

# International Council of Management Consulting Institutes

Report of Executive Committee for 2007-2009

Presented at Biennial Congress at London,  
September 2009





## ExCom Report 2007-2009

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## Purpose and Introduction

At the Dublin Congress, a commitment was made to improve communications with trustees. This has been done by occasional e-mails, meetings and responding to individuals. In the past the Chair and ExCom have reported back to Congresses. Although all the materials have been circulated to all trustees, the emphasis has been on communicating to the trustees who attend the meetings. A pilot report was issued for the single year from the Congress in 2007 to the annual meeting in 2008. This was well received as a significant step forward in reporting and communication, despite it being acknowledged that this was a very resource intensive activity in an organisation whose limiting factor is the volunteer resource available. At the same time a pilot extensive treasurer's report for the same period was prepared and issued and this was also received as a significant improvement over previous reports in its depth, coverage and above all else understandability. As a consequence, ExCom resolved to produce full versions ahead of Congress.

Unfortunately, the Congress in 2009 is earlier in the year than many previous Congresses. The accounts close on June 30<sup>th</sup> and it has been a challenge to produce the financial report in a very quick time around committed holiday bookings. This too has delayed the production of this two year report.

The intention is to involve all trustees, and to enable those attending the meeting to be better informed. The ultimate aim is for the Congress to be focused on discussing the future, rather than sitting and hearing about the past. We can change our future, not our past.

This paper is accompanied by a short ExCom paper of the intentions of the present ExCom for the coming year. When a new ExCom has been elected intentions may be reformulated in the light of the resolutions and statements made at the Congress by trustees.

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

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## Chairman's Overview

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

This has been an extremely busy period for the supposed two full time equivalent volunteer effort spread across the nine members of ExCom. It is clear to me that many have devoted time over and above the requirement specified. I offer my grateful appreciation to all those who have been involved in the last two years. ExCom has been harmonious and working together towards a common objective. They have supported me and the various initiatives willingly and with a shared ownership of the success achieved. I hope trustees will show them the appreciation due and be delighted with the progress made on their behalf.

### **The ICMCI journey continues: developing our outward face**

ICMCI was started in 1987 by a group of like minded individual consultants and inevitably in its early phase bore a strong resemblance to a “club” of a few professionals. Since that time the Membership of Institutes has increased, and the trend has been inexorably towards a full professional organisation. The use of modern communications has enabled ExCom to “meet” each month and talk much more often than that. As a consequence of this and of the increased volunteer effort provided by ExCom the pace of change has increased. Opportunities that arise are more easily followed, sometimes with such a short window of opportunity that ExCom have needed to act first and report later.

In terms of our external positioning, it should be stressed that it is only in the last couple of years or so that the “product” (CMC, Quality Assurance of Members and ACP for instance) has been well enough developed for effective marketing of all that the profession stands for and achieves. This ExCom has wholehearted seized the opportunity to do so.

In the last two (or more) years the notable trend has been the continuation of the emphasis from internal considerations to external representation of the profession and even proactive projects to improve the standing of the profession with official bodies and clients. This is judged to be an essential development for a body wishing to meet the objectives set for it, especially the objective in our bylaws: **“Increase the profile of management consulting with international and regional entities”**.

The key success has been with EBRD, The European Bank of Reconstruction and Development, especially the TAM/BAS (Turn Around Management/Business Advisory Services) Directorate. First, the “European” in the title is misleading. The ownership of EBRD is fifty eight shareholder countries worldwide, and the area of interest is all the countries transitioning from the former Soviet regime, including Russia itself. We have had many contacts with EBRD ranging from Vladivostok, through Mongolia, the Central Asia Republics, the Urals, to the central Balkans: many of which are definitely not in Europe. Calvert Markham had developed a relationship with TAMBAS especially in Kazakhstan when a meeting in London with their Director revealed that ICMCI was quoted no less than five times in their published strategy. Apparently the paper written by Peter Sorensen, Brian Ing and William Cowie (a Canadian CMC) in our role as UN NGO in response to a request from the incoming Secretary General was influential. This paper had been circulated amongst the development professionals and received positively by EBRD. This illustrates that if ICMCI wishes to be involved with international institutions this needs a many faceted approach.

It is worth recording that the ICMCI involvement with EBRD now actively covers: Kazakhstan, Uzbekistan, Kyrgyzstan, Turkmenistan, Macedonia, Serbia and Kaliningrad (North West Russia with Ljubomir Trajkovski). Also, through Francesco D’Aprile we have been supporting the Central European Initiative for which EBRD is the coordinating secretariat. In some of the locations there is also relationships with USAID. EBRD have also kindly sponsored some of the attendance at ICMCI Congresses by new Members.

In summary, a symbiotic relationship meeting both organisations' objectives has been initiated, enabling the establishment of new professional institutes for indigenous professional management consultants, and relationships for them with government and stakeholder bodies; it has been a significant breakthrough for ICMCI.

The approach taken by ExCom has been to build on opportunities as they arose and for which we had the personal contacts. This resulted in a focus on EBRD. The approach has been considerably vindicated with the approach in July this year from ILO (International Labour Organization), an agency of the United Nations, to form a partnership for professional institute building and training for management consultancy in all the developing countries. The EBRD relationship was seen by some as being evidence of an over concentration on Europe (even though the scope of EBRD includes many Asian Countries) but the approach from ILO shows how a non global approach has led to a global relationship opportunity. ExCom judged that working in the other direction (e.g. from a global organisation to several regional ones) would require considerably more resources, would not always be able to gain leverage from local ExCom connections and would not be based on clear demonstrations of success.

Other external interfaces include: continuation of the UN NGO relationship, becoming an Associate of the European standards body (CEN), membership (as ICMCI) of the Italian Standards Body (UNI), observer status with IAF (International Accreditation Forum), opening a relationship with AMBA (The Association of MBAs worldwide which certifies the MBA course in over 150 universities and provides a body for alumni with an MBA) and contact with the Committee of Donor Countries. EU NGO status is available and should be pursued. Through a regional chairman of the UN Association it has been suggested that we should apply for Member status of the UN through UNDP (The United Nations Development Programme is the UN's global development network, an organisation advocating for change and connecting countries to knowledge, experience and resources to help people build a better life). In all this represents a considerable enhancement of the ICMCI connection and representation.

These advances need consolidating as newer linkages are sought.

### **Highlights of the years 2007-2009**

Over the twenty three months between the two Congresses there have been numerous highlights. These are listed below and many are discussed in more detail in the attached appendices.

- New relationship with EBRD and other International bodies, as outlined above
- The agreement by the 29 members of CEN (the standards body for the European Economic area) to form a project committee (PC 381) to prepare a service standard for management consultancy services. This was against the determined opposition of a few vested interests who seemed unaware of the intended nature and benefits to both the profession and industry of management consultancy of such a standard. The Project Committee is chaired by Ilse Ennsfellner, other ExCom members attend as well as many representatives of the ICMCI Members in the 29 countries of the European Economic Area. Although started in Europe this is a worldwide initiative for ICMCI as the expected CEN standard is anticipated (by ISO) to be adopted soon after as an ISO worldwide standard.
- Six Members joining together in a bid for project funding from the EU in support of the implementation of the European Qualifications Framework. This followed the work ensuring that our competence based qualification was recognised within the European Qualifications Framework (EQF): it is referred to as a sectoral qualification. Unfortunately the bid was unsuccessful, but many lessons were learnt for future bids from consortia of ICMCI members.
- A successful Americas Hub in Barbados November 2008. A useful initial meeting orchestrated through Dennis Strong on the island, chaired jointly by Gerry Humphries and Jerry Savin (with

considerable behind the scenes push from Heather Osler). The conference established common interests and contacts. The Hub meeting was followed by a Caribbean wide consulting conference with an excellent and influential attendance.

- A well attended Asia Pacific Hub meeting in Chongqing hosted by our Chinese Member MCC (and organised so well by Sindy Wang) followed by participation in an all China management and management consultant summit on the new development policies for the Chongqing area. Zhao Tianle will be leading a development project to establish a regional centre of excellence for management consultancy.
- More extensive communication to Members, supported by an improved (more efficient and cheaper to run) web site, briefing papers and issues of Meridian
- The development of a commercial and technical proposal to form a worldwide register of CMCs providing direct benefits to the CMCs. This web site ([www.globalcmc.com](http://www.globalcmc.com)) is ready to launch: all that is required is for Member institutes to submit their data on all their current CMCs for loading. This web site enables verification of current CMC status for those claiming it, searching for CMCs in given locations and specialties, reference material and options for interactive communication. This site is controlled by ICMCI with the work being undertaken by Mikael Jensen's company at no initial cost to ICMCI, the Members and the CMCs. There will be paid for extra services on the site and possible sponsorship will yield revenues. After covering the costs of the developer, there is a revenue sharing arrangement with ICMCI.

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

- **The Swiss Verein** was formed July 2008. ICMCI now has a new registration and the recently modified bylaws apply. In the fullness of time, the US Wisconsin company will be wound up, thus reducing the reliance of ICMCI on volunteers continuing to service the legal requirements. Jerry Savin and his colleagues are to be applauded for continuing this unheralded and thankless task over many years.
- **Bylaws** update has been investigated by a Working Party led by Mark Nesbitt (Secretary) and was reported to the Singapore meeting. The principles were agreed and the working party continued to produce proposals for the wording changes to the bylaws. These were put to a trustee vote and approved by a majority in excess of the then required two thirds majority of all trustees.
- **CEN project** (PC 381) has been approved as a project and a most successful kick off meeting held September 8<sup>th</sup> and 9<sup>th</sup> 2008 in Milan. Meetings of the project committee have followed in Milan, drafts prepared and considerable progress made. An early draft has been shared with all ICMCI Members. A meeting has been arranged in Cambridge in the two days before the London Congress and it is expected that the first formal draft will soon follow. The formal standard is expected to be approved in 2011.
- **Membership:** We have lost Spain as our Member since the body has closed (or changed identity?), admitted Kazakhstan, The Caribbean, and The Philippines. Latvia and Thailand have been accepted as Full Members (Croatia is in process of assessment) and we are progressing applications for membership from the Uzbekistan, Lesotho, Iran, Vietnam and Abu Dhabi. Serbia has a new body and is in contact. Discussions with France are anticipated in late 2010.
- **Preferred standard for Assessment of Certification Programmes in the Member Institutes:** Implementation of the new standard as agreed by trustee vote in 2008 after presentation at Dublin 2007 Congress.

- **Quality Assurance:** New lighter touch re-assessment successfully introduced. New assessment standard is mandatory in 2009. Assessments are being undertaken according to schedule. New assessors have been recruited. An assessor training session is organised for the day before the London Congress.
- **Ethics:** A working party will report on 1) the code, 2) the assessment of CMCs, and 3) discipline guidelines and using the process to promote CMCs as professional. The working party has produced a report for Congress.
- **ATP (Accredited Training Provider):** Working party formed and a draft scheme definition submitted for Congress 2009.
- **CBK (Common Body of Knowledge):** Working party active and proposed Key Principles for debate on the annual meeting in Singapore 2008. Paper prepared for debate in Congress 2009: main issue is to define the role of the CBK now that we have shifted from a knowledge based certification to a competence based CMC qualification.
- **IAF:** Pilot in Austria very successful. Independent review of overall position delayed by Fons Roels having to withdraw his offer of assistance for family reasons. Mikael Jensen has agreed to complete the review and report back to trustees on the research, the implications for the ICMCI Secretariat and for Members. Observer status with IAF accepted. As well as the Austrian pilot, the Czech Member have outsourced the CMC formal assessment to a certification agency using ISO 17024, the Members in US and the UK are considering adopting the standard and the Italian institute has agreed to be assessed to ISO17024 by UNI, the national standards body.
- **“CMC Direct”;** now renamed GlobalCMC. See above.
- **Secretariat:** Re-negotiation and regularisation of MOS contract completed September 5<sup>th</sup> 2008 for the continuation of the ICMCI Executive secretariat. Marije Draaijer has been the key contact person since September 2008. ExCom wishes to thank her, her predecessors and Caroline Loomans (our Association Manager in the ICMCI Secretariat) for their support over the past two years. Next quinquennial review due to start in 2011.
- **Communication with Members:** Meridian upgraded and issues published, each Member assigned as a Direct ExCom contact, ad hoc e-mails to all trustees, an annual progress report for the first time to all trustees.
- **Knowledge capture and sharing:** a list of potential matters to have formal processing definitions has been prepared and some defining of existing process (e.g. new provisional members, selection of Congress site, appointment of ICMCI assessors, an outline ICMCI assessment manual). Briefing Notes prepared (issued on celebrating the CMC and student membership).
- **ACP:** IMC New Zealand have first ACP. Consideration is given to arranging an ACP workshop for interested countries in 2010. Several countries, including US and Chinese Taipei are preparing to introduce an ACP scheme. Also, Danish PWCC (Project for Word Class Consultancy) has commenced with active support from ICMCI and Peter Thomas, but current indications are that the project has much more work to do before reaching reportable outcomes.
- **International Consultants’ day:** A more coordinated approach with feedback from many countries. Singapore meeting set date for 2009 ( and future years as the first Thursday in June. All Members can choose their own date for local observance to meet local requirements. International “days” are set by UN DP. In 2008 the Chairman recorded a video message for use in breakfast meetings in several Chinese cities on the day. This was well received and this year a short greeting video was posted on YouTube.

- **Main web site:** New much easier and cheaper to maintain software completed by MOS. The original ICMCI web site started to malfunction in March 2009 and for a week we could not make contact with the sole contractor support service. Emergency decision was taken to implement the new web site despite some important pages not having complete data. In the following week, many in ExCom wrote the missing text and the new service was fully implemented. The ease of amendment has already been heavily used and appreciated. Cost of development to be recovered by cash savings within twelve months.
- **Strategy:** ExCom undertook a Delphi process which although it did not produce a conclusive report did highlight some core principles and unified ExCom.
- **Promotion:** Message that “Clients need consultants with Knowledge, Skill, Competence and Trust, and the CMC is evidence of possession of these characteristic” used often. Developing understanding of mechanisms to create market pull demand for the CMC. Followed by two further key messages. “Indigenous Professional Management Consultants build capacity and capability in an economy” and “Management Consultants are key to widespread quick and successful implementation of new business approaches and thus are a key element in creating a nation's competitiveness”. Many quotes and inclusion of ICMCI in the International Business press.
- **Professional behavior statement:** a proposal by the Chairman to have a positive statement of the characteristics and benefits of professionalism. Awaiting agreement to proceed. Has been refined to an initial statement celebrating the positive impact on our worldwide standards and deliberations from the range of contributory cultures and economic frameworks. This statement to be presented to Congress 2009.
- **Finance policy and fees:** At the Singapore meeting the Treasurer presented three proposals for improving the equity and scope of the calculation of the ICMCI fees.

These were:

1. adoption of the World Bank rating of the country economies of the world to weight the fees charged according to the ability of the economy to pay,
2. weighting the fee calculation towards the CMCs (who benefited most by their national association being a member of ICMCI) rather than all members of the association, and
3. introducing charging on the basis of firm members (especially where the association has very few individual members).

All three proposals were accepted at the meeting, and the first proposal implemented for the 2008-2009 fees. It is proposed that the second element will be introduced for the 2009-2010 fees. The finance policy of requiring ICMCI reserves to equal one years' expenditure was confirmed. Detailed proposals on fees for 2009-2010 will be presented to Congress.

- **Reporting to Members on finance:** For the first time a company financial statement like report has been prepared, both for the interim year between Congresses and for the full Congress. A budget for the year 2008-2009 was presented and debated in Singapore (again this was an innovation).
- **Financial performance:** ExCom has been most careful in its stewardship of the ICMCI funds. In the year 2007-2008 a surplus of revenue over expenditure of €12.57k was made. Primarily this was due to projects (such as the replacement of the web site and the registration of the Swiss Verein)) being deferred. In 2008-2009 the budget was adjusted to allow for these

delays and showed an expected shortfall, which did indeed materialise with the deficit being - €6.44k making a total for the two years of a surplus of €6.13k.

- **UN NGO:** UN CONGO (Council of NGOs) theme this year is on human rights and this is not a topic that it was felt prudent for us to contribute our views, as management consultants. IMC US has proposed a change of emphasis from development to governance issues in developing economies. In addition, preparatory work has been undertaken to apply for UN “membership” through UNDP.
- **EQF:** EU issued an invitation to tender for work on a sectoral scheme for implementing the EQF (European Qualification Framework). For the first time ever in ICMCI, six institutes banded together to submit a proposal which if successful would obtain EU funding for developing the national qualification definition for the CMC and align it with the EQF, as well as providing lessons learnt for other professions. Many thanks to Mikael Jensen for the hard work in getting this bid together (with the support of Sorin Caian and his team in Romania).
- **EuroHubs:** successful EuroHub meetings in Stockholm in 2008 and Prague 2009. Sorin Caian has been the Chair of EuroHub since the Stockholm meeting. Many thanks are due to Gerd Precht for all his efforts over many years as EuroHub Chairman.
- **Constantinus:** An Austrian initiative for which changes have been made to the definition of the “International project” category to enable it to be used from 2010 onwards as a truly international award, usable by all ICMCI Members. The project undertaken by Francesco D’Aprile and Anton Barisic was placed and was the first to be so from outside Austria. The generosity of the Austrian member in its hosting of this event is gratefully acknowledged.

There are some matters which have not been progressed. Prime amongst these is the proposed “Council of Elders” which was accepted personally as an action by the incoming Chair during the Dublin congress. Delays have been caused by three factors: 1) many trustees expressing privately, so as not to be seen as being rude to our elderstatesmen, the view that ICMCI had changed and moved forward and would need to do so again, and that a committee of elders might slow that process and leave ICMCI missing its opportunities 2) counter proposals that more useful would be an advisory board comprising representatives from major stakeholders for our profession worldwide, and frankly 3) limitations on time as more and more external opportunities arose for ICMCI that needed immediate action. The ideas gathered are documented and available for the new ExCom to progress.

Calvert Markham started a programme of noting the operational processes for ICMCI and recording current practice so that “corporate history” is not lost.

## **OOA Proposal**

Ooa approached, in early 2009, ExCom with a plan to involve other Members and trustees in a discussion they wished to initiate on the future form of ICMCI. They had prepared a paper of their views. The paper described options for an ICMCI with a funded central staff model (of various degrees) instead of the current model of an almost exclusively volunteer run body with minimal secretarial support. ExCom considered that it was not their delegated role at that time to decide on the paper and suggested that Ooa shared the paper with trustees and presented it at the two remaining Hub meetings of 2009: the EuroHub meeting in Prague (May 2009) and the Asia Pacific Hub in Chongqing (June 2009).

The presentations have happened, and at each meeting there was a considerable time for debate. The outcomes of these meetings and the direct feedback from some Member Institutes have been incorporated in the attached paper which is planned for presentation and debate at the London Congress.

The 2007-2009 ExCom has the following views of the proposal:

- Following the direction set by the Dublin Congress, the strategy for the two years was clearly set by the trustees and ExCom were not empowered to agree, without reference to the trustees, any change from the agreed form of ICMCI.
- The paper does not challenge the vision and mission for ICMCI, just the operational means of meeting the objectives.
- ExCom recognised the energy, commitment and thought that had been used in the original paper, its subsequent discussion and debate, and thanks the Ooa for undertaking this initiative.
- ExCom recognised that there was considerable merit in airing the disadvantages of the current ICMCI model: especially its dependence on volunteers (and in the key roles the expectation is such that the office holder can no longer maintain a full time consulting role) with the possibility of there occurring situations in the future where there were insufficient volunteer effort available, and yet the trustees still whole heartedly required the continuation of ICMCI.
- ExCom is minded to recommend to trustees that the future target organisation for ICMCI should be demonstrably be more secure and sustainable than the current organisation model, although ExCom is not specific in its recommendations for the future form and the path to achieve that new form.
- ExCom recommends that the trustees consider the proposals in the paper, debates the issues in Congress and provides guidance for the actions of ExCom over the next two years.

### **The three engines of ICMCI**

Progress within ICMCI is driven through three committees:-

1. The Professional Standards Committee (PSC): develops the “product” with all its aspects.
2. The Quality Assurance Committee ensures the quality of the implementation of the product throughout the ICMCI membership.
3. The Marketing Committee ensures that our product and our messages are known to the stakeholder communities.

As Chairman for the last two years it is my pleasure to thank the volunteers that have contributed to the work of ICMCI, especially the Members of ExCom: I judge this to have been the most productive of two years for ICMCI. We have more to report and discuss at this Congress than can be accommodated. The influence and awareness of ICMCI has increased significantly. This could not have happened without all their dedicated efforts and I am pleased on behalf of all trustees to thank them all.

## **Remaining sections of the Report**

The specific functional and work group reports follow.

1. Secretary's Report
2. Treasurer's Progress Report
3. Membership Report
4. QAC Report
5. PSC Report
6. Marketing Report
7. Ethics Working Party
8. Chairman's Travelling
9. Asia Pacific Centre of Excellence
10. Roles and Responsibility

A separate Report will be produced by the Nominations and Succession Planning Committee following due consideration of the recent election process.

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## **Annex 1 -Secretary's report**

Mark Nesbitt 2007-2009

### **1 Voting Oversight**

Preparation of the documentation and oversight of the voting on the Resolutions passed at the Dublin 2007 Congress. Preparation and oversight of the ballot on the by-law resolution, sent out March 20, 2009 for a vote terminating June 20, 2009.

The Election Ballot is not part of the Secretary's role and is reviewed in the Nominations and Succession Planning Committee Report.

### **2 Role definition and fulfilment**

Drafted a role definition for the ICMCI Secretary, which had been missing from ExCom documentation. There was no valid role definition in place, and the role had evolved over time with the development of the secretariat. The draft role definition was reviewed with other ExCom members and finalised. The key ongoing accountabilities that were defined for the Secretary were:

- Overall Member/Trustee communications effectiveness
- Development and adherence to good governance processes, including ensuring governance documentation is kept up to date, ensuring decisions processes and timetables are consistent with the by-laws, fielding/addressing governance questions from Members
- Defining ExCom agendas, in consultation with the chair and ensuring the accuracy of ExCom minutes
- Support of Member meetings, including meeting design and agendas, the collection and management of proxy votes and the management of formal Trustee votes
- Ensuring compliance with external regulatory authorities

The ongoing, routine tasks associated with the above were completed throughout the term, and are not further documented in this short report.

### **3 “Delphi Exercise”**

Facilitation of an initial “Delphi Exercise” with ExCom in the winter of 2007-08, which was an iterative e-mail-based research initiative conducted with the new ExCom. This exercise comprised some five rounds of structured exchange over two and a half months, into February, 2008.

The objectives of the Delphi Exercise were threefold:

- a. Help ExCom members clarify their own strategic assumptions and perceptions about ICMCI and its challenges, opportunities and priorities;
- b. Foster improved understanding among ExCom Members of how the others perceive ICMCI's opportunities and priorities; and
- c. To the extent possible, foster alignment in strategic focus for action as ExCom.

We achieved good, but not perfect, levels of ExCom Member engagement and participation in this exercise. The first two objectives were well met, the third not very well. By the conclusion of the exercise, ExCom Members better understood our different perceptions and objectives, but significant differences persisted among the group in where priorities should be placed..

### **4 Governance review**

Chaired a Task force to review and update the organisation's by-laws, as commissioned at the Dublin Congress.

The other Task Force members were Shanker Gopalkrishnan (India), Angelo Kehayas (South Africa) and Gerry O'Carroll (Ireland). As well, Peter Sorensen (Past Chair, Denmark) consistently participated as an interested and helpful observer to the Task Force.

The Task Force operated via e-mail exchange, with staff support provided by Stephanie Atkins of Mark's firm. A number of inputs were considered, including:

- The existing by-laws;
- A report of recommended changes tabled by the previous ExCom prior to the Dublin Congress, which documented among other things a wide range of required updates to bring the by-laws into alignment with the evolved structure and practices of the organisation;
- The Swiss Verein articles, embodying the requirements of Swiss law;
- The experience and perspectives of the Task Force members; and
- A short literature review of governance practices in similar organisations.

A comprehensive "long list" of suggested changes was assembled, and the Task Force through several rounds of discussion reduced it to a short list of specific changes that were unanimously supported.

Those changes were presented and discussed at the 2008 Annual Meeting in Singapore, and the proposals met with strong approval. Rick Elliott (Australia) proposed one modification, which was subsequently discussed by the Task Force, endorsed and included in the proposed package of changes.

Specific edits were developed to the existing by-laws to incorporate all of the proposed changes, and a resolution was brought to the Trustees to support the proposed revisions. The Trustee votes was held in March-June, 2009. The resolution won a very high level of participation and support, with 84% of all Trustees eligible to vote supporting it.

The approved changes include:

- They support the transition to a Swiss Verein organisation.
- They allow for regional Institutes, such as the new Caribbean Institute
- They streamline decision processes, allowing for decisions to be taken by a majority of Trustees participating in a properly constituted meeting
- Explicit reference is included for the first time to the Standing Rules
- ExCom is expanded to include two additional Vice-Chairs
- Committee names and roles have been updated to current practice
- Plus a number of other minor changes

## **5 Support for Annual Meeting and Congress location and meeting planning**

Developed and led member-consultative processes for planning the major meetings of ICMCI. Activities within the term of office included:

- Distributing Member communications well ahead of time, calling for proposals to host the meetings.
- With Rob and Aneeta's input, developing a framework for proposals and criteria for their evaluation by ExCom.
- Managing the review and communication process.
- Developing a "request for member presentation proposals" process for the Singapore and London meetings, with open and transparent member engagement in agenda input.
- Leading, in partnership with the Chair, the agenda development for Singapore and London.

## **6 Other**

Providing support to ExCom and, particularly, the Chairman on day to day matters.

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## Annex 2 – Treasurer's Summary Progress Report

### Summary financial report 2008 -2009

#### 1 Headlines of the year

The finances of the past year perfectly represent the way ICMCI is run. With fixed income (membership fees and assessment fees) of 53k we match the fixed expenses (Executive Committee and Executive Office) of ca 40k. Then there is very little money left for "other activities". We can say that we use our money mostly (from membership fees) to keep ICMCI as it is. Developments that need funding by ICMCI are – for obvious reasons- really limited and always contested. Therefore it is nice that we managed to do the **transition to the Swiss Verein** and the **renewal of the web site** in this year.

The predicted income from **sponsoring has not taken place**. In this field there is still a lot of work to be done.

We also had **no income from IAF contracts**. This promising field needs constant nurturing and somebody has to do the job! Fons Roels has to be praised for what he did in this field.

The Trustees allowed ExCom to apply a new principal in calculating the membership fees, the **World bank indicators** for the wealth of nations.

The **CEN effort is progressing** very well. The project though needs to be funded, mainly because of the costs of a hired professional firm (UNI, Milano). From time to time the European members do get a request for payment. The total costs over 5 years are now budgeted for about 40K.

#### 2 The financial year 2008-2009 in more detail

With a budgeted negative result of € 5.4 we calculated to spend some of the costs which we budgeted in the year 2007 -2008 but not spend. This concerned web site development and Swiss Verein establishment. Both developments have been accomplished.

We expected some flexible income to receive in the field of IAF accreditation and sponsoring. In both area's we had no income. For this reason we did not spend money in some other fields to keep the balance by the end of the year.

The new contract with our executive secretariat gave a much better balance between efforts and income for MOS in Nijkerk, The Netherlands. It has to be stated though that the secretarial (and financial) support is minimal for an association as ICMCI, and that at least this Treasurer is very happy that some extra support has been given the Executive office when needed.

The CEN effort is the most money consuming activity at the moment. As this is an European initiative and the result will be applicable first and for all in Europe, we decided some years ago that only the benefitted countries should contribute. We may expect though that the established standard will be the basis for an ISO standard, from which the whole world will benefit. The main costs of CEN concern the hiring of a professional firm (UNI, Milano) that assists us in the complicated and organizational cumbersome activities with "Brussels" (EU-office).

Although not taken into account in this fiscal year we will have Price Waterhouse Coopers to do a marginal audit on our books. This will be the first time.

The implementation of the first principle for the calculation of Member fees (the usage of World Bank indicators for the wealth of nations) was an important improvement in the fair sharing of the costs of

ICMCI between the members. In Singapore we introduced 3 principles. The second one will be implemented in the new budget year: a separate fee for CMC Members.

ICMCI has progressed in other areas, hard work done by our ExCom members and others but not visible in the revenues and expenditures.

The visible € 6 per year per CMC, that is what ICMCI is costing, is really well spend!

### 3 Results

If CEN is kept out of our year result, we have positive net income of € 4,97 for the fiscal year 2008 -2009. This result, compared with the budgeted negative result, can be explained by much less costs in the field of flexible expenses.

August 2009, ExCom ICMCI Treasurer Rob Wagenaar

### 4 Financial overview 2007-2009

The following table shows the revenue and expenditure for the two years July 2007 to end June 2009 . The budget columns have not been included as the budget for the second year included the project expenditure not undertaken in the first year were repeated in the second year budget, making adding the two budgets together for comparison with income and spend over the two years meaningless.

€ x 1000	ACTUAL 2007-2008	ACTUAL 2008-2009	ACTUAL 2007-2009
<b>REVENUES</b>			
<b>Fixe revenues</b>			
Annual Membership Dues	41.11	44.97	86.08
Member assessment	3.45	8.65	12.10
<b>Total Fixed revenues</b>	<b>44.56</b>	<b>53.62</b>	<b>98.18</b>
<b>Flexible revenues</b>			
CMC Directory	0.00	0.00	0.00
Contribution Yearly meeting	-0.25	1.41	1.16
Miscellaneous Income	5.11	1.55	6.66
Other Income	1.13	1.34	2.47
IAF Accreditation	6.15	-0.03	6.13
<b>Total Flexible revenues</b>	<b>12.14</b>	<b>4.28</b>	<b>16.42</b>
<b>TOTAL REVENUES</b>	<b>56.70</b>	<b>57.90</b>	<b>114.60</b>
<b>EXPENDITURES</b>			
<b>Fixed expenditures</b>			
Marketing & CMC Branding	2.63	1.19	3.82*
Executive Committee	1.09	4.58	5.67
Executive Office	26.11	42.00	68.11*
Internet	7.24	3.77	11.02*
Treasury Expense	2.43	-0.43	2.00
<b>Total fixed expenditures</b>	<b>39.49</b>	<b>51.12</b>	<b>90.61</b>
<b>Flexible expenditures</b>			
<b>Total Executive cost - project base</b>	<b>0.00</b>	<b>1.81</b>	<b>1.81</b>
<b>TOTAL EXPENDITURES</b>	<b>39.49</b>	<b>52.93</b>	<b>92.42</b>
<b>NET INCOME ICMCI Activities</b>	<b>17.21</b>	<b>4.97</b>	<b>22.18</b>
<b>CEN PROJECT</b>			
Net Income on CEN PROJECT	-4.64	-11.41	-16.05
<b>ACCUMULATED NET RESULT</b>	<b>12.57</b>	<b>-6.44</b>	<b>6.13</b>

\* = Incl. VAT

Invoices to fund the CEN project have recently been sent to the ICMCI Members in the European Economic Area. On payment, these sums will place the CEN project in overall credit.

### 5 Membership fee year 2008-2009 until 2009-2010 initial invoice

After the new budget 2009-2010 is approved by Congress, additional invoices will be sent out, adding a new principle to the calculation. The initial invoices of 2009-2010 have been sent in July 2009. These were on the same basis as agreed by trustees for 2008-2009 annual return. Proposals will be presented at Congress for implementing the second agreed principle (changing the fee from only individual members of Members, to a higher weighting for those members who are CMCs). If the proposal is agreed, additional invoices will need to be sent at the beginning of 2010.

	World Bank list of economies	Total 2007-2008  (old scheme)	Total 2008-2009  (New scheme, World bank indication)	Total 2009-2010 initial invoice (New scheme, World bank indication - Singapore principles)
Austria	High income: OECD	3,362.00	3,663.80	3,842.00
Australia	High income: OECD	1,351.00	1,364.80	1,258.10
Bangladesh	Low income	558.00	466.30	502.60
Bosnia-Herzegovina	Lower middle income	520.00	461.10	463.30
Brazil	Upper middle income	771.00	601.10	638.50
Bulgaria	Upper middle income	556.00	573.60	579.10
Canada	High income: OECD	3,362.00	3,663.80	3,842.00
Caribbean	Upper middle income		537.30	557.10
China	Lower middle income	670.00	864.80	1,744.80
Croatia	Upper middle income	510.00	777.10	715.50
Cyprus	High income: nonOECD	523.00	600.30	600.30
Czech Republic	High income: OECD	562.00	623.40	628.90
Denmark	High income: OECD	528.00	606.90	610.20
Finland	High income: OECD	698.00	735.60	764.20
Germany	High income: OECD	787.00	887.40	864.30
Greece	High income: OECD	520.00	575.00	575.00
Hong Kong	High income: nonOECD	580.00	658.60	657.50
Hungary	Upper middle income	686.00	717.70	754.30
India	Lower middle income	845.00	830.70	823.00
Ireland	High income: OECD	968.00	1,111.80	862.10
Italy	High income: OECD	1,227.00	1,339.50	1,293.30
Japan	High income: OECD	1,447.00	1,633.20	1,655.20
Jordan	Lower middle income	651.00	672.30	697.60
Kazakhstan	Upper middle income		542.80	540.60
Korea	High income: OECD	1,470.00	1,704.70	1,732.20
Latvia	Upper middle income	542.00	524.10	529.60
FRJ Macedonia	Lower middle income	525.00	487.50	487.50

Malaysia	Upper middle income	543.00	564.80	564.80
Netherlands	High income: OECD	1,885.00	2,270.10	2,481.30
New Zealand	High income: OECD	565.00	648.70	638.80
Nigeria	Low income	715.00	639.00	589.50
Norway	High income: OECD	512.00	595.90	595.90
Philippines	Lower middle income		350.50	510.60
Poland	Upper middle income	636.00	557.10	627.50
Romania	Upper middle income	523.00	549.40	551.60
Russian Federation	Upper middle income	514.00	550.50	565.90
Singapore	High income: nonOECD	598.00	657.50	685.00
South Africa	Upper middle income	550.00	552.70	552.70
Sweden	High income: OECD	667.00	598.10	606.90
Switzerland	High income: OECD	635.00	776.30	781.80
Taipeh, Chinese	High income	622.00	744.40	842.30
Thailand	Lower middle income	575.00	576.60	504.00
Turkey	Upper middle income	523.00	719.90	719.90
UK	High income: OECD	3,362.00	3,663.80	3,842.00
USA	High income: OECD	2,526.00	2,529.70	1,859.80
<b>TOTALS</b>		<b>40,170.00</b>	<b>44,770.20</b>	<b>45,739.10</b>

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## Annex 3 – Membership Committee Report

### 1 Overall

The numbers of Members of ICMCI has ceased to be the key performance indicator since the coverage reached an estimated close to 90% of the world's management consultants working and or residing in the countries represented by our Members. However, it has been an ongoing task to spread our messages and influence wider and to link this with our increasing interaction with international bodies.

In October 2007 we had 43 Members (of whom 38 were assessed to be able to issue the CMC) and now we have 45 Members (of whom 38 were assessed to be able to issue the CMC, not necessarily the same 38). Two countries were not able to satisfy the assessors or the QAC that they were able to issue the CMC to the ICMCI standards, another country closed its professional body, but three other Member has been assessed to have implemented a proper certification so the net position of Full Members remained the same. That QAC is able to demonstrate that the process of triennial assessments is a true assessment is beneficial for the reputation of the QAC process, the status of the CMC as an international qualification and supports the standing of the CMC.

### 2 The full list of current Members is listed below:

Country	Institute
Australia	Institute of Management Consultants - Australia
Austria	Professional Association of Management Consultancy and Information Technology
Bangladesh	Institute of Management Consultants Bangladesh
Bosnia and Herzegovina	Association of Business Consultants in Bosnia and Herzegovina - LESPnet
Brazil	IBCO - Instituto Brasileiro dos Consultores de Organizacao
Bulgaria	Bulgarian Association of Management Consulting Organizations (BAMCO)
Canada	CMC-Canada
Caribbean	Caribbean Institute of Management Consultants
China	Management Consulting Committee of China Enterprises Confederation
Chinese Taipei	Business Management Consultants Association (BMCA)
Croatia	Association of Management Consultants - Udruga Polovnih Savjetnika
Cyprus	Institute of Management Consultants - Cyprus IMC-Cy
Czech Republic	Association for consulting (APP)
Denmark	Danish Management Board
Finland	The Finnish Management Consultants Association - Liikkeenjohdon Konsultit LJK ry
Germany	Bund Deutscher Unternehmensberater (BDU)
Greece	Hellenic Association of Management Consulting Firms (SESMA)
Hong Kong	Institute of Management Consultants Hong Kong Limited
Hungary	Association of Management Consultants in Hungary - VTMSZ
India	The Institute of Management Consultants of India
Ireland	Institute of Management Consultants and Advisers - Ireland
Italy	APCO - Associazione Italiana Consulenti di Direzione ed Organizzazione
Japan	Zen Noh Ren(All Japan Federation of Management Organizations)
Jordan	Institute of Management Consultants and Trainers - Jordan
Kazakhstan	Kazakhstan Association of Certified Management Consultants
Korea, Republic of	KMTCA
Latvia	Latvian Association of Business Consultants

Macedonia FYROM	Management Consulting Association 2000
Malaysia	Institute of Management Consultants - Malaysia
Netherlands	Orde van organisatiekundigen en-adviseurs (Ooa)
New Zealand	IMCNZ (Institute of Management Consultants NZ Inc)
Nigeria	Institute of Management Consultants - Nigeria
Norway	Institute of Management Consultants Norway
Philippines	Institute of Certified Management Consultants of the Philippines
Poland	Stowarzyszenie Doradców Gospodarczych
Romania	Institute of Management Consultancy of Romania - Part of AMCOR (Romanian Management Consultancies Association)
Russian Federation	National Institute of Certified Management Consultants (NICMC)
Singapore	Institute of Management Consultants (Singapore)
South Africa	Institute of Management Consultants of South Africa
Sweden	Swedish Association of Management Consultants
Switzerland	ASCO Ass. of Management Consultants Switzerland
Thailand	The Institute of Management Consultants of Thailand
Turkey	Yönetim Danismanlari Derneği (YDD)
United Kingdom	Institute of Business Consulting
United States	Institute of Management Consultants USA (IMC USA)

### 3 Progress by country:

Country	Progress
<b>New Members</b>	
Caribbean	Have been encouraged and supported by CAMC (Canada), Peter Sorensen and Brian Ing. An Americas Hub has been organised for November 24 <sup>th</sup> , 2008. Peter Sorensen and Brian Ing attended (and performed the IMCUSA assessment on the previous day). The hub meeting was followed by a Caribbean conference with about 70 attendees.. Brian Ing and Peter Sorensen spoke.
Kazakhstan	Calvert Markham has been able to support the training of the trainers locally, and the relationship with EBRD. Plans are in progress to extend the scheme into Uzbekistan and Turkmenistan
Philippines	Henry Ong, as the leader of the body in the Philippines applied for Provisional membership in 2008, attended the Singapore meeting and was able to convince the Membership Committee that the body was the fit and proper body to be our Member in the Philippines. Swift progress is being made towards applying for an assessment for Full membership
<b>Potential Members</b>	
Indonesia	E-mail contact only
Abu Dhabi (as part of the UAE)	E-mail contact and Jordan has agreed to mentor
Iran	Contact made by new grouping. They inform us they have 600 members and are eager to join our organisation without condition on other members. Fahrettin Otluglu from Turkey to visit Tehran later this year.
France	Italy (APCO) still working closely with the Grenoble Group. The CEN project has opened contact with SYNTEC, the FEACO member in France and the French Association of Consulting Engineers. It is anticipated that contacts will be enhanced

	in the summer of 2010 when an obstacle to progress will have retired.
Uzbekistan	Following support from EBRD and Kazakhstan, a new Institute has been formed in Uzbekistan and they have applied for provisional membership. Their representatives are expected to attend the London Congress.
Mexico	No progress over last two years but CMC Canada are in contact
Lithuania	Rob Wagenaar has been fostering contacts. A representative is expected to attend the London Congress
Lesotho	An enquiry is being pursued.
Ukraine	Occasional contacts. Attendee at EuroHub has met with attendee at Moscow 2006 and is planning to re-invigorate the local association.
<b>Lapsed Members</b>	
Spain	The organisation has closed. Peter Sorensen and Brian Ing are considering to travel to Madrid to talk to the other body in Spain. This will build on the contacts made through the CEN project and former ExCom Members of FEACO are known to Peter Sorensen.

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

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

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## **Annex 4 – QAC (Quality Assurance Committee) report**

The Quality Assurance Committee comprised by Peter Sorensen (Chairman), Aneeta Madhok, Peter Thomas and Nick Shepherd. QAC has worked with decisions and recommendations from the Congress in Dublin. Rules have been discussed and displayed on the ICMCI web site and sent to all trustees and Member organisations. A document on streamlining the QAC procedures has been presented and approved. “Requirements to be an assessor” is an example, presented on the ICMCI web site. Light touch re-assessments have been conducted when reasonable.

Requirements for assessors are:

- They should be competent management consultants, trustworthy, impartial and of high integrity
- They should usually be current CMC’s (or possess requisite skills and knowledge through ICMCI)
- They should possess good facilitative and interpersonal skills, be supportive and diplomatic, and be flexible
- They should have a deep understanding of ICMCI and ICMCI’s intellectual capital
- They should preferably have been involved in development or operation of their own national CMC standard and procedures
- They should be able to formulate an assessment report in a complete and convincing way taking findings into account

When perfect fulfilment of all criteria cannot be met the best possible fit will be looked for!

Policy for assessments have been formulated like this:

1. Assessors should preferably be well distributed geographically
2. Assessors should not to assess their own country. Assessors should often be chosen from different hubs
3. Assessors should avoid conflict of interest in assessment
4. Two travelling assessors are recommended to cover language and culture gap
5. Assessments should be organised to reduce costs, but not compromising quality and standards. Two visiting assessors normally, every second time one. If the assessment went perfect last time a physical visit may be waived (light touch)
6. Assessors should preferably be trained as second assessors for 3-5 assessments with experienced assessors as mentors
7. Assessors should preferably be trained professionally (workshop were recommended)
8. Assessors should give input about procedures followed and best practices
9. Assessors should ensure confidentiality
10. After five years an assessor should be evaluated by QAC to decide staying or leaving
11. In the future the QA function should be separated from ExCom

The programme for triennial assessments and re-assessments has been conducted with excellent results. All Full Members have been assessed and re-assessed according to the triennial scheme agreed by congresses. The assessments and re-assessments have been good occasions for assuring the quality of CMC’s all over the world and mutual exchange of ideas, best practices and ideas for improvement of procedures and practice. Virtually all Members have chosen to follow the rules established and to perform according to instructions, including undertaking rectifications asked for by the assessors to get in line with the ICMCI standards. All 35 Full Members are now certifying CMC’s according to at least the ICMCI standard. The Competence Framework as adopted by congresses has been implemented in a solid majority of Members. And reciprocity is functioning, although not to a very large extent. Preferred methods for assessing the CMC-candidates have been tabled and are being checked at all assessments.

A corps of qualified assessors has been developed: Aneeta Madhok, Brian Ing, Fahrettin Otluoğlu, Ilse Ennsfellner, Jeremy Webster, Liew Shin Liat, Mikael Jensen, Peter Sorensen and Peter Thomas. More are

being recruited. In London in September 2009 just before the Congress Peter Thomas and Peter Sorensen will be conducting a Tutorial Workshop for assessors and would-be assessors.

The total number of CMC's has dropped from 10,000 to 9,000. This is disappointing, but may reflect more reliable methods for counting and perhaps increased requirements to fulfil.

It has been decided for good governance to separate the functions of the QAC and the Membership Committee.

## 1 Full Member Initial assessments:

**Two countries are overdue for their initial assessment. Nigeria:** Jeremy Webster of IBC UK visited Nigeria in September 2008 and undertook the on site assessment (Peter Thomas acting as the second assessor). The draft report indicates considerable progress towards complying and a plan to complete this. The next assessment visit is planned for September 2009. **South Africa:** Barry Curnow has assessed in September 2007 and his report is overdue.

## 2 Member assessments and re-assessments:

### Progress for the ExCom period 2007-2009

Country/region	Progress
Finland	Re-assessed during EuroHub meeting April 2008 in Stockholm by Peter Sorensen
Sweden	Reassessed during EuroHub meeting April 2008 in Stockholm by Brian Ing and Peter Sorensen
Norway	Assessed in Oslo August 11, 2008, by Peter Sorensen. Peter Thomas as second assessor from at home.
Latvia	Assessed August 25 -26, 2008, in Riga by Peter Sorensen with Mikael Jensen as second assessor. <u>Latvia obtained Full Membership.</u>
Italy	Re-assessed by Brian Ing and Ilse Ennsfellner following review visit September 10 <sup>th</sup> 2008 in Milan (following CEN meeting).
China	Reassessed at Singapore meeting Oct. 7, 2008, by Aneeta Madhok with Peter Sorensen and Shin Liat.
Chinese Taipei	Reassessed at Singapore meeting Oct. 7, 2008, by Peter Sorensen with Aneeta Madhok.
Singapore	Reassessed at Singapore meeting Oct. 7, 2008, by Brian Ing.
New Zealand	Reassessed at Singapore meeting Oct. 8, 2008, by Ilse Ennsfellner and Brian Ing.
Korea	Reassessed November 12 <sup>th</sup> at Korea 2008 conference in Seoul by Brian Ing and Peter Sorensen.
USA	Reassessment with Chairman Drumm McNaughton arranged by Brian Ing and Peter Sorensen attending the American Hub meeting in Barbados November 23, 2008.

Japan	Reassessed December 14, 2008, by Peter Sorensen in Tokyo.
Bangla Desh	Visited by Aneeta Madhok. No certification programme yet, to be developed.
Thailand	Assessed May 9, 2009, by Aneeta Madhok and Liew Shin Liat, <u>full membership granted</u>
Russia	Reassessed May 12, 2009, in Prague, by Peter Sorensen and Brian Ing
Hungary	Reassessed May 13, 2009, in Prague by Ilse Ennsfellner and Peter Sorensen
Czech Republic	Reassessed May 13, 2009, in Prague by Mikael Jensen and Brian Ing
Romania	Reassessed June 2009 in Bucharest by Brian Ing
Croatia	Assessed for admittance as a Full Member, July 2009 by Brian Ing
Australia	Postponed from 2 <sup>nd</sup> half 2008 because of difficulties in arranging a cost effective method of assessment with IMC Australia

### 3 Planned for fall 2009:

In Bonn September: Germany

In London September: Bulgaria, Netherlands, Switzerland, Brazil

### 4 Provisional Member assessment status:

**Bosnia-Herzegovina:** Expected to be ready soon.

**Caribbean:** New member. Expected to be ready for assessment soon.

**Cyprus:** No information. Overdue to develop certification. A new organisation is in contact to take over membership.

**Greece:** Overdue to develop certification programme. Discussions with Laura Arsenis from 2007 to follow up, actions to follow.

**Kazakhstan:** New member. Expected to be ready for assessment.

**Macedonia:** Visited by Brian Ing July 2009. Expected to be ready for assessment November 2009.

**Malaysia:** They have entered into a development with IMC Australia and are cooperating with IMC Singapore. They intend to be ready before the end of 2009.

**Philippines:** New member. Expected soon to be ready for assessment.

**Uzbekistan and Iran:** have applied for ICMCI membership

In the future there will need to be consideration of the QA process and its adaption to those Institutes who are assessed to ISO17024, whether by ICMCI or a national accreditation body.

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## Annex 5 – Professional Standards Committee Report

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

PSC Members: Aneeta Madhok (Chair) (India), Brian Ing (ex-office member) (UK), Ilse Ennsfellner (Austria), Mikael Jensen (Sweden), Peter Thomas (UK), Nick Shepherd (Canada), Cindy Wang (China) and Angelo Kehayas (South Africa)

### PSC Agenda

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

Because of the extent and complexity of the issues covered, PSC operates mainly through Task Forces. The 10 task forces are listed below with a note of the progress made. Many have produced deliverables for discussion and possible adoption at the London Congress.

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

Members: Nick Shepherd (leader)

#### Agenda:

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

This task force produced the Competency Framework Specification which extends the existing Professional Standard by defining the core component of assessability for each of the high level components of the existing Competency Framework.

During the two years proposals have been made for additions to the Competency Framework, restructuring the Competency Framework and extending the definition to include indicators of level of competence (awareness, knowledge, competence and mastery) for each competence. All of these proposals will have to be addressed by the PSC in the next two years.

CMC Canada introduced an “Executive Stream” for admitting to CMCs known leaders of major practices. The equivalence of this to the CMC standard will need to be studied in the next triennial assessment (due 2010).

### **2 Common Body of Knowledge**

Members: Calvert Markham (leader), Mikael Jensen, Angelo Keyhayas, Nick Shepherd and Gene Razetti.

#### Agenda:

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

The team of CBK Task Force reviewed existing documentation on the CBK, and articulated a summary Common Body of Knowledge, which will serve as a suggestion for member countries to adopt and expand upon.

### **3 ACP**

Agenda:

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

No Progress to report at the PSC level but IMC US and Taiwan is about to introduce their own ACP schemes. Issues concerning the introduction of an ACP scheme in a country are included in the triennial QA assessment process.

### **4 Country Assessment Procedures**

Members: Peter Thomas (leader)

Agenda:

- to incorporate the new certification process standard into the country assessment procedures, once they are ratified by members.
- Communication with and implementation of new standards by member countries.

Progress: Incorporation of the Certification Process Standard in the Country Assessment. This was done after the passage of Dublin resolutions and the new forms are now in use for all Country Certifications and have been placed on the website also.

### **5 Education and Training**

Members: Calvert Markham, Nick Shepherd, Liew Shin Liat

Agenda:

- Development of the concept and policy guidelines for implementation of the Accredited Training Provider (ATP) scheme.

Progress: The ATP scheme is ready for proposing to the Congress and a separate paper on the principles of charging (cost to members) has been presented.

### **6 Standards**

Members: Brian Ing (leader), Nick Shepherd

This task force had a 'watching' brief only.

## **7 CMC Certification process**

Members: Peter Thomas

The development of guidelines for assessors and training of assessors was undertaken by Quality Assurance Committee led by Peter Sorensen.

Agenda:

- Watching brief on the certification process as evidenced through the quinquennial reviews.
- the issue of regional assessor development

Progress includes reviewing the standard and procedural motions agreed after the Dublin Congress. A proposed new mandatory submission before assessment to indicate the assessment methods used is under development.

An assessor training session has been organised for September 9<sup>th</sup> in the offices of IBC in central London. The twelve attendees include representatives from all continents.

## **8 Professional Values**

Members: Brian Ing (leader), Peter Sorensen, Aneeta Madhok

Agenda:

- Development of statement on embracing diversity within ICMCI.
- Examining of issues around what makes a “professional” consultant

Much discussed and agreed upon statement of Diversity, Inclusivity and ICMCI. This is the first of a series of statements on what constitutes consultant conduct that can be termed as “professional” and will hopefully, eventually lead to a fuller articulation of a set of such values. These statements will complement the Code of professional Conduct with its definitive rules with facets of being a professional that are not rigidly definable and cannot be made the subject of a disciplinary code.

## **9 CEN**

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

The following is an edited version of a report sent to all trustees in July 2009

### **European Standard “Management Consultancy Services” – achievements and next steps**

#### **1. Background**

The Lisbon Accord and the issue of a Draft Services Directive demonstrated that the heads of Government wished to establish a “borderless” market for goods and services and to address this issue with vigour and determination. As part of this programme, CEN (the European standards body covering the EU and EFTA countries) has decided to establish a set of “service standards” for the nominated services. This programme has started and with management consultancy being so prominent in the Draft Directive, and being the least well entrenched of the liberal professions, management consultancy is seen as possibly one of the first professional services for which a standard will be drafted. Now the Services Directive has been adopted the urgency is paramount.

“Service standards” can be viewed as another development in the evolution of the standards concepts. They are entirely driven by the customer viewpoint. The concern is how the purchased service fits into the

buying organisation, how they decide to need and procure an external service, i.e. how to select, to manage and to judge potential service providers. The intention is to use best practice in specification, sourcing, delivery and quality of business-related services.

Management consulting service could be one of the first professional services on with standards need to be considered, notably in order to help clients organizations identify their needs, specify their demand, ask for the relevant information and make effective decisions in front of a complex set of offers.

The standard “Management Consultancy Services” will cover good practice for Management Consultancy Service provider to support a client organization of all sizes and types to utilise management consulting services from a provider. It is based on a series of guiding principles for the effective, efficient and acceptable provision of Management Consultancy Services.

The purpose of the standard is defined as to support the business relationship between clients and MCSP (Management Consultancy Services Providers) by developing transparency and understanding. This standard aims at providing recommendations and requirements (if identified and agreed) for offering, execution and evaluation of management consultancy services. The rationale for the standard under preparation is to share European best practices in management consultancy, The following benefits of the adoption of a standard were Identified:

- to remove barriers to cross-border consultancy services;
- to deliver better value services to clients;
- to improve the quality and professionalism of management consultancy in Europe;
- to reduce the risks associated with management consultancy assignments;
- to increase transparency among consultants and clients.

## **2. Achievements**

After the ICMCI Euro Hub meeting in Milan 2006 and two years of hard work, the project committee PC 381 established by CEN had the first meeting on September 8 and 9, 2008, followed by two more meetings in March and May 2009 in Milan, Italy. Representatives of 12 European countries met to prepare the draft CEN service standard for Management Consultancy Services. At the meetings it was encouraging not only to meet the Chairman of ICMCI, Brian Ing, but to see many ICMCI colleagues, and to be able to reach agreement and consensus among liaison partners, e.g. our FEACO colleagues and the national standardization institutes.

The project committee is chaired by Ilse Ennsfellner, ICMCI, and supported by Roberto Ravaglia, UNI (the Italian standardization institute). Francesco D’Aprile was working with UNI in the preparation phase to ease the implementation process considerably.

The preparation of this service standard for management consultancy will evolve quickly. The project committee PC 381 met in March and May 2009 to prepare the draft CEN service standard “Management Consultancy Services”. The initial draft has been circulated to all ICMCI trustees.

The standard has to be appropriate for all European countries with their national and cultural differences and will therefore be a very general and “high level” description of management consultancy.

## **3. Next steps**

The first draft standard has been established and been sent out by UNI to the national standards institutes for comments by the national stakeholders.

The comments will be discussed and agreed during the next meeting of the project committee PC 381 in September 2009 to be held at Sidney Sussex College, Cambridge immediately prior to the London Congress..

The “draft for enquiry” (this being the term within the standards committee for the document that starts a formal consultation process with all the member standards bodies within CEN) is foreseen by December 2009. The consultation will then occur on a Europe wide basis in 2010. This will result in meetings for evaluation of the comments and the draft standard is planned for second half of 2010.

The publication of the standard is expected in 2011. The agreed standard “Management Consultancy Services” is then mandatory for all CEN member countries and must supersede any existing national standards. It is fully anticipated that ISO will then move to adopt the standard as a full ISO standard.

#### **4. Benefits for ICMCI**

There will be difficulties and obstacles ahead. But having a service standard for management consultancy services is considered to be a significant advancement for the role of the professional bodies as well as for ICMCI, and a positive contribution to the success of the management consultancy profession and all those who practise in it.

The major benefits for ICMCI are as follows:

- The standard “Management Consultancy Services” creates value for ICMCI
- ICMCI is playing a major role in this process, especially by providing expertise on best practices in management consultancy: this recognition of our expertise reinforces ICMCI authoritative position.
- The development of this standard has a positive impact on the relationship to other organizations and institutions, e.g. FEACO, European Union, etc.

The individual members of ICMCI gain from all of the above and also:-

- Influence the content of the standard regardless of their geographic position inside or outside Europe,
- Build stronger relationships with their client stakeholders through involvement in the standards setting process within the project committees in their own countries
- Have the notable opportunity to use the publication of the standard to draw attention to themselves, our profession, our professionalism and advice to clients on how best to use our services

#### **5. Contributions from IMCs**

In order to gain from these benefits, contributions from all European IMCs are needed. The draft standard has been sent to all European standards institutes (this draft is attached to this document) for comments by July 18. IMCs are requested to take the following actions where possible (and for those outside the European Economic Area) to respond to the ICMCI CEN team.

- Contact the national standards institute to receive the draft standard officially.
- If not already (and are within the EEA) establish a mirror group with representatives of your institutes and relevant stakeholders (clients, academics, procurement organizations, other institutions) to discuss and comment the draft.
- Send comments to the national standards body

In addition we urge all members to consider and prepare for their actions on the launch of the standard. This will be an opportunity to promote our ideas and concepts to the the client community and government regulators. Our key message must be that a consulting assignment needs professionalism in both the consultant and the client. We can help the clients gain more from using our services.

### **10 IAF**

Members: Brian Ing (Coordinator), Ilse Ennsfellner, Mikael Jensen

The issue of whether ICMCI should become an accreditation body (under ISO 17011) and should then accredit the national Members (if they individually so wished) to be certification bodies, was debated extensively at the Dublin Congress. ExCom were asked to obtain an independent report on the proposition and to feedback on the Austrian Pilot.

Progress:

- Fons Roels commissioned to undertake the review and starts work
- ICMCI accepts the offer of Observer status with IAF. IAF has granted ICMCI a Special Recognition Membership for one year in July 2007. This status can be extended upon an annual review carried out by the IAF Executive Committee. The extension of the Special Recognition Membership has been granted in 2008. Special Recognition Organisation - Observer Membership is a class of membership for situations where the Executive believes it is in the interests of Members of IAF to develop closer relationships with another body, It is understood that with no current accreditation body able to operate outside its national boundaries that the IAF interest in ICMCI relates to our “equivalence” principle to enable across country reciprocity.
- ICMCI has implemented a management system according to ISO 17011. This system has been assessed in an internal audit in June 2008: this was necessary to continue with the Austrian pilot. It is also a prerequisite for applying for Full membership of IAF, should ICMCI choose to do so.
- Following the assessment of ICMCI, sub contract ISO 17024 assessors approve INCITE (the CMC awarding part of our Austrian Member) and a six sigma training consultancy to be certification bodies.
- Winter 2008, Fons Roels has to withdraw his offer due to changed family circumstances.
- Summer 2008 Mikael Jensen accepts the commission to produce the required report but progress is not possible before the start of 2009.
- January 2009: EU makes proposal for an EU Accreditation body to supervise the accreditation bodies within the EU: implications for ICMCI still being investigated.
- Austria reports that the existing and potential CMCs are impressed that the certificates are now issued within the ISO personal certification scheme
- Trustees surveyed for their views
- Mikael Jensen produces a report August 2009

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## Annex 6 – Marketing Report

Members of marketing committee:

Mike Thompson, Canada, Hans Korringa, The Netherlands, Jim Jurack, USA, Liew Shin Liat, Singapore, Martin Farley, Australia, Shanker Gopalkrishnan, India, Gerd Prechtel, Austria, Francesco D'Aprile, Italy (Chair)

### 1 Terms of Reference

The Dublin Congress agreed that

- ICMCI need to improve the level of awareness of the CMC brand
- all Members institutes need to improve the number of CMCs: ICMCI should support IMCs with international actions focused directly to individual management Consultant or, much better, seeking and engaging associations and organizations that, directly or indirectly, will introduce ICMCI to more Members of the business community.
- ICMCI should concentrate on the marketing activities that were not available to the national Members in their own territories: ICMCI must only consider items which are not the responsibility of each and every Member. Previously, the ICMCI Marketing Committee had produced the Value Proposition paper for ICMCI. We do still consider that document as accurate and useful for all Members. So that Marketing Committee did not invest time and resources again to revise the value proposition of ICMCI.

The Marketing Committee has focused on two broad areas.

#### 1 Devising concrete ways useful to improve the level of awareness of the CMC brand.

ICMCI has got low level of financial resources and voluntary time. Our value is based on the value of ICMCI project ideas and contents. Both are interesting for International organizations who need to look for Management Consultants community. So we do believe that be connected with well known international organization, following so called co-brand strategy, is a concrete way to promote CMC brand.

The approach has been to find ways of being a benefit to the organisations, developed relationships and then expand the dialogue to include the benefits of professionalism, management consultancy, professional institutes and finally the key role of the CMC.

The first goal in this direction was taken on 2001 achieving the condition of **UN NGO**.

In previous periods three thought leading papers have been submitted and well received. Whilst ICMCI participated in some UN meeting in New York on 2006, 2007 and last in the Civil Society Organization conference in Washington, DC in Spring 2008, ICMCI was not in the condition “to sell” in the right way this prestigious condition setting up or being involved in international projects able to support IMCs and also able to create value for the Management Consultancy profession worldwide. A proposal has been received from IMC US to change the focus from “development” to “governance” issues. This will be available for discussion at the London Congress. ExCom is grateful to John Tracy and Baldwin Tom for continuing to maintain contact with the UN in New York.

Whilst attending the Singapore annual meeting, Dr Ian Chia (President of IMC Malaysia) informed us of his role as Chairman of the South East Asia Region of the United Nations Association. He offered the option that we should enhance our relationship with the UN from being an NGO to being a “Member” which is organised through UN DP. Communications have been exchanged with the Chair of the UN Association. Unfortunately, Dr Chia's illness has prevented further progress on this initiative: we all wish him a speedy and full recovery.

Whilst progress with the UN has been limited, considerable progress has been made establishing positive relationships with our International bodies.

In the last two years ICMCI has been involved, for the first time, directly and indirectly, in some key projects useful to let all IMCs able to perceive results in terms of image and prestigious:

#### Projects:

- **CEN:** ICMCI is a project leader in an international project related to Management Consultancy in Europe where the most important players as FEACO, National Associations of Management Consultants (members and not members of ICMCI), European and National Standardization Boards and European representatives of Clients are involved. ICMCI is now an Associate Member of CEN. The progress report on the standards activity with CEN is included in the text on PSC activities.
- **EBRD:** ICMCI involvement with EBRD now actively covers Kazakhstan, Uzbekistan, Kyrgyzstan, Macedonia, Serbia and Kaliningrad, being linked with national representatives of Management Consultants and their stakeholders in each of those Countries.
- **IAF:** ICMCI has the observer status with IAF (International Accreditation Forum) ; this status is so useful as international reference for each IMC at national level.
- **UNI:** ICMCI is member of UNI, the Italian Standardization Board. This condition make ICMCI able to be project leader in the CEN project.

#### Opening relationships

- **AMBA :** opening a relationship with the Association of MBAs worldwide which certifies the MBA course in over 150 universities and provides a body for alumni with an MBA and contact with the Committee of Donor Countries.
- **ILO :** opening a relationship with the International Training Centre of International Labour Organization (part of UN), and contact with the Director of Training Programmes.
- **CEI :** opening relationships with the Central European Initiative, an intergovernmental forum for political, economic and cultural co-operation among its 18 Member States (Albania, Austria, Belarus, Bosnia and Herzegovina, Bulgaria, Croatia, the Czech Republic, Hungary, Italy, Macedonia, Moldova, Montenegro, Poland, Romania, Serbia, Slovakia, Slovenia and Ukraine) . Its main aim was to help transition countries in Central Europe come closer to the EU.
- **Committee of Donor Countries:** initial contacts have been made with the Secretariat. The Committee is not of itself a source of funding for international projects but are influential.

Together with the co-brand strategy there are other ways useful to improve the level of the awareness of the CMC brand that ICMCI need to investigate and develop.

## **2 Increasing memberships at national level:**

ICMCI is developing concrete actions able to support ICMCI Members, for example

- sharing best practices and publishing documents that should be distribute to each Members,
  - a) Meridian Magazines (including proposal for special edition on all relationships with Member Governments)
  - b) 2008 National Survey Of the Management Consulting Profession in USA
  - c) Periodical messages of the Chairman of ICMCI to all Trustees and IMCs
- organizing and joining to event and project following the co-brand strategy (ICMCI + National IMC)
  - a) Conferences in Seoul, Prague, Barbados, Vienna, Milan, ...
  - b) National CMC Award Ceremony (Seoul, Vienna)

- c) Signing the individual CMC Certificate by the Chairman of ICMCI (China, South Korea, India)
- d) Video Messages of ICMCI chairmen for the CMC International day
  - to National IMCs (to MCC China) for 2008
  - Worldwide (on line [www.youtube.com](http://www.youtube.com)) for 2009.
- e) Presentation of the Chairmen of ICMCI to the Book of Best Practices in Management Consultancy published by MCC China

In addition there has been a development of new instruments to support the marketing efforts of the national bodies.

The approach has been to seek ways that only ICMCI can achieve to increase the value of CMC memberships. There is a need for ICMCI to develop strong links and opportunities inside of the CMC community worldwide. In this way CMC community will become more interesting for others too.

[www.globalcmc.com](http://www.globalcmc.com) The Global CMC Directory

Today working at international level means to work through Internet and web services. ICMCI has just set up a new web site, a world wide register of CMCs providing direct benefits to the CMCs . [www.globalcmc.com](http://www.globalcmc.com) is on line, with some live data from a few Member countries of ICMCI.

This web site, under the control of ICMCI, is focused to create value and services to all CMCs all over the world. It is a commercial web site where each of us can find the following main categories of services:

- worldwide directory of CMCs: a directory that every CMC can point to confirm their qualification and use to locate and interact with other CMCs (for instance in other countries where their clients are operating and the first CMC is unsure of the local conditions and culture)
- blogs and forum available for all CMCs
- Wikipedia, articles, links and other information coming from the top international sources (Business Schools, Collaborative research Groups): all of which will be useful to enable the CMCs to improve their professional knowledge
- space where CMCs will be available to publish new and interesting articles and works related to the profession
- space to advertise events, products and services

Being included in the worldwide directory is free of charge for all CMCs and IMCs, as well as being active and using blogs, forums and Wikipedia and publishing articles.

As well as the free of charge services, it is a commercial web site, so that space to advertise events, products and services together with downloading articles, will be charged. It is this commercial part of the web site (and potential sponsoring by sponsors carefully vetted by ICMCI) that the free of charge services will be subsidised, this making the new web site of zero cost to ICMCI, ICMCI Member Institutes and the CMCs

We do believe it is a strong instrument useful for ICMCI to add value to all IMCs as well as for each IMC towards their national CMCs. Additionally, clients and stakeholders have the opportunity to be linked with the CMCs' world finding and checking for qualified management consultants, content and knowledge related with our profession.

ICMCI is unable to fund such a development and has devised a commercial model in which a supplier undertakes the development and operation of the site. In return, an agreed initial amount of the income

(service purchase and sponsorship/advertising) goes to the supplier, and income over that amount is shared between ICMCI and the supplier. Thus the development and operation of the web site is free to ICMCI, ICMCI Members and CMCs. Enquiries were made within the ICMCI for someone willing to support the project (and take the financial risk) and from the options available Mikael Jensen was selected. It should be stressed that ICMCI remains totally in control of content and the advertising on the web site.

We thank Mikael Jensen, CMC Sweden and his institute for their technical and professional support in setting up and managing this new web site. We are working together with them and with all of national IMCs to improve our CMC directory (we want to include all 10000 plus CMCs all over the world) and to promote our services at national level.

All Member Institutes are requested to comply with the recent request to supply the necessary data on individual CMCs and to promote the site to their CMCs.

## **2 Potential new projects for 2009 onwards**

There are some projects ideas useful to support the value of CMC brand worldwide. The following ideas, together with others, will be discussed during the marketing session in London Congress.

- [Constantinus](#) International Management Consultant Award  
UBIT - the Austrian National Professional Organisation for Management Consultancy and Information Technology has created the Constantinus award to promote excellence in consulting and IT-services.  
The Constantinus has so far been awarded to UBIT members and their respective customers in 2003, 2004, 2005, 2006, 2007, 2008 and 2009. It has become the leading national award for knowledge-based services in Austria and has been recognized by the Austrian Federal Government as the sole qualifying process for the Federal State Award “Consulting / Knowledge based services”.  
The Constantinus is awarded in 5 regular categories and 3 special awards, one of them being called 'Constantinus International', dedicated to cross-border consulting projects. The International category is open for all members of any FEACO or ICMCI member organisation (applicants). ICMCI received a formal request to join UBIT and set up a Constantinus International Award at European level. An ICMCI working group who is studying this opportunity.
- [One/two days International Conference](#) organized by ICMCI together with an International Business School.  
Today ICMCI is not strong enough to organize a prestigious international event alone. But CMCs need to feel themselves like members of a prestigious community. One of the way to give evidence to such condition could be to join with an International prestigious Business School and organize a one/two days conference where the worldwide community of CMCs should be invited to attend. Of course this event could be open to all CMCs together with some other selected associations like MBA Alumni, or others)  
One/two days model is also useful to have time to share experience informally and develop networks.

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## Annex 7 – Ethics Working Party

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

The report showed that there were big differences between Codes and countries. Of the 26 countries that participated in the survey, 9 had a coherent and well-structured Code and only 7 countries had a disciplinary mechanism. The report concluded that further improvements of Codes in most IMC's were needed and that the report should be used as a foundation for further work.

In May 2008 Calvert Markham was asked to take on the continuation of this work and invited to prepare terms of reference for a task force to complete this work. Based on the previous work of the Ethics Committee, the task force was to recommend to Excom:

The criteria against which a member's code of conduct can be assessed

A model code of conduct that can be adopted by members who have not developed one of their own

A paper that addresses the first of these items is to be submitted to Congress. It sets out:

- I. the principles that should govern a Code of Conduct
- II. the factors that should be addressed in a Code of Conduct
- III. how a Code should be used
- IV. the principles governing the disciplinary processes that need to be invoked to deal with infractions of the Code

The task force questions the need to address the second item in its terms of reference – developing a model code of conduct. Each of our member institutes has their own and a prospective member can take a code from an existing member and adapt it to meet their own requirements. Inevitably there will be local requirements in each country and so we regard it as more important that ICMCI establishes the criteria against which codes are assessed than providing a model code.

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## **Annex 8 – Chairman's travel 2007-2009**

As Chair, Assessor and in support of the CEN project, visits have been made to the following countries in the past two years:

1. Switzerland (with their colleagues from Germany)
2. Austria
3. South Korea for their annual conference and awards ceremony
4. Austrian Constantinus awards ceremony
5. Milan (to UNI to arrange progress on the CEN project, for the CEN kick off meeting and the Apco re-assessment in 2007-2008 and again for CEN meeting in March 2009))
6. To Paris (via Brussels) to discuss objections to the CEN project from certain sections within FEACO
7. Zurich to sign the Swiss Verein papers and attend the first formal meeting.
8. Holland (as well as visiting the ICMCI secretariat twice)
9. Sweden for their assessment (undertaken in conjunction with the Eurohub meeting)
10. Switzerland for their annual awards ceremony
11. Nijkerk, Holland, to meet with ICMCI Secretariat
12. Singapore for ICMCI annual meeting and assessments of Singapore and New Zealand
13. Croatia for FEACO Conference in Dubrovnik
14. Serbia to meet with potential new body
15. Korea for their national conference, award of CMCs and triennial assessment of KMTCA
16. Barbados for Americas Hub meeting, Caribbean conference and assessment of IMC US
17. London to attend the IBC annual awards Ceremony
18. Prague for Eurohub and assessments of Russia and Czech Republic.
19. Vienna for attending the Constantinus Award
20. Bucharest to assess the Romanian Member.
21. Skopje, Macedonia as guest of EBRD, USAID and our Member, MCA-2000 to attend a major consultant training programme, press conferences and television interview
22. Zagreb to assess the member for admittance as Full member.
23. Bonn for assessment of BDU and establishing relations with the reformed FEACO.

The Chair expresses his grateful appreciation of the support he has received from Members through payment of air fares, provision of accommodation, hospitality and memento gifts

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## Annex 9 – Asia Pacific Centre of Excellence

A proposal was presented by CEC the ICMCI Asia Pacific Hub Meeting

on 24 June 2009 in Chongqing, China. The attendees supported the proposal and work has commenced on achieving the following:

1. The exchange and cooperation between the ICMCI Asia-Pacific Member Institutions are facilitated by the geographical advantage. Annually or every two years, a Member Institution will host the ICMCI Asia-Pacific management consultancy working session and forum, exchanging the information, learning each other, strengthening cooperation, so as to enlarge the advantage.
2. While the global financial crisis is still spreading, the ICMCI Asia-Pacific Member Institutions should request its CMCs to provide consultancy to companies in difficulty, take initiative to assist companies in transiting the financial crisis, to assume their social responsibility, to share the government's obligation and to extent the social influence of the management consultancy.
3. To set up a platform of communication between the ICMCI Asia-Pacific Member Institutions and the consultancy institutions and build gradually a database and consultants' best practice cases. An exchange and cooperation in terms of research, consultancy technical and customers services should be strengthened
4. Under the ICMCI professional standard framework for the CMC qualification, ICMCI Asia-Pacific Member Institutions will have an uniform the CMC standard and the management consulting institution qualification, and will strengthen the reciprocity of CMCs and cooperation between the ICMCI Asia-Pacific Member Institutions .
5. To set up an "annual ICMCI Asia-Pacific Management Consulting Outstanding Contribution Award", to express the recognition of CMC and management consulting institutes who had made excellent contribution for their national management consulting profession.

In order to achieve these objectives, MCC will assure the following :

1. MCC will lead the promotion of exchange and cooperation between Asia-Pacific Members and to contribute to developing the Asia-Pacific management consulting profession.
2. Since the economy of China is in developing and there are more than 10 millions corporations, management consulting market is very huge. MCC will open the management consulting market, willing to work with Asia-Pacific Chinese-speaking Zone and other countries' management consulting companies in terms of management consulting, training and other related fields.
3. MCC share the professional experience of consulting industry management at developing and standardizing process with Asia-Pacific colleagues.
4. MCC will provide the Chinese CMCs' best practice cases review to Asia-Pacific members. MCC also hope that the Chinese-speaking Zone and other ICMCI Asia-Pacific Members to provide their consulting best practice cases so that more Chinese enterprises can understand and share the successful stories.
5. MCC will provide necessary support to Asia-Pacific management consulting volunteers who will take part in "Giving management" activity holding by China Enterprise Confederation. MCC will organize Chinese CMC team to visit other ICMCI Members

Zhao Tianle, on behalf of MCC, hopes that ICMCI Asia Pacific Members will strengthen exchange and cooperation, work together to achieve the purpose of ICMCI and contribute to the healthy development of the international management consulting profession!

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## **Annex 10 – Roles and Responsibilities of Committees and Officers**

### **1 Chairman of ICMCI**

#### **Roles**

- Chair (when present and able) of all ICMCI Business meetings
- Chair of the ExCom
- Chair of MAC
- Member of nominations and Succession planning Committee
- Representation of ICMCI publicly and to the media
- Communication with the trustees.

#### **Responsibilities**

- Day to day oversight of the operation of ICMCI
- Communication with all trustees in a timely manner so that they are informed of the need for them to take decisions
- Overview of the financial position of ICMCI (with the advice of the Treasurer) and instigating required action, and if time does not permit to do so without recourse to the trustees.
- Communication with all committees to keep an overview (copied on virtually all mails)
- Signing of contracts etc, as permitted by the bylaws

### **2 Vice Chairman**

#### **Roles**

- Full member of ExCom
- Lead on projects and sub-committees of ExCom as assigned
- undertaking roles assigned by the Chairman
- Readiness for taking over chairmanship in the event of chairman incapacitated

#### **Responsibilities**

- Joint responsibility with all other members of ExCom for the actions, outcomes and proprietary of ExCom
- Uphold the reputation of ICMCI and undertake no actions that would be seen as undermining that reputation.

### **3 Member of ExCom**

Normally the candidates in the election for ExCom who placed in the three highest positions in the ballot will be allocated to the Vice Chairmen roles, except that the other two members” of ExCom will not be able to use the title “Vice Chairman” and subject to the provisions of the bylaws where a distinction is made for “Vice Chairmen”, a “Member of ExCom” will have the same roles and responsibilities as a Vice Chairman

### **4 Secretary**

The Secretary is a full Member of ExCom and as such, except for the titles of “Chairman, Vice Chairman or Treasurer” and subject to the specific rules in the bylaws will have the same roles and responsibilities as a “Vice Chairman”. In addition, The Secretary has the following specific:

#### **Roles**

Overseeing the performance and output of the Secretariat

- Advising ExCom on constitutional and governance issues
- Overseeing the conduct and the announcement of the results of all ballots, excluding election ballots which will be overseen by the Nominations and Succession planning Committee.
- Advising ExCom on potential new involvements and projects.

- Undertaking activities assigned to the Secretary by the Chairman

#### **Responsibilities**

- Ensuring that the effect of votes by trustees are properly recorded and the effect included in the governance documentation
- Report to the trustees at all business meetings
- Ensure that a full record is kept of official correspondence
- Organisation of ExCom teleconferences
- Ensuring that minutes are taken and recorded at all ExCom and ICMCI official meetings

Note: The Secretary has developed and shared with ExCom a much more detailed version of the above.

### **5 Treasurer**

The Treasurer is a full member of ExCom and as such, except for the titles of “Chairman, Vice Chairman or Secretary” and subject to the specific rules in the bylaws will have the same roles and responsibilities as a “Vice Chairman”. In addition, The Treasurer has the following specific:

#### **Roles**

- Overview of the finances of ICMCI
- Approval of costs
- Supervision on finance administration by MOS
- Advising ExCom on funding issues

For this ExCom, the Treasurer will, through, geographical proximity, have a role for communication with the Secretariat and noting performance issues.

#### **Responsibilities**

- Fees to be invoiced and collected
- Documents and contracts to be checked and approved
- Annual budget and progress report with prognosis reported
- Supervision on correct P&L and Balance sheet quarterly
- Treasurer report to Trustees prepared and presented
- Let audit ICMCI figures by CPA annually

### **6 Committee Chairman**

- A Committee Chairman shall be appointed to all sub committees of the Executive Committee, task forces and Working groups, or other grouping that reports to the Executive Committee, or to any sub group thereof

#### **Roles**

- Overall leadership of the work of the (sub) committee to ensure progress and fulfil goals for the committee
- The chairman may appoint any group member as being responsible for the content (be that a report, ideas, examples or other intellectual output) of the group

#### **Responsibilities**

- The Committee's Chairman shall be responsible for the work plan of the group, the production of the desired outcomes and reporting as required the progress of the group
- The Chairman is responsible (with the possible assistance of the group to which the new group reports) of defining the project outcomes and the tasks necessary to achieve those outcomes, assembling sufficient resources (volunteers, financial and effort from the Secretariat), prepare a work-plan and agree a timescale for completion of the defined tasks and outcomes
- Chairmen should expect to report (or ensure that it done by a group member) progress and present outcomes to meetings of trustees.
- The chairman shall prepare a summary report for each regular (normally bi-monthly – since cost is no more an issue frequency may be increased) teleconference meeting of the Executive Committee

- The Chairman should ensure that the ExCom is promptly advised of matters requiring their attention.

## **7 Executive Committee (ExCom)**

### **Terms of Reference**

- The Executive Committee is the standing committee of the trustees, responsible for day to day operation of ICMCI, and preparing strategic and project proposals for acceptance by the trustees.
- To organise the biannual Congress and annual meetings, in association with the hosting national Member.
- Stewardship of the resources and finances of ICMCI  
In general, ExCom should be Proactive, Take initiatives and Grasp opportunities in accordance with agreed strategy

## **8 Hub Chairmen**

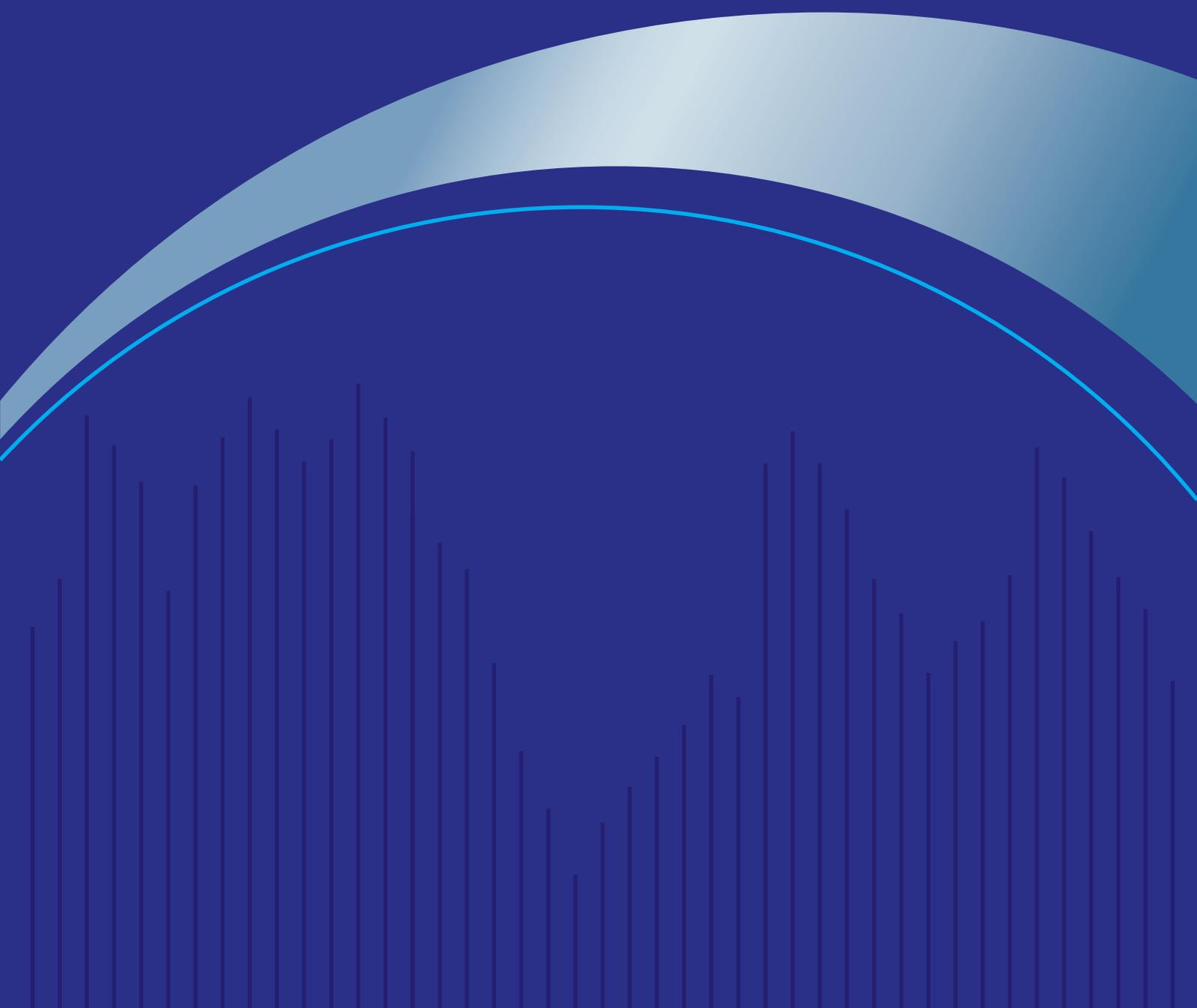
### **Terms of Reference**

#### **Roles**

#### **Responsibilities**

To be defined by the Hub Chairman, and to be agreed by ExCom.

Specific Committees have included their ToR in their reports.



[www.icmci.org](http://www.icmci.org)