

ExCom Report 2007-2008

Purpose

At the Dublin Congress, a commitment was made to improve communications with trustees. This has been done by occasional e-mails, meetings and responding to individuals. In the past the Chair and ExCom have reported back to Congresses. Although this has been circulated to all trustees, the emphasis has been on communicating to the trustees who attend the meetings. Also, this has focused on the two yearly interval between Congresses. This paper is an attempt to provide a consolidated report back before the annual meeting. The intention is involve all trustees, and to enable those attending the meeting to be better informed. The ultimate aim is for the meeting to be focused on discussing the future, rather than sitting and hearing about the past.

This paper is accompanied by a short ExCom paper of the intentions for the coming year.

The paper is structured according to functions and sub committees of ExCom.

Chairman's Introduction

It is the Chairman's privilege to start the report and include major items which may have been the results of the efforts of many. The Chairman's report is followed by more detailed individual reports.

This has been an extremely busy period for the supposed two full time equivalent volunteer effort spread across the eight members of ExCom. It is clear to me that many have devoted time over and above the requirement specified. ICMCI is on a long journey from club of a few professionals to a professional organisation across the entire business world providing benefits to Members (and their consulting members) and enhancing the position and reputation of our profession. More needs to be done, than has already been achieved but I trust that our trustees will find the progress made in the last twelve months to be remarkable. There will need to be similar extensive efforts and progress in the coming years to maintain the development of ICMCI to become the body that will envisage – a recognised international body supporting the efforts of our national Members and representing them in the international bodies which are outside their reach.

Key Successes

- New relationship with EBRD, led by Calvert Markham, in their development of management consultancy to serve SMEs in the former Soviet republics and the Balkans.
- The agreement by the 29 members of CEN (The standards body for the European Economic area) to form a project committee (PC 381) to prepare a service standard for management consultancy services. This was against the determined opposition of a few vested interests who seemed unaware of the intended nature and benefits to both the profession and industry of management consultancy of such a standard.
- Six Members joining together in a bid for project funding from the EU in support of the implementation of the European qualifications Framework.
- Plans for an Americas hub this November and an Asia Hub next summer
- More extensive communication to Members, to be soon supported by an improved (and cheaper to run) web site.
- The development of a commercial and technical proposal to form a world wide registry of CMCs providing direct benefits to the CMCs

Apart from highlighting the key points above. The following is a list of key achievements and progress.

- 1 **The Swiss Verein** was formed July 2008
- 2 **By laws** update has been investigated by a Working Party led by Mark Nesbitt (Secretary) and will be reporting to the Singapore meeting.
- 3 **CEN project** (PC 381) has been approved as a project and a most successful kick off meeting held September 8th and 9th in Milan.
- 4 **Involvement with International Funding agencies:** EBRD includes ICMCI in its strategic direction for TAM/BAS, and we are working with them in the establishment of Professional Institutes in their countries of interest.
- 5 **Membership:** We have lost Spain as the body has closed, but we are progressing applications from the Philippines, Iran, Vietnam and Abu Dhabi
- 6 **Quality Assurance:** New lighter touch re-assessment successfully introduced. New assessment standard will be mandatory in 2009. Assessments being undertaken to schedule. New assessors recruited.
- 7 **Ethics:** Working and will party report on 1) the code, 2) the assessment of CMCs, and 3) discipline guidelines and using the process to promote CMCs as professional 2009 depends on working party
- 8 **ATP** (Approved Training Provider): Working party formed
- 9 **CBK:** Working Party active and will propose Key Principles for debate on the annual meeting Principles for agreement
- 10 **IAF:** Pilot in Austria very successful. Independent review of overall position delayed. Mikael Jensen has agreed to complete the review and report back to trustees on the research, the implications for the ICMCI Secretariat and for Members. Observer status with IAF accepted.
- 11 **“CMC Direct”;** New concept for potential supplier to develop web site for CMC registry and CMC to CMC contact, under an arrangement whereby the supplier is responsible for finding sponsorship for the site and shares the monies with CMCI. Demonstration planned for Singapore meeting.
- 12 **Secretariat:** Re-negotiation and regularisation of MOS contract completed September 5th.
- 13 **Communications with Members:** Meridian upgraded and issues published, each Member assigned as a Direct ExCom contact, ad hoc e-mails to all trustees, an annual progress report for the first time to all trustees.
- 14 **Knowledge capture and sharing:** a list of potential matters to have formal processing definitions has been prepared and some defining of existing process (e.g. new provisional members, selection of Congress site, appointment of ICMCI assessors, an outline ICMCI assessment manual). Briefing Notes prepared (issued on celebrating the CMC and student membership).
- 15 **ACP:** New Zealand have first ACP. Consideration given to arranging an ACP workshop for interested countries in 2009. Also, Danish PWCC (Project for Word Class consultancy) has commenced with active support from ICMCI and Peter Thomas.
- 16 **International consultants day:** A more coordinated approach with feedback from many countries. Singapore meeting to set date for 2009 (and hopefully a mechanism for automatically setting the date in future).
- 17 **Main web site:** New much easier and cheaper to maintain software completed by MoS. ExCom to rewrite existing content for transfer to new site before end of year. Upgrades to be added as funds permit (e.g. sponsors' boxes once sponsors are agreed). Cost of development to be recovered by cash savings within twelve months.

18 **Strategy:** ExCom undertook a Delphi process which although it did not produce a conclusive report did highlight some core principles and unified ExCom

19 **Promotion:** Message that “Clients need consultants with Knowledge, Skill, Competence and Trust, and the CMC is evidence of possession of these characteristic” used often. Developing understanding of mechanisms to create market pull demand for the CMC. Many quotes and inclusion of ICMCI in the International Business press.

20 **Professional behaviour statement:** a proposal by the Chairman to have a positive statement of the characteristics and benefits of professionalism. Awaiting agreement to proceed.

21 **Finances:** Control and good stewardship demonstrated, including by first ever comprehensive Treasurer's report after first year. Proposals made for fairness in ICMCI charging to Members to be debated in Singapore. Secretariat services reduced in-line with affordability.

22 **UN NGO; UN CONGO** theme this year is on human rights and this is not a topic that it was felt prudent for us to contribute our views, as management consultants.

23 **EQF;** EU issued an invitation to tender for work on a sectoral scheme for implementing the EQF (European Qualification Framework). For the first time ever in ICMCI, six countries banded together to submit a proposal which if successful would obtain EU funding for developing the national qualification definition for the CMC and align it with the EQF, as well as providing lessons learnt for other professions. Many thanks to Mikael Jensen for the hard work in getting this bid together (with the support of Sorin Caian and his team in Romania)

24 **Hubs:** successful Eurohub meeting in Stockholm. In May, Asia Hub meeting cancelled due to events outside our control, Asia, Americas and Eurohub planned for next twelve months: a first that this extent of meetings are being organised.

Apart from the team efforts, I have undertaken several representational visits as Chair, to the following countries in the past twelve months:

1. Switzerland (with their colleagues from Germany)
2. Austria
3. South Korea for their annual conference and awards ceremony
4. Austrian Constantinus awards ceremony
5. Milan (to UNI to arrange progress on the CEN project, for the CEN kick off meeting and the Apco re-assessment)
6. To Paris (via Brussels) to discuss objections to the CEN project from certain sections within FEACO
7. Zurich to sign the Verein papers and attend the first formal meeting.
8. Holland (as well as visiting the ICMCI secretariat twice)
9. Sweden for their assessment (undertaken in conjunction with the Eurohub meeting)
10. Switzerland for their annual awards ceremony

I am already planning further visits to Croatia, South Korea, and Barbados in the remainder of this year.

The specific functional and work group reports follow.

Treasurer's Report 2007 -2008

The Treasurer has, for the first time, produced for the annual meeting a very detailed Treasurer's formal report on the 2007-2008 accounts and the formal proposals for changes in fee mechanisms. The following report is in addition and includes activities and considerations not covered by the formal report.

1. A personal view at the start of the Treasurer's job, October 2007

It is a challenge to be part of the Excom of ICMCI for at least the upcoming two years. I am very pleased with our team, which I regard as very competent and nice to work with. To get the right spirit to do this volunteers job properly I need clear goals and most ideal some really new things to chew on.

I may deal with the treasurer's job a bit different then my predecessors. I hope I can do so, because of the great work which was done by Fons Roels and Peter Sorensen to improve our standards. Lucky enough now we have paid professionals to do the operational things.

- I am aware of the underfunding and the looming danger of not having enough money to pay our secretariat. This is certainly a point of attention
- We need a chartered accountant to overlook our books.
- There is the Swiss Verein which has to be created (again).
- We like to have our VAT refunded.
- And of course, I have to be a strict, but fair treasurer when it comes to judge the expense accounts !

On top the above stated:

I would like to spend my time to incomes in general.

- A new membership fee structure is needed
- I would like to give sponsoring special attention

If needed for my support I am fine with a financial committee (Jerry Savin, Gerry Humphries, Andreas Steinmann)

This memo contained the main plans for this current year. In our report we will cover the results so far.

2. What has been done, August 2008

a. Funding ICMCI.

A policy memorandum with principles was presented, discussed and accepted by ExCom

One of the items we have to cover this year is our system of membership fees. Although a number of former Treasurers have stumbled over this hurdle, I see no reason not to deal with it and all the reasons to do so. We are as a worldwide association extremely poor and underfinanced. Our funds are in no relation to our potential importance. The voluntary time which we put into ICMCI is many times more valuable then the cash we get. This makes us very dependent on voluntary time and private funding .Many of our associations ask for membership fees which are in no relation with what ICMCI is asking for. ICMCI is not able to "fly" because of our limited funds .But also basics are in danger. When nothing happens, we cannot pay our professional ICMCI secretariat anymore

at the level they are performing now. In the past we have been talking a lot about raising the fees, changing the structure of the system, and sponsoring.

My predecessor Fons Roels created a proposal for long time funding which could not be discussed in Dublin .I would pick up this theme again and start with some fundamentals.

Fundamentals:

- If to look at our fee structure, we see that countries pay on a very different level. A reason of course is the different the number of members. But a closer look reveals something else. For instance Brazil 246 members and Germany 287 members (for 2006) pay more or less the same fees, some 775 euro (!) But Germany has – besides her individual members – 516 corporate members with 13.000 consultants (Brazil: 65/216). We are not charging for corporate members at the moment.

Principle 1: for corporate members of our institutes we will also have to charge a fee.

- The basis of our fees is another topic. We now have a flat fee for every member of 500 euros and 1 euro per member. We are not charging for CMC's and for ACP's. For worldwide organizations like ICMCI, the application of an index related to the wealth of the nation is quite normal. For instance IPMA, the project management association, applies this index. I would propose to do the same within ICMCI. We can use the index of the World Bank, a universally accepted standard.

Principle 2: The ICMCI fee structure will be based on the indexes of the World Bank

- CMC members of our member organizations do have the most benefits from ICMCI. Although many think: it is not enough what ICMCI is doing, we focus on the promotion of CMC and our budget is preventing us from doing more. It is reasonable to differentiate between members of our associations and to ask a bit more from CMC's. Many local institutions do the same.

Principle 3: CMC's are counted for a higher fee than members with another grade.

The idea is to build up a new fee structure based on these principles. **The goal should be to reach such a level that we can at least pay our fixed costs such as our secretarial infrastructure.**

Although these fundamentals were accepted, it was decided that the implementation will take place gradually. For 2008-2009 Excom will propose a fee structure on the basis of the World Bank wealth of nations indexes, On top of this we will start up the discussion about asking a very small fee per firm associated with the IMC's.

b. Financial reporting

- a. With an official congress every year, it was decided to present a financial year report. It seemed appropriate to send this report beforehand to all Trustees. This has the advantage that Trustees can have a look at it weeks before the Congress, that Trustees can come up with questions and that we can answer all of them, including the detailed ones which are not simply answered in a meeting.
- b. Contacts have been made with Price Waterhouse Coopers to audit in a very ``light`` way our books. With the appearance of the Swiss Verein we have to see if we should act in Switzerland or in The Netherlands with PWC.
- c. In line with a. we also present a budget for the year 2008 /2009, for the approval of the congress.

c. Swiss Verein

ICMCI wanted to improve and change their legal status to a Swiss Verein (Association after Swiss law), incorporated in the Swiss Commercial Register.

This was already decided to do so in 2006 and again in 2007 Dublin, but it took a while to get it realized.

There were several reasons for this change. One of them was that we wanted to have the possibility to get our VAT refunded. We pay a considerable amount VAT in the Netherlands, due to the invoices of our secretariat in Nijkerk, The Netherlands. With a Swiss Verein status we will get this money back from the Dutch tax authorities. Another reason was that the Swiss Verein is a worldwide accepted standard for global associations. For instance also IPMA, the project management association is a Swiss Verein. Finally, we would remove dependence on the continuing goodwill and efforts of suitably qualified individuals needed to maintain the current US registration.

Because we are also in the process to update our bylaws (Mark Nesbitt and his workgroup), we decided to start up the Swiss Verein with very basic bylaws.

In June of this year all the preparations were done and with the help of our Swiss, Zurich based, lawyer (Mr. Dr. Hans Maurer) we managed to put all the needed signatures and got it all approved by the Swiss authorities. Brian Ing, Rob Wagenaar and Francesco d'Aprile had to present themselves in person in Zurich to get it done. This however had one disadvantage: only 3 associations are now officially registered as member of the new ICMCI, under Swiss Verein regime (The UK IMC, the Dutch Ooa, and the Italian APCO).

Although we will be able to get our VAT refunded, the next step has to be that all the existing ICMCI members will be also member of the SwissVerein. After approval of the new bylaws this step can be taken.

d. Sponsoring

Basically two ideas were explored a) sponsoring of our new website and b) cooperation with a large multinational consultant, ACP in several countries.

- a) Website sponsoring is a very likely possibility. With the launch of our new ICMCI website in September, we will offer sponsoring. At the moment we are working on a model. It is expected that it will generate money in the year 2008-2009
- b) There were preliminary contacts and meetings about co-operation with Deloitte's. Other big accounts firms may be contacted in the fall.

3. Plans for 2008-2009

- Sponsoring: realize website sponsoring; continue working on multinational accountant/consultant firms
- Fee structure: next steps in implementing the principles. i.e. charging firms, charging CMC's
- Swiss Verein: inviting all members to enroll in this new structure
- Implement the idea of a chartered accountant audit
- Visit, or get in contact with all "my" countries (Germany, Switzerland, Lithuania)

Quality Assurance Committee Report

QAC has worked with decisions and recommendations from the Congress in Dublin. Rules have been discussed and displayed on the ICMCI web site and sent to all trustees and Member organisations. A document on streamlining the QAC procedures has been presented and approved. "Requirements to be an assessor" is the latest example.

Full Member Initial assessments:

Two countries are overdue for their initial assessment. Nigeria: Jeremy Webster of IBC UK visited Nigeria in September and undertook the on site assessment (Peter Thomas acting as the second assessor). The draft report indicates considerable progress towards complying and a plan to complete this. **South Africa:** Barry Curnow has assessed in September 2007 and is working on the last bits.

Full Member re-assessments:

One still outstanding for 2007 was Denmark. Peter Thomas assessed them and confirmed their continued compliance.

Progress for 2008

Country/region	Progress
Finland	Successfully re-assessed during Eurohub meeting in Stockholm by Peter Sorensen
Sweden	Successfully reassessed during Eurohub meeting in Stockholm by Brian Ing and Peter Sorensen
Italy	Re-assessed by Brian Ing and Ilse Ennsfellner following review visit September 10 th in Milan (following CEN meeting on previous day). Report to be agreed by QAC
Norway	Successfully assessed in Oslo August 11 by Peter Sorensen. Peter Thomas as second assessor from at home.
USA	Reassessment with chairman Drumm McNaughton is being arranged when Brian and Peter attend the American hub meeting in Barbados in November
China	To be reassessed in days before Singapore meeting
Chinese Taipei	To be reassessed in days before Singapore meeting
Japan	To be arranged for Tokyo in December
Korea	Arranged for November 12 th in advance of Korea 2008 conference with Peter Sorensen and Brian Ing.
Singapore	To be reassessed in days before Singapore meeting
New Zealand	To be reassessed in days before Singapore meeting
Australia	Still to be arranged

Provisional Member assessment:

Latvia was assessed August 25 -26 in Riga by Peter Sorensen. Mikael Jensen as second assessor. The report was accepted by QAC and Latvia offered Full Membership

Current status on other countries: **Bosnia-Herzegovina:** Expected to be ready soon., **Croatia:** Has promised to be ready soon, **Cyprus:** No information. Overdue to develop certification. To be contacted. Depending on answer ExCom should discuss actions, **Greece:** Discussions with Laura Arsenis from 2007 to follow up, **Macedonia:** Expected to be ready soon. **Bangla Desh:** Aneeta Madhook is arranging the assessment, **Malaysia:** They have entered into a development with IMC Australia and are cooperating with IMC Singapore. They intend to be ready before the end of 2008, **Thailand:** Declared themselves to be ready for assessment and Aneeta Madhook will assess them soon.

Membership Committee Report

Progress by country:

Country	Progress
New Members	
Caribbean	Have been encouraged and supported by CAMC (Canada), Peter Sorensen and Brian Ing. An Americas Hub has been organised for November 24 th . Peter Sorensen and Brian Ing will attend (and perform the IMCUSA assessment on the previous day). The hub meeting will be followed by a Caribbean conference. Brian Ing and Peter Sorensen to speak.
Kazakhstan	Calvert Markham has been able to support the training of the trainers locally, and the relationship with EBRD. Plans are in progress to extend the scheme into Uzbekistan and Turkmenistan
Potential Members	
Indonesia	E-mail contact only
Abu Dhabi (as part of the UAE)	E-mail contact and Jordan has agreed to mentor
Iran	Contact made by new grouping. Fahrettin Otluglu from Turkey to visit Tehran later this year.
France	Italy (APCO) still working closely with the Grenoble Group. The CEN project has opened contact with SYNTEC, the Feaco member in France and the French Association of Consulting Engineers.
Philippines	Henry Ong has formally applied for Provisional membership and it is anticipated that Membership committee will be able to meet with him during the Singapore meeting
Mexico	No progress over last twelve months
Lapsed Members	
Spain	The organisation has closed. Peter Sorensen and Brian Ing are arranging to travel to Madrid to talk to the other body in Spain. This will build on the contacts made through the CEN project and former ExCo members of FEACO as known to Peter Sorensen.

Portugal	Again the organisation has closed.
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In addition we are aware of EBRD's interest in Serbia and Georgia, Brazil's work with its South American neighbours and IMC South Africa, IMC Caribbean and IMC Kazakhstan all working with management consultants in the near neighbouring countries.

In the last few days we have been informed by FEACO that following their ExCo meeting in Madrid at which difficult decisions were taken in response to their parlous financial situation that a member of ExCo has been nominated to seek ways in which ICMCI and FEACO could cooperate and join together in Europe.

Professional Standards Committee

“The mission of the Professional Standards Committee is to offer to the National institutes, professional standards and guidelines that promote excellence in the consulting profession.”

PSC Members

Aneeta Madhok (Chair) (India), Brian Ing (ex-officio member) (UK), Ilse Ennsfellner (Austria), Mikael Jensen (Sweden), Peter Thomas (UK), Nick Shepherd (Canada), Eugene Razzette (US), Sindy Wang (China), Angelo Kehayas (South Africa)

PSC Agenda

- To function as a coordination/liasoning/integrating link for the various task forces.
- Giving some direction for task forces so that the vision of the Professional Standards Committee is met.
- To provide recommendations to the ExCom based on the functioning of the task forces. These recommendations would go into the agenda for discussions in ExCom meetings and lead into the development of discussion points at Biennial Congress/ working meeting. It is anticipated that a report tracking PSC working will be generated once every two months.

Task Forces

CMC Standard – Competency Model/framework, country practices, syllabus, reference list.

Members: Nick Shepherd (leader), Eugene Razzette

Agenda:

- a. Further development of the Competency Framework, Curriculum and reference list

The following two courses of action were recommended at the beginning of the year, and progress on these is reported:

1. Review of Competency Framework to integrate with the Certification Process Standard to check for areas of alignment

There is some agreement on the need for a ‘process’ for review that involves member countries and the periodicity of such a review process to be once in two years (there was also a suggestion for a five year review period). Next steps have been identified by Nick as:

2. Linkage with CBK Task force to develop the CBK in alignment with the Competency Framework.

Guidelines developed by the CBK Task force specifically state that there is not going to be a link of the CF with the CBK. Structure of CBK has recently been presented by the CBK task force headed by Calvert. A review of the need for, and degree of alignment of this structure with the CF needs to be undertaken and consensus on this needs to be worked towards. It is still felt by some, that the CBK and the CF need to be closely linked and others feel that the two are separate documents and need not be linked.

CBK

Members: Calvert Markham (leader), Mikael Jensen, Gene Razzetti, from the USA, Nick Shepherd, Angelo Keyhayas.

Agenda

- a. Review of CBK as it stands today and recommend revision and review. Linkages with Competency Framework will be an important part of the review process and the outcomes must move towards being an integrated product. (suggest: Learning System)

At the Congress in Beijing it was agreed that the Common Body of Knowledge (CBK) should be reviewed. Shortly after, a project was launched in the UK to develop a Body of Knowledge, and the UK institute agreed to make this available to ICMCI.
As this project neared completion, it became clear that the output would not meet ICMCI's needs and so a task force was established earlier in 2008 to build on earlier work to develop a new statement of the CBK for ICMCI.
Since our formation there has been a lot of debate about the scope and application of the CBK which has now been concluded. Over the next few months we will be building on the existing bodies of knowledge to develop a new edition for ICMCI.

ACP

Members: Fons Roels (leader), Gerry O'Carroll

Agenda

- a. There is a comprehensive manual on ACP prepared by Fons. The ACP task force may look at communication and education of member countries, and mentoring during implementation if required.

Fons Roels had communicated that there are some problems in activating member countries to accept ACP accreditation. Offers of mentoring and support have largely gone unnoticed. Gerry O'Carroll has this year indicated that he is unable to spare time for the effort too. I have suggested that at we identify at least one or two countries willing to adopt ACP in the near future and mentor them on a one-to-one basis. The Eurohub suggested a day long meeting of those who had implemented the scheme with those who were considering doing so.

Country Assessment Procedures

Members: Peter Thomas (leader)

Agenda:

- to incorporate the new certification process standard into the country assessment procedures, once they are ratified by members.
- Communication with and implementation of new standards by member countries.
- Mentoring the change-over process with member countries
- Suggestions from Gene: (i) Country Assessments include follow-up in six months, to ensure that major deficiencies have been corrected. And (ii) countries should be reminded that failure to administer CMC Certification in accordance with ICMCI direction can result in suspension/termination of that capability

This was approved through the Dublin resolutions and the new format has been placed on the website through the efforts of the QAC and is now in implementation for new assessments.

Education and Training

Members: Liew Shin Liat, Clavert Markham

Accredited training provider (ATP) scheme
A lot of progress towards developing this scheme has been made under the leadership of Liew Shin Liat over the last couple of years.
Circumstances have meant that Shin Liat is unable to bring this work to completion so Calvert Markham has taken over earlier in 2008. With the support of the members of the former Education Committee, a programme of work is now under way to address:
<ul style="list-style-type: none">● The sales proposition: The key elements in the ATP proposition that are attractive to respective stakeholders.
<ul style="list-style-type: none">● Becoming an ATP: The criteria to be applied to a training provider, to a course and to tutors in order for a training provider and a course to be accredited. The process to be used to accredit a training provider. How to accommodate institutes that have similar schemes already in place.
<ul style="list-style-type: none">● Continuation as an ATP: The process to be used to audit a training provider which is already accredited and the circumstances in which accreditation might be withdrawn.

Standards

Members: Brian Ing (leader), Nick Shepherd

Task force is formed. No new requirements for improvements to existing standards or new standards identified.

CMC Certification process

Members: Peter Thomas

Agenda:

- the possibility of extending the triennial approach to a five year assessment for “mature” Institutes,
- the issue of regional assessor development and
- process simplification and use of technology as opposed to actual travel

Professional Values

Members: Barry Curnow (leader), Gerry Humphries, Aneeta Madhok, Jonathan Heywood

Agenda:

- Development of statement on embracing diversity and positive identifiers of professional behaviour
- Examining of issues around what makes a “professional” consultant

CEN – Service Standard for Management Consultancy Services – CEN PC 381

Members: Ilse Ennsfellner(leader), Brian Ing, Francesco d’Aprile, Peter Sorensen

The work of this task force is an independent project. Trustees are reminded that this project funded by a group of ICMCI Members and is concerned with the agreement of a service standard for management consultancy services. The process will eventually lead to a formal standard. ISO technical Committee have already expressed the wish to review the standard, once published, with a view to adopting as an ISO world wide standard.

Progress in the last year has been slowed due to spirited opposition of some officials of FEACO and this has resulted in two proposals being developed for the European Standards bodies, the second being accepted and a Project initiation agreed. The project Committee (PC 381) was authorised, UNI (the Italian Standards body) nominated as the Secretariat, and Ilse Ennsfellner as Chair. The kick off meeting was held in Milan September 8th and 9th. It was a particular pleasure to see amongst the 40 or so attendees representatives of many ICMCI Members, and the support from FEACO. Considerable progress was made, working groups formed and detailed work has commenced. We will soon select a date from which we will be committed to produce, within twelve months, a full draft for circulation to all Standards Bodies. Within many ICMCI Member countries our representatives are active in the local standards committee of stakeholders on this project.

IAF

Members: Brian Ing (Coordinator), Ilse Ennsfellner (Leader for Austria experient), Fons Roels (Leader for assessment of central portion) Francesco D’Aprile

The Dublin congress has given the mandate for the trial linkage by Austria. This needs to be taken the next steps and we need to keep track of the work done here.

Considering the significance of this work and its ‘project’ nature, it will be monitored directly by Brian Ing.

Progress to date:

ICMCI and ISO 17011
ICMCI has implemented a management system according to ISO 17011. This system has been assessed in an internal audit in June 2008. The successful implementation of the management system is a prerequisite for a full membership in the International Accreditation Forum.
Relationship IAF and ICMCI
IAF has granted ICMCI a Special Recognition Membership for one year in July 2007. This status can be extended upon an annual review carried out by the IAF Executive Committee. Special Recognition Organisation - Observer Membership is a class of membership for situations where the Executive believes it is in the interests of Members of IAF to develop closer relationships with another body, but further developments are to take place before full membership can be granted.
ICMCI's accreditation activities in Austria
Two Austrian companies have already been accredited by ICMCI as personnel certification bodies: Incite GmbH and Merten Management GmbH. Both companies had their accreditation assessments in autumn 2007. This autumn, i.e. autumn 2008, both personnel certification bodies have surveillance. As the advertising for accreditation in Austria will be enforced next year, approximately two companies are expected to "line up" for accreditation in 2009.

Trustees requested that ExCom commission an independent review of the IAF proposal taking into account all the concerns raised at the meeting. Fons Roels agreed to undertake this role, but later family issues, meant that Fons had to withdraw the offer. Mikael Jansen has agreed to take on this role but due to delays has not been able to prepare a report for this meeting. This will be an ongoing activity for the next year.

Ethics Committee.

An Ethics Committee was established at the Beijing Congress in 2005 and progress assessed at the Moscow Conference in 2006. The Committee prepared a report for the Dublin Congress in 2007 on the comparison of the existing Codes and practices of the ICMCI members and recommended action needed to complete the work required.

Terms of reference for a task force to carry this forward were approved early in 2008 and trustees were subsequently invited to join the task force. Four trustees under the leadership of Calvert Markham have now joined the task force; they are:

Kim Karne, from Finland, Mark Haas, representing the USA, Valerie Sluth, from Canada, Jesper Hartvig Thomsen from Denmark

The work to be done consists of:

- Establishing the criteria against which a member's code of conduct can be assessed
- Providing a model code of conduct for members that do not have one of their own

This work will continue after the Singapore conference.

Marketing

Marketing has been debated and discussed at every meeting of ICMCI from early 2000. We have been long on analysis, but very of real value has happened. We are, as confirmed in Dublin, focused on the CMC. It might be argued that part of our relative lack of success that we have followed an old maxim, “marketing alone is not sufficient – the product itself must be of quality”. We now have the clear position as the owner of the professional standards world wide for management consultancy and the expertise in running professional institutes. The product is firmly in place. Not that we should be complacent about this, the continuous improvement should and must be a key function within IMCI and its Members.

ICMCI should not, and in most case can not, undertake the activities that can be undertaken within a country by its national professional body – our Member. This is true for the marketing activities as well.

ICMCI can assist Members in their own marketing by three mechanisms:-

- **Promotion** of the CMC and Marketing Professionalisms to **International Bodies**. This is for the whole of ExCom, not just the marketing committee, and can be seen in the new relationships with EBRD, IAF and CEN, as well as the ongoing activities within the NGO status within the UN
- **Idea generation**, both original and collection and dissemination from Members, of arguments, concepts, proposals that can be used by all Members. This could include the role of indigenous management consultants in a developing economy to build capacity and capability in an economy. Messages such as “Clients seek consultants who are knowledgeable, skilful, competent, and trustworthy – the CMC is the only clear evidence that an individual possesses all these qualities”. Emerging evidence of the role of management consultants in the speedy implementation of both new and existing best practice within an economy and thus being key to the competitiveness of the national economy.
- **Increasing on an international basis the benefits and perceived value of the CMC** for the individual consultant. The programme of gradually enhancing each year the prominence and activities associated with International Consultants Day is one cooperative approach with Members. Meridian is now published on a regular basis. Another project, to be unveiled in Singapore, is “CMC Direct”. This will be a cost free (cost free that is to ICMCI, its Members and the individual CMC) is web site that will list all CMCs worldwide. In addition the web site is designed to enable CMCs to be able to make initial contact with other CMCs around the world. Whether this is for a specific project (such as “my client in my country is undertaking a new project in another country and I need to involve local expertise, but have no way of finding them”) or even more collegiate activities such as making contact when working away from a home base and meeting consultants locally.

Marketing committee have noted that in the past effort has been dissipated across a whole range of activities. As a consequence progress on each has been slow. The approach this year has been to select own key activity and put all efforts into making that happen quickly, for clear visible benefit achievement.. CMC Direct has been that project.

Secretary

As usual this role is particularly invisible to trustees but an important part of the successful progress of ICMCI. Two projects have been particularly influential:

- Delphi exercise with ExCom. A multi round examination of the constraints, objectives, options and immediate prospects acted as a powerful team building exercise for the new ExCom
- Formation of the by laws task force with long-standing trustees. The by laws and the governance documents are considerably in disrepair, as noted at the Congress in Dublin. It is a thankless task to consider such matters when more positive actions for the benefit of the profession are pressing, but this must be done and

we are grateful for the senior involvement in proposing the first steps which should be agreeable to all. A paper to this effect will be presented for debate in Singapore with the intention of proceeding to a full trustee vote after the meeting.

Sundry matters

John Shayegan of Royal Roads University has been undertaking a marketing study for ICMCI as part of his MBA studies. Peter Sorensen, Gerry Humphries and Brian Ing provided support. The report is awaited.

PWWC

The International Benchmarking Initiative - Project for World Class Consultancy is initiated by the Danish Member DMB.

ICMCI supports this initiative through Peter Thomas who is most helpful and useful.

The associations in Europe, Canada and USA have been contacted directly from DMB. The invitation was brought in the last Meridian as information for all ICMCI Members, and Brian has sent a supportive mail to all ICMCI Members.

A "Concept Definition" for the project has been sent out to interested consultants. Responding management consultancy firms will be asked about their priorities and what they would want from such a project. Further they are asked to characterise their business.

A founding meeting with discussion and planning for the top representatives of the interested management consultancy firms was arranged for **September 29 in Copenhagen**. The aim of this will be firm agreement by the firms to participate, and a consequent launch of the initiative. We had hoped to see around 25 participants from Norway, Sweden, UK, Germany, Netherlands, Austria, Bulgaria and Denmark, but many cancelled or re-arranged so the meeting has been postponed. Alternative ways of proceeding are being considered..