

Plan IFLA 2021-2022

**Updated July 2021 for input from IFLA Member Association delegates at
the 2021 IFLA World Council**

Global Opportunities for the Landscape Architectural Profession



Why IFLA must continue to evolve

A truly global federation, IFLA currently represents 77 national associations from Africa, the Americas, Europe, Asia Pacific and the Middle East. Our mission as landscape architects is to create globally sustainable and balanced living environments for the benefit of humanity worldwide.

IFLA officially represents the world body of landscape architects through its member associations and regions. Since the introduction of the 2019 – 2021 IFLA Business Plan – Plan IFLA - IFLA has undergone a transformation to improve its governance and the services it provides to its members so that it can focus on key areas of activity with the long term sustainability of the organisation first and foremost.

IFLA will continue its focus in achieving a new, forward thinking and very effective organisation which will be a go-to for member associations and their landscape architect membership. Our strategic aim is to provide excellent services to both our member associations and the family of landscape architects worldwide. Primarily, we will do this by raising the profile of the profession and acting as a conduit for the sharing of the many professional initiatives and services currently being provided by associations and their industry partners. Our aim is to work in partnership wherever possible, adding value to existing programs, processes and initiatives. Our goal is to connect people, skills and professional knowledge, thereby increasing the presence and capabilities of landscape architects globally.

Effective organisations are those that evolve and endure – evolve by keeping up with the changing and growing needs of the members they serve, and endure by excellent corporate governance, financial responsibility and a strong sense of purpose. Our success as an organisation will be a result of the contribution our members make, supported by a strong, resourced secretariat and a nimble organisational structure that takes advantage of new opportunities and changing circumstances.

What we are planning for in the next 2 years

Over the next 2 years until the end of 2022 (this current version of our business plan runs from 2021 – 2022) IFLA will focus on the key areas where we can make a difference to the landscape architectural profession at the global level:

Academic program recognition, accreditation and global education standards

The growth of the landscape architectural profession will depend on educating the future generation of professionals to the highest possible standard.

Professional recognition

In some countries the landscape architecture profession lacks visibility and status, particularly with government decision makers. IFLA can assist associations gain increased visibility and traction by showing what others are doing elsewhere and the difference landscape architects can make.

Collaboration and thought leadership

The way we go about our business, the processes we have in place and the technical knowledge we develop varies throughout the world depending on how advanced the profession is in a particular country. IFLA has a primary role in helping all associations and practising landscape architects by sharing expertise and proposing new ways of doing things.

Professional standards and ethics

As the reputation of the landscape architectural profession grows, so does the need for us to establish and maintain professional standards, ethics and values that distinguish us as a profession.

Governance and revenue

As a federation, IFLA must itself be well governed and financially stable. This implies a lean, nimble organisation that can respond successfully to an evolving professional globally.

In our activities and actions, IFLA will align with the United Nations 17 Sustainable Development Goals (SDGs). The focus of IFLA's working groups is to work with other international NGOs and our member associations to embed the policy intentions of the SDGs into the everyday actions of landscape architects in practice globally.

All of our members have a role to play

It is up to us to engage with the body of landscape architects practising globally through our regional structure and member associations. How we respond to the challenges we face will define how effective we are as an organisation. The IFLA Business Plan 2021-2022 sets out a clear and focused plan for IFLA that responds to the challenges and opportunities that the profession of landscape architecture faces globally. We are in the third year of the IFLA Business Plan 2019-2021. This current update incorporates the lessons learnt in the first two years of this plan and reflects new thinking and input from our members.

There are 4 key pillars on which we intend building a reputation and effectiveness as an organisation:

1. Excellent Corporate Governance
2. Key Services to Members
3. Raising the Profile of the Profession
4. Promoting responsible and ethical thought leadership

These are the measures against which we will be judged and against which we will judge ourselves.

How Plan IFLA works

Plan IFLA is a long-term vision with a tangible implementation plan. It is a blueprint to ensure IFLA grows more financially sustainable with increased and better services to our membership.

IFLA's Business Plan 2021-2022 includes actions that need to be taken to make the ambitions of the Plan a reality. These ambitions reflect the representatives of IFLA member associations globally and the community of affiliates and interested parties that associate and advise us.

The IFLA Business Plan 2021-2022 is one of IFLA's formal documents that, along with the IFLA Constitution and By-Laws and Rules of Procedure, guides our operations.

Plan IFLA is structured around:

- 9 principles – to guide policies and actions.
- 4 outcomes – to state the ambitions of the plan.
- 14 targets – to outline how the outcomes will be achieved.
- 25 tasks – to direct how targets will be turned into measurable actions.

How we will be defined

Vision

A thought leader reaching out and connecting with the profession of landscape architects globally.

Principles

- Distinctive, go to contact point for the landscape architecture profession.
- Globally connected, progressive and flexible.
- Promoter of environmental resilience and sustainability.
- Thinker globally and actor locally.
- Promoter of the broad understanding of landscape architecture practice.
- Promoter of strong, healthy and resilient communities.
- Supporter of infrastructure investment and green infrastructure.
- Leader and partner.
- A go-between the profession of landscape architecture and society.
- An advocate for the United Nation's 17 Sustainable Development Goals.

Outcome 01

Governance

IFLA has the potential to grow as an organisation if it is well governed and provides services to members that are relevant and complementary to their own services.

The governance structure of IFLA is vested in the IFLA World Council and through it, the IFLA Executive Committee (EXCO) who provides leadership by setting the strategic agenda, budgets, policies and performance targets.

IFLA is organised into five geographical regions, each with its own executive committee. The elected president of each region contributes to the running of IFLA as a member of EXCO, contributing towards IFLA's governance and decision making.

While IFLA's President is responsible for the integrity of the governance process and the functioning of EXCO, IFLA's Executive Staff are responsible for the management and operations of the Federation. One of our major challenges is to support a strong, effective secretariat with limited opportunities at present to generate income. With virtual meetings now the norm, the need for an IFLA physical office is less. Our aim is to increase our presence and effectiveness through virtual partnership and operations.

The three years 2019 – 2021 were an important time for IFLA as an organisation to focus only on those key tasks where we add value to our member associations and the profession of landscape architecture they represent globally. We have been successful in reaching out to more of the global landscape architectural community than before, and to involve much greater participation from landscape architects who feel part of and want to contribute towards a truly global body.

The time it takes to further resource IFLA's secretariat to the level we want it will depend on the success of this business plan and a strong focus and support by the World Council and Executive Committee towards financial and corporate stability. As an organisation we cannot become distracted on issues where we do not add value or lead us to become too internally focused.

Targets

1. Meet our responsibilities as a not-for-profit non-government organisation, including compliance at all times with IFLA's Constitution and By-Laws and Rules of Procedure.
2. Meet best practice benchmarks for financial performance and reporting.
3. Maintain a sound financial footing to support the services we provide and projects we are engaged in, including constitutional and governance reform as necessary to increase membership and revenue growth.
4. Achieve an annual base target from global corporate sponsors and other means of income generation in addition to association dues.
5. Support our employed staff, including on-going guidance and annual performance review to ensure IFLA's objectives are being met and our staff are empowered to meet their personal and work goals.

Outcome 02

Key Services to Members

IFLA's resources are directed only to the areas where we can complement other initiatives being made by representative groups, agencies, other non-government organisations, industry and individuals. The services and projects we deliver to our members are those that are valued and make a difference to the organisation, recognition or practice of landscape architecture. Fundamental to this plan is recognition of what makes IFLA unique as an organisation and where it can add value to existing resources.

IFLA does not have the resources itself to do all the activities that we have identified. We therefore intend to continue to partner with our member associations, regional executives, other global representative organisations and the UN and its agencies to achieve our goals. This approach to partnership has served us well over the last two years, allowing IFLA to be better represented and more open to participation by individuals and groups. IFLA is now well recognised as a global federation representing landscape architects throughout all regions of the world.

Targets

1. Focus on the key service areas which are:
 - i. Academic program recognition, accreditation and certification.
 - ii. Professional recognition.
 - iii. Raising professional standards.
 - iv. Code of professional conduct and ethical conduct.
 - v. Communicating the value of landscape architecture.
 - vi. Support for a more equitable and sustainable world through advocacy of the UN's Sustainable Development Goals.
2. Deliver services and projects to our members that align with IFLA's core values and objectives.

Outcome 03

Raising the Profile of the Landscape Architectural Profession

IFLA operates happily in a working environment with differences in language, culture and practice. Our aim is not to achieve a homogenous view of landscape architectural practice, but to celebrate differences and promote a deeper understanding of our profession that comes from the sharing of different experiences.

IFLA's role is to help landscape architects working in one place to learn from those working in another. Our role is to help associations in countries where professional standards are developing or new opportunities for education and professional recognition exist.

Whilst it is important that IFLA continues to be recognised as the body representing landscape architects globally (and often this is done in tandem with other similar-minded professional bodies at a global level), IFLA's organisation also encourages participation at a regional and local level. IFLA's regional structure assists in focusing issues and opportunities locally – thinking globally and acting locally.

Targets

1. Focus on increasing the visibility of IFLA, and subsequently the landscape architecture profession globally, through improved communications to members and landscape architects in general.
2. Ensure IFLA's website is up to date and serving the needs of our organisation as a primary means of communication.
3. Support regional and member association awards programs that recognises excellence in the practice of landscape architecture.
4. Establish IFLA's annual world congress as the premium gathering of landscape architects from across the globe with targeted themes that represent a changing and evolving profession.

Outcome 04

Promoting Responsible and Ethical Thought Leadership

IFLA accepts the responsibility of abiding by ethical standards and acting responsibly in our own activities and actions. It is also our intention to promote these same standards and principles to guide the profession in the practice of landscape architecture globally.

During the last year, IFLA has adopted a set of global ethical principles for the profession to promote ethical practice across the global landscape professional community. These principles are high-level and do not seek to replace guidance in professional practice, codes of conduct or legislature in place in many countries. Landscape professionals who are members of bodies that belong to International Federation of Landscape Architects (IFLA) bodies are expected to act in accordance with these principles.

The aim is to promote global ethical practice to ensure public confidence in the landscape architectural profession and promote environmental safety and wellbeing. During 2021 and 2022 we will continue to promote the principles which have been adopted and assist member associations to further develop and adopt codes of conduct where they are currently absent.

Targets

1. Reinforce IFLA's reputation and value as the go-to organisation for thought leadership, professional standards and ethics, and networking for landscape architects globally.
2. Develop principles embedded within guidance notes for consultation with our membership.
3. Adhere to the principles of the International Ethical Standards (IES) to ensure benchmarking and verification with international standards.

Action Plan

IFLA BUSINESS PLAN 2021-2022: KEY BUSINESS OBJECTIVES, ACTIONS AND TARGET DATES

Commencement: Plan IFLA first adopted by the IFLA World Council in July 2018

Review Date: This revision July 2021. Next review July 2022.

BUSINESS OBJECTIVE	ACTION	TARGET DATE
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A GOVERNANCE

Legal

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| 1. Comply with legal requirements and IFLA's Constitution and By-Laws. | Check all decision making against IFLA's Constitution and By-Laws and Rules of Procedure. Notify any intention to vary to World Council. | On-going at every IFLA meeting and as a check before any decisions are acted upon. |
| 2. Audit and regularly report financial performance. | Report financial status and performance regularly to the Executive committee and World Council delegates. | Executive Committee monthly.
World Council delegates through their regional presidents. |
| 3. Review and reform IFLA's governance to match operating environment. | Recommend reforms to maintain a 'nimble' organization able to adjust to changed circumstances. | On-going. Report by FBP committee to EXCO in March 2022 with report to the 2022 World Council recommending updates to the IFLA By-Laws and Rules of Procedure. |
| 4. Put in place adequate insurances. | Monitor the need for insurance of IFLA staff (currently contracted) and in future for ExCo members. | On-going through the Secretariat. Report to EXCO March 2022 as part of the governance review. |
| 5. Monitor actions and performance of the IFLA EXCO and IFLA committees against the IFLA business plan. Ensure programs and targets align with IFLA's key focus and | Check all decisions against the IFLA Business Plan 2021-2022 to ensure they comply with the business plan's, and IFLA's, objectives. | Executive Committee monthly. Report compliance to the annual World Council meeting. Record in EXCO monthly meeting |
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financial targets. Ensure regional business plans and regional committees align with the IFLA Business Plan 2021-2022 and the IFLA standing committees and working groups.

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Finances

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| 1. Achieve annual base targets for sponsorship and affiliate (non corporate and industry) membership. | Euro 30,000 in 2022 | Monthly review at Eexecutive Committee meetings. Included in report by FBP committee to the World Council. |
| 2. Report on financial performance against budget targets. | Report prepared by Treasurer. | Distributed to Executive Committee by 1 st of each month. Available to all member association delegates through regional presidents. |
| 3. Establish partnerships with other organisations similar to IFLA, industry representatives and others. | Maximize resources over the whole of the professional landscape architectural and global design industries by engaging with others in our field. Build this into the work of the IFLA committees and Executive. | Monthly review at Executive Committee meetings. Responsibility of IFLA committees and working groups. |

Staff

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| 4. Support IFLA employed staff. | Provide on-going guidance and 12-monthly performance reviews. Respond to individual circumstances. | On-going. Direct responsibility for staff is with the IFLA president. 12-monthly performance reviews in February of each year. |
| 5. Adequately resource IFLA's secretariat. | Continuously review staff resources. Give primary support to Executive Secretary. Determine when additional staff can be employed. | Executive committee responsibility. Timeline in place as per FBP committee report for employment of full time equivalent staff. |
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B SERVICES TO MEMBERS

1. Share resources with other associations and like-minded groups, including CPD opportunities.	Establish a central data base to establish and maintain links to other organizations.	Secretariat responsibility to continually update. Review by Executive committee.
2. Share resources with associations and universities that target high school students through their career advisers, and education programs that promote landscape architecture as a career.	Contact associations and educational institutions with programs in place and provide a central link to share these resources.	Secretariat responsibility to establish by March 2022 in conjunction with project partner – could be member association. Review by Executive committee.
3. Ensure an effective IFLA committee structure with identified key areas, action plan for implementation and deliverables.	IFLA committees to prepare annual action plans with outcomes, including for sub-committees and working groups.	IFLA committees to update 12-monthly (January) for review by Executive committee.
4. Academic program recognition.	Revise IFLA's policy on program recognition following two trials in 2021. Continue to support the PREP survey and enable this to become a working document.	IFLA committee to present final draft to the Executive committee by Dec 2021 incorporating lessons learnt from trials.
5. Professional recognition.	Develop global recognition programs to assist associations achieve status as a professional in their country.	IFLA committee to present final draft to the Executive committee by Dec 2021.
6. Raising professional standards.	Prepare a new policy to associations to assist them with their own Code of Conduct if one is not already in place based on the high-level Ethical Principles adopted in 2021.	IFLA EAA Committee through working group to present draft to the Executive committee by Dec 2021.

C RAISING THE PROFILE OF THE PROFESSION

1. Communicating the value of landscape architecture.	Continually review public relations and communications plan in place that demonstrates the success landscape architecture has had in shaping our environments. Include government recognition of the value of well-designed and managed landscapes by providing material that can be used to lobby government and by expanding our policy platform. Partner with associations and regions to develop a single, global document.	On-going during 2021. IFLA CER committee to present draft to IFLA Executive committee by Feb 2022.
2. Competitions and awards.	Support existing awards programs in place by member associations and regions, as well as other supportive programs including the Rosa Barba International Landscape Prize award program.	IFLA committee responsibility. September 2021 with Rosa Baba.
3. Consolidation of IFLA's policies.	Continue to monitor and update the archive of IFLA correspondence, reports and other activities established on Google Drive.	Secretariat responsibility. On-going during 2021 and 2022.
4. Research.	Coordinate the sharing of research being carried out by associations, regions and other affiliated bodies throughout the IFLA community globally through web links posted on IFLA's website.	IFLA CER committee responsibility. Establish format and website folders by Dec 2021.
5. Continuous improvement to IFLA's website.	Continually update the IFLA website content.	Secretariat responsibility. On-going during 2021 and 2022.
6. Increasing membership.	Continue to increase IFLA's membership by assisting landscape architects establish associations within their respective countries and then to formally join IFLA. Recruit universities as affiliate (non corporate) members.	IFLA PPP committee responsibility. On-going for associations.

D PROMOTING RESPONSIBLE AND ETHICAL THOUGHT

LEADERSHIP

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| 1. Code of professional conduct and ethics. | Implement the Ethical Principles document adopted by the World Council. Assist member associations where they do not have a Code of Practice, or similar, in place. | Responsibility of PPP committee. On-going. |
| 2. Formal membership of IES. | Continue membership of the International Ethics Standards (IES). | Secretariat responsibility. |
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What Plan IFLA will mean for our members

As IFLA grows in strength and effectiveness so will the call for services to our membership. Our plan will continue to be reviewed every six months and be updated annually to report on performance against the actions and goals which are outlined.

Adjustments are to be expected and will be made to reflect the priorities and opportunities that associations, regions and the IFLA Executive committee identify.

Successful implementation of Plan IFLA will be a result of the clear focus and actions that have been identified. The result will be:

- Meaningful services provided to our membership.
- IFLA sought after as the point of contact for landscape architects globally who want to network and stay abreast of contemporary practice.
- Increased sharing of knowledge and expertise between associations and practising landscape architects.
- Thought leadership with IFLA seen as an instigator of new ideas and best practice.
- Increased understanding by governments, other agencies and organisations, and the general community of the scope of work that landscape architects are now engaged with, and the influence they are having on our environment and quality of life.