

IFLA Business Plan 2023—2026

Updated July 2023 for input from the 2023 IFLA World Council

Strategic Direction and Global Opportunities for the Landscape Architecture Profession



The International Federation of Landscape Architects (IFLA) is the only global professional organisation dedicated to promoting the profession of landscape architecture and advancing the quality and sustainability of built and natural environments worldwide. This business plan outlines the strategic initiatives and operational framework to enhance further the influence, reach, and impact of IFLA in the coming years. It provides an updated vision following up on the many ongoing and sets the future framework to ensure sustainable growth.

Executive Summary

Landscape architecture is a profession that focuses on the design, planning, and management of outdoor spaces, integrating art, science, and environmental principles to create functional and aesthetically pleasing landscapes. While we have come a long way, we still have a long journey ahead of us to give the proper recognition that landscape architecture deserves. It has been echoed by many of our member associations, partners, governmental agencies and international bodies that landscape architecture is the profession of the 21st century, and we are well-equipped to deal with the pressures that will define new ways of living and designing for future generations.

As the only international non-governmental organisation representing landscape architects in the world, it's through joint efforts that we keep expanding our knowledge and experience. It's opportune to remind readers that we are not a small profession. IFLA is the body that represents 78 national members across five regions (IFLA Africa, IFLA Americas, IFLA Asia-Pacific, IFLA Europe and IFLA Middle East) and more than 50,000 landscape architects worldwide. Our mission is to promote the landscape architecture profession within a collaborative partnership of the allied built-environment professions, demanding the highest standards of education, training, research and professional practice and providing leadership and stewardship in all matters. Our strategic aim is to provide excellent services to our member associations and the extended family of landscape architects worldwide.

We must keep raising awareness of the profession and bringing non-members closer to IFLA. We aim to collaborate wherever possible, adding value to existing programmes, processes and initiatives. Our goal is to connect people, skills and professional knowledge, thereby increasing the presence and capabilities of landscape architects globally. As a global federation, our allies are international bodies like the United Nations, UN-Habitat, UNESCO, ICOMOS, FAO, IUCN, and WHO, as well as allied built environment bodies like UIA, ISOCARP, IFHP, and WFEO, among many others, where our expertise is required.

Since the introduction of the IFLA Business Plan 2019–2021 and the subsequent Plan IFLA 2022–2024, 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. It's now time to embrace new challenges that will keep raising the profile of the profession and enable the sustainable growth of IFLA.

Landscape architects practice a discipline rooted in holistic thinking. We understand the natural environment, the built environment, and the interface between them. And we are prepared to take leadership in shaping outdoor spaces and framing public awareness about them. IFLA will continue focusing on achieving a new, forward-thinking and very effective organisation that will be a go-to for member associations and their membership. To do this, we need a strong IFLA that helps promote the profession and expand educational standards so we can train the future generation of landscape architects and facilitate professional development, standards and recognition worldwide. This is a time in human history when landscape architecture has something important to say, and we must be heard.

Effective professional organisations evolve and adapt to change and address the needs of their members. At the same time, professional organisations should endure excellent corporate governance,

moving away from traditional voluntary contributions by having a strong and well-resourced secretariat. For that to happen, we must diversify our income and present ourselves as a reliable partner to the outside world. We must also look critically at our current Constitution and By-Laws and Rules of Procedure and ensure those reflect our organisation's identity and operational remit, taking advantage of new opportunities and changing circumstances. The IFLA Business Plan 2023—2026 will set the framework to accomplish that.

FINAL DRAFT

Short-term Goals

For the initial two years of this business plan, IFLA will focus on the key areas where we can make a difference in the profession of landscape architecture globally:

Thought Leadership

As a profession and as a professional organisation, we need to focus on the big picture and be recognised as a thoughtful leader. We should be seen as the interface where landscape architects come to establish and develop their networks, expand their ideas and meet like-minded people. We must also look critically at our current Constitution and By-Laws and Rules of Procedure and ensure those reflect our organisation's identity and operational remit, taking advantage of new opportunities and changing circumstances.

Advocacy and Visibility

IFLA should continue advocating for the recognition and value of the landscape architecture profession on a global scale. By highlighting the importance of landscape architecture in combating pressing global challenges, particularly across UN agencies, we can promote the role of landscape architects in addressing climate change, urbanisation, biodiversity, health and well-being. IFLA can increase awareness and demand for the profession.

Governance and Revenue

As a federation, IFLA must be well governed and financially stable. As we keep growing, we must look at ways of converting from a voluntary-based organisation to one that has a sustainable and well-resourced office capable of catering for the needs of our diverse membership and responding successfully to an evolving profession globally. Part of this includes diversifying income streams and presenting ourselves as reliable partner to the outside world.

Professional Global Standards, Ethics and Registration

The challenges faced by landscape architects can vary across regions and countries due to differing contexts, regulatory frameworks, and cultural attitudes towards landscapes. Understanding and navigating these variations while maintaining professional standards and ethical practices is challenging. We should work on global professional standards and registration, allowing landscape architects to travel and enrich their knowledge with other ways of thinking and doing.

Global Recognition and Accreditation of Educational Programmes

The growth of the landscape architectural profession will depend on educating the future generation of professionals to the highest possible standard. We have now rolled out our new global education recognition and accreditation programme. This will enable the verification of equivalence between different landscape architectural programmes, ensuring that all recognised programmes meet IFLA's global educational standards, making the movement of graduates less demanding and time-consuming, especially when it occurs across the IFLA-recognised and accredited programmes.

Corporate Membership and Sponsorship

We need all those representing the profession to come under the umbrella of IFLA. Landscape architectural firms, landscape contractors and construction firms, industry-related companies, governmental departments and universities should be linked to celebrating the true meaning of a global professional organisation. In this regard and under Category D of our membership, we are ready to welcome them. IFLA is a knowledge hub where members can share expertise and propose new ways of doing things.

Collaboration with Allied Professions and Industry

Strengthening collaborations with other international organisations and professional networks will enhance IFLA's influence and reach. By actively engaging with organisations involved in planning, environmental conservation, architecture, heritage and related fields, IFLA can foster interdisciplinary collaboration and benefit from shared knowledge and resources.

World Congress and Awards

The IFLA World Congress has become a powerful platform for landscape architects to gather, share research, present projects, and discuss emerging trends and challenges. The congress occurs in a different country each year, preferably on a different continent. Raising awareness of the value and benefits of landscape architecture to the general public and key stakeholders remains a top priority. We are now ready to explore new models for running our congress efficiently and maximise impact, particularly in places where the profession is in its infancy.

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

IFLA will align with the United Nations' 17 Sustainable Development Goals (SDGs) in our activities and actions. 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.

The Business Plan

This Business Plan is a long-term vision with tangible outcomes. It is a blueprint to ensure IFLA grows more financially sustainable with increased and better services to our membership while diversifying its scope of action.

The IFLA Business Plan 2023—2026 is an inspiration and aspiration document that includes actions that need to be taken to make our ambitions a reality. These ambitions reflect the representatives of IFLA member associations globally and the community of affiliates and interested parties that we associate with and advise us. As such, this document guides our operations and should be read in conjunction with the IFLA Constitution and By-Laws and Rules of Procedure. As a living document, the IFLA Business Plan 2023—2026 is intended to be reviewed annually in preparation for the reporting at the IFLA World Council.

The IFLA Business Plan 2023—2026 is structured around:

- Mission and Vision – the definition of our core business, whom we serve, what we do, our approach to reach our objectives and whom we want to become.
- Global Focus – key themes defining the core action of IFLA and in line with other international organisations
- Principles – to guide our policies and actions
- Outcomes – to set key actions and ambitions of the plan
- Targets – to outline how the outcomes will be achieved
- Tasks – to direct how our targets will be turned into measurable actions

The future of landscape architecture lies in creating sustainable, resilient, and inclusive landscapes that address the pressing environmental and social issues of our time. By embracing new technologies, advancing design approaches, and advocating for the profession's value, landscape architects can contribute to creating a more sustainable and liveable world.

Mission and Vision

Our mission is to lead and connect the landscape architecture profession globally, advocating for responsible and sustainable design, planning, and management of the environment.

The vision is to create a world where landscape architecture is recognised and valued for its critical contribution to shaping vibrant, resilient, and inclusive communities.

FINAL DRAFT

Global Focus

For IFLA and the profession to be competitive globally, we need to provide a unified global platform for landscape architects to collaborate, share knowledge, advocate for the profession, set standards, and promote sustainable and innovative approaches to designing and managing the built environment.

IFLA serves as a catalyst for professional growth, international cooperation, and the advancement of landscape architecture as a critical discipline for a better world. To accomplish that, as a professional organisation, our core goals must rely on the following:

1. Climate Action and Biodiversity
2. Health, Well-being and Nature-based Solutions
3. Community Participation
4. Technology and Evidence-based Design
5. Food Security
6. Traditional Knowledge and Indigenous Practices

Such global focus better aligns IFLA's remit with international strategic partners and will allow us to leverage diverse perspectives, share expertise, and collaborate on projects that address pressing global issues. Regarding the initiatives of the United Nations (UN) and affiliated agencies such as UNESCO, ICOMOS, WHO, UN-Habitat, FAO and IUCN, landscape architecture significantly addresses the goals and ambitions related to sustainable development, climate change, and biodiversity conservation. In addition, it will align IFLA's objectives and outcomes with those of other allied built environment bodies like UIA, ISOCARP, IFHP, and WFEO, where our expertise is required around the table to strategise about the future of our planet. Through these collaborations, landscape architecture contributes to sustainable development, biodiversity conservation, and the creation of resilient and equitable landscapes worldwide.

Principles

Landscape architecture is a recognised profession practised in various parts of the world, combining elements of design, horticulture, ecology, and planning to create outdoor spaces that are visually appealing, functional, and sustainable. As a profession, we play a vital role in shaping the built environment and enhancing the quality of life for communities. While the specific approaches and practices may vary depending on cultural, environmental, and social contexts, the fundamental principles and goals of landscape architecture remain consistent. For IFLA to succeed, we need all our members to contribute and work alongside IFLA by adopting the following principles:

Our motto:

1. Globally connected, progressive and flexible.
2. Think globally and act locally.
3. Innovative and a go-to contact point for the landscape architecture profession.
4. Defender of high standards of education and research in landscape architecture.
5. Promoter of a broad understanding of landscape architecture practice.
6. Reliable partner.

Our core actions:

7. Tackle climate change and biodiversity by creating sustainable landscape architecture solutions that inspire a collective responsibility to preserve and protect our planet for future generations.
8. Promote nature-based solutions for the health and well-being of individuals and communities as a powerful reminder of the interconnectedness of humanity and the natural world.
9. Foster community participation in landscape architecture to promote a sense of ownership and pride, leading to a more inclusive and sustainable future for everyone.
10. Advance the use of technology and evidence-based design to develop dynamic and innovative solutions that enhance the built and natural environment and prioritise the health and well-being of its inhabitants.
11. Sustain the creation of sustainable and equitable food systems that ensure food security for all, while promoting biodiversity and preserving the natural environment.
12. Protect and integrate traditional knowledge and Indigenous practices to honour the cultural heritage of communities and promote a more sustainable and holistic approach.
13. Advocate for the United Nation's 17 Sustainable Development Goals

Objectives

IFLA aims to promote the profession, advance the practice of landscape architecture, and advocate for the sustainable planning and design of landscapes. The following objectives should be kept in mind to reach those goals:

Advocacy and Policy

IFLA will advocate for landscape architecture at the international level, influencing policies and promoting the profession's role in addressing our global environmental challenges.

Professional Development

Enhance professional development opportunities for members, fostering knowledge exchange, and supporting continuing education.

Collaboration and Networking

Strengthen collaboration with allied professions, governments, NGOs, and academic institutions to foster multidisciplinary partnerships and knowledge sharing.

Public Awareness

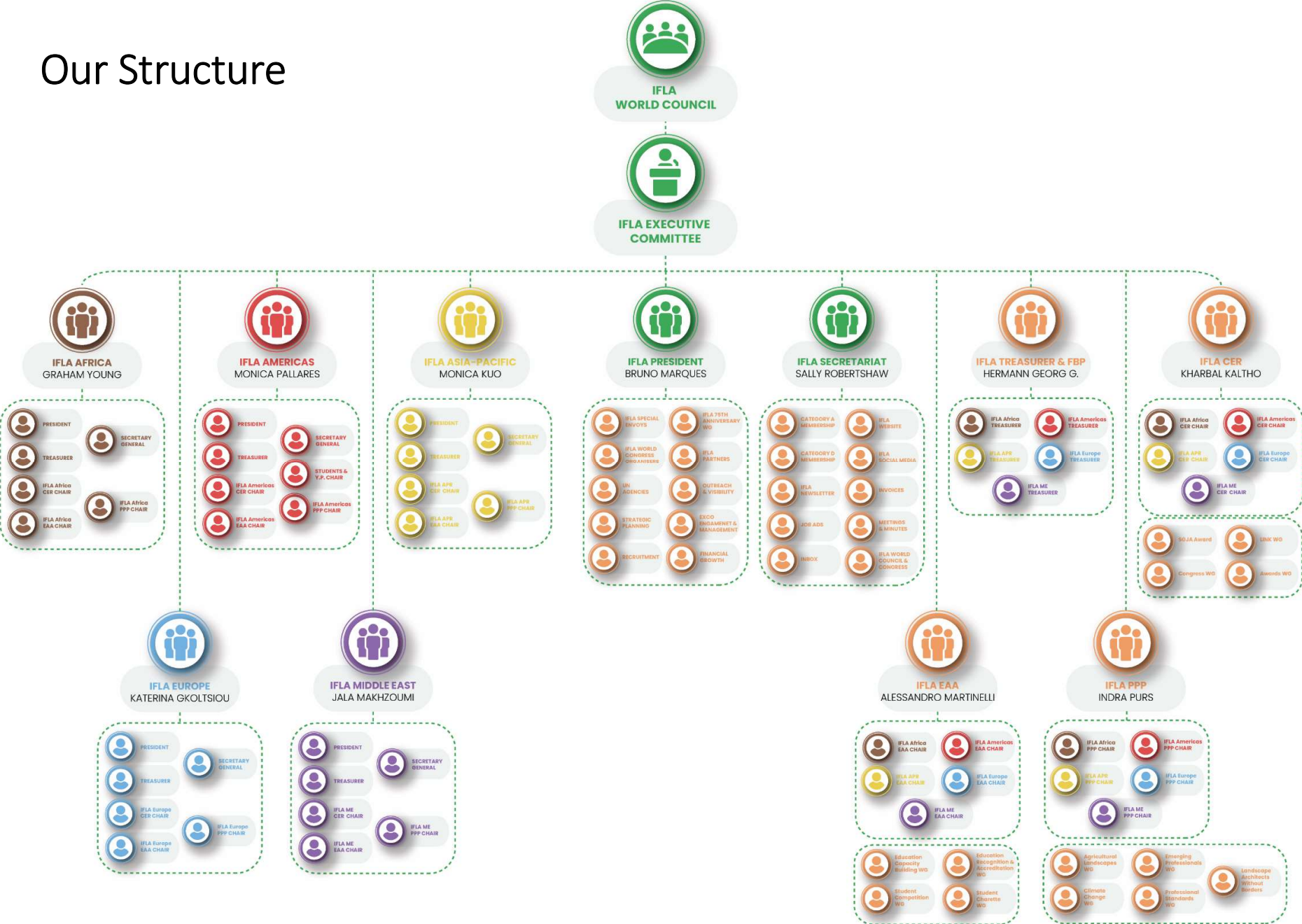
Raise awareness of the value and benefits of landscape architecture to the general public and key stakeholders through targeted communication and outreach initiatives.

Organisational Growth

Expand IFLA's global membership base, strengthen financial sustainability, and support regions to ensure representation across diverse geographic regions.

Through the increased sharing of knowledge and expertise between member associations and practising landscape architects, we can tackle most of the global challenges. IFLA plays a critical role as our goal is to connect people, skills and professional knowledge, thereby increasing the presence and capabilities of landscape architects globally.

Our Structure



The Role of Our Members

As a professional organisation, we should be seen as the interface where landscape architects come to establish and develop their networks, expand their ideas and meet like-minded people. In this way, we all have an important role to play. The IFLA Business Plan 2023—2026 sets out a clear and focused plan for IFLA to sustain growth and respond to the challenges and opportunities that the profession of landscape architecture faces globally. All members need to be committed to delivering the goals of this business plan to keep improving the status of the profession.

There are four pillars on which we intend to build a reputation and effectiveness as an organisation to achieve success:

Excellent Corporate Governance

IFLA has achieved a stable organisational structure and strong financial accountability and resources. We've monthly KPIs in place aligned with our Annual Business Plan. Our purpose remains at a global level where we can be effective and make a difference. In this regard, we need to keep growing as an organisation. For that, we must look critically at our current *modus operandi* and move away from traditional voluntary contributions by having a strong and well-resourced secretariat capable of providing key services to members. We must also look critically at our current practices and procedures and ensure those reflect our organisation's identity and operational remit, taking advantage of new opportunities and changing circumstances.

Key Services to our Members

The services and projects we deliver to our members are valued and make a difference to the organisation, recognition or practice of landscape architecture. We keep investing in communications through our website and social media, nurturing existing and forging new partnerships, and aligning our core activities with the SDGs. We rolled out our new global education recognition and accreditation programme to bridge the gap between academia and professional practice. We'll prioritise the global professional standards and registration, allowing landscape architects to travel and enrich their knowledge with other ways of thinking and doing. We'll invest in IFLA should be seen as a knowledge hub and platform that supports exchanging ideas, research, and best practices by fostering partnerships and knowledge sharing.

Raising the Profile of the Profession

IFLA operates happily in a working environment with diversity in language, culture and practice. We aim not to achieve a homogenous view of landscape architectural practice but to celebrate differences and promote a deeper understanding of our profession. IFLA will keep raising the profile of the profession internationally, strengthen our position within the UN agencies, and foster collaboration with allied professions, governments, NGOs and academic institutions. IFLA can encourage collaboration among its member organisations, professionals, and stakeholders in the field of landscape architecture.

Promoting Responsible and Ethical Thought Leadership

IFLA should prioritise transparency, accountability, and integrity within its organisational practices. We can inspire trust and encourage ethical behaviour among landscape architects globally by setting an

example through our own actions. Furthermore, IFLA should actively engage with policymakers, decision-makers, and other international organisations to advocate for ethical and sustainable practices in landscape architecture. By participating in policy discussions, conferences, and collaborative initiatives, IFLA can influence the global landscape agenda and drive positive change in the profession.

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

FINAL DRAFT

Outcome 01

Corporate Governance

IFLA is now in a stable position and has the potential to grow as an organisation. We should make sure our Constitution and By-Laws and Rules of Procedure are taken as the set of rules by which our practices and processes are directed. Good corporate governance promotes transparency, accountability, fairness, and responsible decision-making within the organisation.

The governance structure of IFLA is vested in the IFLA World Council and through it, the IFLA Executive Committee (ExCo) provides leadership by setting the strategic agenda, budgets, policies and performance targets. The IFLA ExCo currently has eleven members. 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 the ExCo, contributing towards IFLA's governance and decision-making. Three standing committee chairs are the key pillars of the organisation to advance communication and external relations, education and academic affairs, professional practice and policy, and financial and business planning. Each region mirrors a similar structure.

While IFLA's President is responsible for the integrity of the governance process and the functioning of ExCo, IFLA's Executive Staff are accountable for the management and operations of IFLA. Key major challenges are related to having a limited secretariat (IFLA Executive Secretary is at 0.4 FTE, 2 days/week), dependence on membership dues as the primary source of income and low visibility as a global brand. A strong and effective secretariat will allow us to provide services to members that are relevant and complementary to their own services. In this regard, we should invest in recruiting additional staff to expand into key areas such as membership, sponsorship and communication.

We have successfully reached out to more of the global landscape architectural community than before and involve greater participation from landscape architects who feel part of and want to contribute towards a truly international body. However, we need to keep supporting countries and territories that wish to establish their own professional bodies, more importantly, we need to attract corporate members and sponsors. To resource IFLA's secretariat to the level we want depends 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 by issues where we do not add value or lead us to become too internally focused. However, the operational side of IFLA will need to be revised. Our current Constitution and By-Laws and Rules of Procedure were introduced in 2014 to make IFLA more cohesive. The intent was to have high-performing regions that would reduce the burden centrally, allowing IFLA to focus on global outreach and lobbying. With the increase in the size of the IFLA ExCo, the execution and implementation of plans are lengthy and troublesome. Like most similar organisations to IFLA in the world and even among our membership, it is typical to have a smaller executive committee as a subset of a board of directors who oversees the day-to-day business and activities related to strategic planning and decision-making. The board of directors helps provide strategic oversight to an organisation and often divides itself into several committees or sub-boards to divide duties based on expertise. Board members should have the necessary expertise and experience in areas such as

landscape architecture, business management, finance, and governance to provide effective oversight. This is a model we should be looking into in the near future.

Targets

1. Meet our responsibilities as a not-for-profit non-government organisation, including compliance with IFLA's Constitution and By-Laws and Rules of Procedure.
2. Meet best practice benchmarks for financial performance and reporting.
3. Develop targeted membership growth strategies, including outreach campaigns, membership benefits, and regional representation incentives.
4. Maintain a sound financial footing to support the services and projects we are committed to, including constitutional and governance reform as necessary to increase membership and revenue growth.
5. Achieve an annual base target from corporate membership and sponsors as well as other means of income generation in addition to membership dues.
6. Explore new models for running the IFLA World Congress efficiently and maximise impact, particularly in places where the profession is in its infancy.
7. Support our employed staff, including ongoing guidance and annual performance review, to ensure IFLA's objectives are met and staff is empowered to meet their personal and work goals.
8. Strengthen internal governance structures and revise and improve operational efficiency by exploring more sustainable governance models.

Outcome 02

Key Services to Members

IFLA's resources are directed only to the areas where we can complement other initiatives made by representative groups, international agencies, non-government organisations, industry and individuals. The services and projects we deliver to our members are valued and make a difference to the organisation, recognition or practice of landscape architecture. By providing these key services, IFLA can support its members' professional growth, knowledge-sharing, and networking needs, ultimately enhancing the recognition and impact of landscape architecture worldwide.

IFLA currently does not have the resources to do all activities we identified as deemed to pursue. We will continue to partner with our member associations, regional executives, and global partners with a similar remit and international agencies as part of the UN to achieve our goals. This approach allows us to tap into critical initiatives and projects and give us a better representation internationally. However, this is not sustainable in the long term. IFLA is now well recognised as a global federation representing landscape architects throughout all its regions. Nevertheless, we must grow and expand what we do as an organisation to remain competitive globally. The value of IFLA is to be perceived as a knowledge hub that encourages collaboration among members on projects, research initiatives, and interdisciplinary efforts, enabling them to benefit from each other's expertise and expand their professional networks.

In this regard, IFLA should facilitate the exchange of knowledge and best practices among its members. This can be done through conferences, workshops, webinars, and seminars where members can share their experiences, research findings, and innovative approaches. IFLA can also establish online platforms or forums for members to interact and collaborate on various landscape architecture topics, which can be used for continuous professional development. As a global organisation, we also need to be more outward-focused and engage with policymakers, government agencies, and other relevant stakeholders to promote the recognition and importance of the profession. Besides effective communication channels to keep our members well-informed, IFLA can also provide access to a centralised database of resources, including design guidelines, project databases, law cases and relevant research publications.

Targets

1. Focus on the key service areas, such as:
 - i. Knowledge sharing and best practices.
 - ii. Academic programmes recognition, accreditation and certification.
 - iii. Professional standards and registration/licensure.
 - iv. Code of professional conduct and ethics.
 - v. Continuing professional development.
 - vi. Legal advice and protection.

- vii. Advocacy, representation and communication of the value of landscape architecture.
 - viii. Networking and collaboration.
 - ix. Mentorship programmes for young professionals.
 - x. International exchange programmes.
 - xi. Support a more equitable and sustainable world by advocating for the UN's Sustainable Development Goals.
2. Deliver services and projects to our members that align with IFLA's core values and objectives.
 3. Remain globally connected and involved in key international agencies and allied organisations through projects that contribute to raising the profile of the profession.
 4. Disseminate knowledge globally through IFLA's structure of committees and working groups to assist in enhancing the profession of landscape architecture globally.

FINAL DRAFT

Outcome 03

Raising the Profile of the Landscape Architecture Profession

IFLA operates happily in a working environment with diversity in language, culture and practice. We aim not to achieve a homogenous view of landscape architectural practice but to celebrate differences and promote a deeper understanding of our profession. IFLA will keep raising the profile of the profession internationally.

IFLA's role is to help landscape architects share knowledge and experiences, allowing them to navigate from one place to another easily. Our role is to help member associations to increase public awareness and appreciation of the profession and to attract talented individuals to join the field. As such, educational and professional standards are key to enhancing the skills and knowledge of landscape architects worldwide. We should support existing and emerging member associations where professional standards are developing, or new opportunities for education and professional recognition exist. Ultimately, this can contribute to the recognition, influence, and impact of landscape architecture in shaping sustainable and liveable environments.

While it is important for IFLA to continue to be recognised as the only body representing landscape architects globally, our position is often reinforced by working alongside similar-minded international professional bodies, like UIA, ISOCARP, IFHP, WFEO and ISUH, among many others. We've consolidated our position with ISOCARP, ISUH and WFEO and will keep working alongside them. We have been busy securing our global partnerships with UNESCO and ICOMOS and have strengthened our work with several UN agencies. By working together on interdisciplinary projects and initiatives, landscape architects can showcase their unique contributions and the added value they bring to the design and planning processes. Immense progress has been made, but there are many collaborations that we need to tackle to have a stronger presence and voice globally. In addition, 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.

Emphasising the profession's role in addressing pressing global challenges, such as climate change, urbanisation, biodiversity loss, food security, community participation, and Indigenous knowledge, among many others, can help raise its profile. As such, IFLA should develop and implement public awareness campaigns to educate the general public about the value and importance of landscape architecture. In addition, we should actively engage with media outlets and publications to showcase exemplary landscape architecture projects, innovative design approaches, and the impact of the profession on communities and the environment. We should engage with schools and universities to introduce landscape architecture as a profession, particularly in career fairs, offering guest lectures or workshops and providing educational resources and information about pathways to becoming a landscape architect. Official recognition of the profession enhances its credibility and raises its profile.

Targets

1. Maintain effective communication channels among our membership to increase the visibility of IFLA and the landscape architecture profession globally.
2. Promote transparency in our operations by regularly publishing financial reports, annual reports, and other relevant documents to build trust among members and stakeholders.
3. Ensure the IFLA website and social media platforms are up to date and serve the needs of our organisation as a primary means of communication.
4. Support regional and member association initiatives that recognise excellence in landscape architecture.
5. Forge alliances with international stakeholders and corporations to support landscape architecture projects within IFLA.
6. Strengthen partnerships with international bodies and allied built environment organisations to promote the importance of the profession and sustain interdisciplinary collaboration.
7. Develop educational materials and engage with schools and universities to introduce landscape architecture as a career path.
8. Reinforce 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 activities and actions. Transparency, accountability, and integrity within our organisational practices underpin the guiding standards and principles of the IFLA Executive Committee. By setting an example through our own actions, IFLA can inspire trust and encourage ethical behaviour among landscape architects globally.

Recently, IFLA has adopted a set of global ethical principles for the profession to promote ethical practice across the global landscape professional community. These high-level principles foster collaboration, promote sustainability and social equity, encourage cultural sensitivity, enhance professional development and integrity, embrace innovation and lead by example in ethical practices. In no way do these seek to replace guidance in professional practice, codes of conduct or legislature in many countries. Landscape professionals who are members of bodies that belong to the International Federation of Landscape Architects (IFLA) bodies are expected to act in accordance with these principles.

The aim is to promote the global ethical practice to ensure public confidence in the landscape architectural profession and promote environmental safety and well-being. We will continue to promote the principles which have been adopted and assist member associations to develop further and adopt codes of conduct where they are currently absent. Continuous learning opportunities should be provided to support our members' growth as thought leaders. Mentorship programmes connecting experienced professionals with emerging practitioners should be encouraged to instil ethical values and guidance. Recognition of individuals or projects demonstrating exceptional thought leadership in responsive and ethical practices should be equally acknowledged.

To raise global awareness of such issues, IFLA should keep engaging with policymakers and stakeholders to promote ethical guidelines and standards, advocating for integrating landscape architecture principles in urban planning, environmental policies, and sustainable development agendas. Through collective action, IFLA showcases the commitment of the profession to responsive and ethical thought leadership.

Targets

1. Reinforce IFLA's reputation and value as the global go-to organisation for thought leadership, professional standards and ethics, and global networking for landscape architects.
2. Revise ethical principles as required to align with international standards and promote ethical practice across the global landscape professional community.
3. Adhere to the principles of the International Ethical Standards (IES) to ensure benchmarking and verification with international standards.

4. Collaborate with member associations to develop guidelines, principles, best practices and policy recommendations for effectively promoting and protecting the profession.
5. Establish an Advocacy taskforce to identify key global issues, develop policy positions, and engage with international to protect the interests of IFLA and of the profession.

FINAL DRAFT

Operational Plan

**IFLA BUSINESS PLAN 2023—2026:
KEY BUSINESS OBJECTIVES, ACTIONS AND TARGET DATES**

Commencement: 2023

Review Date: First revision – July 2023.
Next review – July 2024.

BUSINESS OBJECTIVE	ACTION	TARGET DATE	RESPONSIBLE OFFICER
--------------------	--------	-------------	---------------------

A. CORPORATE GOVERNANCE

Legal

1. Comply with legal requirements and the IFLA Constitution and By-Laws and Rules of Procedure.	<ul style="list-style-type: none"> a. Check all decision-making against IFLA’s Constitution and By-Laws and Rules of Procedure. b. IFLA Regions to comply with the IFLA Constitution and By-Laws and Rules of Procedure and make necessary changes when required c. Notify any intention to vary to World Council at least 90 days prior. 	<ul style="list-style-type: none"> i) On-going at every IFLA ExCo and IFLA World Council meetings. ii) IFLA Regional Presidents are to report on any changes to their regional legal requirements. 	IFLA ExCo
2. Audit and regularly report financial performance.	<ul style="list-style-type: none"> a. IFLA Treasurer reports financial status and performance to the IFLA ExCo and IFLA World Council delegates. 	<ul style="list-style-type: none"> i) IFLA ExCo monthly. ii) IFLA delegates quarterly through IFLA Newsletter and annually at the IFLA World Council. 	IFLA Treasurer IFLA FBP

	b.	IFLA Regional Treasurers report to IFLA FBP.	iii) Regional Treasurers report to their regions. iv) Regional Treasurers report monthly regional finances to IFLA FBP.	
3.	Review and reform IFLA's governance to match the operating environment.	a. Recommend reforms to maintain a simple and efficient organisation able to adjust to changed circumstances. b. Explore sustainable models of governance for IFLA.	i) Ongoing. ii) Full proposal to be presented at the 2024 IFLA World Council.	IFLA ExCo
4.	Monitor actions and performance of the IFLA ExCo, IFLA Standing Committees and IFLA Regions against the IFLA business plan.	a. Ensure compliance by checking all decisions against the IFLA Business Plan 2023-2026. b. Ensure IFLA Standing Committees and working groups, IFLA Regions' business plans, and regional committees align with the IFLA Business Plan 2023-2026. c. Ensure all programmes and targets align with IFLA's key focus and financial targets. d. IFLA Regions to submit their annual business plans for approval.	i) IFLA ExCo reports monthly. ii) Record IFLA ExCo's actions and targets in minutes. iii) Report compliance to the annual IFLA World Council meeting. iv) Monitor financial performance through IFLA FBP. v) IFLA ExCo approves business plans for IFLA regions.	IFLA ExCo
5.	Target membership growth strategies.	a. Map out emerging countries and territories where professional bodies representing landscape architecture do not exist. b. Strengthen connection with professional bodies not part of IFLA. c. Develop an outreach campaign on membership benefits.	i) IFLA PPP will prepare a report with IFLA Regional Presidents by the end of 2023. ii) IFLA CER to develop an outreach campaign by mid-2024.	IFLA ExCo

6.	Maximise the potential of the IFLA World Congresses.	a.	Explore new models for running the IFLA World Congress efficiently.	iii)	IFLA CER and IFLA FBP are to submit a proposal, including changes to the Constitution and By-Laws and Rules of Procedure, to IFLA ExCo by the end of 2023.	IFLA CER Chair IFLA Treasurer
				iv)	Proposal to be discussed and approved at the 2024 IFLA World Council.	

Finances

7.	Achieve annual base targets for sponsorship.	a.	Targeted income of 30,000 EUR in 2023, which subsequently increases by 35% annually.	i)	Monthly review at IFLA ExCo meetings by the IFLA Treasurer.	IFLA Treasurer IFLA FBP
				ii)	Included in the report by IFLA FBP to the World Council.	IFLA ExCo

8.	Achieve annual base targets for corporate membership.	a.	Targeted income of 20,000 EUR in 2023, which subsequently increases by 35% annually.	i)	Monthly review at IFLA ExCo meetings by the IFLA Treasurer.	IFLA Treasurer IFLA FBP
				ii)	Included in the report by IFLA FBP to the World Council.	IFLA ExCo

9.	Financial performance against budget targets.	a.	Develop a comprehensive budget, allocating resources to strategic initiatives based on their priority and expected impact.	i)	IFLA Treasurer monitors and prepares monthly reporting.	IFLA Treasurer IFLA FBP
		b.	Seek funding through membership fees, sponsorships, grants, and partnerships.	ii)	Budget reporting is distributed to IFLA ExCo by the 1 st of each month.	
		c.	Explore other revenue-generating opportunities.	iii)	Available to all member association delegates through regional presidents.	
		d.	IFLA Regional Treasures to submit annual budgets for approval through the IFLA FBP and to be included in IFLA annual budget as required.	iv)	IFLA FBP approves annual budgets for IFLA Regions.	
				v)	IFLA Treasurer informs IFLA ExCo on annual budgets for IFLA regions and presents IFLA annual budget for the subsequent year in advance.	

10. Establish partnerships with organisations similar to IFLA, industry representatives and other stakeholders.	<ul style="list-style-type: none"> a. Maximise resources over the professional landscape architecture profession and global design industries by engaging with others in our field. b. Build this into the work of the IFLA ExCo and IFLA Standing Committees. 	<ul style="list-style-type: none"> i) Monthly review at IFLA ExCo meetings. ii) Responsibility of IFLA Standing Committees and Working Groups. 	<ul style="list-style-type: none"> IFLA President IFLA ExCo
---	--	--	---

Staff

11. Provide adequate support and training to employed staff.	<ul style="list-style-type: none"> a. Regular catch-ups with employed staff. b. Provide performance development and career planning to employed staff through annual performance reviews. c. Monitor the need for insurance of IFLA staff (currently contracted) and in future for ExCo members. 	<ul style="list-style-type: none"> i) On-going fortnightly meetings between IFLA President and Secretariat. ii) IFLA Secretariat reports monthly at IFLA ExCo meetings. iii) Annual performance reviews of IFLA employed staff with IFLA President, IFLA Vice-President and IFLA Treasurer. iv) IFLA Treasurer explores insurance alternatives before the end of 2023. 	<ul style="list-style-type: none"> IFLA President
12. Adequately resource IFLA Secretariat.	<ul style="list-style-type: none"> a. Give direct support to the IFLA Executive Secretary (currently employed at 0.4 FTE). b. Continuously review staff resources. c. Evaluate the financial sustainability of IFLA and increase the IFLA Executive Secretary to 0.6 FTE from 2024 onwards. d. Determine when additional staff can be employed. 	<ul style="list-style-type: none"> i) IFLA Treasurer to assess the financial implications of this role and present it to the IFLA ExCo. ii) IFLA ExCo responsibility and assessed at monthly meetings. iii) IFLA FBP determines the timeframe to seek employment of full-time equivalent staff, pending financial resourcing. 	<ul style="list-style-type: none"> IFLA President IFLA Treasurer

B. KEY SERVICES TO MEMBERS

1. Ensure an effective IFLA Standing Committee structure with identified key areas, action plan for implementation and deliverables.	<ul style="list-style-type: none"> a. IFLA Standing Committees to prepare annual action plans with outcomes, including for sub-committees and working groups. b. IFLA Standing Committees to revise the efficiency of working groups. 	<ul style="list-style-type: none"> i) IFLA Standing Committee Chairs to present action plans annually (January). ii) IFLA Standing Committee Chairs to present 6-monthly reviews at IFLA ExCo meetings. 	<ul style="list-style-type: none"> IFLA CER Chair IFLA EAA Chair IFLA FBP Chair IFLA PPP Chair
2. Share resources with other associations and like-minded groups.	<ul style="list-style-type: none"> a. Create a central database to establish and maintain links to other organisations. 	<ul style="list-style-type: none"> iii) IFLA Secretariat is responsible for continually updating. iv) Review by IFLA ExCo monthly. 	IFLA Secretariat
3. IFLA website as a knowledge hub for members and non-members.	<ul style="list-style-type: none"> a. Investigate the opportunity to boost the IFLA website as a repository of knowledge and best practices for members and non-members. 	<ul style="list-style-type: none"> i) Set up a task force to develop this concept. ii) IFLA Treasurer to monitor costs. iii) IFLA CER to provide support. 	<ul style="list-style-type: none"> IFLA CER Chair IFLA Secretariat
4. IFLA Global Recognition and Accreditation Programme.	<ul style="list-style-type: none"> a. Roll out programme after completing pilot studies. b. Create the necessary infrastructure as a sub-committee of IFLA EAA. c. Align the programme with corporate membership for universities. 	<ul style="list-style-type: none"> i) The IFLA Global Recognition and Accreditation task force will present the final report at the 2023 IFLA World Council. ii) IFLA EAA to set up the necessary infrastructure to roll out the programme. iii) IFLA FBP to provide support as part of the corporate membership programme. iv) IFLA ExCo monitors implementation at monthly meetings. 	IFLA EAA Chair
5. IFLA Professional Standards and Registration.	<ul style="list-style-type: none"> a. Support the development of global professional standards. b. Explore the possibility of licensure/registration/chartership. 	<ul style="list-style-type: none"> i) IFLA Professional Standards Working Group continues its remit. ii) Preliminary proposal to be presented at the 2024 IFLA World Council. 	IFLA PPP Chair

			iii) IFLA PPP to monitor the development.		
			iv) Monthly updates in IFLA ExCo meetings.		
6.	Raising professional standards.	a.	Prepare a new policy for 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.	i) IFLA EAA and IFLA PPP Committees through dedicated working group work. ii) A draft proposal will be presented to the IFLA ExCo by early 2024.	IFLA EAA Chair IFLA PPP Chair
7.	IFLA continuing professional development programme.	a.	Explore the establishment of a CPD programme through IFLA.	i) IFLA EAA and IFLA PPP Committees through dedicated working group work.	IFLA EAA Chair IFLA PPP Chair
		b.	Map out online platforms, conferences, workshops, webinars, and seminars organised among our members.	ii) IFLA FBP to provide support on this proposal. iii) A draft proposal is to be presented to the IFLA ExCo by mid-2024.	
	Share resources with associations and universities that target high school students through their career advisers and education programmes that promote landscape architecture as a career.	c.	Contact associations and educational institutions with programmes in place.	i) IFLA EAA to assist with mapping out existing resources available.	IFLA EAA Chair IFLA CER Chair
		d.	Develop recruitment educational materials and provide a central repository of resources to the wider membership.	ii) IFLA CER to assist with the central repository on the IFLA website. iii) IFLA Secretariat monitors and maintains the repository.	
		e.	Engage with schools and universities on student recruitment activities.	iv) IFLA ExCo received regular updates at monthly meetings.	
9.	IFLA global surveys.	a.	Continue to support the PREP survey and enable this to become a working document.	i) IFLA ExCo facilitates developing and implementing surveys with affiliated partners and working groups.	IFLA Vice-President
		b.	Support ongoing global surveys to understand the state of the profession (in partnership with CLARB).	ii) IFLA EAA and IFLA PPP assist as required.	

	c.	Seek feedback from members, stakeholders, and partners to ensure continuous improvement and relevance.		
10. Professional mutual recognition.	a.	Develop global recognition programs to assist associations in achieving status as a professional in their country.	i) IFLA PPP or dedicated working group to present the final draft to the IFLA ExCo by mid-2024.	IFLA PPP Chair
11. Resource IFLA Secretariat to support membership growth.	a.	Evaluate the financial sustainability of IFLA and plan to employ a part-time (0.5 FTE) corporate membership and sponsorship in the short term, with the potential to grow to full-time in the long term.	ii) IFLA Treasurer to assess the financial implications of this role and present it to the IFLA ExCo. iii) Recruitment by early-2024. iv) Reporting to IFLA President and IFLA Executive Secretary.	IFLA President IFLA Vice-President IFLA Treasurer

C. RAISING THE PROFILE OF THE LANDSCAPE ARCHITECTURE PROFESSION

1. Communicate the value of landscape architecture.	a.	Continually review the public relations and communications plan that demonstrates the success landscape architecture has had in shaping our environments.	i) Ongoing ii) IFLA CER will present a draft communications plan to IFLA ExCo by the end of 2023.	IFLA CER Chair
	b.	Develop awareness materials and reports on the value of well-designed and effective landscape solutions for lobbying and promoting the profession among governmental agencies and international bodies.		
	c.	Partner with associations and regions to develop single and global initiatives.		
2. Inward-focused communication with the membership.	a.	Regularly disseminate financial reports, annual reports and other relevant	i) IFLA Secretariat and IFLA CER to regularly disseminate information to members.	IFLA Secretariat

	documents to be distributed to the membership.	ii) IFLA Secretariat and IFLA CER to prepare new content and stories for the IFLA newsletter.	
	b. Featured stories from officers, regions and members are to be included in the IFLA newsletter.		
3. Continuous improvement to IFLA's website and regular presence on our social media platforms	a. Continually update the IFLA website content.	i) IFLA Secretariat is responsible for the IFLA website and social media.	IFLA Secretariat
	b. Regular flow of content across our social media platforms	ii) Ongoing.	
Competitions and Awards.	a. Map out existing global awards and prizes.	i) A Working Group within IFLA CER to carry out work by early-2024.	IFLA CER Chair
	b. Forge synergies and partnerships with existing programmes by member associations and regions.	ii) IFLA CER to lead the umbrella programme for awards, prizes and competitions.	
	c. Support programmes, including the Rosa Barba International Landscape Architecture Prize and the International Landscape Architecture Biennial.	iii) IFLA Secretariat, whenever possible, will provide administrative support. iv) Ongoing commitment to the International Landscape Architecture Biennial.	
5. Consolidation of IFLA's policies.	a. Continue to monitor and update the archive of IFLA correspondence, reports and other activities established on Google Drive.	i) IFLA Secretariat is responsible for maintaining the archive. ii) Ongoing.	IFLA Secretariat
6. Support regional and member association initiatives.	a. Member associations to report to regional executives (primarily through IFLA regional CER) on planned activities and initiatives.	i) IFLA Regional Presidents to inform IFLA ExCo and IFLA Secretariat on ongoing initiatives.	IFLA Regional Presidents
	b. IFLA regions to send an annual plan of events and activities to IFLA CER.	ii) IFLA Secretariat liaises with regional secretariats whenever possible iii) IFLA CER to include initiatives in the annual plan.	

7. Research and case studies.	<ul style="list-style-type: none"> a. Coordinate the sharing of research by associations, regions and other affiliated bodies throughout the IFLA community. b. Compile information related to projects, case studies, law cases, and reports, among others, in our repository. c. IFLA website to be used as a knowledge hub and repository of information. 	<ul style="list-style-type: none"> i) Working Group formed to vamp up the knowledge hub within IFLA’s website—full proposal to be presented at the 2024 IFLA World Council. ii) IFLA CER is responsible for collating and maintaining research resources. iii) IFLA Secretariat to provide support with the website and social media. 	IFLA President IFLA CER Chair
8. Increase membership and sponsorship.	<ul style="list-style-type: none"> a. Continue to increase IFLA’s membership by assisting landscape architects to establish associations within their respective countries or territories and recruit them as part of IFLA. b. Recruit corporate members within the various sub-categories (professional, educational, scientific, etc.) c. Attract sponsors, particularly to finance certain key projects and events. 	<ul style="list-style-type: none"> i) IFLA ExCo provides ongoing support for future associations. ii) IFLA PPP is responsible for Category A membership. iii) IFLA FBP is responsible for Category D membership iv) IFLA Treasurer is responsible for sponsorship. 	IFLA Regional Presidents IFLA PPP Chair IFLA Treasurer
9. IFLA to remain internationally connected and relevant.	<ul style="list-style-type: none"> a. Regular follow-ups with our allied organisations (ISOCARP, ISUH, UIA, IFHP, WFEO). b. Maintain ongoing involvement with UNESCO and ISOCARP and associated projects. c. Revise existing MoUs that currently are not being utilised. d. Forge strategic alliances with new partners that help the visibility and promotion of the profession. e. Strengthen the Special Envoy Programme against the UN agencies 	<ul style="list-style-type: none"> i) IFLA President regularly catches up with allied organisations and special envoys. ii) IFLA President and IFLA Secretariat to revise existing MoUs. iii) Proposals for new strategic collaborations are discussed at IFLA ExCo monthly. iv) All IFLA officers and IFLA delegates are to lobby at 	IFLA President IFLA Vice-President

	(UN Climate Change, UN-Habitat, UN-Habitat PF, FAO, IUCN).	international, regional and local levels.	
	f. Continue lobbying with policymakers, government agencies, and other relevant stakeholders to promote the recognition and importance of the profession.		
10. Resource IFLA Secretariat for proper visibility and outreach of IFLA.	a. Evaluate the financial sustainability of IFLA and plan to employ a part-time (0.5 FTE) communications and outreach manager in the short term, with the potential to grow to full-time in the long term.	i) IFLA Treasurer to assess the financial implications of this role and present it to the IFLA ExCo. ii) Recruitment by mid-2024. iii) Reporting to IFLA President and IFLA Executive Secretary.	IFLA President IFLA Vice-President IFLA Treasurer

D. PROMOTING RESPONSIBLE AND ETHICAL THOUGHT LEADERSHIP

1. Code of professional conduct and ethics.	a. Implement the Ethical Principles document adopted by the World Council. b. Assist member associations where they do not have a Code of Practice or similar in place.	i) IFLA PPP is responsible for supporting, monitoring and implementing changes. ii) Ongoing.	IFLA PPP Chair
2. Membership at the International Ethical Standards (IES).	a. Continue membership of the International Ethics Standards (IES).	i) IFLA Secretariat is responsible. ii) IFLA PPP monitors.	IFLA Secretariat
3. Advocacy taskforce.	a. Taskforce is responsible for identifying key global issues, developing policy positions, and engaging with international bodies to protect the interests of IFLA and the profession.	iii) IFLA PPP will set terms of reference for the taskforce. iv) Taskforce expected to start in 2024. v) IFLA ExCo receives monthly updates on progress.	IFLA PPP Chair

Conclusion

As IFLA grows in strength and effectiveness, more benefits will be available to the wider membership. We plan to keep supporting key areas where we can see immediate change and long-term commitment. To remain relevant, we must invest; otherwise, we will stagnate as a profession and as a professional organisation. The IFLA Business Plan 2023—2026 is intended to be reviewed regularly at the IFLA ExCo meetings to monitor progress and updated annually to report to the IFLA World Council on performance against actions and goals as outlined throughout this document.

Adjustments are expected and will be made to reflect the priorities and opportunities identified by associations, regions and the IFLA ExCo. Successful implementation of the IFLA Business Plan 2023—2026 will result from the clear focus and actions that have been identified. The result will be:

- IFLA provides a unified global platform for landscape architects to collaborate, share knowledge, advocate for the profession, set standards, and promote sustainable and innovative approaches to designing and managing the built environment.
- IFLA caters to our membership's needs by providing valued services and projects that make a difference to the organisation and the practice of landscape architecture.
- IFLA focuses on the big picture and is recognised as a thoughtful leader who instils new ideas and best practices.
- IFLA commits to being more outward-focused and engaging with the general public, policymakers, government agencies, and other relevant stakeholders to promote the recognition and importance of the profession.

IFLA is all of us. The success of IFLA depends on the success of all of our members.