Box 4: Framework for prioritising international engagement and activities

Countries

- 3.2 A significant part of the Academy's international affairs involves the development of bilateral relations with other countries. In order to inform the selection of priority countries and regions, a survey of the Fellowship's international links and views on the Academy's relations with other countries was conducted. On the basis of this input, as well as the other criteria in the prioritisation framework set out above, a list of high priority and medium priority countries and regions has been developed (see Table 1). These represent the countries and regions on which the Academy will focus its international relations in the period covered by this Strategy.
- 3.3 In this Strategy, European countries are grouped together under the heading 'Europe' for the sake of convenience. While the European institutions, especially the Commission, represent important targets for the Academy's policy and influencing activities, the Academy will also seek to maintain good relations with specific European countries. The survey of Fellows indicated that France, Germany, the Netherlands, Italy, Sweden and Spain were all considered to be significant partners for the UK. See paragraph 3.11 for further discussion of the Academy's European engagement.
- 3.4 The presence of sub-Saharan Africa in Table 1 reflects the fact that the Academy is in the process of establishing an engineering capacity building programme with partners in the UK and Africa. During the period covered by this Strategy it is expected that project funding will be secured and the first phase of the project will be launched.
- 3.5 For each of the priority countries and regions some possible focus areas have been identified. These lists are not exclusive but indicate areas in which the Academy would be particularly interested in collaborating with the country or region in question. The mechanism for collaboration could entail support for research, technology transfer and exchange schemes (involving academic or industrial partners), joint policy activities, information exchange or strengthening relations with sister academies. Bilateral relationships will not necessarily involve engineering academies – in a country such as Brazil where there is no active engineering academy, other partners must be sought. The Academy will endeavour to involve International Fellows, and expatriate Fellows, in the development of international relations wherever appropriate.

	Country/region	Focus areas	Recent or planned activities
High priority	Europe	Energy and environment Education Standards Innovation and wealth creation Biotechnology	Innovation meeting in Spain in 2007. Participation in Euro-CASE Education and Transport Platforms. Hosted first Euro-CASE Annual Conference on Europe's renewable energy targets in Nov 2008.
	US	Energy and environment Defence and security Innovation and wealth creation Hi tech Biotechnology	Contributed towards NAE Grand Challenges in Engineering initiative.
	China	Energy and environment Innovation and wealth creation Education Standards	Research Exchanges with China/India. Signed MoU with CAE in Jun 2008. Mission to China on climate change and energy in Dec 2008.
	India	Energy and environment Education Innovation and wealth creation ICT/software Pharmaceuticals/biotechnology Poverty reduction	Mission to India in 2007 for INAE/CAETS/IIT engineering education conference. Research Exchanges with China/India. UK-India meeting on sustainable energy technologies in 2009.
	Japan	Innovation and wealth creation Energy and Environment Hi tech	Visit to Japan in 2007 for CAETS convocation. UK-Japan workshop on privacy and security in Tokyo in Nov 2008.
	Sub-Saharan Africa, including South Africa	Strengthening engineering capacity Poverty reduction Energy and environment Water Innovation	Co-sponsored workshop on entrepreneurship for researchers from developing countries in Mar 2008. Capacity building project under development. <i>Engineering Change</i> book highlighting role of engineering in development published in Oct 08.
	Middle East	Water Energy and environment Infrastructure Education	
Medium priority	Australia	Energy and environment Natural resources Infrastructure Defence and security	
	Brazil	Aviation Energy and environment (inc. biofuels) Natural resources Local skills development	
	Canada	Energy and environment Defence and security Education	CAETS Convocation in Calgary in 2009.
	Singapore	Hi tech Innovation and wealth creation ICT Biotechnology	
	South Korea	Hi tech Manufacturing Innovation and wealth creation Standards	
	Hong Kong	Infrastructure Education	
	Russia	Energy and environment Security Infrastructure	
	Malaysia	ICT and electronics Water Infrastructure Education	Contributed towards review of Malaysian Academy of Sciences.

Table 1: Priority countries for bilateral engagement

Other partnerships

- 3.6 The Academy has a long and successful track record of working with a wide range of partners to achieve its aims. One of the tasks for International Committee in the coming period is to continue to build and consolidate relationships with partners both in the UK and overseas, to ensure that resources are used to best effect and potential synergies are exploited.
- 3.7 The Academy's main partners are indicated in Tables 2 and 3. The Tables also define the primary focus and objective of the relationships with these partners, and the approach the Academy will take to developing the partnership. For the most part, the building of these relationships is not an end in itself, but rather a means to enable the Academy to address its stated objectives more efficiently and effectively.
- 3.8 One of the Academy's most important UK-based stakeholders is the UK government. In view of the fact that the Academy relies on Grant in Aid for its core funding, it is clearly essential for the Academy to maintain good relations with the government, and to demonstrate the value to the government of the outcomes it achieves through use of this resource.
- 3.9 Equally, the government is a major target for the Academy's policy work. A key objective for the Academy must be to help to shape government thinking on international engineering and innovation policy and to ensure that the engineers' voice is heard by policy makers. The primary mechanism for developing government policy in this area is the Global Science and Innovation Forum (GSIF), of which the Academy is now a member.
- 3.10 Two stakeholders in Table 3 are worthy of particular mention: CAETS and Euro-CASE. As a founding member of both, the Academy has given particular attention to supporting these organisations over the years. As well as providing valuable networking opportunities, these forums are potentially important vehicles for reaching international consensus on subjects of relevance to engineers and for influencing international policy. Both Euro-CASE and CAETS undoubtedly require further reform to increase their effectiveness. Effecting change through international consensus is necessarily a slow process but, recognising the reward on offer, the Academy will continue to work with other academies in pursuit of this objective.

European engagement

- 3.11 Europe is a natural partner for the Academy. Economic interdependence, a shared political context within the EU, and decades of collaboration under EU programmes have brought UK engineers closer than ever to their continental European counterparts. Policy-making by European institutions has a strong influence on many elements of UK public life, while strategic European engagement gives the Academy the opportunity to promote UK engineering's goals and achievements within EU institutions and across the continent.
- 3.12 During the period covered by this Strategy, the Academy will seek to build its ability to influence key stakeholders on European matters. This will be achieved through developing relationships with strategic contacts, identifying priority European policy areas in which the Academy is well placed to make an impact, and pursuing opportunities to engage on these topics. An additional focus will be on strengthening communication with both Fellows and external stakeholders on European matters. The overall objective will be to build the Academy's European capacity in key areas to a point where it is recognised by all relevant stakeholders as a valuable partner, and contributes effectively to the achievement of the Academy's overall priorities.

Stakeholder	Focus of partnership	Approach to partnership
<p>UK government and associated bodies:</p> <p>DIUS; BERR; FCO; Science and Innovation Network; DFID; UKTI; Defra; British Council; and the Research Councils.</p>	<p>Demonstrating value of Academy to government as a partner in international engagement.</p> <p>Maximising use of resource across public sector.</p> <p>Ensuring engineering perspective taken into account by government.</p> <p>Enhancing support for international partnerships in engineering research.</p>	<p>Developing stronger relationships through the Global Science and Innovation Forum (GSIF) and bilateral relations with individual departments, especially DIUS, BERR, FCO, DFID and UKTI, and the Research Councils.</p> <p>Raising awareness of Academy amongst FCO/DIUS S&I attachés in priority countries.</p>
<p>UK engineering institutions and organisations:</p> <p>e.g. ICE, IMechE, IET, IChemE, IOM³, G15, ECUK, etb, Sterling Group</p>	<p>Developing leadership role in UK engineering community, including in international matters.</p> <p>Working together to strengthen engineering voice in policy making.</p>	<p>Bilateral relations and through roundtables.</p> <p>For poverty reduction, through Africa-UK Engineering for Development Partnership.</p>
<p>UK learned societies and other professional and industry bodies:</p> <p>e.g. Royal Society, CBI, IoD</p>	<p>Maximising use of resource and working together where partnership adds value.</p>	<p>Maintaining good relations, sharing information and collaborating where appropriate.</p>
<p>UK National Commission to UNESCO</p>	<p>Participating actively in Commission and ensuring that engineering is appropriately represented in its work.</p>	<p>Through contributions of Academy-nominated member of Natural Sciences Committee.</p>

Table 2: Key UK-based stakeholders for international activities

Stakeholder	Focus of partnership	Approach to partnership
Overseas engineering academies and organisations	Building relations with engineering academies, and other relevant organisations, in priority countries.	Variable, depending on academy.
CAETS	Strengthening effectiveness of CAETS and developing and exploiting networks.	Participating in all relevant activities. Influencing strategy and actions through CAETS Council.
Euro-CASE	Strengthening effectiveness of Euro-CASE, especially as vehicle for influencing EU policy.	Participating in all relevant activities. Influencing strategy and actions through Executive Committee and Board.
European Institutions	Demonstrating value of Academy and Euro-CASE as partners in European policy engagement. Ensuring UK engineering perspective taken into account in development of EU policy.	Developing stronger relationships through focused networking and participation in stakeholder activities.
Other multilateral organisations e.g. WFEO, OECD, World Bank, UN, G8	Exploring feasibility and potential benefits of establishing relationships.	Variable, depending on organisation.

Table 3: Key overseas stakeholders for international activities

4. Targets and Outcomes

4.1 The outcomes sought for the Academy's international activities are directly related to the Academy's overall Strategic Outcomes and Impacts, as set out in Box 5. However, in order to guide its day to day activities, International Committee will produce an annual forward work programme defining targets for the coming year. This will be produced using the framework described above and will focus on activities with the priority countries and regions identified in Table 1. The Committee will review progress towards these targets on an annual basis. Targets reached and achievements made since the commencement of the Strategy in 2007 are summarised in Box 6.

4.2 In addition, the Committee will work towards these longer term targets over the period covered by the International Strategy:

- In collaboration with other member academies, significantly increase the effectiveness of Euro-CASE and CAETS as vehicles for influencing international policy;
- Substantially increase the amount of funding that the Academy is able to attract in support of its international activities, both through Grant in Aid and from the private and third sector;
- Become the UK government's partner of choice for activities involving the international dimensions of engineering, technology and innovation policy and practice; and
- Improve the impact made by International Committee and the activities it oversees and its perceived value and relevance both within and beyond the Academy.

1. Creating and recognising excellence in engineering

(a) The Fellowship

Outcome sought: a stronger and more representative Fellowship

International contributions:

- Improving the range and diversity of excellent candidates for International Fellowship through the work of the Proactive International Fellowship Group
- Better aligning the International Fellowship with the strategic interests of the Academy through International Committee's role in the revised election processes
- Strengthening the international networks of the UK-based Fellowship through the involvement of Fellows in Academy international activities

(b) Recognising excellence beyond the Fellowship

Outcome sought: public recognition of notable engineers and engineering and a strengthening of UK engineering capability and capacity

International contributions:

- Recognising outstanding international engineers and exposing UK audiences to their work through the International Medal and ERA International Lecture
- Strengthening UK engineering research capacity through international research programmes e.g. the Newton International Fellowships and Research Exchanges with China and India schemes

(c) Supporting the creation of excellence at undergraduate and postgraduate levels

Outcome sought: the most able candidates are attracted to engineering careers and engineering graduates are equipped with the right skills and are highly valued

International contributions:

- Participation in international projects and activities to improve the quality of engineering education, e.g. the Euro-CASE Education programme

2. Addressing the issues of the day

Outcome sought: the Academy, playing a leadership role within the engineering community, makes a significant contribution to the key issues of the day: energy and climate change; poverty reduction; health and well-being; education and infrastructure

International contributions:

- Strengthening the capacity of the engineering profession to contribute towards poverty reduction in sub-Saharan Africa through the Academy's engineering capacity building programmes
- Strengthening the capacity of the engineering profession and research base worldwide through international schemes such as the Newton International Fellowships and Research Exchanges with China and India
- Convening international meetings and sending and hosting international missions of experts and decision makers from key strategic countries to address topics such as energy and climate change
- Engaging with the European Institutions on the key issues of the day with a view to ensuring that the engineering dimension is taken into account in policy development
- Strengthening the Academy's national policy activities by bringing an international perspective and providing access to international networks

3. Promoting engineering

Outcome sought: engineering is recognised as being central to society by young people, Government, the media and society at large and engineers play their full part in public life

International contributions:

- Raising the global profile of UK engineering through participation in international meetings and visits
- Providing material for the Academy's public affairs and media engagement programmes, including through publications such as *Engineering Change*

- The Academy signed a Memorandum of Understanding with the Chinese Academy of Engineering and sent a Mission to China for a bilateral meeting on energy and climate change.
- A bilateral meeting with the Engineering Academy of Japan was held in Japan on privacy and security in the information society.
- The Academy played a key role in effecting changes to the mission and *modus operandi* of Euro-CASE and hosted the first Euro-CASE Annual Conference on the topic of meeting Europe's 2020 renewables targets. The keynote speaker was the EU Energy Commissioner.
- The Academy contributed to several other international meetings, including in China, India, South Africa, Portugal, Japan and France, and submitted responses to various consultations from government and other bodies on international matters. Topics addressed included engineering skills shortages, engineering education, R&D and innovation, energy and environment and international development.
- *Engineering Change*, a book of essays exploring the role that engineers play in development, was published.
- Plans for the Academy's engineering capacity building programme, the Africa-UK Engineering for Development Partnership, were developed and part funding was secured.
- ERA International Lectures were delivered by Dr R K Pachauri, Chair of the Intergovernmental Panel on Climate Change, and Dr Mo Ibrahim, Founder of Celtel International and the Mo Ibrahim Foundation.
- The Research Exchanges with China and India Scheme was successfully launched and 18 awards were made.
- The Newton International Fellowship Scheme was launched in partnership with the Royal Society and British Academy; 13 Newton Fellows were appointed in engineering subjects.
- A review of the International Fellowship was undertaken, the Proactive International Fellowship Group was established, and changes to the processes for election of International Fellows were implemented.
- The Academy was invited to join the Global Science and Innovation Forum.

Box 6: Progress towards targets since 2007

5. Resources

5.1 Since the publication of this Strategy in 2007, the Academy has succeeded in attracting some additional resources to its international activities. Nevertheless, the resources required to support the programme of activities defined herein exceed those currently allocated to the International budget of the Academy. One of the objectives must be, therefore, to attract additional funds to support the Academy's international activities.

6. Conclusion

- 6.1 This Strategy has been developed in recognition of the increasingly significant role that international affairs are playing in the Academy and the need for the international elements of the Academy's work to support the objectives and priorities defined in the Strategic Plan and Strategic Outcomes and Impacts paper.
- 6.2 In order to achieve these objectives, the Strategy includes the following:
- 6.2.1 A clear approach to prioritising the Academy's international engagement and activities which has been applied to define the countries, activities and organisations of highest strategic importance;
 - 6.2.2 Proposals to improve the mechanisms for engaging Fellows, including International Fellows, in international activities; and
 - 6.2.3 Desired outcomes and targets by which the progress towards the objectives set out in this Strategy can be assessed.
- 6.3 This represents an important step towards realising the vision set out above that the Academy should become recognised as an international exemplar of best practice in promoting engineering's position at the heart of society, with the global reach to enable it to influence the agenda of the worldwide engineering community and act as an invaluable partner to the UK government.