

ISOCARP Governance 2021-2023

This Policy Regulation complements Policy Regulations 2021/01 and 2021/02. It defines the core activities to be managed by the Board, with support by the ISOCARP Secretariat and volunteering ordinary members of the Society.

The diagram below depicts the ISOCARP Governance model 2021-2023 and considers both the Association and the Foundation (ISOCARP Institute – in orange) as part of the ISOCARP-ecosystem, with their joint Secretariat in The Hague. The **blue-font** activities are primarily governed by the Society, while the **orange-font** activities are primarily administered by the Institute. The black-font activity (Communications) is administered by the joint Secretariat.



While 'Board Activities' (right side) are considered as core responsibilities of the Board, the 'Member Activities' (left side) are primarily 'member-led', with backup support from the Board and the Secretariat.

Board Activities

While the Board governs the Society as an entity, decisions are prepared and activities are implemented through eight standing working Teams of the Board, with following terms of reference:

- **Strategic & Financial Planning Team**: in charge of the preparation and monitoring of the rolling Strategic Planning (long and short term), the Financial Planning (account management and budgeting), the sponsoring strategy and the optimisation of governance and executive management of both the Society and the Institute. In case of the appointment of a Board Treasurer, she/he will be ex-officio member of this team and lead on the financial issues. This team will substantially contribute to the Annual General Meeting of members, in coordination with the Members & Elections Team.
- **World Planning Congress Committee**: in charge of the preparation and monitoring of the overall management of the World Planning Congresses and the eventual ISOCARP engagement in other global events such as the World Urban Forum. The ExCom members as well as Secretariat staff member appointed as Congress Director will be ex-officio member of this committee. The overall Congress management includes a) managing the bidding and contractual process b) the logistical management of each Congress and c) the content management of each Congress. For the latter, the Committee will be supported by a) a Congress Team composed of and led by ordinary members and b) the Scientific Committee (mainly related to the Congress Declaration and scientific quality review). The Committee will also manage the establishment and maintenance of a new digital platform of Congress papers and review articles – in collaboration with Publications Team (Review) and Communications Teams (website).
- **Awards & Publications Team**: in charge of the preparation and monitoring for the overall management of ISOCARP Award schemes and ISOCARP Publications such as the annual Review of World Planning Practice. The Team is also responsible for the ISOCARP Newsletter (Pulse) – eventually combined with a ‘members blog’ facility.
- **Members & Elections Team**: in charge of the preparation and monitoring for the overall management of member assemblies, membership relations and the elections for vacant Board positions. Issues related to the membership fees and donations will be shared with the Financial Planning Team, that will take ultimate responsibility in proposing changes to the current policies and arrangements. The Team will handle members through Salesforce and the Elections through BigPulse, unless the Board alters these service providers. The team member in charge of Elections is mandated as Board’s formal ‘Election Officer’ and she/he cannot be nominated at the time of election under her/his watch. The Team will pay special attention to a) better services provision for institutional members, b) reformulating the role of remaining National ISOCARP-member Delegations and c) the prospect for so called ‘Regional ISOCARP-member Chapters’.
- **Partnerships & Endorsements Team**: in charge of the preparation and monitoring of external partnerships and the endorsement of external events and activities. The Team will establish and regularly update a Partnership Strategy that will feed into the overall Strategic Planning. While the Team Leader is responsible for the overall management of partnerships & endorsements, team members will be assigned as focal points to specific partnerships & endorsements. Partnerships that can result in a Memorandum of Understanding (MoU)

or any other formal form of partnership agreement will be submitted to and taken forward by the ExCom and signed off by the President and Secretary General.

- Cyber Community & Communications Team: in charge of the preparation and monitoring of the overall management of the ISOCARP Cyber Community operations (defined as our digital backbone) as well the overall Communications of both the Society and the Institute. The Cyber Community management includes the management of Cyber Agora events (defined as publicly accessible online events), virtual Planning Lab activities (for members only) as well the virtual activities of the (thematic and territorial) Community of Practices (& Research) – blending members and non-members. While Cyber Agora and Planning Lab are curated by ordinary members, they will be mentored by designated members of this Team and with basic back-office support by the Secretariat. Also, each CoP(R)'s will be mentored by designated Board members, but not restricted to this Team. Only pre-approved COP(R) activities can eventually be eligible for back-office logistical support, granted by the ExCom. Territorial COP(R)'s will be coordinated with eventual establishment of Regional Chapters, managed by the Team on Members & Elections. Regional Activities with a physical component (in person/on ground) can be eligible for small grants, granted by the ExCom.
- Planning Activities & Services Team: in charge of the preparation and monitoring of the overall management of member-to-member planning activities and member-to-client planning services (including the UPATs and YPPs). Planning Activities can also entail events stemming from partnerships, such as Urban Thinkers Campuses (UTC). While the Team Leader coordinates overall, specific responsibilities can be assigned to team members for specific clusters of activities such as UPAT/YPP/UTC and

Training Activities. Besides managing planning activities and services, the Team is also responsible for prospection and acquisition, through product- and service innovation (e.g. through virtualization and online-services) – with the support of the Team on Partnerships and Members when relevant. Financial management of member-to-client activities and services will be administered by the Institute. Project management will be supported by a project monitoring mechanism, co-administered by the Team and the Secretariat. New projects must be submitted to the Board for its approval, including a financial and administrative/executive planning. Eventual project service delivery fees attributed to Board members must be pre-approved by the Board as part of a new 'Remuneration Policy' (to be established).

- Research & Knowledge Platform Team: in charge of the preparation and monitoring of the exchange and enrichment of activities and projects managed or envisaged by the Research and Academy branches of the Institute, including the EU projects and the Institute knowledge platform. The team will be ex-officio led by a Board member with membership of the Board of Directors of the Institute.

Whilst the Teams 'Planning Activities & Services' and 'Planning Research & Knowledge Platform' strongly interact with and rely on the ISOCARP Institute foundation, administered by a joint Secretariat, the future improved governance of the ISOCARP Association and ISOCARP Foundation will be dealt with separately and might impact this and previous Policy Regulations.

Whilst Board members by default engage in Board activities on a voluntary basis, the Board will establish a new 'remuneration Policy' to regulate eventual 'service agreements' for Board members to implement specific tasks.

Member Activities

In practical terms, the Member Activities cluster will interact with Board Activities in the following way:

- ❑ 'National Delegations & Regional Chapters' will be supervised and supported by the Board Team 'Members & Elections';
- ❑ 'ISOCARP World Café', successfully initiated during the 56th first virtual World Planning Congress, will be organized by the Board and Secretariat to discuss strategic ISOCARP issues with members only, before or after more formal member assemblies (AGM/SGM).
- ❑ 'Cyber Agora, Planning Lab and Community of Practices (& Research)' will be supervised and supported by Board Team 'Communications & Cyber Community', with limited back-office support from the Secretariat.
- ❑ 'World Planning Team', entirely composed of ordinary members, will be managed by the World Planning Congress Committee and supported by the ISOCARP Congress Director.
- ❑ The 'Scientific Committee', composed by ordinary members and chaired by a Board member, will be managed by Secretary General and the Executive Committee.

Given the expected overlap of activities between all these groups and teams, the Board and the Secretariat will ensure coordination and resource-efficiency through regular meetings and joint 'Action & Calendar Monitoring'.

Whilst ordinary members by default engage in member activities on a voluntary basis, the Board will establish a new 'remuneration Policy' to regulate eventual 'service agreements' for ordinary members to implement specific tasks.

Code of Conduct

Ad-hoc Working- or Task Force groups are not excluded but will in principle always

resort under one of the standing Board Teams – e.g. the ISOCARP focal points assigned to the contact-group with UN-Habitat, to establish and implement the joint workplan related to the new Memorandum of Understanding (MoU).

Member activities and groups are preferably populated and led by ordinary members of the Society. The Board will establish a reporting mechanism. Board Teams can exceptionally also invite ordinary members on an ad hoc basis. Cyber Agora and Planning Lab are curated by ordinary volunteering members that are recruited and appointed by the Board.

The annexed tables below reflect the current state of assignment of Board members to Board Teams, with additional indicative assignments of staff members, external service providers and ordinary members. While all tables have been endorsed by the current Board (in its meeting on 15 January 2021), only the first table is considered as part of the formal policy regulation – with the other tables more indicative and this more flexible. Assignations in Board Teams can only be changed in consultation with ExCom and Board.

Board Team Leaders are considered as 'primus inter pares'. All Team members are of equal importance, but the Team Leader has a supplementary coordinating role and acts as the focal point for interactions between Team, Board, ExCom, Secretariat, member-led activity groups and external partners. Team Leaders initiate regular Team meetings, establish a rolling Team workplan until the next Assembly of Members (General and/or Special), reports to the Board meetings and moves eventual motions and resolutions to be adopted by the Board. Interactions with the Secretariat and more in particular tasking of staff members must be coordinated (in advance) with the Secretary General. Team Leaders will also ensure a coordinated and timely contribution to the rolling ISOCARP calendar. Team Leaders will file all relevant documents on ISOCARP Sharepoint, accessible to all Board members.

Board and ordinary members must declare personal income or compensations of any kind for any kind of service delivery to the Society or the ISOCARP Institute.

Secretariat & Service Providers

The Secretariat and related external service providers (persons and companies, potentially including individual and institutional members) constitute the executive operational branch of the Society and its Institute. While the tables below indicate if and how staff members and service providers can support the Board governance and its activities, a separate ISOCARP Policy will be established to regulate a) the structure, management and remuneration policy of/for the Secretariat, b) the terms of references and remuneration policy for external service providers and c) stating operational procedures to regulate internal communications a) within the Secretariat, b) between the Secretariat and the Board, c) between Secretariat and external service providers and d) between Board and external service providers.

[APPROVED BY ISOCARP BOARD ON 16 APRIL 2021]

Annex 1 | ISOCARP Board Teams

Teams >	E x c o m	Strategic & Financial Planning	Congress (WPCC) & Other Events	Awards & Publica- tions	Members & Elections + Nat. Del. & Reg. Chptrs.	Partnerships & Endorsements	Communica- tions & Cyber Community	Planning Activities & Services	Planning Research & Knowledge Platform	Sci Com	
Board Members V											
Martin (P)	X	X (FP 2021)	X (2021)		X (Inst. Members)	X		X	X		7
Pietro (PE)	X	X	X		X	X		X	X		7
Frank (SG)	X	X	X (2020)		X (AGM)	X	X			X	7
Elisabeth	X	X	X (2022)			X		X (COP'S/GPA)			5
Daniele	X	X	X					X (INST)	X		5
Ali			X (2021)		X		X	X	X		5
Ana				X (Awards/Review 2021)	X (Elections)	X (Endorsements)	X (PULSE)		X		5
Dushko			X		X				X	X	4
Eric		X	X (2022)			X		X			4
Milena						X		X (UPATS)			2
Shi Nan				X (Review 2022)	X			X	X		4
Zeynep				X (Digital Platform)			X (Planetary)	X (YPPS)	X		4
	5	7	8	3	6	7	6	9	8	2	
SECRETARIAT											
Monica	X				X						2
Neanne			X			X					2
Anna			X				X				2
Federico (I)			X	X (Review)		X		X	X		5
Sindi (I)			X				X (Planetary)	X	X		4
Gisela (I)									X		1
SERVICE PROVIDERS											
Hajo		X			X						2
Jim				X (Review)							1
Mahak				X							1
BigPulse					X (Elections)						1
Dick Pronk		X									1
EXTERNAL REPRESENTATIVES (ISOCARP MEMBERS)											
			GR's & Congress Team LOC							10 SciCom members	

Annex 2 | Cyber Community & Communications

Teams >	CYBER AGORA	CYBER LAB	CoP Urban health	CoP Urban Mobility	CoP Urban Innovation	WEBSITES (Soc/Inst/ Congress)	SOCIAL MEDIA (Incl. Regional Facebook)	CYBER City and Regional Planning
Board Members V								
Martin (P)		X						
Pietro (PE)	X				X	X (Soc)	X	
Frank (SG)	X	X		X		X (Soc)	X	
Elisabeth	X		X				X	
Daniele	X					X (Inst)	X	
Ali	X							
Ana					X	X		
Dushko		X						
Eric								X
Milena							X	
Shi Nan								
Zeynep	X	X				X	X	
SECRETARIAT								
	Anna	Anna	Feder	-	-	Anna Neeanne	Anna Neeanne	
EXTERNAL REPRESENTATIVES (ISOCARP MEMBERS)								
	Juane	Kate	Jens	Sebastien Joachim	Marco Michael			

Annex 3 | Strategic Partnerships & Accreditations

Partners >	Overall Strategy	UNESCO	CoE	UN-HABITAT	GPN	GPEAN	UEF	ECTP	PAS	ISUH	UPSC	OTHER
Board Members V												
Martin (P)	X										X	
Pietro (PE)	X			X			X					
Frank (SG)	X			X	X		X	X	X			
Elisabeth	X			X					X	X		
Daniele	X			X								
Ali	X											
Ana	X											
Dushko	X				X	X						
Eric	X	X	X	X								X
Milena	X			X								
Shi Nan	X										X	
Zeynep	X	X				X						
EXTERNAL REPRESENTATIVES (ISOCARP MEMBERS)												
			Bernard Beata	ULRICH					Olga Bruce	JENS		

Annex 4 | Regionalisation

Teams	Overall	Africa Chapter/CoPR Sub-Sahara Africa + facebook Africa	Asia (+ Oceania?)	MENA (CoPR)	Europe- Russia + facebook Europe	Americas + facebook Americas	Oceania
Board Members			- facebook Asia				
Martin (P)	X				X		
Pietro (PE)	X	X			X		
Frank (SG)	X	X			X		
Elisabeth	X	X			X		
Daniele	X				X		
Ali	X			X		X	
Ana	X					X	
Dushko	X	X					X
Eric	X	X		X	X		
Milena		X (fb)					
Shi Nan	X		X				
Zeynep	X			X			
EXTERNAL REPRESENTATIVES (ISOCARP MEMBERS)							
		Vintesh	Andy (SciCom)		Alex	Pedro Lorraine	Jeremy Michael Juaneé

Annex 5 | Workplan MOU UN-HABITAT

Areas of Collaboration	UNH FOCAL POINTS	ISOCARP FOCAL POINTS
Overall Coordination	Laura Petrella	Frank
Advocacy & Campaign (WUC, HPF, UCT, P4CA)	Christine Auclair (WUC) Bernard Barth Steven Bland (P4CA)	Eric (WUC) Milena (HPF/UTC/P4 CA) Dushko (P4CA)
WUF/WPC	Fernanda Lonardoni (WUF) Sara & Mariana (WPC)	Frank (WUF) Elisabeth (WPC 2022)
Normative Guidelines & Tools	Pamela (Health) Herman Jean Pienaar (Lab) Cecilia (Public Space/Placemaking)	Elisabeth (Health) Ulrich Graute (IG-UTP) ShiNan (Placemaking)
Technical Assistance & Advisory (Urban Labs/UPATs/YPP)	Javier Torner & Herman Pienaar	Zeynep (YPP) Pietro Didier/Daniele (Institute)
City & Metropolitan Governance	Remy Sietchiping & Rafael Ferero	Eric (Metropolitan)
Urban Innovations	Melissa	Ana Pietro
Capacity Building & Training	Raphaelle Vignol	Ali Pietro Daniele/Didier (Institute)
Other RESEARCH	(UNH UNIVERSITY?)	Daniele/Didier (Institute)

