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MEMBERS
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Dwight W. Mihalicz, CMC®
Canada
Chairman



Jeremy Webster, CMC®
United Kingdom
Secretary



Jan Willem Kradolfer, CMC®
The Netherlands
Treasurer



Sorin Caian, CMC®
Romania
Immediate Past Chair



Zhang Yanyan, CMC®
China
Director



Gergana Mantarkova
Bulgaria
Director



Kyeong Seok Han, CMC®
Korea
Director



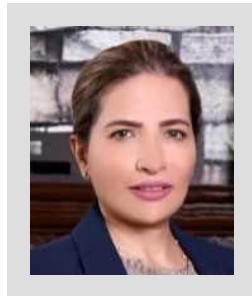
Robert Bodenstein, CMC®
Austria
Director



Jehona Lluka, CMC®
Kosovo
Director



Reema Nasser
Jordan
Executive Director



Khuzaima Zaghlawan
Jordan
Executive Secretary

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From the CHAIR
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Dear Colleagues,

When we last met together, in Nassau in October 2019, who would have imagined how unique this year would be. Together we had frank, fruitful discussions about how we might collaborate to grow and strengthen our profession. I found the discussion to be most invigorating, and I believe we all came away with renewed purpose. We knew we would face some challenges, but we had confidence we would persevere.

We now know that the challenges we anticipated were minimized by orders of magnitude. The impact of the COVID-19 pandemic has been devastating. None of us in our lifetimes has seen a parallel. Our client organizations faced everything from government mandated closures to radically changed consumer behaviours, to pivots into new opportunities.

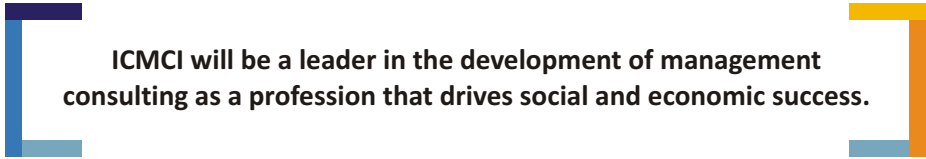
The members of our Institutes have been challenged, as never before, to support clients in these times of huge uncertainty. This has put immense pressure on our Member Institutes to support their members in new and creative ways. The results have been fantastic, and I am heartened by all the excellent work done by our Institutes under trying times.

And of course, this has impacted your Board and the Secretariat in ways we could not have anticipated. We all learned to pivot under the able leadership of the Officers and Directors of our Board and of our Executive Director and her team. Parts of the plan that had seemed firm in February were set aside. Others were accelerated. New initiatives were launched.

In the following pages you can review the major advancements that have been made despite the difficulties that 2020 has brought. I am humbled to have been entrusted to the role of Chair. I am honored to have the opportunity to work with such fine people – the volunteers who give of themselves in such selfless generosity. And I am thankful for the dedicated staff support that keeps us all on track, and who also give so much more than they receive.

In the past year I had intentions to visit many of you in your countries, to meet with you in person, and to learn of your successes and your challenges. Instead we have had to settle for virtual interactions. The silver lining in this is that I have had the opportunity for one-on-one sessions and virtual interactions with more colleagues than I ever would have through physical travel. This has been a bonus, and I believe an indication of the coming of a new age of virtual interaction that will link us together around our globe in new and powerful ways.

We, as your Board, have been laser focused on the implementation of our strategy. The activities have been different than we anticipated, but the effort has been greater, and there is no question we strive to achieve **our vision**:



ICMCI will be a leader in the development of management consulting as a profession that drives social and economic success.

To succeed in this, growth is critical. And I do not refer to marginal growth – we must be so relevant that we will grow in orders of magnitude.

The pandemic is a wake-up call for all of us. Disruption is here. It can come at us in strange and unpredictable ways. As a profession, we need to be more than ready to support clients in their times of turmoil. We need to be leaders by preparing ourselves to expect the unexpected, and to have a toolbox that is more complete than it has ever been.

In these challenges we have a huge advantage by being members of a global network of management consultant professionals. Every management consultant who is a member of an Institute has access to colleagues throughout their Institute. Through ICMCI, and thanks to our reciprocity agreement, they have access to every one of their 60,000+ colleagues around the world.

What better way to share and learn best practices in any field you can imagine? What better way to strengthen our methods and approaches to better serve clients? What better way to collaborate and to build projects that can reach more clients? What better way to build the brand and help client organisations understand the power of the profession of management consulting and the strength of the CMC?

I personally cannot think of a better way. I am heartened by the amazing collaboration and advancement I have seen over the past year in the toughest of times. And I am looking forward to a very bright future for our profession on the global stage.



Dwight Mihalicz, CMC®
Chair



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From the SECRETARY
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Dear Colleagues,

Ours is a democratic organisation. We have member Institutes in 48 countries, and each has a voice in our strategy through the 57 delegates that can participate and vote in our Annual Meeting. Our Board is elected by these delegates, and the eight Board members are themselves from different countries with institutes large and small.

The COVID-19 pandemic has affected all of us, and I know that some delegates are disappointed that we are unable to hold a face-to-face Annual Meeting this year. Many of us were looking forward to visiting Armenia for the Annual Meeting and supporting their new IMC, but this will have to wait until next year.

Instead we are, for the first time, holding our Annual Meeting virtually in October. Although this has been forced upon us by the global pandemic, the virtual format gives us the opportunity to improve our democratic representation by allowing every delegate to take part in our governance. Last year, in Nassau, only 20 delegates were able to attend; this year, we hope that many more will participate personally in the two on-line sessions that we have organised on October 14th.

Organising a virtual Annual Meeting has been a challenge, but one that we have been pleased to accept. In the last six months, we have all experienced the shift away from face-to-face meetings to on-line communication. Although many of us were sceptical at first, experience has shown that virtual communication can be just as effective as personal contact, with the added benefit of reducing our carbon footprint and saving time away from our families and loved ones. At ICMCI, we feel that this change is positive and we will be ensuring in future that our Annual Meetings can be accessed by all delegates, whether or not you can attend in person.

As your Secretary, my role is to ensure that we operate within our rules, and that these rules give us the best opportunity to achieve our mission. We have successfully grown our global coverage over the years, but we know that many of our Member IMCs find it difficult to attract and retain individual and corporate members. The new products and services that we have launched have helped many Institutes engage more closely with their members, and we now want to do more to enable international Management Consultancy stakeholders to engage directly with ICMCI. To support this initiative, we will need to consider changing our by-laws so that we can work with more professional institutes and entities like universities, multinational consultancy firms and professional networks. This will allow us to strengthen our position of representing the profession of Management Consultancy across the globe.

I look forward to being able to work with you develop and implement these changes in the coming years with your support.



Jeremy Webster, CMC®
Secretary

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From the EXECUTIVE DIRECTOR

Dear Professionals,

We are the profession that assists businesses to thrive. This year we had challenges at all levels, the level of the ICMCI, its IMCs, and the level of the Management Consultants. Things had to evolve in a timely manner to accommodate the evolving world around us.

With our strategic plan we had our direction. Though we shifted tasks, and introduced new ones, we never wavered from our goals and kept them as the focus for all actions to lead in that direction.

During the first half of the year, it was business as usual. We conducted our annual events in the Caribbean, where we made sure our delegates were on board with our strategies. We were even able to have our annual face-to-face Board meeting. After that, we had to change our sailing to accommodate the wind and drew up a new implementation plan to continue offering our support to our members and increase the communication.

Achievements for this year include the virtual webinars, the improvement of our newsletter, the ISO 17011:2017 self-assessment, the launch of the virtual ISO 20700:2017 Checklist Training of Trainers, and many more. Below are more highlighted details:

1. This year ICMCI marked its 33rd anniversary since it was established in 1987. This was highlighted in the newsletter and in the webinars.
2. Virtual webinars took place during the COVID-19 lockdowns. We conducted weekly webinars in two timings to accommodate our audience time zones. We had speakers from our community, from the Academic Fellows community, and subject matter experts. There were 15 webinars, with 23 speakers, attended and viewed by more than 2,390 management consultants, and we received 300 thank you acknowledgments from IMCs and CMCs and Management Consultants. Also, we participated in webinars hosted by our Members, our Chair provided messages to events hosted by many IMCs, and we assured all content is uploaded to our YouTube channel for the benefit of all.
3. CMC-Today is now a monthly e-newsletter. We changed the look and feel and, as mentioned in the Marketing Committee report, we were able to increase participation and reach.
4. The work of the ISO 20700:2017 Self-Declaration Checklist Training of Trainers did not stop. We developed a virtual Train-the-Trainers session and piloted it with IMC-Australia. This offering will continue to many other IMCs, and we have plans for sessions in October 2020.
5. The National Consulting Index - NCI was launched in June. This will be an on-going project as detailed in the NCI Taskforce update. With this Product, we will be able to further support our Members to enhance the Management Consulting profession nationally.
6. A Code of Conduct for all those involved in ICMCI business was prepared by the Professional Standards Committee, this will be our guideline at ICMCI as it applies to Volunteers, Board Directors, Delegates, and Staff of ICMCI. It reflects a commitment to ICMCI's values of accountability, integrity, and respect. It provides a framework to guide ethical and acceptable conduct in a way that upholds those values and ensures the high ethical and conduct expectations of the profession and its members is preserved. Once approved by the board it will be launched and circulated to all.
7. The ICMCI Consulting Book is a project managed by our Academic Fellows, and led by their Chair, Simon Haslam. All IMCs and CMCs were called upon for contributions. It will be our book, reflecting our standards, and our Ethics that are mirrored day to day in the actions and work of our CMCs.
8. The Academic Fellows community of ICMCI is growing in number. Their involvement is increasing, they are piloting projects like the aforementioned book, supporting initiatives, and promoting the CMC designation. The Academic Fellows' report includes updates on all these Initiatives.

9. The CMC-Directory is being offered at a minimal fee and has now reached 55 CMC members. In order to assure they receive the visibility we promised, we have launched a networking activity for all those that are registered. We will have our Directory CMCs share best practices and success stories amongst themselves and with all CMCs and Management Consultants. This will be done via a series of webinars that we will announce to all when we finalize the scheduling.
10. Our CMC-Firm product is also still being offered. It is not gaining much traction due to the current situation worldwide, and the Board will be Discussing means of reviving it during their next strategy discussion. A new order brings with it new ways. These will be our guide to assure that the product that you all felt was important and was selected among the many suggested services back in the breakthrough strategy times does succeed.
11. With the Accredited Management Consulting Course - AMCC more work is still being done on preparing for implementation. As reported last year, our pilot is a university to test acceptance and ability to implement within academia. The pilot is still underway due to force majeure, but we are persistent, and you will get your product as promised.
12. Our Constantinus International Award has new ideas, and those are reflected in the Ambassador Scheme that intends to name an ambassador in each IMC. The National Constantinus Award will then have a national champion for all IMCs. Announcements of both have been sent to all our Members. Now it is the Institute's turn to bring this program to life with your contributions to confirm your commitment and to showcase our Achievements in an exceptional award.
13. Last but not least, we started the CMC Trademark registration right after our annual meeting last year and were able to identify a provider in Switzerland, where we started the process, and have successfully registered the trademark there. Now, we are awaiting the expiry of the period of publication for opposition purposes which is due on October to Initiate the registration of the trademark internationally.

Looking forward to continue working with you, my dear volunteers, for all of us to mark yet more achievements highlighting our footprints in the path of our success!



Reema Nasser
Executive Director

Webinars

YouTube: ICMCI official Videos

<https://bit.ly/3cS0YJ0>

NCI

<https://www.cmc-global.org/content/nci-data-reports>

CMC-Directory

<https://cmcdirectory.cmc-global.org/>

CMC-Firm Directory

<https://cmcfirms.cmc-global.org/>

ISO 20700:2017 Dedicated Website

<https://www.iso20700.org/>

ISO 17011:2017 Self-Declaration

<https://www.cmc-global.org/content/iso-17011-self-declaration>

Academic Fellows Community

<https://www.cmc-global.org/node/9>

Constantinus National Award Programme

<https://www.cmc-global.org/content/constantinus-award-announcement-programmes-action>

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STRATEGY

Strategy 2019-2022

Strategy is fundamental to any organization. The process of developing the strategy forces open and frank discussion about options, opportunities, and challenges. It presents an opportunity to differentiate from competitors and alternatives. On the global stage we are fortunate not to have competitors, but alternatives abound and are increasing. Once complete, our strategic plan provides a roadmap for the future, against which progress can be made and measured.

In its simplest form, a strategy describes who we are, what we do, and what we want to be in the future. It documents the goals we must meet to achieve our future vision. And it addresses the resources that we have at our disposal to get there.

At our Annual Meeting in Nassau we had the frank and open discussions that are necessary to form the strategic initiatives that we can all, as a global federation, support. Of course, these discussions and the follow-up documentation did not consider a global pandemic, the effects which we are still feeling. As a result, we had to pivot to put more focus on those services that support our Institutes, and that support our Management Consultant members of the Institutes.

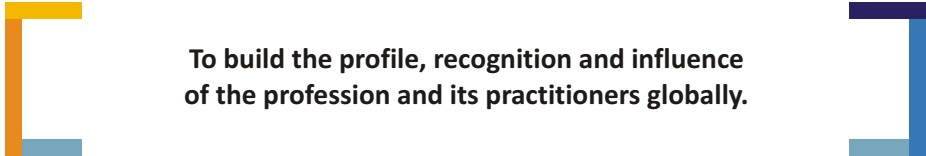
For the long term our strategy is important, and our key initiatives remain the same. However, our focus has shifted in the short term to virtual collaboration events, outreach to our Institutes, and the value proposition to prospective Management Consultant members of our Institutes.

We are bound by our common global **Vision**:



ICMCI will be a leader in the development of management consulting as a profession that drives social and economic success.

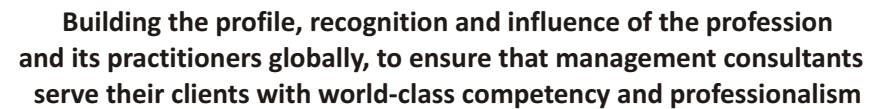
In order to attain this Vision, we are focused on our day-to-day **Mission**:



To build the profile, recognition and influence of the profession and its practitioners globally.

Here are the ten ICMCI Strategic Initiatives grouped under our three **Strategic Goals**.

Goal 1: The Profession



Building the profile, recognition and influence of the profession and its practitioners globally, to ensure that management consultants serve their clients with world-class competency and professionalism

1. Marketing and publicising ICMCI and its global brands.
2. Marketing and publicising ICMCI and its Global Directories.
3. Organising and promoting the ICMCI Annual CMC International Conference on global management consultancy issues.
4. Investigating tools and methods for creating a proper management consulting platform that can further enhance the affiliation of management consultants, and perhaps other types of consultants, with IMCs and ICMCI.
5. Devising and promoting a Code of Conduct for those working directly with ICMCI and its Committees and other bodies.

Goal 2: The Network

Supporting, enhancing and growing the international network of management consulting institutes, as well as encouraging information sharing, networking and reciprocity between institutes

6. Developing smaller “round table” discussion focus groups to obtain feedback on products and services.
7. Building the outreach between ICMCI and IMCs through continuing and improving the collaborative approach.
8. Acting as the voice of the profession to provide key messages to international stakeholders such as the United Nations/CoNGO, European Commission, Development Banks, etc.

Goal 3: Outreach

Enabling IMCs to enhance the visibility, recognition, and desirability of Certification as international benchmarks

9. Creating tools to support IMCs in their advocacy activities (leveraging the outcomes of the work in strategic goal one (products)).
10. Administering programmes and services on behalf of IMCs to increase their revenue without impacting their admin burden.

Closing

The value proposition of our profession is to provide value to client organizations so they can be more successful.

The value proposition of our Institutes is to provide value-added services to members that can help them to be more successful management consultants.

The value proposition of ICMCI is to provide services to Institutes so they can be more effective at the work they do to support management consultants in their territories.

This work is interactive. Success in any one is enhanced by success in the others. This underlines the importance of the collaborative approach we have developed and are nurturing as a Federation of Institutes.

ICMCI is a leader in the profession globally and is working hard to support Member IMCs in doing their work at the national and regional levels.

Together, we can achieve our strategic vision!



Dwight Mihalicz, CMC®
Chair

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Quality Assurance Committee

The QAC report of activity includes assessments, developmental plan, and the status of the ISO/IEC 17024 assessment program. The annual report is structured according to ISO 17011:2017 and requirements to management review.

Follow-Up Actions from Earlier Management Reviews

The Annual Report for July 2018 - June 2019 set up the following plans:

1. Launching the new assessors' training material.
2. Providing our members with a self-assessment tool in the year prior to the QAC assessment so the IMC can prepare and connect with the assessor sooner. We call this the "early warning."
3. Updating the online materials on the Certification Process using layman's language on the CMC award process: what it does, how to set it up, who is involved and how to train the Institutes' CMC examiners.
4. Examining the future as in the policy of ICMCI vis a vis ISO/IEC 17024.

The status of plans is in progress. None is fulfilled. Tasks 2 and 3 are on hold for the moment.

Results of Audits

On June 2020 the internal audit according to ISO 17011:2017 was accomplished successfully. The documents of Quality Management System were updated.

The Google disk for QAC was established and documents are registered and properly controlled.

New Areas of Accreditation

The Self-Declaration as an Official Authorization Body according to ISO 17011:2017 is signed and published on the website. QAC of ICMCI is entitled to authorize the national member institutes as approved personnel certification bodies according to ISO 17024:2012.



Trends in Non-Conformities: Status of Corrective Actions

After the internal audit, non-conformities were not identified and therefore corrective actions were not needed.

The Status of Actions to Address Risks and Opportunities

All risks and opportunities identified as "room for improvement" in the internal audit report are considered and set as action plans.

Fulfilment of Objectives

The main objective of QAC is to direct and oversee an independent quality assurance for IMCs. The assessments completed during this period and the plan for the next period are summarized below:

Type of Assessment	Completed July 2019 - June 2020	Planned / In Progress July 2020 - June 2021
Provisional 1st Assessment Pre Admission Check: Provisional Membership	0	0
On-Site 1st Full Membership Assessment Original Certification Check: Full Membership	0	4
High Trust Full Membership Reassessment Renewed Certification Check: High-Trust Triennial Assessment	8	19
On-Site Full Membership Reassessment Renewed Certification Check: On-site Triennial Assessment	2	0
ISO 17024 Authorization	0	2
Total Number of Assessments	10	25

The Assessment Program is on the QAC Google disk with the link:

https://drive.google.com/file/d/1eTi_o8tq3kXKMPedxM1nqEOblqToPtJ5/view?usp=sharing

Feedback from Interested Parties, Analysis of Appeals, and Analysis of Complaints

After each IMC assessment the QAC assessment evaluation form is fulfilled by IMCs. All results are analyzed. To improve the results the action on increasing the quality of assessments should be taken.

Changes that Could Affect the Management System

- Global crisis and COVID-19 could affect the management system and the QAC processes. The processes should be reviewed.
- New QAC Chair could conduct some changes/improvements into management system.
- New IT system of ICMCI could affect some changes/improvements into management system.

Safeguarding Impartiality

The new call for Assessors was initiated. The criteria includes the principles of independency and safeguarding impartiality. The training materials for Assessors and Non-Disclosure Agreements (NDAs) are under review and will focus on the Code of Conduct.

Plans for the Next Period

1. Improve the management system and its processes by

- reviewing processes of management system;
- developing/adopting management system to ICMCI digital IT system.

2. Improve services and accreditation process in conformity with the relevant standards and expectations of interested parties by

- implementing reviewed procedures on assessments;
- increasing quality of assessments;
- increasing quantity and on-time assessments according to the program;
- Increasing satisfaction level of IMCs after assessments.

3. Address the need for resources by

- finalizing the criteria/ requirements for assessors;
- finalizing the criteria/ requirements for QAC members;
- recruiting new assessors and undergoing the selection process;
- providing training for assessors.

4. Define or redefine policies, goals and objectives by

- reviewing QACTOR;
- reviewing objectives and policy concerning ISO 17011 accreditation;
- setting up objective to achieve the international accreditation to become the Accreditation Body according to ISO 17011:2017, and to support national institute members in ISO 17024:2012 achievements.

Appreciations

- **Robert Bodenstein**, Board Liaison, for his continued support.
- **Reema Nasser**, Executive Director, for her everlasting resourcefulness and support.

Conclusion

- The QAC activities should be improved.
- The new assessors should be attracted and trained.



Olga Trofymova, CMC[®], PhD
Chair

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STANDARDS
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Professional Standards Committee

The Professional Standards Committee (PSC) transforms into practice the vision of ICMCI to be a leader in the development of management consulting as a profession that drives social and economic success.

Purpose Statement

The PSC is accountable to assist the Board of Directors in the development and maintenance of professional standards and guidelines that promote excellence in the consulting profession, including awards, certifications, qualifications, and assessment processes.

Committee Terms of Reference

The PSC ToR has been approved by the Board.

The Committee has met on a bi-monthly basis and all meetings have been online. This has meant that the work of the committee has not been adversely affected by COVID-19 lockdowns.

Key Projects, Achievements, and Future Plans

The Committee has **five key projects**:

Key Projects & Team Leaders

Achievements

Future Plans

1. Carry Out 'Voice of the Customer' Research as Input to CMC Manual Update

Giuseppe Lovecchio

Valuable input has been provided for the CMC Manual Update project from surveys of consultancy clients and consultants in addition to results from other consultancy surveys and reviews of other professional competence frameworks. We have been able to identify and rank clients' requirements and expectations from consultants that can be built into an updated Competence Framework.

Circulate drafts of the updated CMC Manual documents to IMCs for comment in order to provide final input for the CMC Manual update.

Carry out further detailed research into the profession's stakeholder expectations.

Key Projects & Team Leaders

Achievements

Future Plans

2. Update CMC Manual and Appendices

Steen Petersen

A draft of an updated Appendix 1 Competence Framework has been developed and is being reviewed by all PSC members to provide constructive comments for improvement. The new Framework has been designed to be the definitive global standard for professional management consultants to which other competence frameworks, such as those of ICMCI member Institutes including that for the UK's Chartered Management Consultant status, should be compatible.

Circulate the final draft of the Competence Framework to IMCs for constructive comments in preparation for Board approval and publication in first quarter 2021.

Review and update the CMC Manual and other appendices during the first half of 2021.

3. ISO 20700:2017 Development, Promulgation, and Training

Nick Warn

ISO 20700:2017 Train the Trainer sessions have been delivered and training documents have been regularly updated and improved. 66 trainers and 198 consultants have been trained so far. An online training process for trainers has been developed and delivered in Australia. Terms of Reference for ISO 20700 Firms have been developed.

Implement the ISO 20700 Firm status, and develop Terms of Reference for ISO 20700 Training Organisations.

4. Develop Code of Conduct for ICMCI Board, Staff, Officers and Volunteers

Nsombi Jaja

The Code of Conduct has been developed and submitted to the Board for approval.

Await Board approval and close the project.

5. Develop New ICMCI Awards

Celal Seckin

A proposal has been developed for an award process for member institutes with the aim of promoting and sharing best practices. The award criteria have been based on a combination of the EFQM 2020 Model and the Excellence Award Model for Clusters.

Continue development of an award scheme for IMCs and seek Board approval for implementation

Supplementary Projects, Achievements, and Future Plans

The Committee has **four supplementary projects** which are either on hold or are ongoing work:

Supplementary Projects & Team Leaders

Achievements

Future Plans

1. Approve Standards and Assessment System for AMCC

Steen Petersen

Await draft documents from AMCC Taskforce

2. Liaise with Other Committees in Taskforce

Nick Warn

Await formation of Taskforce

3. Links to Academia and Academic Fellows

Celal Seckin

Contact made with Academic Fellows group.

Continue liaison activity

4. Develop PSC Knowledge Base

Nick Warn

Collate and index a library of documents relevant to PSC work.



Nick Warn, CMC®
Chair

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Membership Committee

We are pleased to report on the Membership Committee's activities for 2019-2020. We were very active and the core of our Committee has been constant. Since Nassau, our Committee hosted 7 meetings, with 1 additional meeting scheduled that will take place subsequent to this report, but prior to the Annual Meeting. Therefore, the Committee will have met 8 times since our last Annual Meeting. Attendance has been strong, with an average of 91% attendance over the 8 meetings since we submitted our report last August 2019.

We had a very active year, with three major areas of focus:

- 1. Regular Membership Activity:** vetting new applications, reviewing assessments and Member in Good Standing activity.
- 2. Membership Requirements Project :** working with the Executive Director to advance the project whose data was presented to the Board prior to last year's Annual Meeting in Nassau.
- 3. Terms of Reference Review:** further to the request of the Board, our Committee reviewed the terms of reference of the Committee, and we have had a serious discussion evaluating whether we have addressed all duties Contemplated.

During the course of our activities, we maintained regular links with the Board, the Executive Director, the Chair, the Treasurer, and the Chair of QAC. Here is a brief update on these primary areas of focus:

Regular Membership Activity

- Our Member in Good Standing report (MGS) summarizes the regular activity this Committee has managed in 2019-20.
- We have renewed full and provisional members as QAC has conducted their tri-annual assessments.
- We have had regular dialogue with both the Executive Director, the Treasurer, and the Chair of QAC as we have conducted our business.

- The MGS report provides a clear recommendation on the membership status of each of our IMCs.
- As in the past, we have indicated where action is recommended. We are concerned with the IMCs who need to rectify their member in good standing status. We recommend that the Board issue warnings to bring these IMCs into full compliance. For the future, our goal is to see fewer IMCs who need to be warned, prior to the final issuance of this report.

Membership Requirements Project

- To minimize confusion, we have merged our request of Key Performance Indicators (KPIs), with ICMCI's regular membership survey.
- The objective this year is to provide a report with feedback to each IMC, comparing their metrics against the average and min/max of all IMCs. It is hoped this feedback will help each IMC self-assess how they compare against the other IMCs, and ultimately, lead to an improvement of all metrics.
- This initiative has been led by our Vice Chair working with the Executive Director.

Terms of Reference Review

- The Committee reviewed its actual performance against our terms of reference beginning in April.
- One of the primary activities of the Committee has been the overseeing of the Members in Good Standing report. While this is part of our responsibilities, we identified three areas that could enhance our activities:
 1. Support of IMCs as they are considering applying to ICMCI as a Prospective member;
 2. Development of IMCs as they are established and they strive to grow and become an established Full Member;
 3. Support of IMCs in the growth of CMCs.



- To accomplish the above, it is critical that the Committee is not seen as a “policeman” but should adopt an open and supportive approach, which will allow it to support the development of IMCs.
- Having found these issues, there are a number of different ways these objectives can be accomplished, either within our Committee or it can be assigned to another group within ICMCI.
- The Established IMC community is an example of how ICMCI can support the 3rd activity, and similar communities could be established to support the first two activities. We also acknowledge the key role that hubs could play and do currently play in all of these activities.
- The Chair of the Membership Committee presented these findings to the Board in August.

We trust these recommendations meet with the Board’s approval, and as a committee, we stand ready to address any questions or concerns that the Board may have.

I wish to acknowledge and thank each member of our Committee for their dedication and commitment of time and energy in 2019-2020. Their contributions have made our Committee’s work easy. I would especially like to thank Reema and Khuzaima for their invaluable support in organizing the logistics of our work.



Glenn Yonemitsu, CMC®
Chair

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Nominations and Succession Planning Committee

The role of the Nominations and Succession Planning Committee is to ensure proper resources for adequate functioning of ICMCI, at the level of the Board as well as for the other structures and create the premises for further development of the organization.

Despite the pandemic situation which cut the possibility of face to face meetings and direct contacts with the IMCs as well as with the potential candidates for various positions, the committee's members have continued their communications in order to nurturing talents and ensuring the future of the organization. Volunteering for the benefit of our profession is a duty as well as a pleasure, since we can not omit the dual mission combining the economic wealth with social component.

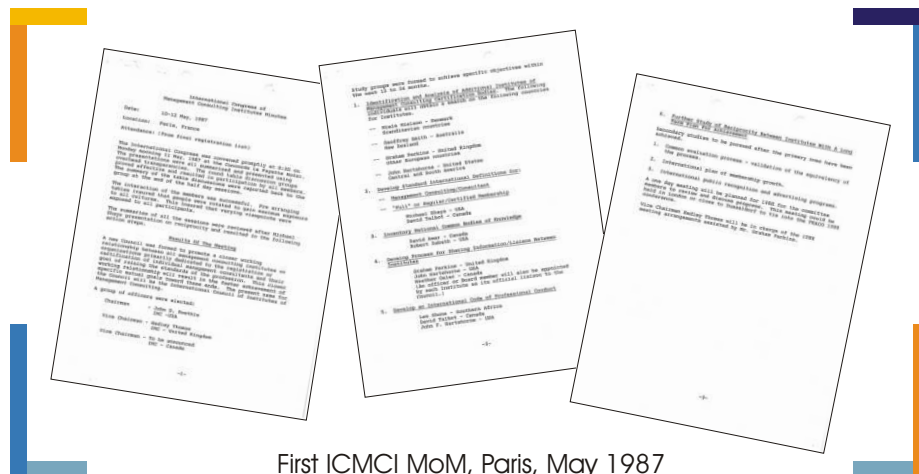
We have continued to evaluate the ways in which we can improve the performance of elected persons, using the results of the systems created to evaluate the work developed by the Chairperson, respectively Board Directors, and Executive Director. These are tools which will not only improve the results of their work but will also constitute strong elements in designing the future organization. Similar tools will be developed to assess the activity of the other structures of ICMCI, paving the road to a more effective and efficient organization!

More, together with other committees, we are considering best ways to increase awareness of our members as well as of their members, the management consultants, about the activities developed by ICMCI in the benefit of the profession and their own benefit, and attract more and more valuable people to be part of the world of ICMCI.

Despite turbulent times, the members of NSPC strongly believe that based on joint constructive efforts the future of our profession and of our organisation is bright!



Sorin Caian, CMC®
Chair



First ICMCI MoM, Paris, May 1987

<https://www.cmc-global.org/content/succession-history>

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Marketing and Advocacy Committee

The Marketing and Advocacy Committee is committed to serve the Strategic Goals of ICMCI, focusing on increasing awareness of ICMCI, CMC designation, the management consulting profession, support the promotion of the ICMCI products and projects, and support the IMCs and their members in improving their performance.

The Annual Meeting of Delegates, held in Nassau in October 2019, has given a strong mandate for the strategy and implementing plan presented by the Board. A very important part of it is related to our activity, as Marketing and Advocacy Committee. As we have stated during our discussions in the committee, main issue identified is the communication, on all levels:

Communication with Delegates

Making sure that the objectives, activities, and products are well known and received by them and make use of the delegates to the best of our efforts.

Communication with the IMCs (our Members)

Identifying and establishing common objectives, sharing resources, organizing joint actions and leveraging on each other.

Communication with the Members of our Members (the Management Consultants)

Probably the most important target, since all our efforts are driven for improving their profession, its recognition, and offering them tools for better performance.

Communication with our Stakeholder

Including but not limited to major International Financing Institutions (IFIs) which are also major employers of consulting as well as other organizations and partners.

As part of these tasks, the Committee has performed wide variety of actions, the electronic channels being the most appropriate in the pandemic conditions.

Improving Communication with the Members of our Members

Creating connections with IMCs who have never been involved via social media and identifying common objectives, and involving younger generations to contribute.

In times like the one we are going through digital tools and social media channels are key factors for successful communication and promotion. Thus, we decided to distribute the new design of CMC Today e-news not on quarterly basis, but on monthly basis, so that we are closer to our IMCs and their members.

In order for CMC Today e-news to be successful, we populated it with very good articles, columns, case studies, best practices on field or industry, videos, and consulting tools so that our readers can benefit from this type of communication. It is of utmost importance that we have your support, therefore, we want to thank all IMCs who helped us reach our mutual goals, while also promoting your members worldwide. IMCs that contributed since March 2020: IMC Japan, Canada, USA, New Zealand, Caribbean, Austria, Romania, Brazil, Netherlands, Bulgaria, Kosovo, China, Jordan, Singapore, Serbia, India, Iran, Finland, and Ireland.

The poster is titled "A ZOOM Webinar by ICMCI" and "Social Media Marketing in times of crisis Why and How". It includes the ICMCI logo (The International Council of Management Consulting Institutes - CMC - GLOBAL) and social media icons for Twitter, Facebook, LinkedIn, and YouTube. The speakers are Jehona Lluka CMC® (Business Consultants Council BCC ED) and Reema Nasser (ICMCI ED, Host and Moderator). The event date is Thursday, May 14, 2020, at 07:00 UTC. The registration link is [REGISTER AT: HTTPS://BIT.LY/3BLCOSO](https://bit.ly/3BLCOSO).

Promoting CMC Brand Globally via Social Media

Opened and activated all social media accounts to ICMCI-CMC Global.

Official pages as follows:



LinkedIn Page: ICMCI

<https://bit.ly/3gT4DIP>

LinkedIn: ICMCI /CMC Global

<https://www.linkedin.com/groups/78125/>



YouTube: ICMCI official Videos

<https://bit.ly/3cS0YJO>



Twitter: CMC_ICMCI

https://twitter.com/CMC_ICMCI



Facebook Private Group: @ICMCI / CMC Global Official Group

<https://bit.ly/2WofAU7>

Facebook Page: @ICMCI CMC Global

<https://bit.ly/2XgxtKd>



Instagram: ICMCI Official

https://www.instagram.com/icmci_official/

Within **3 months** we reached **+70% conversations** and we have **+30% new followers** while at new accounts such as YouTube within **3 months** we reached **+100 subscribers**, adding **+80 videos**.

We aim at having all accounts verified badges/the blue verification badge that let us know that a page or profile of public interest is authentic. This will lead to more followers and no space for duplicate accounts. We also integrated all social media into one platform such as Hootsuite to easily manage, monitor, and get insights.

Global CMC Events Organization

We promoted all 17 webinars organized by ICMCI on social media, both before and after each event. We have also provided a webinar for new strategic use of social media in critical times.

Promoting ICMCI Products

The Committee has developed with the involvement of some enthusiastic IMCs and members of our Board or other Committees a number of pilots designed to increase the visibility of our Members and recognition of our profession and, of course, of ICMCI.

Promotion of IMCs using ISO 20700 as well as developing the local standing and recognition of our Members using the recently launched National Consulting Index (NCI) are the most recent achievements. We should mention that all our efforts are not effective and efficient if we do not have the full involvement of the IMCs and their members, so communication is key!

We count in our attempts on the Academic Fellows Community as well as on our volunteers. A special thank you to the Board Members who fully participated in the overall attempt to achieve our goals.

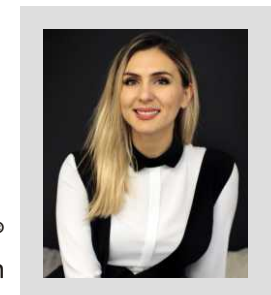
Despite the break imposed by the COVID-19 pandemic, we have continued the promotion of our Constantinus International Award, the global management consulting award.

The Marketing and Advocacy Committee acts as integrator among all activities of ICMCI, liaising to each working committee or taskforce, in order to carefully follow the developments, and to understand from the early stages the new products concept and enable proper promotion. The joint effort of ICMCI as well as of all our Member IMCs, and Management Consultants, will be rewarded for the benefit of our wonderful profession and its recognition as a driver of economic and social success!



Sorin Caian, CMC®

Chair



Jehona Lluka, CMC®

Board Liaison

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Constantinus International Award Committee

2020: The Year of Corona

The CONSTANTINUS International Award was suspended in 2020 at its 10th birthday due to the worldwide COVID-19 situation considering the challenges many companies were facing. Last year, the International CONSTANTINUS Award Ceremony was hosted in Nassau, The Bahamas as part of the CMC International Conference, where, for the ninth time, worldwide exemplary projects were honored. In 2016 we awarded the prize in Canada, 2017 in Kazakhstan, and 2018 in Italy. This way, we have been able to span the globe with our venues in recent years which reflects the fact that the projects submitted come from all over the world as well. The world's best IT and Management Consulting Projects will earn the CONSTANTINUS International Award, and consultants from all over the world were invited to submit projects with exceptional customer benefits and economic impact.

To support the call for nomination, we produced a promotional video that can be viewed at:

<https://www.cmc-global.org/content/constantinus-international-award-promotional-video-2020>

In 2020, we set up the criteria for the Honorary President and Ambassador Schemes for immediate roll-out.

The Honorary President is nominated by the respective hosting country for one year. He or she is said to be a highly esteemed economic or political person who has an impeccable reputation. This way, an image transfer from the President to the CONSTANTINUS International Award and vice versa is achieved. A well known personality also ensures that we can get plenty of media attention. Another important point is that the hosting country gets a networking opportunity with various VIPs.



CONSTANTINUS
INTERNATIONAL
THE GLOBAL MANAGEMENT CONSULTING AWARD
powered by ICMCI

The Ambassador Scheme will be introduced starting 2020 in order to support the respective chair as the contact person in all countries. This way, a CONSTANTINUS contact person is to be made known in each country for a term of 2 to 4 years and the CONSTANTINUS Committee will grow to 50 people. The advantage is that the Ambassadors have a defined title and get the appreciation they deserve. Furthermore, we will have direct contact with the countries and we will be able to act much faster and broader. This will make the CONSTANTINUS Committee much more powerful.

The main goal that led to establishing this award was to draw attention to the consulting sector as well as exceptional individual consulting projects at an international level, our way of honoring excellence in consulting. The Award provides Nominees, Ambassadors, and Chairs a platform for international cooperation in their sector, and strengthens consultant-client relations by celebrating joint successes and increasing the international visibility of their projects.

The CONSTANTINUS International Award has already advanced to become a highly regarded award for remarkable consulting projects, it stands for the economic strength and significance of the sector.

Since its foundation in 2011, we have had:

Nominations from 24 Countries			
Afghanistan	Algeria	Austria	Australia
Brazil	Canada	China	Finland
Germany	United Kingdom	Hungary	Iran
Italy	Japan	Norway	Romania
The Netherlands	Singapore	Slovenia	South Korea
Spain	Sweden	Taiwan	Ukraine

182	Projects
9	Gold Winners
21	Silver Winners
28	Country Winners



Plans for Next Year

New initiatives for promotion in every country include:

- producing a short and motivational video to promote and explain the application process targeting applicants;
- establishing target agreements of submitting a minimum of two projects for each country;
- nominating a CONSTANTINUS Ambassador by each country;
- nominating the Honorary President by the Host Country.



Alfred Harl, CMC®
Chair

<https://www.constantinus-international.com>

<https://www.cmc-global.org/content/constantinus-awards>

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Academic Fellows Panel

Developments concerning the ICMCI Academic Fellows community during 2019/2020 are summarized below:

Eleven New Academic Fellows

We are delighted to welcome eleven new Academic Fellows from around the world to the Academic Fellows list which now number 78.

Academic Fellows List Update

The Academic Fellows community was created in 2013 and has grown each year since then. We have started to update the list by contacting each of the Academic Fellows from 2013, 2014, and 2015, 2016 to determine:

1. continued involvement in consulting research/writing/ teaching.
2. willingness to continue as Academic Fellows.

ICMCI Consulting Skills Book

This project was initiated during this year for the creation of a new book on consulting skills with a global perspective, designed to encompass the voices and views of CMCs around the world. To date, 30 CMCs have contributed their insights.

Management Consulting Journal

The Management Consulting Journal is a project initiated and published by the UK IMC, Institute of Consulting. The journal is published twice a year, its founding editor is the Chair of the ICMCI Academic Fellows, and a number of the ICMCI Academic Fellows are on its editorial board. From this year, the journal is co-hosted on the ICMCI website for the benefit of CMCs globally.

National Consulting Index (NCI)

The progress of the NCI project is reported separately, and the Chair of the Academic Fellows continues to take the lead on the scientific/research elements of this work.

2020/2021 Priorities

- Continue to seek nominations for new Academic Fellows.
- Complete the Academic Fellows list update focusing on Academic Fellows from 2013, 2014, 2015, and 2016.
- Bring the ICMCI Consulting Skills book to publication with contribution from at least 200 CMCs / Academic Fellows / Management Consultants.
- Work with the ICMCI Marketing Committee on a social media campaign building up to the launch of the ICMCI Consulting Skills book.
- Continue the research and lead the academic development of the National Consulting Index (NCI) algorithm.
- Raise the profile and the academic standing of the Management Consulting Journal.
- Work with the ICMCI Board to establish a Knowledge Exchange Committee (working label) to link the Academic Fellows community more cohesively with the ICMCI Board and activities.
- Take ownership of the application and assessment processes for the Approved Management Consulting Course initiative.



Dr. Simon Haslam, CMC®
Chair

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NCI Taskforce

The NCI Global Report was presented via a Web-Conference on June 4, 2020 to celebrate the International Consultants Day. Although it was the third report after the 2017 and 2018 reports, the 2019 NCI Global Report was the first full report covering all ICMCI Members.

Full presentation available at:

https://www.cmc-global.org/sites/default/files/public/nci_launch_webinar.pdf

The taskforce is working continuously to:

- use the NCI on global level to promote management consulting services as an important part of modern economy;
- support ICMCI Members to use the NCI on country level to address national stakeholders. IMCs are kindly invited to approach the taskforce members and discuss how the NCI can be used for national lobbying activities.



Some main topics to be discussed are:

- What surveys about Management Consulting Services exist at national/regional levels?
- What are the links to NCI?
- Who are the major stakeholders (governments, administration, client organizations, donor organizations, etc.)?
- What is the main message to promote?
- What could be the appropriate promoting tools (press releases, events, background discussions, etc.)?

The next 2020 NCI Global Report will be published in the first week of June 2021.



Robert Bodenstein, CMC®
Board Liaison

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2020 Onwards Taskforce

Growth is foundational to the future success of ICMCI. The profession is facing challenges as clients are and will be facing immense disruption because of the pandemic, economic factors, automation, digitization, and other world events. Consulting itself is being disrupted both in the way our services are perceived and in the greatest availability of knowledge of all time to our client base.

As ICMCI strives to be a leader in the global profession of management consulting, it must understand these trends and the impact on its member Institutes. By collaborating globally, the Institutes can learn from each other and adopt best practices for engaging and involving new-entrants into management consulting.

To lead in this work, a taskforce has been established to identify the pain points of Institutes, the services that would be valued by new entrants into consulting, and the changing expectations of clients with respect to consulting. To do this, the Taskforce is meeting with representatives of all Institutes to brainstorm, learn from each other, and gather information that can be used to make recommendations for the way forward.

Taskforce Objectives

1. Attract new entrants into consulting to affiliate with IMC Member Institutes.
2. Identify digital platforms or approaches that will attract management consultants to affiliate with ICMCI through the IMC network.
3. Recommend types of support, digital or otherwise, required by Institutes to Enable significant sustainable growth in their membership.

Taskforce Process and Timeline

1. Discovering and Brainstorming with 50 IMC Country Partners

6 months, July - December 2020

- Entity structure
- Membership structure
- Revenue model
- Training program
- Pain points
- Onwards plans

2. Business Model Design

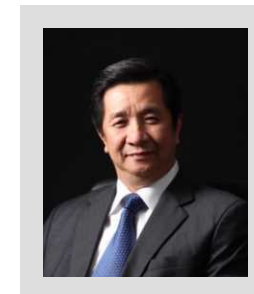
3 months, January - March 2021

- Revenue model
- Membership model
- Collaboration model

3. Business Strategic Plan

3 months, April - June 2021

- Revenue strategic plan
- Membership strategic plan
- Collaboration strategic plan



Sak Hutauwatra, CMC®
Chair

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International Conference and Events

Even though we had challenges, we prevailed!

2019 saw our 7th CMC International Conference come to life along with our Annual Meeting of Delegates. These events took place in Nassau to celebrate the success of the Caribbean countries in thriving even after the hurricanes. We celebrated their perseverance and our achievements. At the Annual Meeting of Delegates, we presented our reports, discussed our strategies with attending delegates, and marked yet another series of successful ICMCI events.

The events also included the Constantinus International Award celebrations and we announced more winners and more success stories!

2020 brought with it a new order, and we were able to host a virtual EuroHub that was well attended and representing of the European countries. The hub discussed their strategies, those of ICMCI, and re-affirmed our strategy regardless of the hardships of COVID-19.

We were also able to hold a virtual celebration of our International Consultants Day on the 5th of June. Over 95 CMCs and Management Consultants joined. The main attraction was the launch of our NCI which was presented by the taskforce, discussed by attendees, and a roadmap was agreed upon for carrying it forward during the years to come.



Some events, such as the AP Hub meeting and the Americas hub meeting could not be held physically. We compensated for them with many virtual events that ensured connectivity even in these difficult times. This year will witness our first virtual Annual Meeting of Delegates. We will also consider having a virtual conference.

We at ICMCI and at the IMCs took the many changes in our stride: we adapted, produced, and celebrated regardless. This is the community we should all be proud of!



Reema Nasser
Executive Director

ICMCI Events in the Caribbean

<https://www.cmc-global.org/image-gallery-list>

Euro Hub

YouTube: **ICMCI official Videos**

<https://bit.ly/3cS0YJ0>

International Consultants Day

YouTube: **ICMCI official Videos**

<https://bit.ly/3cS0YJ0>

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Member	Country	Role
Nominations and Succession Planning Committee		
Sorin Caian	Romania	Chair
Dwight Mihalicz	Canada	Member
Lydia Goh	Singapore	Member
Randy Baldwin	Canada	Member
Gerd Prechtl	Austria	Member
Reema Nasser	Jordan	Ex-Officio
Quality Assurance Committee		
Olga Trofymova	Ukraine	Chair
Robert Bodenstein	Austria	Board
PK Lim	Singapore	Member
Henry Ong	Philippines	Member
Dr. Maqbouleh Hammoudeh	Jordan	Member
Cristian Welsh	Brazil	Member
Galina Artyukhina	Kazakhstan	Member
Louis Loizou	Cyprus	Member
David (BongHwi) LEE	Korea	Member
Reema Nasser	Jordan	Ex-Officio
Professional Standards Committee		
Nick Warn	UK	Chair
Robert Bodenstein	Austria	Board
Jerald Savin	USA	Member
Brian Ing	UK	Member
Chul Haeng Cho	South Korea	Member
Nsombi Jaja	Caribbean	Member
Celal Seckin	Turkey	Member
Giuseppe Lovecchio	Italy	Member
Steen Petersen	Denmark	Member
Chris Harper	Canada	Member
Olga Trofymova	Ukraine	Member
Reema Nasser	Jordan	Ex-Officio

Member	Country	Role
Membership Committee		
Glenn Yonemitsu	Canada	Chair
Kyeong Seok HAN	Korea	Board
Peter Csakvari	Hungary	Vice Chair
Shin Liat Liew	Singapore	Member
Marjo Dubbeldam	Netherlands	Member
Stephen Louis	Caribbean	Member
Reema Nasser	Jordan	Ex-Officio
Finance Committee		
Jan Willem Kradolfer	Netherlands	Treasurer, Chair
Jerald Savin	USA	Member
Philipp Graf	Austria	Member
Cristian Welsh	Brazil	Member
Andrea Spensieri	Italy	Member
Ruggero Huesler	Switzerland	Member
Reema Nasser	Jordan	Ex-Officio
Marketing and Communications Committee		
Sorin Caian	Romania	Chair
Jehona Lluka	Kosovo	Board
Paul Bamidele Martins	Nigeria	Member
Donald Demeritte	Caribbean	Member
Martin Kreil	Italy	Member
Paolo Zaramella	Italy	Member
Loreen Macklin	UK	Member
Tim Kist	Canada	Member
Simon Liu	Taiwan	Member
Jennifer Beaver	USA	Member
Reema Nasser	Jordan	Ex-Officio

Member	Country	Role
CMC-Firm Committee		
Jan Willem Kradolfer	China	Chair
Sorin Caian	Romania	Board
Brian Ing	UK	Member
Francesco D'Aprile	Italy	Member (Past Chair)
Tom Moriarty	Ireland	Member
Reema Nasser	Jordan	Ex-Officio

CMC-Firm QAC Committee

Marjo Dubbeldam	Netherlands	Chair
Shin Liat Liew	Singapore	Member
Andrea Spensieri	Italy	Member
Olga Trofymova	Ukraine	Member
Mairead Fernandez-McCann	UK	Member
Violeta Haxhillazi	Kosovo	Member
Reema Nasser	Jordan	Ex-Officio

Constantinus International Award Committee

Alfred Harl	Austria	Chair
Jan Willem Kradolfer	The Netherlands	Board
Mairead Fernandez McCann	UK	Member
Leigh Harris Fowell	Canada	Member
Reema Nasser	Jordan	Ex-Officio

Member	Country	Role
Academic Fellows Panel		
Simon Haslam	UK	Chair
Jeremy Webster	UK	Board
Reema Nasser	Jordan	Ex-Officio

NCI Taskforce

Robert Bodenstein	Austria	Board
Tamara Abdel-Jaber	Jordan	CMC-GI
Simon Haslam	UK	Academic Fellows
Reema Nasser	Jordan	Ex-Officio

2020 Onwards Taskforce

Sak Hutauwatra	UK	Chair
Dwight Mihalicz	Canada	Board
Francesco d'Aprile	Italy	Member
Otto Acuna	Costa Rica	Member
Jehona Lluka	Kosovo	Member
Reema Nasser	Jordan	Ex-Officio

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Treasurer's Report 2019-2020

Dear ICMCI Colleagues,

This report is provided on an annual basis to ICMCI Delegates by the Treasurer. The ICMCI Treasurer is accountable for the stewardship of the funds provided by Member IMCs to ICMCI for the secretariat function and its global operations.

Following is the basis for the financial reporting:

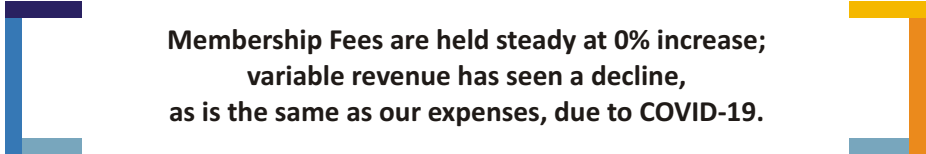
- a. the official currency of ICMCI is Euros (€);
- b. the fiscal year of ICMCI is from July 1 through June 30;
- c. the accounts are maintained on an accrual basis.

Financial reports (P & L, Balance Sheet, Accounts Receivable, and YTD Budget to Actual) are prepared and presented to the Finance Committee, and to the ICMCI Board at each of its meetings. A synopsis of these reports is posted with the minutes of each Board meeting, so they are available for viewing by any IMC at any time.

The Finance Committee meets several times throughout the year to review the statements and discuss the financial matters of ICMCI. In the past, the main work of the Finance Committee has been in financial stewardship. This involves the review of financial statements to ensure the good fiscal health of ICMCI. The Finance Committee has begun to operate more in a governance role to review and recommend how ICMCI can best fund its global operations in order to achieve its strategy.

This year the ICMCI financial statements have been subjected to a full audit by our assigned auditor, which we hired as a Grant Thornton affiliate in Jordan, but during the contract period they left the GT International Community and reverted to their local name of TSD. Our previous provider, PwC – Jordan were not able to provide us with the service this year, as they tripled their proposal to reach €8000. Having said that, as ICMCI we will be contracting to hire a new auditor from an international operating company for the audit process of the 2020-21 annual report. This will be included in the resolutions for delegate's approval.

Our fiscal approach continues to follow the earlier recommendations of the Task Force on Strategic Funding which provided us with a fairer means of distributing these costs across our Membership. By now, we have a properly financed and stable Secretariat and still want to finance our growth objectives out of variable revenue. Due to COVID-19 we have seen this strategic objective not been met, since our variable revenue has suffered from a ban on travel and meetings. Happily (for the budget), our expenses have been cut back as well because of the same reason. So, the board has started a strategic discussion how we must deal with this COVID-19 pandemic, find (alternative) opportunities and strengthen our existing sources of (variable) income, to create revenue for IMCs, while at the same time holding membership fees at a 0% increase.



Membership Fees are held steady at 0% increase; variable revenue has seen a decline, as is the same as our expenses, due to COVID-19.

As Treasurer, it is my pleasure to present to you our financial statements that represent a still (financial) healthy organization that is appropriately funded for its mission. Thank you to all of the IMCs who are pulling together as a community in these harsh times. But we do understand that some of our IMCs in countries that have been heavily affected by COVID-19 face severe problems in (financially) surviving and keeping their head above the water. We are in good contact with them so that we can help and support wherever we can. Also, our long-term strategic ambitions for ICMCI will help us all in the upcoming years to stay healthy, and full of energy to realize growth again, after we have overcome the pandemic.

And again, as my predecessor did, I must recognize the volunteer effort of those involved in the operations of ICMCI. The funds we discuss in this report reflect an investment that is leveraged several-fold in volunteer effort, which is extremely important during this (and probably next) budget year due to COVID-19. This volunteer activity is reflected in other reports; here we concentrate on the financial activities of ICMCI.

We should stress also that no Director or volunteer of ICMCI receives any compensation for their time. We do try to cover direct expenses in some cases, but for the most part even these are covered by the home IMC or by the volunteer personally. As we become more professional as a global organization we do not want to lose this strength that we have as an organization. A professional Secretariat, led by a full time Executive Director, does not replace volunteer effort, rather it coordinates, supports, and leverages that effort, and by building on those successes, can recruit even more volunteer contributors.

I am very pleased with the continuous support of my fellow Directors, Chair and Executive Director in the Board, and honored to be part of the work of ICMCI in these troublesome times the world is facing now.

Together we shall prevail.



Respectfully submitted,
Jan Willem Kradolfer, CMC®
Treasurer

A handwritten signature in blue ink, consisting of stylized initials 'JK' followed by a long horizontal stroke.

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International Council of Management
Consulting Institutes (CMC-Global)
Financial Statements
and Independent Auditor's Report
for the Year Ended June 30th, 2020

International Council of Management Consulting Institutes (CMC-Global)

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Independent Auditor's Report

To Messrs.

International Council of Management Consulting Institutes (CMC-Global)

Opinion

We have audited the financial statements of **International Council of Management Consulting Institutes - CMC-Global** (the Organization), which comprise the statement of financial position as at June 30th, 2020, and the statement of comprehensive income, statement of changes in net assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects the financial position of the Organization as at June 30th, 2020, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRSs).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matter

The financial statements of the Organization for the year ended June 30th, 2019, were audited by another auditor who expressed an unmodified opinion on those statements on September 15th, 2019.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to management and those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRSs, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit, We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

The Standard for Auditing

Hakam Al Qarem
License No.847



Amman –Jordan
September 7th,2020

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International Council of Management Consulting Institutes (CMC-Global)

Statement of Financial Position as at June 30th,2020

Exhibit (A)

	<u>Note</u>	<u>2020</u>	<u>2019</u>
<u>Assets</u>		Euro	Euro
Cash and Cash Equivalents	7	134.355	132.905
Accounts Receivables	8	70.424	52.848
Inventory		828	387
Total Assets		205.607	186.140
 <u>Liabilities and Net Assets</u>			
Liabilities			
Accounts Payables		2.538	3.942
Other Credit Balances	9	-	7.432
Total Liabilities		2.538	11.374
Net Assets		203.069	174.766
Total Liabilities and Net Assets		205.607	186.140

“The Accompanying Notes from 1 to 15 Constitute an Integral Part of These Financial Statements”

International Council of Management Consulting Institutes (CMC-Global)

Statement of Comprehensive Income for The Year Ended June 30th,2020

Exhibit (B)

	<u>Note</u>	<u>2020</u>	<u>2019</u>
		<u>Euro</u>	<u>Euro</u>
Revenues	10	168.975	178,190
Operating Expenses	11	(140.672)	(125,919)
Comprehensive Income for The Year		<u>28.303</u>	<u>52,271</u>

International Council of Management Consulting Institutes (CMC-Global)

Statement of Changes in Net Assets for The Year Ended June 30th,2020

Exhibit (C)

	2020	2019
	<u>Euro</u>	<u>Euro</u>
Net Assets at Beginning of Year	174.766	122,495
Comprehensive Income for The Year	28.303	52,271
Net Assets at End of Year	<u>203.069</u>	<u>174.766</u>

International Council of Management Consulting Institutes (CMC-Global)

Statement of Cash Flows for The Year Ended June 30th,2020

Exhibit (D)

	<u>Notes</u>	<u>2020</u>	<u>2019</u>
		<u>Euro</u>	<u>Euro</u>
<u>Operating Activities</u>			
Comprehensive Income for The Year		28.303	52.271
Changes in Working Capital			
Accounts Receivables		(17.576)	(21.101)
Inventory		(441)	111
Accounts Payables		(1.404)	1.903
Other Credit Balances		(7.432)	7.432
Net Cash Flow from Operating Activities		1.450	40.616
Net Change in Cash and Cash Equivalents		1.450	40.616
Cash and Cash Equivalents, Beginning of Year		132.905	92.289
Cash and Cash Equivalents, End of Year	7	134.355	132.905

“The Accompanying Notes from 1 to 15 Constitute an Integral Part of These Financial Statements”

International Council of Management Consulting Institutes (CMC-Global)

Notes to The Financial Statements

1. General

- A. CMC-Global is an international membership organization and a network of the management advisory and consultancy associations and institutes worldwide, who have a common purpose and shared values and goals registered in Zurich under the name International Council of Management Consulting Institutes on August 14th, 2008 as not for profit organization under registration number CHE-114.457.872

The registered address of the Organization is c/o maurer & stager AG fraumunster str. 17, 8001 Zurich.

The principal objectives of The Organization include:

- Promotion of the prestige and awareness of management consulting as an individual profession.
- Development and implementation of an international job – specific code of conduct.
- Improvement of standards of management consulting and the quality of certification process.
- Exchange of information among the members of the association and mutual support.
- International networking of management consultant.

- B. The financial statements for the year ended June 30th, 2020 (including comparatives) were approved and authorized for issue by the Organization's board of directors on September 7th, 2020 (see Note 15), and it is subject to the Organization's general assembly approval.

2. Basis of Preparation

- The financial statements have been prepared in accordance with International Financial Reporting Standards (IFRSs) issued by the International Accounting Standard Board (IASB).
- The financial statements have been prepared under the historical cost basis, except for some of the financial assets and financial liabilities where stated at fair value (if any) as of the date of the financial statements.
- The figures shown in the financial statements have been rounded to the nearest Euro.
- The financial statements are presented in Euro which is the functional currency of the Organization.

3. Changes in Accounting Policies

The accounting policies adopted in the preparation of the financial statements are consistent with those adopted for the year ended June 30th, 2019, except for the adoption of new standards and amendments effective as of January 1st, 2019 which did not materially affect the amounts and disclosures in the financial statements for the year and years before, knowing that it may have an impact on the accounting treatment of future transactions and arrangements:

Standard/ Interpretation /Amendment	A Summary of These Standards, Interpretations, and Amendments
Annual Improvements to IAS and IFRS Standards during the years 2015-2017	The improvements include amendments to IFRS (3) "Business Combinations" and IFRS (11) "Joint Arrangements", IAS (12) "Income Taxes" and IAS (23) "Borrowing Costs."
IFRS (16) "Leases"	<p>This standard has replaced the International Accounting Standard No. (17) "Lease Contracts". This standard has changed the accounting treatment of lease contracts by requiring recognition in the Organization's records as a lessee in the statement of financial position for all lease contracts (operational and financing) and the contractual rights and obligations associated with them. Unless those contracts are short-term leases (lease term for 12 months or less) or leases of low-value assets.</p> <p>Lessor accounting under IFRS (16) is substantially unchanged from IAS (17). Lessors will continue to classify leases as either operating or finance leases using similar principles as in IAS(17) .</p> <p>Therefore, IFRS (16) did not have a material impact on leases where the Organization is the lessor.</p>
IFRIC (23) "Uncertainty Over Tax Treatments"	This interpretation explains how to apply the requirements for recognition and measurement under IAS (12) when there is a situation of uncertainty over tax treatments.
Amendments to IFRS (9) "Financial Instruments": Prepayment Features with Negative Compensation	Under IFRS 9, a debt instrument can be measured at amortized cost or at fair value through other comprehensive income, provided that the contractual cash flows are 'solely payments of principal and interest on the principal amount outstanding' (the SPPI criterion) and the instrument is held within the appropriate business model for that classification. The amendments to IFRS 9 clarify that a financial asset passes the SPPI criterion regardless of the event or circumstance that causes the early termination of the contract and irrespective of which party pays or receives reasonable compensation for the early termination of the contract.
Amendments to IAS (28) "Investments in Associates and Joint Ventures": Long-term interests in associates and joint ventures	The amendments clarify that an entity applies IFRS (9) to long-term interests in an associate or joint venture to which the equity method is not applied but that, in substance, form part of the net investment in the associate or joint venture (long-term interests). This clarification is relevant because it implies that the expected credit loss model in IFRS (9) applies to such long-term interests.
Amendments to IAS (19) "Employee Benefits"	These amendments relate to the plan amendment, curtailment, or settlement.

4. Standards, Amendments and Interpretations to existing standards that are not yet effective and have not been adopted early by the Organization

Standard/Amendment	Effective Date	A Summary of These Standards, and Amendments
Amendments to IAS (1) and IAS (8): Definition of Material	January 1 st ,2020	<p>The IASB issued amendments to IAS (1) "Presentation of Financial Statements" and IAS (8) "Accounting Policies, Changes in Accounting Estimates and Errors" to align the definition of "Material" across the standards and to clarify certain aspects of the definition.</p> <p>The new definition states that: "Information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general-purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity."</p>
Amendments to IFRS (3) "Business Combinations": Definition of a Business	January 1 st ,2020	<p>These amendments relate to modifying the definition of "business" where the new amendment defines "business" as :</p> <p>An integrated set of activities and assets that is capable of being conducted and managed for the purpose of providing goods or services to customers, generating investment income (such as dividends or interest) or generating other income from ordinary activities.</p>
IFRS(17)"Insurance Contracts"	<p>January 1st,2021</p> <p>The IASB is proposing some amendments to this standard, including a proposal to postpone the date of mandatory application of the standard until January 1st, 2022.</p>	<p>IFRS (17) provides a comprehensive model for insurance contracts covering the recognition and measurement and presentation and disclosure of insurance contracts and replaces IFRS (4) " Insurance Contracts" The standard applies to all types of insurance contracts (i.e. life, non-life, direct insurance and re-insurance), regardless of the type of entities that issue them, as well as to certain guarantees and financial instruments with discretionary participation features. The standard general model is supplemented by the variable fee approach and the premium allocation approach.</p>

5. Use of Estimates

The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amount of financial assets and liabilities and disclosure of contingent liabilities. These estimates and assumptions also affect the revenues and expenses and the resultant provisions and, considerable judgment by management is required in the estimation of the amount and timing of future cash flows. Such estimates are necessarily based on assumptions about several factors involving varying degrees of judgment and uncertainty and actual results may differ resulting in future changes in such provisions.

6. Significant Accounting Policies

Cash and Cash Equivalents

Cash and cash equivalents comprise cash on hand and demand deposits, together with other short-term, highly liquid investments maturing within 90 days from the date of acquisition that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value.

Accounts Receivables

Accounts receivable are classified as financial assets measured at amortized cost and arise from the Organization's right in exchange for goods or services transferred to customers when this right is unconditional or linked to another performance obligation that the Organization has not yet fulfilled.

Receivables are included in the statement of financial position, net of expected credit losses allowance when there is an expected probability that these receivables will not be collectible over their life.

Credit Losses

Credit losses are defined as the difference between all the contractual cash flows that are due to an Organization and the cash flows that it actually expects to receive ('cash shortfalls'). This difference is discounted at the original effective interest rate (or credit adjusted effective interest rate for purchased or originated credit-impaired financial assets).

Inventory

Inventories are stated at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less any applicable selling expenses.

Financial Instruments

Recognition and Derecognition

Financial assets and financial liabilities are recognised when the Organization becomes a party to the contractual provisions of the financial instrument.

Financial assets are derecognised when the contractual rights to the cash flows from the financial asset expire, or when the financial asset and substantially all the risks and rewards are transferred. A financial liability is derecognised when it is extinguished, discharged, cancelled or expires.

Classification and Initial Measurement of Financial Assets

Except for those trade receivables that do not contain a significant financing component and are measured at the transaction price in accordance with IFRS (15) "Revenue from Contracts with Customers", all financial assets are initially measured at fair value adjusted for transaction costs (where applicable).

Financial assets, other than those designated and effective as hedging instruments, are classified into the following categories:

- Amortised Cost
- Fair Value Through Profit or Loss (FVTPL)
- Fair Value Through Other Comprehensive Income (FVOCI).

The classification is determined by both:

- The Organization's Business Model for Managing The Financial Asset
- The Contractual Cash Flow Characteristics of The Financial Asset.

Subsequent Measurement of Financial Assets

Financial Assets at Amortised Cost

Financial assets are measured at amortised cost if the assets meet the following conditions (and are not designated as FVTPL):

- They are held within a business model whose objective is to hold the financial assets and collect its contractual cash flows
- The contractual terms of the financial assets give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding.

After initial recognition, these are measured at amortised cost using the effective interest method. Discounting is omitted where the effect of discounting is immaterial.

The Organization's cash and cash equivalents, trade and most other receivables fall into this category of financial instruments.

Financial Assets at Fair Value Through Profit or Loss (FVTPL)

Financial assets that are held within a different business model other than 'hold to collect' or 'hold to collect and sell' are categorised at fair value through profit and loss. Further, irrespective of business model financial assets whose contractual cash flows are not solely payments of principal and interest are accounted for at FVTPL. All derivative financial instruments fall into this category, except for those designated and effective as hedging instruments, for which the hedge accounting requirements apply.

The category also contains an equity investment. The Organization accounts for the investment at FVTPL and did not make the irrevocable election to account for the investment at fair value through other comprehensive income (FVOCI). The fair value was determined in line with the requirements of IFRS 9, which does not allow for measurement at cost.

Assets in this category are measured at fair value with gains or losses recognised in profit or loss. The fair values of financial assets in this category are determined by reference to active market transactions or using a valuation technique where no active market exists.

Financial Assets at Fair Value Through Other Comprehensive Income (FVOCI)

The Organization accounts for financial assets at FVOCI if the assets meet the following conditions:

- They are held under a business model whose objective it is "hold to collect" the associated cash flows and sell and
- The contractual terms of the financial assets give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Any gains or losses recognised in other comprehensive income (OCI) will be recycled upon derecognition of the asset.

Fair Value Measurement of Financial Instruments

Financial assets and financial liabilities measured at fair value in the statement of financial position are grouped into three levels of a fair value hierarchy. The three levels are defined based on the observability of significant inputs to the measurement, as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly
- Level 3: unobservable inputs for the asset or liability.

Impairment of Financial Assets

IFRS 9's impairment requirements use more forward-looking information to recognise expected credit losses – the 'expected credit loss (ECL) model'. This replaced IAS 39's 'incurred loss model'. Instruments within the scope of the new requirements included loans and other debt-type financial assets measured at amortised cost and FVOCI, trade receivables, contract assets recognised and measured under IFRS (15) and loan commitments and some financial guarantee contracts (for the issuer) that are not measured at fair value through profit or loss.

Recognition of credit losses is no longer dependent on the Organization first identifying a credit loss event. Instead the Organization considers a broader range of information when assessing credit risk and measuring expected credit losses, including past events, current conditions, reasonable and supportable forecasts that affect the expected collectability of the future cash flows of the instrument.

In applying this forward-looking approach, a distinction is made between:

- financial instruments that have not deteriorated significantly in credit quality since initial recognition or that have low credit risk ('Stage 1') and
- financial instruments that have deteriorated significantly in credit quality since initial recognition and whose credit risk is not low ('Stage 2').

'Stage 3' would cover financial assets that have objective evidence of impairment at the reporting date.

'12-month expected credit losses' are recognised for the first category while 'lifetime expected credit losses' are recognised for the second category.

Measurement of the expected credit losses is determined by a probability-weighted estimate of credit losses over the expected life of the financial instrument.

Trade and Other Receivables and Contract Assets

The Organization makes use of a simplified approach in accounting for trade and other receivables as well as contract assets and records the loss allowance as lifetime expected credit losses. These are the expected shortfalls in contractual cash flows, considering the potential for default at any point during the life of the financial instrument. In calculating, the Organization uses its historical experience, external indicators and forward-looking information to calculate the expected credit losses using a provision matrix.

The Organization assess impairment of trade receivables on a collective basis as they possess shared credit risk characteristics they have been grouped based on the days past due.

Classification and Measurement of Financial Liabilities

The financial liabilities include borrowings, trade and other payables and derivative financial instruments.

Financial liabilities are initially measured at fair value, and, where applicable, adjusted for transaction costs unless the Organization designated a financial liability at fair value through profit or loss.

Subsequently, financial liabilities are measured at amortised cost using the effective interest method except for derivatives and financial liabilities designated at FVTPL, which are carried subsequently at fair value with gains or losses recognised in profit or loss (other than derivative financial instruments that are designated and effective as hedging instruments).

Leased Assets

Accounting Policy Applicable from January 1st, 2019 The Organization as A Lessee

The Organization considers whether a contract is, or contains a lease. A lease is defined as “a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration”. To apply this definition the Organization assesses whether the contract meets three key evaluations which are whether:

- The contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to the Organization.
- The Organization has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract
- The has the right to direct the use of the identified asset throughout the period of use. The Organization assess whether it has the right to direct ‘how and for what purpose’ the asset is used throughout the period of use.

At lease commencement date, the Organization recognises a right-of-use asset and a lease liability on the balance sheet. The right- of-use asset is measured at cost, which is made up of the initial measurement of the lease liability, any initial direct costs incurred by the Organization, an estimate of any costs to dismantle and remove the asset at the end of the lease, and any lease payments made in advance of the lease commencement date (net of any incentives received).

The Organization depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The Organization also assesses the right-of-use asset for impairment when such indicators exist.

At the commencement date, the Organization measures the lease liability at the present value of the lease payments unpaid at that date, discounted using the interest rate implicit in the lease if that rate is readily available or the Organization’s incremental borrowing rate.

Lease payments included in the measurement of the lease liability are made up of fixed payments (including in substance fixed), variable payments based on an index or rate, amounts expected to be payable under a residual value guarantee and payments arising from options reasonably certain to be exercised.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes in in-substance fixed payments.

When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero.

The Organization has elected to account for short-term leases and leases of low-value assets using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these are recognised as an expense in profit or loss on a straight-line basis over the lease term.

The Organization as A Lessor

The Organization’s accounting policy under IFRS (16) has not changed from the comparative period.

As a lessor the Organization classifies its leases as either operating or finance leases.

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership of the underlying asset, and classified as an operating lease if it does not.

Investing in Subsidiaries

Subsidiaries are entities controlled by the Organization. The Organization controls an entity when it is exposed to or has rights to, variable return from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are consolidated in the financial statements from the date of acquisition, being the date on which the Organization obtains control, and continue to be consolidated until the date that such control ceases.

All intra-Group balances, transactions, income and expenses resulting from intra-Group transactions, are eliminated in full. Also, any unrealized gains and losses arising from intra-group transactions are eliminated on consolidation.

Accounts Payable and Accruals

Liabilities are recognised for amounts to be paid in the future for goods or services received, whether billed by the supplier or not.

Contract Asset and Contract Liability from Contracts with Customers

- Contract Asset: The Organization's right to consideration in exchange for goods or services that the Organization has transferred to a customer when that right is conditioned on something other than the passage of time (for example, the Organization's future performance). Contract assets are included in the statement of financial position, net of expected credit losses allowance when there is an expected probability that they will not be collectible over their life.
- Contract Liability: The Organization's obligation to transfer goods or services to a customer for which the Organization has received consideration (or the amount is due) from the customer.

Revenue from Contracts with Customers

Revenue from contracts with customers is recognized when the Organization satisfies the performance obligation at a point in time or when it satisfies over time in the amount that the Organization expects that it is entitled to obtain in exchange for goods or services, where the performance obligation is satisfied either by transferring the control over a good or by undertaking the service to the customer.

The five steps that The Organization applies when recognizing revenue in accordance with IFRS (15) "Revenue from Contracts with Customers":

The Steps	Description
Step 1: Identify the contract with a customer	The Organization shall account for a contract with a customer that is within the scope of this Standard only when all of the following criteria are met: <ol style="list-style-type: none">1. The parties to the contract have approved the contract (in writing, orally or in accordance with other customary business practices) and are committed to perform their respective obligations;2. The Organization can identify each party's rights regarding the goods or services to be transferred;3. The Organization can identify the payment terms for the goods or services to be transferred;4. The contract has commercial substance (ie the risk, timing or amount of the Organization's future cash flows is expected to change as a result of the contract);5. It is probable that the Organization will collect the consideration to which it will be entitled in exchange for the goods or services that will be transferred to the customer. In evaluating whether collectability of an amount of consideration is probable, an Organization shall consider only the customer's ability and intention to pay that amount of consideration when it is due. The amount of consideration to which the Organization will be entitled may be less than the price stated in the contract if the consideration is variable because the Organization may offer the customer a price concession.
Step 2: Identify the performance obligations in the contract.	At contract inception, the Organization shall assess the goods or services promised in a contract with a customer and shall identify as a performance obligation each promise to transfer to the customer.
Step 3: Determine the transaction price.	The Organization shall consider the terms of the contract and its customary business practices to determine the transaction price. The transaction price is the amount of consideration to which an Organization expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties (for example, sales taxes). The consideration promised in a contract with a customer may include fixed amounts, variable amounts, or both.
Step 4: Allocate the transaction price to the performance obligations in the contract.	The Organization shall allocate the transaction price to each performance obligation identified in the contract on a relative stand-alone selling price basis.
Step 5: Recognise revenue when (or as) the Organization satisfies a performance obligation*	Revenue is recognized when the Organization satisfies the performance obligation at a point in time or when it satisfies it over time by transferring control of a promised good or service to the customer.

***The Performance Obligation is Satisfied in One of The Following Two Cases:**

First Case: Performance Obligations Satisfied Over Time

The Organization transfers control of a good or service over time and, therefore, satisfies a performance obligation, if one of the following criteria is met:

1. The customer simultaneously receives and consumes the benefits provided by the Organization's performance as the Organization performs;
2. The Organization's performance creates or enhances an asset (for example, work in progress) that the customer controls as the asset is created or enhanced; or
3. The Organization's performance does not create an asset with an alternative use to the Organization and the Organization has an enforceable right to payment for performance completed to date.

Second Case :Performance Obligations Satisfied at A Point in Time

If a performance obligation is not satisfied over time, the Organization satisfies the performance obligation at a point in time. The Organization shall consider indicators of the transfer of control, which include, but are not limited to, the following:

1. The Organization has a present right to payment for the asset if a customer is presently obliged to pay for an asset; or
2. The customer has legal title to the asset; or
3. The Organization has transferred physical possession of the asset; or
4. The customer has the significant risks and rewards of ownership of the asset; or
5. The customer has accepted the asset.

Foreign Currency

Foreign currency transactions are translated into the functional currency of the Organization (Euro), using the exchange rates prevailing at the dates of the transactions (spot exchange rate). Foreign exchange gains and losses resulting from the settlement of such transactions and from the remeasurement of monetary items denominated in foreign currency at year-end exchange rates are recognised in profit or loss.

7. Cash and Cash Equivalents

	<u>2020</u>	<u>2019</u>
	Euro	Euro
Cash on Hand	490	343
Cash at Banks	133.865	132,562
Total	134.355	132,905

8. Account Receivables

	<u>2020</u>	<u>2019</u>
	Euro	Euro
Accounts Receivable	73.394	64,684
Expected Credit Losses Allowance	(2.970)	(11,836)
Total	70.424	52,848

9. Other Credit Balances

	<u>2020</u>	<u>2019</u>
	Euro	Euro
Employees Payable	-	6.558
Accrued Expense	-	874
Total	-	7.432

10. Revenues

	<u>2020</u>	<u>2019</u>
	Euro	Euro
Membership and Assessment Fees	138.320	144,998
Events Revenue	2.700	10,310
Application Fees	1.000	-
Secretariat Services	9.000	9,000
CMC-Firm	3.150	2,600
Global Directory	1.490	500
ISO 20700 Licensed Copies	9.485	8,125
Others	3.830	2,657
Total	168.975	178,190

11. Operating Expenses

	<u>2020</u>	<u>2019</u>
	Euro	Euro
Salaries and Wages	97.574	78,148
Executive Director Travel & Accommodation Costs	4.422	6,458
Professional Expenses	5.810	7.580
Bank Charges	2,219	1,340
Dues and Subscriptions	766	1,193
Board and Governance Expenses	2.720	11,090
Swiss VAT	2.316	1,694
Website Development Expenses	1.926	3,249
ISO Development Expenses	2.390	2,544
Bad Debt Expense	2.289	-
Outreach Expense	9.788	-
Assessor Travel Expenses	4.260	8,124
Global Directory	600	526
Trademarks	1.944	-
CRI (Consulting Readiness Index)	500	441
CMC Firm Expenses	-	2.706
Other	1.148	826
Total	140.672	125,919

12. Risk Management

Market Risk

The Organization is exposed to market risk through its use of financial instruments and specifically to interest rate risk, currency risk and certain other price risks, which result from both its operating and investing activities.

– Interest Rate Risk

Interest rate risk arises from the possibility that changes in interest rates will affect the Organization's comprehensive income or the fair value of the financial instruments, and since most financial instruments carry a fixed interest rate and measured at amortized cost, the sensitivity of the Organization's comprehensive income and net assets to a change in interest rates is not material.

– Currency Risk

Currency risk is the risk that the value of financial instruments will fluctuate due to fluctuations in foreign exchange rates.

Credit Risk

Credit risk is the risk that may result from the failure or inability of trade receivables or other parties to fulfill their obligations towards the Organization, the Organization believes that it is not highly vulnerable to credit risk, as it sets a credit ceiling for its customers and constantly monitors its due balances, and the Organization deals only with reputable banks.

The following table shows the maximum Organization's exposure to credit risk as of the date of the financial statements:

	<u>2020</u>	<u>2019</u>
	Euro	Euro
Cash at Banks	133.865	132,562
Trade Receivables	70.424	52,848
Total	204.289	185.410

Liquidity Risk

Liquidity risk is the risk that the Organization will not meet its obligations under its financial liabilities based on contractual maturity dates. The Organization monitors its liquidity by ensuring the availability of funds to meet its obligations at their maturity dates, and by maintaining a sufficient balance of cash and cash equivalents.

13. Subsequent Events

As a result of the effect of the new Corona Virus (COVID-19) and its outbreak in several geographical regions around the world, causing disturbances to economic and business activities and the accompanying precautionary measures to contain the spread of this virus by the governments to suspend business activities and various curfews, The Organization believes that this event is one of the events occurring after the date of the financial statements that do not require adjustment.

The Organization's management is in the process of completing an assessment of the impact of Corona Virus on the Organization's activities to take the necessary measures, although it is practically difficult to assess the potential impacts at this early stage of the event that witnesses continuous and rapid developments, but the Organization does not expect substantial effects to occur on its operations if the situation is normalized within a reasonable time period, with the assurance that the Organization will continue as a going concern in the foreseeable future, at least, for the twelve months following the end of the financial year 2020, and there is no intention of the Organization's management to liquidate or cease its business partly or completely and that the Organization will be able to commit to paying its obligations when its due, Hence, the financial statements of the Organization were prepared on the going concern basis of accounting.

14. Comparative Figures

Some of the financial statements figures for the year 2019 have been reclassified to match the presentation of the financial statements for the year 2020, and this reclassification did not result in any impact on the financial position and results of the Organization's performance for the year 2019.

15. Authorisation of Financial Statements

The financial statements for the year ended June 30th, 2020 (including comparatives) were approved and authorized for issue by the Organization's board of directors on September 7th,2020, and it is subject to the Organization's general assembly approval.

Chairman

Treasurer

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