

**Report 2017-2018
Secretary General**

draft

Didier Vancutsem

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1. Staff Head Office and Responsibilities

The Year 2017-2018 was difficult regarding the Head Office and staff - similar to the year 2016-2017-, due mainly to severe financial constraints (see previous Financial Report 2016-2017 and 2017-2018). The uneasy financial situation of the Society did not allow us to keep our staff as it was before - consequently, between October 2016 and September 2017, the staff and working load capacity was reduced by almost 50%. This situation was kept all the year 2017 and 2018.

The current staff situation at the Head office is as follows:

- **Hajo Vis** is a “65+ program” employee and working as bookkeeper with 4 Hours/week, together with Monica Ornek on the financial issues of the Society, usually on Wednesday’s morning 10.00-12.00am. He will continue to work for the Society in the future.
- **Gaby Kurth** started to work at the ISOCARP Secretariat in August 1991 and is working now more than 25 years for the Society. She has a long-term employment contract. Gaby took over the management of the office activities in Spring 2010 from Judy van Hemert: as Programme Manager, she was responsible mainly for congress organisation, as well as further activities at the secretariat, EXCO matters and internal business. Until 31. March 2017, Gaby worked 30 Hours/week (12 Hours/w in 1991, 20 Hours/w 2005). **During the Durban Congress 2016, Gaby announced that she would like to reduce her working time by 50% from April 2017 on, (corresponding thus to 15 Hours/w), which was accepted.** Gaby’s work is today dedicated to the congress and congress related activities of the Society only. She is not anymore responsible for other activities, e.g EXCO matters. Since April 1st 2017, Gaby is working 15 hours/week – several tasks were delegated to EXCO members.
- **Monica Overtoom (geb. Ornek)** started to work for ISOCARP in November 2002; she is responsible for Finances, Bookkeeping (e.g. daily accounting), Membership, Publications handling, Helpdesk, Website and office matters. Monica is working on Events (congress registrations, invoicing). She is working 36 Hours/week and has a long-term employment contract.
- **Ipek Karahman**, a young project assistant, started to work at the office Sept 2017 and will stay until November 31st, 2018. She is student at the university Delft and is helping the Head Office in membership, administration and mailing.

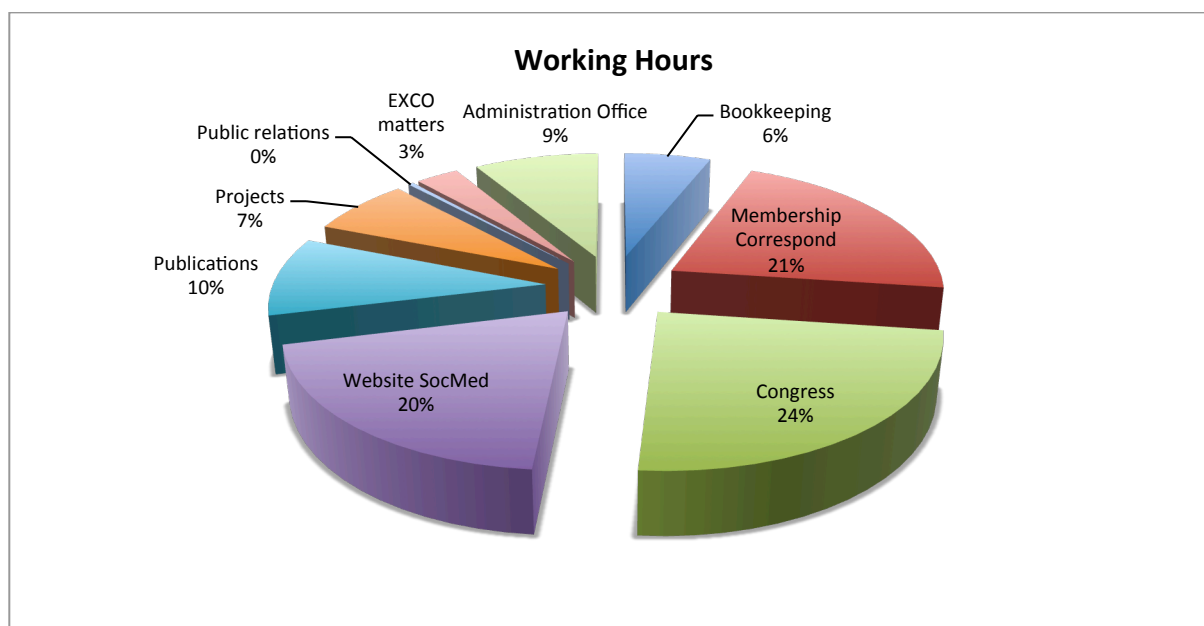
2. Staff at Head Office, Office Hours and Financials – actual status (2018)

Hereafter the overview of Staff at the Head Office - including the workload and the financial aspects:

Staff and Working Hours at Head Office - June 2018

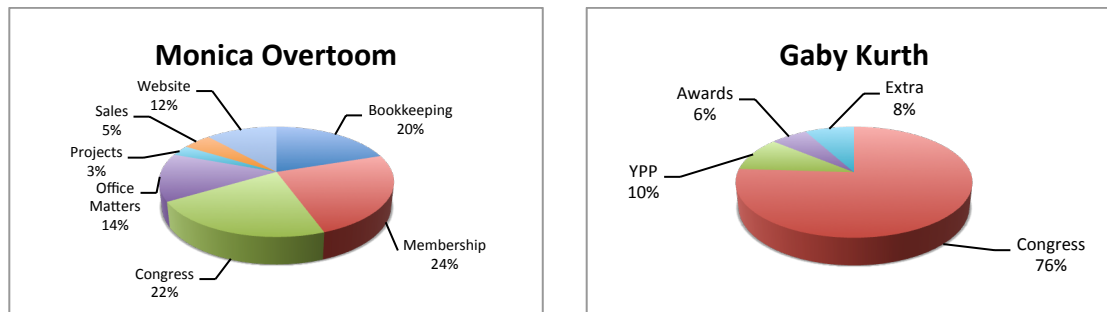
Nr.	Name Employee	Position	Hours / week	Hours / Month	Hours / Year	Holidays Days / year	Employment type	Gross Salary range acc. to position EUR	Full Gross Salary per Month EUR	Actual Gross Salary EUR	Actual Net Salary EUR	Actual Gross Salary Year EUR	Gross Working Hour Cost EUR
1	n.a.	Student (4 hours/w)	0	0	0	-	Short term	0 - 150	150,00	150,00	150,00	0,00	0,00
2	Hajo Vis	Bookkeeper	4	16	192	-	Aktiev 65+	361,95	361,95	361,95	361,95	4.343,40	22,62
2	Ipek Karahman	Project Assistant	10	40	480	8	Short term - until Nov 18	1.554 – 2.120	2.886,00	500,00	500,00	6.000,00	12,50
4	Monica Overtom	Office Manager	36	151	1812	25	Long term	2.517 – 3.456	2.540,00	3.446,13	2.080,73	41.353,56	22,82
5	Gaby Kurth	Program Manager	15	65	780	20	Long term	2.403 – 3.798	3.360,00	1.928,00	1.446,00	23.136,00	29,66
TOTAL			65	272	3264	53				6.386,08	4.538,68	74.832,96	

After April 1st 2017, the staff office was reduced by 50%. 2 staff members left the Head Office early 2017; and simultaneously, Gaby reduced her working hours by 50%. In total, it corresponds to a working hours reduction of 52%: from 117 Hours/week to 55 Hours/Week, and consequently a reduction of Gross Salary expenditures of 49%, from 134.706 €/Year 74.832 €/Year.



Actual Staff Workload

Monica is working mainly on Membership and Finances, Gaby mainly on Congress activities.



3. Work Interviews of Office Staff, Office Restructuring

On October 28th 2017, a **staff interview of Gaby and Monica**, done by Martin Dubbeling and Didier Vancutsem, took place at the Head Office. Both interviews are documented in office archive and were presented to Gaby and Monica. During the interview, Monica and Gaby were complaining about work pressure, but executing their job without delays; furthermore they have to deal with not paid additional working hours. Both are still happy with their job, and are proposing/wishing to have a paid office director who would take care of office management and finances.

Due to the working time reduction of Gaby, the termination of both employment contracts of Daniel (March 17) and Claire (May 17), it appears that there is a **need of restructuring of the Head Office**. Unfortunately, the actual and expected financial situation does not allow us to employ new staff members.

Later this year, we tried to find new PhD students, without success.

With the support of the EU money of thinkNATURE, we still had some budget available for additional staff: a call for young professionals was published in June 2017. 2 young professionals were selected – Alexandru Radai and Ipek Kharaman. Alexandru helped the Head Office one day in a week; unfortunately he left the office in July 2018 to another employer. Since then, we are looking for another staff person.

The proposed reintroduction of a **Head Office director** (Executive Director), responsible for the office management, products and communication was discussed during the last physical EXCO meeting in January 2017 in The Hague; it was not accepted.

Expected staff changes by 2020 – 2025 may force ISOCARP to rethink the Head Office structure: Gaby will be 65 (start of basic pension in NL) in October 2021, Monica 65 in February 2023.

In the next 4 years time, ISOCARP should be able to find staff replacement for Gaby and Monica, but also discuss a restructuring of the Head Office. A balanced structure based on Membership Fees income, projects, events and the connection to the ISOCARP Institute should be established.

4. International partnerships

International relationship activities as activity of Secretary General are diverse and include several aspects: representation at partner events, networking, development of joint activities, and more.

Until today, we have legal relationships (Memoranda) with around 60 international organisations. We are working with some on a regular basis, some not, and some relationships are not active at all. Other cooperation agreements are with public and private sector organisations.

An evaluation of the international relationships is done regularly within the Executive Committee. (ISOCARP website). Hereafter, international relationships activities, where the Secretary General is mostly involved.

UN-Habitat: as one of our most important partner, ISOCARP's relationship with UN-Habitat is based on a Memorandum of Understanding. Several cooperation activities: World Urban Campaign activities (<http://www.worldurbancampaign.org>, the global partnership platform with eg urban thinkers) – Other activities with UN-Habitat started in the past, such as Planners for Climate Action (P4CA), International Planning Guidelines, Urban Labs, Public Space, and more.

Habitat Professionals Forum – the platform of all professional organisations worldwide, or UN-Habitat urban labs, working groups, and more- here is ISOCARP leading the processes.

GAP: General Assembly of Partners – ISOCARP is a funding member of the GAP. GAP was contributing to the New Urban Agenda Quito and is continuing to be active as representative of the Civil Society to UN-Habitat. Further organisations with close cooperation are: **UNECE, OECD, FIABCI, EU Commission, UNESCO, ICOMOS, Council of Europe, ICOMOS Europe, World Bank, Asia Development Bank, European Development Bank, African Development Bank, ICLEI, C40**, as well as with all other Institutional members.

5. Renewal process – ISOCARP 2.0

The renewal process “ISOCARP 2.0” started after the Portland congress 2017, strongly connected to the elaboration process of a new Constitution for the Society. But it was also motivated by the fact that the society is considered since years on fire and reports are (knowingly and systematically) ignored – the society is in a serious crisis and we should take this workshop occasion to rethink the overall idea, structure, management and business model of the society. Additionally, we should focus more on the interests of our members, rather than building relations with other organisations. Our members are the most valuable assets. Active members are our greatest “potential” we have for a well functioning and welcoming society.

The ISOCARP 2.0 process is based on three pillars: the new constitution, the membership model and the activities –related to finance- the society will have in the future.

A brainstorming workshop in The Hague/NL, which was attended by Daniele, Dhiru, Didier, Jeremy, Malgorzata, Martin, Milena, Slawek and Zeynep, focussed on the vision for the society, the new constitution, the membership model, the products, the governance model, the Head office, the committees, the finances, and the ISOCARP Institute.

The New Constitution

A clear, understandable, with very simple decision-making process constitution should be the basis of the ISOCARP 2.0. The new constitution proposes a one-member one-vote system, open democracy, board members responsible for the management of the society without silos and a small executive committee (president, secretary general, and 2 other members of the board) for the day-to-day business. Proposed amendments to the new constitution are the addition of “education, applied research and practice” activities to the aims, the title “board member” instead of “director”, and the mention of the relationship of the society with the Institute. A proposed sentence to be included in the constitution has been formulated and will be checked with the lawyer. The members of the executive committee support the new constitution including the amendments.

The Vision for the Society

The current motto of the society should be kept and the production / exchange as well as connection to the International global community of people and professionals should be part of the vision.

The vision is therefore: ***“ISOCARP is the global community connecting professionals to create and exchange knowledge for better cities.”***

Membership Model

The membership model needs to be totally redesigned. The uniqueness of ISOCARP is its platform connecting the academicians, the practitioners and the researchers.

All membership categories should have a flat fee – no more 12 different fees categories.

For individual membership, it is agreed that we need a new **Entry level** (“associate”) for everyone. Everybody can join the society, YPPs, students, other professional groups – dealing with urban issues. The associate category will not have voting rights, and have only reduced advantages, for a very low fee.

The next category is the **regular level** or member category. It has basic benefits and the flat fee is affordable for everybody, and eligible for projects.

The third and top category is the **corporate** / certified / senior member – this includes a certificate, high fee, all activities included. Addition to this is the **fellowship** for members with more than 20 years experience. They can be e.g. delegated to international organisations and are representing the society.

The category for the private / public sector is the Institutional membership: city, university, business, and association. One flat fee for all. An institutional member can introduce up to 5 regular individual members.

Products – Members benefits and services

We have to define the assets, as well as which services will bring financial return. “Members helping members”, or “members generating content” are two interesting thoughts. “Members generating content” could become also a kind of business model for the society – related to our limited capacity.

Membership has following **benefits**:

Part of the global Network, participating UPAT and YPPs, Congress attendance, Review, IMPP, Training and Certificate Program, Invitation to lectures / part of the Speakers bureau, combination of 2-3 activities into a capacity-building program, Institute – and later the Journal and technical Assistance.

Further more, research and action based topics are mentioned, knowledge into action, as well as Mobile Academy with Series of workshops, as well as Video academy with Megadocs are proposed.

Governance Model

We agree on a geographic and thematic structure of membership: local, regional and world level (regional chapters – regional officers – HQ The Hague), as well as thematic committees, Working groups.

For the regional dimension, regional chapters appear the most promising structure. It should be organised as discussed in Slack. Regional Chapters should be combined with regional events and joint events.

The distribution of the current board seems geographically distributed: Americas (Dhiru), EU (Daniel and Ana), Africa (Milena and Sebastien), ME (Zeynep and Slawek), Asia Pacific (Jeremy).

HQ Breakdown

We see the Back-Office (Monica) dealing with handling membership applications, handling administration (membership fee and congress), as well as finances and accounting / Gaby: Congress letters, applications, hotels, abstracts, collecting, etc.

This is totally separated to the other following activities:

- UPAT Admin: Martin + Milena (calls sent by back-office)
- YPP Admin: Zeynep (calls sent by back-office)
- Publishing/Review: Malgorzata + others
- Daniele: Institute
- Slawek: Congress admin / Outreach / Contracts / Gen. Rapporteur / Congress team
- Ana: Newsletter, Awards (Jury), bit of congress

Scientific committee

The Scientific committee is selected for 3 years. The president is the coordinating its activities. Board makes decisions.

Finance

We have discussed a Test Version of a realistic Annual Budget of ISOCARP 2.0, which is not necessarily next years' budget. We distinguish three main sources of incomes - Membership Fees (€50K), Congress Related Activities (€50K) and Projects (€100K) - to balance three groups of expenses - Office & Operations (€125K), Compliance (€25K) and Board (€50K).

The test budget is based upon a new model of memberships fees: Associates (non-members) pay € 25, Full members pay a flat fee of € 50, Institutional Members pay € 500 that includes 5 memberships.

Institute

In his preparations for his presidency (2018-2021), Martin has sought legal and financial advice. His findings are that, because (more than) 50% of its income, ISOCARP is depending from projects, ISOCARP should have (had) a VAT administration and pay corporate tax on its revenues. This is why we need to separate and unbundle membership and congress activities from the projects. It is good that we started with operations of all new projects (EU, YPP, UPATs, ITP) via the ISOCARP Institute. In the next 6-9 months we will be in a transition period, but we need to start with a VAT administration.

6. New Constitution

The Constitution Committee has been established after the Portland congress and elaborated the new text of the Constitution. Jim Colman (representing the Sydney Group), Benjamin Scheerbath (representing the Scientific Committee), Martin Dubbeling as President-Elect and Didier Vancutsem, Secretary General were the members of the committee. The Constitution Committee met online several times, had 4 meetings with our lawyers discussing the legal aspects of our Society, an intense email conversation and evaluated the feedback from the membership. The Executive Committee was involved in the process after elaboration of a draft constitution, and the membership was asked for feedback 3 months before the General Meeting of Bodø. The result of the process is a renewed Constitution, which is simple, clear and modern. The Constitution reviewed the governance structure and proposes a simplified decision-making process. The legal text will be approved during the next AGM by the membership.

7. The Way forward

The ISOCARP 2.0 is the first step towards a more revived society of city and regional planners active globally. The transformation process started already last year 2017 and will continue in the next years. The vision we all would like to achieve is to form the ***global community connecting professionals to create and exchange knowledge for better cities***. The new Society will be inclusive, modern, dynamic and creative - and should therefore include all urban professionals worldwide. We will all together work on this.

Didier Vancutsem, ISOCARP Secretary General