



CLGE's Strategy for the coming years (2019 – 2020)

Update: 31 January 2020, Schwarzsee (CH).

Update: 12 August 2020, Berlin (DE).

Based on the outcomes of the workshop on strategy and the inspiring discussions we had during our last Barcelona GA as well as the preparations within the outgoing Executive Board in Kranj (SI), the following proposals were made.

The document was evoked during the Virtual Executive Board meeting held on 14 November 2018, with the new team.

The initial elements of the workshop on strategy and a relevant excerpt of the Barcelona minutes were attached to the initial document but are removed here.

The updates are written in green (for goals that are achieved or well on track) and in red (for goals where additional efforts are required).

Strategic goals

Hereafter we briefly expose some possible strategic goals. Later in this document we describe possible developments; we also propose tangible results that we will be able to measure at mid-term and at the end of the election period 19 – 20.

- **Concentrate our efforts**

We need to concentrate our efforts on a few priority projects making sure that we finalize them and reach tangible goals.

- **Improve General Assemblies**

Recent General Assemblies have shown that we need a better time management. Since we are losing considerable time and energy in technical problems, we will have to tackle these issues. We will make sure that we have some means dedicated to a good protocol and communication.

As asked by several member delegations we will also make sure to have a better cost management of our General Assemblies.

- **Improve the Financial Reporting**

We will introduce a bookkeeping system, organized by the incoming Treasurer with the support of a deputy in charge of bookkeeping and accounting.



Their first and main task will be to introduce a professional and transparent reporting system. They will have to write an important part of the CLGE annual report.

- **Improve the cost management including our ecological footprint**

We want to organize affordable events making sure that the cost is not a limitation for our members or at least not a hurdle that prevents them from playing an active role in our council.

The environmental cost of our events is also important. Therefore we will go beyond the theory of Sustainable Development Goals and apply it to ourselves by accentuating the use of virtual meetings, considering the payment of a carbon tax for our live meetings, ...

- **Align our statutes with our strategy**

As evoked during the Barcelona GA, we will establish a commission in charge of reviewing our statutes and internal rules, based on the outcomes of our strategic reflexions.

General Assemblies are sovereign bodies and can always decide to undo previous decisions. However, for the sake of a certain stability and continuity, we will propose to decide on some matters in a stable way. Some questions could be solved by a vote by the GA with a recommendation to keep in unchanged for a certain period, in function of the implications in time of the considered question (fees, number of annual GA, calendar of the future GA, Conferences and Seminars ...).

1. Concentration of efforts

Hereafter we give a list of concrete engagements we want to achieve:

- **Digital engagement**

- Finalize our website and develop a digital strategy for our member and stakeholder engagement before end 2019

It was done. The website is fully operational now. Improvements are continuously integrated. Soon the private part of the website will be available for delegates.

- Integrate DPKB in the new website before June 2019, finalize the DPKB initial entries before March 2020 and perform a quality control and update of existing entries before September 2020

The DPKB was integrated.

The update was not realized yet but we asked for nominations for DPKB editors. Most countries have appointed these editors. The process is ongoing and essentially depends from the goodwill of the appointed delegates.

Thanks to an online workshop, a few countries are committed now to integrate their data in the DPBK and the uploads / updates can start. Others will hopefully follow their example.



- **Papers and reports**

- Produce two mainstream and relevant papers about our professional ecosystem before December 2020

A paper on Smart Regulations was written. The paper on European Requirements for Property Surveyors should be available soon. Two or three other papers are under preparation (Ethics, SFfP, SDG2030).

The Paper on European Requirements for Property Surveyors is in its final phase.

- Produce an annual report of 2019, 2020 and beyond

The report 2019 is well on track.

The report 2019 has been sent to the delegates and the 2020 editions is under preparation to be published in 2021.

- **EU-Projects**

- Become an active part of at least one EU funded project before December 2019 and prepare it professionally if case of awarding (professional staff)

Done.

- Start the implementation of this project in 2020

Ongoing, well on track as far as CLGE is concerned.

The project team (Chief Financial and Administrative Officer and Chief Technical Officer) is fully operational now. The project is well on track.

- **Standards**

- Be an active and leading member of the IPMS, ILMS and IES coalitions

Done.

- Lead the implementation of IPMS in Europe (CEN)

Halted, waiting for the finalize harmonised version of IPMS.

- **Blue Parking**

- Start the initial measurement with at least one “big country” in Europe

Done, with France. *This project was taken on board of their Agenda 21 policy.*



- **Partnership and sponsoring**

- Expand our partnership with FIG, explore and concretize the possibilities of a Forum of Regional Bodies combined with the Forum of Member Associations

Done. We have a permanent delegate in Commission 7.

Efforts could still be done in Commission 1, 3 and 7 and the Standards Network.

Good results were booked with the Forum of Regional Bodies and Members Associations Forum and lately with the Working Group on Governance (2021). CLGE is advising the FIG Leadership leadership for the future.

- Expand our partnership with other relevant European Associations, in order to improve our EU visibility (CEPLIS, CNUE, ELRA)

Done especially with CEPLIS, also with CNUE and ELRA but improvements remain possible.

The cooperation with EUROGI has recently been improved and can lead to nice cooperations.

- Establish strong and beneficial partnerships with existing and potential partners (CLGE Corporate Members, NMCA's, CLGE Sponsors)

Done.

A new Corporate Member has joined the group and it was decided to set up a structure of these Corporate Members to follow up GISCAD-OV. The moderator of this group will have a seat in the Advisory board of GISCAD-OV.

- Generate at least 20.000 Euro income on an annual basis

Done.

The cooperation with the GSA is very good. Despite the difficult times we could launch a new type of Contest with them and they have confirmed that they see a real added value in being CLGE's partner. We have good prospects for the coming 5 years period.

2. Improvement of the General Assemblies

- **Effective time management**

We will appoint session chairs in charge of the time management.

Vladimir Krupa, Thomas Jacubeit and Vladimir Tikhonov are earmarked for these functions. Other Ex-Board members or delegates could be appointed if need be.

Well in advance of the General Assembly, Conference or Seminar, speakers will be informed in writing about the length of their presentation and other technical aspects.

Under the lead of Maurice Barbieri, Vladimir Tikhonov and Jean-Yves Pirlot are in charge of these preliminary contacts with the speakers to establish the general programme.



The possibility of organizing all the workshops on Friday will be analysed and tested (dynamic and easier for externals).

Goal: respect of speakers and their speaking time.

KPI: 90% of the speakers respect their maximum speaking time.

It has improved for the time management during the last General Assemblies.

We keep the same system.

- **Professional use of technical support systems**

The technical aspects will be prepared well in advance, there will be thorough tests and during the whole General Assembly there will be a person in charge + back up. They will also be in charge of taking all the presentations to be published on the CLGE website within 10 working days after the General Assembly.

Nicolas Smith and Vladimir Tikhonov are earmarked for this function.

Goal: fluent transitions between different speakers. Reduce the technical problems and time loss.

KPI: number of technical incidents per GA < 03, presentations online 10 WD after the GA.

- **Good quality protocol**

The burden of protocol questions will be taken from the Secretary General. His role will essentially be a political one.

A delegate for protocol questions will be appointed. The Delegate for Protocol will support the Secretary General in planning and managing all aspects of arrangements for CLGE events. In addition, the post holder will carry out other events and protocol administrative tasks as required.

He will be in charge of the on all administrative and logistical matters for CLGE events organization. A particularly high-profile activity is the organization of the CLGE General Assembly (room preparation and arrangement of sound and multimedia system, flags, banners, table labels, pins, cubes, pictures etc.)

Given his long experience for these duties, Vasile Chiriac is earmarked for this function, under the supervision of the Secretary General. In his absence, the Secretary General takes over these duties, together with the Director General.

The delegate for protocol will be on duty during for more than three days (including preparation and follow up), so he is entitled to claim 03 or 04 Per Diem per General Assembly (depending of the presence of a seminar or conference on the programme).

Goal: the protocol is respected without burden for the Secretary General

KPI: good rooms arrangements, no wrong flags, GA picture available, the photo gallery is updated within 10 days after the GA and the workshops are planned in a fluent and efficient way.

The goal now is to upload the documents during the GA.

Less photos should be taken to smoothen the selection process, or another system should be invented.



- **Cost management of the General Assemblies**

The cost of the recent General Assemblies will be analyzed and if need be the guidelines for the General Assemblies will be reviewed. The aim is to offer solutions to reduce the overall cost of these events.

The Bureau is in charge of this analysis will propose a revised set of rules to the Executive Board and then the General Assembly. This analysis will include some reflections on the frequency and venues of our General Assemblies.

Goal and KPI see hereafter.

The cost for the delegates is managed.

We have to be careful about the inflation of means.

The seminars and conferences are expensive and part of this inflation. The previous scheme was alternating one conference with one seminar. Now nearly every GA has its seminar. This can be encouraged but with less or no investment from CLGE.

3. Improvement of the Financial reporting

- **Introduction of a bookkeeper in support of the treasurer**

With the new financial team, we will introduce the use of a Bookkeeper in addition of the Treasurer. While the first is in charge of the day to day business, the second takes care of the more strategic and politic financial questions. The Treasurer will be responsible in front of the General Assembly. He will make sure that all the necessary information is accessible to the members who look for this information, following the legal requirements in that field. For detailed and personal information, a written demand will be mandatory.

Julian Ismaili, member of the Albanian delegation has volunteered for the function of bookkeeper.

Done.

- **Creation of a professional and transparent financial reporting**

One of the first tasks of the Treasurer will be to put in place a transparent accounting system.

As said above, the payments will be made accessible to members who request this access.

Moreover the cost structure will be made available online, together with the necessary explanations.

The reporting will be integrated in an annual report combining CLGE's activities and realizations with the financial files and statistical information about the expenses and incomes.

4 times per year financial files will be made available.

Payments will only be made by the delegate in charge of the Bookkeeping after a double check by the CLGE President and the CLGE Treasurer. Special procedures will be developed to react in case of urgency.

The improvement of the financial reporting is not easy to realise. Once up and running the new system will be more transparent. 2 times a year must be sufficient.



4. Cost containment and ecological footprint

As said before, we will try to have a better control about the costs of CLGE General Assemblies.

The question about the number of ordinary and or extraordinary General Assemblies per year will be addressed.

A low cost option will be made available, and based on its success, other reforms could follow.

Goal: General assemblies will be designed to have low cost options for those who require it.

KPI: 15% cheaper for those who want.

Done.

We are applying the [atmosfair.de](https://www.atmosfair.de) scheme as decided. Our Executive Board meetings are carbon neutral thanks to our contributions and for the General Assemblies it appears that all delegates or a vast majority have accepted to pay the special offsetting fee.

CLGE also wants to influence other organisations. We could convince EUROGI to implement the same approach and are insisting towards FIG.

This is in line with the theme of the year, the role of the Surveyors in achieving the UN Sustainable Development Goals 2030.

The outgoing team submits ideas in this direction to the new Executive Board.