Annual Meeting of Delegates
11 October 2023

Minutes of Meeting

Introduction:

The annual meeting of delegates took place in Amman, Jordan between 11-12 October.

The meeting opened at 09:00 Amman local time on 11 October 2023 for the first day closed at 05:00 Amman local time on 13 October 2023 as declared by the ICMCI Chair.

Attendance:

The two-day meetings included attendees that are IMCs officials, CMCs of their national IMCs and are non-voting, however, the attending voting delegates are calculated only on the second day meeting, attendees of the meeting are as follows:

Sorin Caian (IMC Romania), Ir PK LIM (Singapore), Alfred Harl (IMC Austria), Lydia Goh (IMC Singapore), Nick Warn (Board), Andreas Schweighofer (Austria), Maqbouleh Hammoudeh (IMC Jordan), Hans-Georg Göttling (IMC Austria), Wilfried Drexler (IMC Austria), Salim Elias Al-Armali (Jordan), Philipp Graf (IMC Austria), Oksana Kovtun (IMC Russia), Tatiana Lobanova (Russia), Maurice Mouawad (IMC Lebanon), KIM Ohyeun (IMC South Korea), LEE Gyong Jin (Korea), LEE Mi Kyung (Korea), CHUNG Joo Yeol (Korea), Namrod Gonyora (IMC Zimbabwe), Yutaka "Joe" FUKUYAMA (Japan), Anuj Bhargava (IMC India), Jade Dagher (Lebanon), Celal Seçkin (IMC Turkey), Cristian Welsh Miguens (IMC Brazil), Jack YAO (Japan), Altantuya Altankhuu (IMC Mongolia), Muhammad Faddil Al Awadi (Saudi Arabia), Husam Mamdouh Al Asker (Saudi Arabia), Ali I. S. Al-Edwan (Saudi Arabia), Daniel Christian (IMC UK) Fawaz R. Alanazi (Saudi Arabia), Mahmood olyaiy (Iran), Saifeldeen Nazlawi Mohammed El Shaikh (Sudan), Francesco D'Aprile (Italy).

Second day Attending Delegates are a total of 16 as follows:
Sorin Caian (IMC Romania), Alfred Harl (IMC Austria), Lydia Goh (IMC Singapore), Maqbouleh Hammoudeh (IMC Jordan), Hans-Georg Göttling (IMC Austria), Wilfried Drexler (IMC Austria), Philipp Graf (IMC Austria), Oksana Kovtun (IMC Russia), KIM Ohyeun (IMC South Korea), LEE Gyong Jin (IMC South Korea), Namrod Gonyora (IMC Zimbabwe), Anuj Bhargava (IMC India), Celal Seçkin (IMC Turkey), Cristian Welsh Miguens (IMC Brazil), Altantuya Altankhuu (IMC Mongolia), Daniel Christian (IMC UK).

Total attending Delegates and with proxies at second day: 42 (16 attending in person and 26 proxies).

Board Members in Attendance:
Robert Bodenstein (Chair), Nick Warn (Secretary), Tamara Abdel-Jaber (Treasurer), Gergana Mantarkova (Director), Ruggero Huesler (Director), Aleksandra Hristov (Director), Norma Shorey (Director).

Board Members Absent:
Dwight Mihalicz (Immediate past chair), Alan Blackman (Director)

Secretariat in Attendance:
Reema Nasser (ED) and Khuzaima Zaghlawan (ES).

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During the two days of the meeting, 16 delegates attended the meetings in person with 26 proxies totally 42 voting delegates representing 72.41% of the total number of 58 delegates, therefore quorate under Article VIII Section 6 of the by-laws was established.

Chair presided over the meeting and announced it has officially started.

1. *Opening remarks by the Chair of ICMCI, Robert Bodenstein*

The Chair welcomed all attendees to this meeting, which is the first meeting in person after 3 years of COVID. There will be so many discussions at the first day as it will be an interactive discussion focusing on making ICMCI more visible and an established acknowledged organisation on a global level. While the second day of the meeting will be the formal meeting.

Robert highlighted the following:

1) The importance of continuing the implementation of the ICMCI Strategy as the global profession that drives social and economic success.
2) The list of action plan that emerged from implementing the three Strategic pillars:

   – Delivering the updated ISO 20700:2017 Self-Declaration Checklist training on 9 October 2023 by Celal Seckin with 7 attendees from different IMCs.
   – Officially signing the contract with UNIDO to implement the new UNIDO/ICMCI competency framework and assessing their management consultants who are working in different development programs for certification, the first pilot will be implemented at their Ghana project then it will be rolled out to other African countries of operation.
   – ICMCI engaging in the ISO TC342 and encouraging other IMCs to be engaged through their national standards organisations.
   – Fostering the CMC Designation with a new path of certification.
   – On the path to developing a national/international strategy.
   – Opening to other stakeholders in the profession.
   – Establishing the ICMCI Services Inc. to overcome the issue of online payment that is not possible via the Swiss bank.
   – Different activities/initiatives that are already common to all institutes that aimed to engage the membership who are part of the organization.

   Q: Maqbouleh Hammoudeh from IMC Jordan asked for a structured training courses to be delivered from all IMCs in terms of the new CMC path.

   A: This have been noted and will be addressed when the new schemes of certifications are implemented by the PDSC.

The Chair presentation can be viewed as part of the Annual Meeting documentation **LINK**

2. *Governance recommendations implementation and risk management presented by Nick Warn on Behalf of Dwight Mihalicz*

Nick presented to the audience the new role of the Governance and Nominations Committee which has a wider scope after implementing the governance taskforce report/approved recommendations.

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In 2022, the committee underwent a significant transformation, evolving from the NSPC to the Governance and Nominations Committee (GNC). This change expanded the committee's mandate from primarily managing nominations and elections to a broader scope that now:

– Oversees the governance practices of ICMCI.
– Manages an open nominations and election process.
– Conducts succession planning and rotation for Board Officers, Directors, and Committee Chairs.

The ICMCI board approved twelve task force recommendations in March 2023. A roadmap for the implementation of these recommendations through 2024 was developed by the secretary, the GNC chair, and the executive director. Several minor bylaw amendments are proposed to facilitate the implementation of these recommendations.

The committee's primary focus in the next term will be on overseeing the implementation of the remaining Governance Task Force recommendations. This will include the continued development of terms of reference for the board's standing committees and supervising bylaw changes that will shape ICMCI's new governance structure.

Also, Nick briefed the audience of the risk management system as emerged from the governance recommendations. He took the lead on this project when he took the role of the Secretary in 2022. Nick stressed that, as ICMCI is a global organization, it must guarantee that all its operations are implementing the risk management and mitigation systems that are being put in place.

The risk management manual includes the policies, procedures, responsibilities, and code of communication to handle risks. The implementation plan will be in three phases that will start after the annual meeting. It is then planned for IMCs to implement the ICMCI risk management model at their national level, after making sure the model is properly implemented on the ICMCI internal operations level.

Gergana Mantarkova is appointed to be the Risk Management Officer to make sure that the board and committees implement the risk management properly.

Q: The ISO 31000 Risk Management framework is an international standard that provides organizations with guidelines and principles for risk management, will ICMCI follow this standard in their own risk management framework? (**Maqbouleh Hammoudeh**)

A: ICMCI started a simple model for the risk management system and later will build on it according to the ISO 31000.

The presentation can be viewed as part of the Annual Meeting documentation **LINK**

3.   Introducing new Marketing Board Director
Aleksandra Hristov from Serbia was introduced to IMCs as the new Marketing Director.

In her capacity as Marketing Director, Aleksandra will analyse the position of ICMCI and collect information of the different projects to be promoted in the different communication channels and introduce the management consultants to other stakeholders. The plan is to have a team to conduct interviews, workshops, and other tools to promote the profession with a certain key message.

The presentation can be viewed as part of the Annual Meeting documentation **LINK**

4. ICMCI Future Leaders community

Gergana Mantarkova presented the proposal to officially establish the Future Leaders community that previously kicked off in 2022 to incorporate the Future Leaders Forum into the ICMCI governance structure permanently.

In this presentation the importance of embracing a global approach towards talent recognition and development to create value in terms of individuals, organisations and the MC profession was highlighted.

The founding group will comprise of at least ten persons representing not less than five members of ICMCI who have been authorised by their Institutes to initiate a new Community.

The Future Leaders will contribute, develop, and succeed within ICMCI, the consulting industry, and wider community.

The next steps for this community as per feedback received from 10 IMCs:
1) Discuss the Concept Paper collectively and individually
2) Receive and reflect feedback
3) Finalise and agree on the Business Plan
4) Form the Founding Group
5) Obtain Board approval and prepare for rollout
6) Launch first round of activities

Q: Can you identify what do you mean by young consultants? "Joe" FUKUYAMA

A: The targeted segment was for those of the age of 35, but recently it was noted that most of the consultants who are interested to join the community were in their early 40s. This initiative is looking to expand in the member countries according to their local requirements and availability of certain segments.

The presentation can be viewed as part of the Annual Meeting documentation **LINK**

5. Introduction to Round Tables sessions

Four topics to rotate around 4 tables – 40 minutes for each discussion with a 5-minute summary of findings for each table.

Table 1	:	How can IMCs deal with ethics and how ICMCI can support ***Facilitated by Nick Warn***
Table 2	:	Consultants' journey/path to the CMC and the impact on IMCs, and how to make it possible ***Facilitated by Celal Seckin***
Table 3	:	How consultants can benefit from international relations powered by ICMCI (to include hubs) ***Facilitated by Ruggero Huesler***
Table 4	:	Membership growth and development ***Facilitated by Norma Shorey***

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The discussion for round table 1 should cover the following:

- What can ICMCI do, what can IMCs do to get about addressing certain ethics behaviours/situations and assure following the correct direction in the profession?
- What concrete suggestions can come up to make our message known to the world that Management consultant need a good ethical conduct?
- To appoint the spokesman for this round table from each group.

Feedback from group 1 (Maurice Mouawad):
1. Misalignment between IMCs with respect to the qualification's standards of the certified management in the profession.
2. Consultants with insufficient technical experience and how they promote themselves as professionals.
3. ISO 20700 is a self-declaration of the checklist and consultants do not adhere to it.
4. Despite the free funding, the consultancy services provided by international organizations in developing countries are of very low quality.

Suggestions
1. To improve the consultancy services, we need to develop a committee to align the IMCs accreditation rules to approve the technical expertise of the consultants.
2. IMCs to work with the ISO 20700 organizations to not only certify to these standards, but periodically to audit as management consultants against those standards.
3. IMCs to develop a curriculum for CMC candidates that includes technical materials to reinforce their experience as consultants.
4. ICMCI to develop a committee to reinforce implementation of the ISO 20700 in the local IMCs.

Feedback from group 2 (Saifeldeen ElShaikh):

1. Ethics are important for profession and business and all should abide with ethics.
2. To build a development department at each IMCs to look into developing curriculum about ethics of the profession.
3. Holding training and seminars for ethics and giving CPDs for members who are attending those events.
4. IMCs need to have a full practice of the code of conduct between their members.
5. To link IMCs with the international research re the development of a code of conduct and essential ethics.

Feedback from group 3 (Cristian Welsh):

1. Ethics should be emphasized in the profession practices.
2. Concentrate on the good professional practices with creating certain tools to assess such ethics.
3. ICMCI to set a new guidance for new environment in which ethics is implemented for example AI.
4. A communication kit to embrace ethics.

Feedback from group 4 (Ruggero Huesler):

1. Establish a mechanism for realigning ethical standards regularly when certain emerging situations arise.
2. Making ethics more concrete for consultants, clients, and stakeholders.

3. The ICMCI should develop a case book that outlines possible ethics breaches and the mitigation steps and measures required to rectify them.
4. A continues education for consultants to cover ethics during the certification and re-certification process.

The discussion for round table 2 should cover the following:

- What IMCs can do and how this will impact IMCs?
- How will the new CMC journey impact the relation with ICMCI?
- To appoint the spokesman for this round table from each group.

Feedback from group 4 (Ruggero Huesler):

1. There is a need to attract the younger generation to the consulting profession, which is an aging profession. The IMCs can explore how to expand by engaging the young consultant with certain communication tools.
2. An accredited consultant must pass a key exam rather than relying only on a client's case study, which is not always indicative of their experience.
3. Mentorship process for young consultants to guide them through the CMC process.

Feedback from group 2 (Anuj Bhargava):

1. The consultants to work on the collective knowledge of experience in advance for the certification.
2. Training material availability for consultants.
3. To use the ISO 20700 checklist and CMC requirement to qualify consultants for the certification.

Feedback from group 1 (Ali Al-Edwan):

1. Along with the ethics course, training for the CMC certification and ISO certification is available.
2. Practices through participation in international organizations.
3. Developing a structured mentorship program (simulation cases).
4. Structured exam and interview method is a good approach to assess young consultants.
5. To benchmark on the national level to get the CMC certification and best practices of the best model that can be unified into account national IMCs.

Feedback from group 3 (Tamara Abdel Jaber):

1. Communication and marketing are important to bring different consultants who are registered at different IMCs with certain level of certification.
2. An entry level designation is very crucial to expand the certified consultant and have more revenues for IMCs.
3. Communication kits and list of targeted consultants need to be identified to reach young consultants.
4. To integrate AI and ethics to remain relevant to the new technology.
5. Set a standard of equivalence as ICMCI has limited resources to create a new designation, so the IMCs have their own local designation.

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The discussion for round table 3 should cover the following:

- How consultants can benefit from international relationships powered by ICMCI – including Hubs
- What should IMCs do?
- What should ICMCI do?

Feedback from group 1 (Cristian Welsh):

1. Proper communication with IMCs of the developed Initiatives/Products by a proper mechanism to relay information to the IMCs.
2. ICMCI should try to show itself as the owner of the NCI data in the consulting industry.

Feedback from group 4 (Salim Armali):

1. ICMCI revive and upgrade relationships through different regions across the world and with different international organizations, as the current membership must be upgraded to expand.
2. The hubs established are not functioning as anticipated, a lot of work should be done to achieve the goals as set.
3. To establish a platform for exchanging materials, experiences ... etc. to increase the benefits of the best practices, knowledge, and lesson learned from different projects.
4. IMCs should launch an initiative to start the dialogue between IMCs, CMCs, and ICMCI that will be managed with certain deliverables to materials the goal.

Feedback from group 1 (Mahmoud Olyaiy):

1. To network with consultants for projects from different countries.
2. Share the knowledge of methodology through a platform to share the best practices for numerous objects.

Feedback from group 1 (Anuj Bhargava):

1. Intellectual proprieties (best practices standards) can be used across the IMCs.
2. IMCs to be updated on the conversation discussed during AMD by their delegates.
3. Building attraction of knowledge and filling the gap between IMCs.
4. Coducting a training on the international business across different geography and gain knowledge through Zoom.
5. ICMCI to have a backup office to provide different services to IMCs such as Risk Management model and other services to be shared with other IMCs.
6. ICMCI to offer the market for the consultants from the 48 members who can provide consulting services that can be delivered to the big consulting organization.

The discussion for round table 4 should cover the following:

- How can we increase Membership Growth and Development within and between IMCs?
- What should IMCs do?
- What should ICMCI do?
- To appoint the spokesman for this round table from each group.

Feedback from group 1 (LEE Mi Kyung):

1. Creating market.
2. Creating connection.1
3. ICMCI head office can create video clips for promotion to be promoted to the national institutes to encourage the young generation to join the network.

Feedback from group 3 (Tom Lee):

1. To understand the market situation for the entry level certification.
2. To set up a communication channel with CMCs in IMCs country.
3. Branding system to promote membership.
4. To clarify the road map for new members.

Feedback from group 4 (Salim Armali):

1. To promote the core products of IMCs in addition to the CMC designation which will affect the reputation of the IMCs and will add a value to its membership growth.
2. Regulating the consulting profession in certain national countries is very challenging.
3. Focus on the training programs which could be a pre-requisite for certain programs.
4. To increase scope and mandate of the membership committee which can play much active role in coordinating relationship between ICMCI and IMCs.

Feedback from group 2 (Anuj Bhargava):

1. creating a desirable CMC membership in the market.
2. to focus on the social media campaign by appointing a professional to do these campaigns.
3. To create revenue streams from different events.
4. Launching MBA classes for consultants.

Conclusions from the above feedback (Norma Shorey):

1. Commonalties of attracting the new younger generation and retaining the current consulting members.
2. To use the current knowledge and expertise available within the IMCs to pull out for a new membership growth.
3. MGSD to identify the horizontal linkages between IMCs who are strong and provide benefits to other developing IMCs.
4. The membership survey includes two questions that IMCs are to provide input on regarding the benefits that they can provide and the areas that they need to be benefitted from.
5. Based on the input from the group round tables and input in the membership survey for the two questions, the MGSD will draw the linkages between IMCs to start this new mechanism of growth.

6. *Asia Pacific Hub Update*

Mrs. Lydia Goh, Asia Pacific Hub Chair, presented the latest activities for the Asia Pacific Hub, which have a total of 17 countries.

The latest Asia Pacific hub meeting 2023 was hosted by IMC Mongolia. Also, in this presentation the challenges and opportunities that IMCs encountered was highlighted, in addition to the input from Asian countries of alignment of IMCs strategies to ICMCI's.

The presentation can be viewed as part of the Annual Meeting documentation **LINK**

7.   Update from IMC Korea

Ms. LEE Mi-Kyung, Vice Chairman of IMC Korea, highlighted in her speech Korea's interest in AI collaboration and the importance of consultants in Small Medium Enterprise (SME) development, while also emphasizing KMTCA's role as a legally recognized organization supporting business and technology consultants, and expressing hope for enhanced international cooperation in the future.

The presentation can be viewed as part of the Annual Meeting documentation **LINK**

8.   Euro Hub Update

Alfred Harl delivered the presentation on behalf of the Euro Hub Chair, during the year with the support of some members there was a series of meetings with the aim of setting up a European strategy for the recognition and development of the Euro Hub in the region. This work was reflected in the annual meeting that took place on 6 June in virtual mode.
The results of this work have been collected and will be shared over the coming months so that a common and shared strategy can be defined and implemented.

The presentation can be viewed as part of the Annual Meeting documentation **LINK**

9.   Summary of the Day, Information of practicalities

The chair highlighted / focused on the four tables discussion and summarized:

1)   Ethics were discussed in this session from different perspectives and on how to educate the management consultant in this term, also it is very important to know how to respond to ethical cases that might arise in the social media and what solutions can be taken.
2)   How to deal with ISO standards, is it certifiable or only guidelines? This has to be discussion in the ISO committee.
3)   The PDSC will take care of the training for ethics and share it with IMCs to implement.
4)   ICMCI communication kit and case book will be on the agenda for the marketing to be very responsive in the future.
5)   The new path of the CMC is to provide knowledge to certain level of education for those who gained MBA but they do not have the full practicalities to gain the designation and need to go through a certain program to gain the knowledge, also the young leader community is established to address enrolling the young generation in the consulting network.
6)   Coaching and mentoring approach as suggested are very useful in the CMC process.
7)   To establish more communications to promote the CMC and increase the revenues for IMCs. And the new ICMCI Services Inc. would help in terms of facilitating the payment.
8)   ICMCI are active on social media channels to promote the events and products and IMCs should respond and engage.

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9) NCI data is collected through input from IMCs in addition to Global Source and maybe ICMCI can explore the AI in this regard of data.
10) Finding an international business partner that IMCs can benefit from.
11) Promotional material (video, press releases, newsletter … etc.) to be shared with IMCs and community to expand membership.
12) The observer status is about being part of the community but it is not a full membership of ICMCI and they cannot contribute in the full activities of the ICMCI, this membership is open for any association engaged in the consulting services.
13) The Membership Growth & Development Committee (MGDC) now has a new scope of work to support IMCs.
14) Advertisement campaigns with a call for action that requires ICMCI or the institutes to be able to receive the request (training, become a member … etc.).

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2nd Day: Thursday 12th of October 2023

The quorum is established: No of attending delegates (in person and by proxy) are 42.

Attendees: Attendees in person and by proxies are as follows:

Delegates in person (16):
Sorin Caian (IMC Romania), Alfred Harl (IMC Austria), Lydia Goh (IMC Singapore), Maqbouleh Hammoudeh (IMC Jordan), Hans-Georg Göttling (IMC Austria), Wilfried Drexler (IMC Austria), Philipp Graf (IMC Austria), Oksana Kovtun (IMC Russia), KIM Ohyeun (IMC South Korea), LEE Gyong Jin (IMC South Korea), Namrod Gonyora (IMC Zimbabwe), Anuj Bhargava (IMC India), Celal Seçkin (IMC Turkey), Cristian Welsh Miguens (IMC Brazil), Altantuya Altankhuu (IMC Mongolia), Daniel Christian (IMC UK)

Delegates by proxy (26):
Silva Mesropyan (IMC Armenia), Michael McLean (IMC Australia), Nsombi Jaja (IMC Caribbean), Antonina Kardasheva (IMC Bulgaria), Chris Harper (IMC Canada), Leigh Harris (IMC Canada), Sam Yang (IMC Chinese Taipei), Silvana Tomić Rotim (IMC Croatia), Spyros Rayias (IMC Cyprus), Jouko Martila (IMC Finland), Nicole Averesch (IMC Germany), Daniel Chan (IMC Hong Kong), Peter Csakvari (IMC Hungary), Patrick Downes (IMC Ireland), Cesara Pasini (IMC Italy), Yuji So (IMC Japan), Mitsunori Masunaga (IMC Japan), Gulsum Akhtamberdiyeva (IMC Kazakhstan), Sanja Nikolin (IMC Serbia), Angelo Kehayas (IMC South Africa), Otto Acuna (CMC-Global), Chayaditt Hutanuwatra (IMC Thailand), Olga Trofymova (IMC Ukraine), Mairead Fernandez McCann (IMC UK), Scott Rodham Boyd (IMC UK), Andre Vaccaro (IMC USA)

Secretary – Nick Warn: Confirmed Quorum
The secretary confirmed that as the ICMCI has 58 Delegates, 31 votes are needed for the quorum. There are 42 votes in the room in person and by proxy. Also, dates of sending invitation and meeting documents were presented. This means that when a decision is made by majority it is accepted and final. The meeting is in power to make decisions.

Andreas Schweighofer from Austria and Maurice Mouawad, CMC® from Lebanon were selected from the room to count the votes on the presented resolutions and approve and sign the Minutes of the Meeting once finalized.

Report on 2022-2023 Board Report
The Chair welcomed the delegates for the business meeting of ICMCI in which resolution voting will take place and reports from the standing committees will be presented.

In addition, the Chair introduced the new names of some of the committee as outlined in the governance recommendations report in 2022, so that IMCs will become familiar with the new names:

• Governance and Nomination Committee (GNC)
• Institute Quality Assurance (IQA)
• Professional Development and Standards Committee (PDSC)
• Finance and Audit Committee (FAC)
• Member Growth and Development Committee (MGDC)

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Report from the secretary to include governance recommendations and by-laws
The secretary provided an overview of the board's activities throughout the year. Preparations for the annual meeting of delegates were described as an exciting journey because there were numerous board meetings and catch-up meetings during which the secretary followed up on the board agendas. Further, he was involved in a variety of projects, including IQA auditing, ISO material development, ICMCI Services Inc., and the Risk Management task force. As a result of the meeting, more work will be undertaken with PDSC and IQA to begin the internal audit of ICMCI, the UNIDO project, as well as to serve as the ICMCI liaison for the NGO since ICMCI is a member in consultative status of CoNGO.

The Secretary thanked the participants for attending ICMCI events, the board for all the efforts to move on many initiatives and the secretariat for all the commitment and dedication to their work.

ICMCI must undergo a significant change in its strategy, culture, structure and finances if it is to maintain its globally recognized position as the voice of the profession according to its vision and become the body of self-regulation. This cannot be accomplished just by the efforts of the board and ICMCI Executive, but also by the volunteers who make up the IMCs. Therefore, the secretary encourages all the audience to spread the word to be committed with the ICMCI board to take part of the volunteering work to achieve the vision.

The secretary walked through the Governance Recommendations & Bylaw changes that show the 11 (eleven) proposed Bylaw changes as some include a whole re-wording or brand-new wording.

The presentation can be viewed as part of the Annual Meeting documentation **LINK**

Reports from Committees and Taskforces

Professional Development & Standards
Celal Seckin (PDSC Chair) presented the 2022-2023 activities/projects as delivered, or as ongoing by his committee and referred to the committee recourses who are working on each project.

There are vacancies in the committee, and the call for nomination will be announced in the annual call for nominations that is usually announced after the annual meeting of delegates.

The presentation can be viewed as part of the Annual Meeting documentation **LINK**

Q: How IMCs can replicate the agreements with international associations? (**Maurice Mouawad**)

A: The agreement was signed with UNIDO beginning of October to reinforce the competency frame work on the consultants who are working in Ghana agriculture field and this implementation will be a pilot to be rolled out to the rest of African countries then it can be shared with rest of countries.

The presentation can be viewed as part of the Annual Meeting documentation **LINK**

Institute Quality Assurance

Cristian Welsh Miguens (IQA Chair) mentioned that the change in the committee is not only in its name but also in the aim, the IQA is ready to be assessed on ISO 17011 as an accreditation body and preparation is taking place as lead by Sue Bowman and supported by Nick Warn.

Christian highlighted the progression of the assessments plan during 2023 and future plans to be completed in the following year. In addition to the new structure of the IQA.

Many thanks were conveyed to the committee members, 30 assessors and co-assessors, secretariat for their commitment, engagement, and support for all achievements, especially the assessors who volunteered and are making it possible to finish 2023 without a single IMC assessment overdue.

The presentation can be viewed as part of the Annual Meeting documentation **LINK**

Membership Growth and Development

Ruggero Huesler (MGDC Chair) and Norma Shorey (MGDC Vice Chair) reported on the following key activities of the committee with a diverse committee team:

- Development of an Observer Policy to include related organisations as observers to specific ICMCI activities
- Increasing horizonal exchange between IMCs in order to strengthen each one of them individually
- Monitoring the Good Standing of Existing Members
- Participating in the relevant ICMCI cross-functional task forces

ICMCI Services Inc. Project The business case for establishing a Delaware company focused on managing ICMCI's small-payment streams worldwide in 2023, setting up bank account and on-line payment process that can be finalized by 3/2024 and then Kick-off for operations. Also, the management structure of this entity is clarified and the related paper work to launch this process. In addition to the benefits of launching this service for both ICMCI and IMCs.

Q: How IMCs can benefit from this payment setup, especially that certain IMCs has a challenge to send their payment? (**Cristian Welsh**)

A: IMCs can channel their payment via the new payment service in Delaware which allows the credit cards payment and PayPal payment method.

Q: Is Delaware being the safe place to open this company? (**Aleksandra Hristov**)

A: The Taskforce for the Delaware company examined different jurisdictions such as offshore entities but the requirements related to the costs and governance make it not possible to happen. While Delaware allows the registration for NGOs with an easy paper work.

Q: Is there a name of specific bank to deal with in this new company? (**Daniel Christian**)

A: There are three options for banks to deal with, but this will rely on the bank facilitating the easiest payment services.

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Feedback from the Chair:
No special resolution needed to move this project, but for IMCs to agree on the procedures and process as presented by Ruggero.

All attending delegates support to move on with this process.

The presentation can be viewed as part of the Annual Meeting documentation **LINK**

Treasurer's Report to include Auditor's Report
The ICMCI Treasurer and Finance Committee are accountable to assist the Board of Directors in its stewardship function with respect to the integrity of ICMCI's internal control systems, financial reporting, and financial planning.

The financial Committee maintain the following:

- review our financial performance and cash flow position
- closely monitor our accounts receivables and budget achievement
- provide guidance to our Executive Director on several matters including budgeting, invoicing, reporting and the general financial health of ICMCI and our members.
- for ICMCI to continue growing, we count on you in expanding our membership base and on your commitment to timely payment of dues
- we have been exploring with our colleagues on the ICMCI Board ideas that can help us offer online payments, which we hope you will support
- we had many honest conversations with several IMCs who are facing challenges mainly as a result of COVID. We did our best to help by working out payment plans that several IMCs successfully committed to.

The treasurer confirmed that the ICMCI financial statements represent a financially healthy organization that is suitably funded to realize its mission.

The IMCs are encouraged to support the organization by expanding and increasing their membership growth for the ICMCI to manage the finances, and at the same time the ICMCI is now looking for the Delaware company to facilitate the payment method for the IMCs to settle their payments.

The presentation can be viewed as part of the Annual Meeting documentation **LINK**

Proposed 2024 – 2025 Budget
Reema Nasser (The Executive Director) highlighted the followings:

1) This is a two-year budget, the 2023-2024 was approved last year to assures that ICMCI is operating seamlessly.
2) The Finance Committee recommendation concluded that there will be no change in membership fees calculation for the proposed 2024-2025 budget.
3) Even though expenditure for FY 2022-2023 was below budget, income was below budget as well, and therefore did not affect our net earnings negatively, as the net earnings were a bit shy of €12K instead of the budgeted €5,400.
4) This year, we maintained the same philosophy of relying on flexible revenue from our strategic initiatives to support building our reserve and to ensure fixed revenues cover all core expenses though some of those are increasing due to worldwide circumstances.

5) We have budgeted for a modest €3K of net earnings to stay in line with the previous years in order to continue to build our reserves.
6) A rundown of the revenues and expenditures took place during the presentation.
7) The savings in expenses related to assessments was given in a rebate to the IMCs in 2021. However, and since COVID is over, IQA will go back to the planned on-site assessments and this expense line covers assessors travel costs.

Q: What are the most capital expenses for the coming two years? (**Salim Armali**)

A: The business automation system is the main expense dependant on customization needed by committees. ICMCI however has no depreciation costs as ICMCI is a virtual operating office.

Q: Did ICMCI try any other automation system? (**Jade Dagher**)

A: ICMCI already identified Zoho from among many proposals, and invested in the Zoho platform accordingly. We hope it will cope with the ICMCI operations requirements.

Q: The marketing expenses need to be considered for the CMC designation to be more recognised, so why not to consider sponsorship? (**Jade Dagher**)

A: The sponsorship will be considered however, this will not be reflected in this year budget to be approved, but it can be included in the next year budget if that happens.

The presentation can be viewed as part of the Annual Meeting documentation **LINK**

Resolutions Introduction and Voting
The quorum is established from the delegates who are in attendance and the proxies that are carried. In order to count the votes and move the vote, the two counterpersons will count the votes and announce for each resolution whether it is For, Against, or Abstain.

Annex 1: Resolutions Voting Outcome

Formal voting process on the resolutions announced by the Secretary, Nick Warn as follows:
1. (42) votes will participate in the voting process to include 16 attending voting delegates with 26 proxies.

Voting process started and the received votes counted and the results are:

Results:
Voting on resolutions 1, 2, 3, 4, 5-15 with the following results:

Resolution # 1: Board Report 2022 - 2023.
To accept the 2022 - 2023 Annual Report of the Board of Directors.
Motion: Moved by Sorin Caian and seconded by Philip Graph

For	Against	Abstain
42	0	0

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Resolution # 2: Treasurer's Report 2022 - 2023.
To accept the 2022 - 2023 Treasurer's report
Motion: Moved by Anuj Bhargava and seconded by Lydia Goh

For	Against	Abstain
42	0	0

Resolution # 3: Auditor's Statement 2022 – 2023.
To accept the 2022 - 2023 Auditor's Statement
Motion: Moved by Cristian Welsh and seconded by Lydia Goh

For	Against	Abstain
42	0	0

Resolution # 4: Budget for 2024 – 2025.
To approve the 2024 – 2025 budget.
Motion: Moved by Sorin Caian and seconded by Namrod Gonyora

For	Against	Abstain
42	0	0

(The 2023-2024 budget was approved at the 2022 Annual Meeting)

Resolution # 5-15: Proposed changes to the Bylaws
To approve the proposed changes to the Bylaws
The voting delegates agreed to vote collectively on resolutions # 5 -#15 in one vote
Motion: Moved by Cristian Welsh and seconded by Hans-Georg Göttling

For	Against	Abstain
42	0	0

The total number of delegates who submitted their votes during the course of the meeting was 42, representing 72.41% of the total eligible (58) voting delegates.

Governance and Nominations Report
Dwight Mihalicz (Chair of GNC) provided a video for his report as he was unable to attend the meeting in person due to health issue. In the video Dwight covered the new role of GNC as a result of the Governance Task force report of last years and the result of having to expand the number of members of GNC. Dwight also thanked the committee members.

Dwight highlighted that there were no elections this year but assured that there will be elections next year and GNC will oversee the election process. Parallel to that, GNC will reach out to IMCs to identify best candidates for succession planning purposes at the different committees, taskforces, and board.

The video can be viewed as part of the Annual Meeting documentation **LINK**

Announcement of 2024 ICMCI Events with Host presentation
The next ICMCI Annual Meeting and International CMC Conference will be held in Yerevan – Armenia between 7–11 October 2024.

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IMC Armenia hopes that colleagues from the different IMCs and the consulting community around the world will join the consultants' reunion next year in Yerevan.

We kindly invite you to Armenia and share the announcement **Video link.**

10. Final Speech and Closing - Chair

Following the meeting, Robert thanked all delegates for participating fully, having good discussions, and asking good questions. Looking forward to meeting everyone at the 2024 AMD and International CMC Conference in person in Armenia.

The meeting closed at 13:00 on 12 October 2023.

Approval and Signing of MOM   **Date: 23/11/2023**

ICMCI Chair – Robert Bodenstein, CMC®	ICMCI Secretary – Nick Warn, CMC®

Selected CMCs attending the meeting for counting votes and signing MOM:

Andreas Schweighofer, Austria	Maurice Mouawad, CMC® Lebanon