Letter from the President:
Ifpra review and progress on new Chief Executive

Dear Ifpra Members,

Following my recent to all members letter dated August 6, I am pleased to now enclose the Ifpra review report and new draft business plan for your consideration and comments. These documents have recently been considered by the Ifpra Executive Committee, and Parks for Life are very keen that all Ifpra members have a chance to give their comments before the documents are finalised in late September.

Please contribute your comments by email to the Ifpra Europe Secretary, Dr Christy Boylan (christy.boylan@gmail.com) by **Friday September 23**, who will then collate all responses for Parks for Life.

I am also pleased to report some exciting developments regarding the appointment of a new Ifpra Chief Executive following the agreement at the 2012 World Commission in Basel that the Ifpra Executive would take forward and implement arrangements relating to succession of the Ifpra Chief Executive, Alan Smith, following the announcement in Basel to retire from Ifpra at the 2013 World Congress.

Following the request for expressions of interest referred to in my last letter, an individual from within the Parks for Life review team has expressed strong interest in taking on an interim Ifpra CEO role from later this year, through an established national body.

It is important to note that in view of the major challenges ahead for Ifpra, as set out in the attached draft business plan, it was felt that the appointment of such a role on an interim basis- and through the existing Parks for Life relationship- would be much more beneficial than opening the opportunity up more widely. I believe that the resultant solution is significantly better than anything we would have achieved through other methods.
At an Executive Committee skype meeting last week, it was agreed that the two regional Chairs, Neil McCarthy and James McCulloch will meet with the prospective new Ifpra Chief Executive in early October to develop appointment arrangements so that this may be formally put to the World Commission for endorsement in Alberta. As I am sure you will appreciate, it is not possible at this stage to give further details on the individual concerned, but I anticipate that we will be able to release further details on this exciting development for Ifpra’s future ahead of our time together in Alberta.

So, please do take the time to consider the attached documents over the coming weeks and I very much look forward to your contribution and comments.

Best wishes,

Torgeir Esig Sorensen
Ifpra President

torso@lyse.net
Context

IFPRA has undergone a strategic review in recognition of a trend of declining membership and concern that the current structure and services provided by IFPRA may not be fully relevant to contemporary times. The review was undertaken in the belief that an effective and inclusive World-wide urban park body representing public, private and community organizations, groups and individuals across the globe was needed at a time of ever increasing pressure on urban park assets and reducing management resources.

Parks For Life, a network of national park associations across UK, USA, Australia and New Zealand won the contract to undertake the review.

A Peer review and survey process was undertaken that identified a number of strengths within IFPRA:
- A heritage of international representation for urban park professionals and related organisations
- Strong networks and friendships
- Recent investment in service development

This analysis and discussion with wider stakeholders identified a number of opportunities, chiefly:
- Immediate increase in member value and engagement by investing in secretariat capacity and services
- Potential to reinvent itself and take the lead in creating a contemporary world urban park alliance with a strong and more inclusive membership

This process has highlighted the central opportunity for IFPRA to lead and evolve into a new contemporary World-wide organisation representing “urban public parks” which has lead to the development of a new organisational structure to be named the World Urban Parks Alliance (WUPA). To achieve such an organisation, a partnership is proposed with Parks For Life which will work with IFPRA to establish WUPA. In the interim, this Business Plan for IFPRA will guide the organisation through the next 6-12 months leading up to the transition to become WUPA.

Key Result Areas

Six key result areas were identified through the Peer review process and through discussion with the IFPRA Executive that require action over this interim period. These have borrowed from Parks Forum business plan format and are split into priority and secondary activities. The Key Result Areas are:

1. Leadership and Administration
2. Performance and Benchmarking
3. Promoting Parks and Community Health
4. Knowledge and Research
5. Membership Services and Communications
6. Budget and Finance
### KRA 1: LEADERSHIP AND ADMINISTRATION

Creating a new World public parks organization that recognizes the past achievements of IFPRA and builds on its strength and opportunities, in partnership with Parks for Life

#### Priority Goals:
- Develop model for a new world wide public parks organization with supporting business plan.
- Gain endorsement for IFPRA to move to the new model at the Alberta conference

<table>
<thead>
<tr>
<th>Priority Activity</th>
<th>2013-14 Goals</th>
<th>Activities</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Review</td>
<td>Complete review</td>
<td>Guide and work with Parks for Life project team</td>
<td>Review completed on time, accepted by Executive and endorsed by members.</td>
</tr>
<tr>
<td>Establish new secretariat</td>
<td>New secretariat in place by September to improve member services, systems, and facilitate refreshed organisation</td>
<td>Contact potential suppliers of secretariat services</td>
<td>Contract signed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Agree secretariat work program and budget</td>
<td>Secretariat services improved supporting Executive and membership</td>
</tr>
<tr>
<td>Governance</td>
<td>Effective governance</td>
<td>Conduct Executive, World Commissioner, Regional and General Assembly meetings</td>
<td>4 Executive, 1 Commissioner, 1 Europe, 1 Asia-Pacific, 1 General Assembly</td>
</tr>
</tbody>
</table>

#### Other Activities

<table>
<thead>
<tr>
<th>Other Activities</th>
<th>2013-14 Goals</th>
<th>Activities</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seek charitable status for new/refreshed organisation</td>
<td>Establish charity status under Charities Act</td>
<td>Prepare documents on incorporation and submission on charitable status</td>
<td>Charitable status achieved</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Form constitution</td>
<td>New constitution endorsed by members and key stakeholders</td>
</tr>
<tr>
<td>Facilitate the creation of new/refreshed organisation</td>
<td>TBA</td>
<td>TBA</td>
<td>TBA</td>
</tr>
</tbody>
</table>
## KRA 2: PERFORMANCE AND BENCHMARKING

The creation and provision of a range of products, supported by high quality data, which promote the adoption of best practice management across the parks industry.

**Priority Goal:**
- Increased use of best practice, standards and innovation in park management.
- Extended industry knowledge through benchmarking, with benchmarking data as an established management tool.

<table>
<thead>
<tr>
<th>Priority Activity</th>
<th>2013-14 Goals</th>
<th>Activities</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yardstick</td>
<td>New short-term agreement in place</td>
<td>Support renegotiation</td>
<td>New contract signed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Promote Yardstick for expanded uptake</td>
<td>Member awareness and expanded uptake</td>
</tr>
</tbody>
</table>

**Other Activities**

<table>
<thead>
<tr>
<th>2013-14 Goals</th>
<th>Activities</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benchmarking Program</td>
<td>Development of potential benchmarking program</td>
<td>Develop working party</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Survey members</td>
</tr>
<tr>
<td>IFPRA Awards Program</td>
<td>Alberta Conference awards program delivered</td>
<td>Promote winners of the Awards and select best practice case studies</td>
</tr>
<tr>
<td>Best Practice</td>
<td>Expand knowledge of best practice</td>
<td>Member contribution to presentations, workshops, resource database</td>
</tr>
</tbody>
</table>
**KRA 3: PROMOTING PARKS AND COMMUNITY HEALTH**

*Providing the tools and undertaking the activities which generate a wider appreciation of the environmental, social, cultural and economic values of urban parks to society.*

**Priority goal:**
- Enhanced community understanding and support for parks, demonstrating the links between healthy ecosystems and healthy human communities.

<table>
<thead>
<tr>
<th>Priority Activity</th>
<th>2013-14 Goal</th>
<th>Activities</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arrange Alberta Congress</td>
<td>Successful Congress</td>
<td>Support host nation as needed</td>
<td>Support provided within capacity of Secretariat</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Report on congress on website</td>
<td>Reports posted in timely manner</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Key papers placed on website</td>
<td>Papers available on website</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reconcile budget and receipts</td>
<td>Capitation returned to support secretariat</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Activities</th>
<th>2012-13 Goals</th>
<th>Activities</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilitate Parks Week</td>
<td>Facilitate Parks Week</td>
<td>create partnerships with PFL and related peak bodies</td>
<td>Take-up of engagement by related peak bodies</td>
</tr>
<tr>
<td></td>
<td>2014 with Parks for Life, the signature global annual activity around which parks agencies can deliver programs and communications to the community on the values of parks</td>
<td>Develop and distribute Parks Week package for participating agencies</td>
<td>Completed and distributed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Deliver product</td>
<td>Parks Week held and report accepted by Executive</td>
</tr>
<tr>
<td>Promotion of the Healthy Parks Healthy People Brand</td>
<td>Promotion of HPHP materials in Parks Week</td>
<td>HP:HP branding used</td>
<td>Improved recognition of HP:HP brand</td>
</tr>
</tbody>
</table>
KRA 4: KNOWLEDGE AND RESEARCH

Removing barriers to accessing knowledge and intellectual property, with all organizations sharing their latest research and information on park management, supported by effective platforms for information sharing. Recognising and providing for national and international credentials in the parks industry

Long-term goals:
- Improved delivery of park services through effective systems of knowledge and information sharing (technology-based exchange of information), and recognition of professional standards.
- New industry knowledge through targeted evaluation and research.

Work Plan 2013-2014

<table>
<thead>
<tr>
<th>Priority Activity</th>
<th>2013-14 Goal</th>
<th>Activities</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IFPRA Academy</strong></td>
<td>Academy Board and Administrator in place Uptake of CPP and CIPP Credentials</td>
<td>Formalise agreement to provide and administer the certification and education program</td>
<td>Agreement in Place</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop Certification</td>
<td>CPP announced at Hamburg in June CIPP announced at Alberta in October</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Promote applications</td>
<td>Initial CPP Certification registrations in 2013 CIPP Certification registrations in 2014</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Support IFPRA Academy and services including conference workshops</td>
<td>Board, provider, and services functioning effectively Applicants satisfied</td>
</tr>
<tr>
<td><strong>Knowledge exchange</strong></td>
<td>Support the development of formal and informal networks for the benefit of members</td>
<td>Secretariat to work with Parks for Life to improve communications program</td>
<td>Reports to Board and feedback/level of satisfaction from members on communications</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Creation of a members Resource Database on the IFPRA Website.</td>
<td>Contribution of documents to Resource Database using improved website</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Feedback from members</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Activities</th>
<th>2013-14 Goals</th>
<th>Activities</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IFPRA Research Agenda</strong></td>
<td>Research collaboration and leverage Benefits of Parks research</td>
<td>Promote research and IFPRA’s Benefits of Parks research Broker research opportunities as they arise</td>
<td>Report on research partnerships and take-up of Benefits of Parks research.</td>
</tr>
</tbody>
</table>
KRA 5: MEMBERSHIP SERVICES AND COMMUNICATIONS

The direct sharing of knowledge between staff and management of parks organisations and related sectors, through activities such as conferences, forums, networks and workshops.

Long-term goals:

- Improved delivery of services to members through improved communications across the membership particularly focused on the keeping members well informed on current issues and progress towards a new organisation

Work plan 2013-2014

<table>
<thead>
<tr>
<th>Priority Activities</th>
<th>2013-14 Goals</th>
<th>Activities</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Member engagement</strong></td>
<td><strong>Effective member database</strong></td>
<td>Develop and populate a database suitable for invoicing, targeted communications etc</td>
<td>Database established</td>
</tr>
<tr>
<td></td>
<td><strong>Strong member engagement and communication</strong></td>
<td>Develop a simple Membership engagement program</td>
<td>Increased member activity and satisfaction</td>
</tr>
<tr>
<td></td>
<td><strong>Explore and implement member network opportunities</strong></td>
<td>Explore IT based network solutions such as on-line forums, linked in etc and trial. Incorporate into a Communications Plan</td>
<td>Effective utilization of technology and member satisfaction</td>
</tr>
<tr>
<td><strong>Website</strong></td>
<td><strong>Improved website and usability</strong></td>
<td>Upgrade website content and search functions</td>
<td>Members provide positive feedback</td>
</tr>
<tr>
<td><strong>Publications</strong></td>
<td><strong>Quarterly editions of Magazine published</strong></td>
<td>Obtain articles based upon a theme, edit and publish</td>
<td>Members satisfaction</td>
</tr>
<tr>
<td></td>
<td><strong>Monthly Newsletter</strong></td>
<td>Monthly e-Newsletter from President on services and review</td>
<td>Members feel well informed by Exec</td>
</tr>
<tr>
<td></td>
<td><strong>Annual Report</strong></td>
<td>Prepare annual report on achievements, finances etc</td>
<td>Annual report circulated to members; stakeholders</td>
</tr>
<tr>
<td><strong>Administrative support</strong></td>
<td><strong>Meeting administration</strong></td>
<td>Support Executive, Commissioner, General Assembly, Task Forces and working group meetings with scheduling, logistics, reporting etc.</td>
<td>Physical and electronic meetings successfully organized &amp; recorded</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Activities</th>
<th>2013-14 Goals</th>
<th>Activities</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Regional Conferences and Workshops</strong></td>
<td><strong>Deliver within country according to capacity of each county’s members</strong></td>
<td>Support provided by Secretariat within capacity</td>
<td>Activities complete, reports to Executive and on website</td>
</tr>
<tr>
<td><strong>Regional forums</strong></td>
<td><strong>Regional Commissioners effective ambassadors for change</strong></td>
<td>Regional forums to brief members</td>
<td>At least one forum in each region</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Regular electronic updates by Commissioners</td>
<td>Members feel well informed by local representative</td>
</tr>
</tbody>
</table>
### KRA 6: BUDGET AND FINANCE

*Effective budget development, financial management and management of risk*

**Priorities 2013-2014**

<table>
<thead>
<tr>
<th>Priority Activity</th>
<th>Goals</th>
<th>Activities</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish a Budget Audit and Risk Committee</td>
<td>Better Exec control of risk</td>
<td>Select Committee members</td>
<td>Committee established</td>
</tr>
<tr>
<td>Annual independent audit of accounts</td>
<td>Accounts verified without qualification</td>
<td>Select independent auditor</td>
<td>Audit completed on time and without issues</td>
</tr>
<tr>
<td>Seek income diversity</td>
<td>Greater income diversity achieved</td>
<td>Seek grant and donor funding and other funding sources</td>
<td>Non-membership Income increased 10%</td>
</tr>
<tr>
<td>Membership renewal</td>
<td>Maintain membership income</td>
<td>Electronic invoicing of members with inclusion of leaflet on benefits and achievements</td>
<td>Payment of fees with minimum follow up</td>
</tr>
<tr>
<td>Financial reporting</td>
<td>Improved financial budgeting and procurement, with accurate systems and processes well managed, and clearly reported</td>
<td>Board finance and risk report briefs produced</td>
<td>Audit and Risk Committee satisfaction with new systems and reporting</td>
</tr>
<tr>
<td>Other Activities</td>
<td>2013-14 Goals</td>
<td>Activities</td>
<td>Measures</td>
</tr>
<tr>
<td>Member retention and expansion</td>
<td>Reverse member loss and renew past member subscriptions</td>
<td>Communicate improved benefits and re-engage members lost in recent years</td>
<td>2012-13 membership income increased 5%</td>
</tr>
</tbody>
</table>
ORGANISATION PEER REVIEW

DRAFT PEER REVIEW REPORT
for
International Federation of Park and Recreation Administration
By
Parks for Life Group

30 June 2013
Organisation Purpose:

Constitution:

The objectives for which IFPRA has been established are:
a) To provide an international forum for Persons, Organisations and Cities associated with the provision and management of parks, recreation, conservation, ecology and allied fields and to promote international and national cooperation in the advancement of parks, recreation, culture and leisure provision for the enjoyment and benefit of the community.

b) To liaise with, appoint representatives to and make representations to the United Nations and other international Organisations, national and regional governments on all matters relating to areas of concern of IFPRA. IFPRA represents every aspect of parks, recreation, amenity, open spaces, countryside and culture.

Website:

The Federation’s main Aims and Objectives include the:

- Advancement of parks, recreation, cultural and leisure services through representation and the dissemination of information
- Adoption of internationally acceptable training and qualification standards,
- Promotion of relevant research
- Establishment of national recreation and park associations
- Promotion of the conservation ethic and the reduction of pollution
- Encouragement of efficient use of resources
- Organisation of international congresses and meetings
- Publication of a magazine,
- The international exchange of students and professionals
- Establishment of regional sectors where appropriate
- Development of an international network of individuals and organisations concerned with the objectives of the Federation

Responsibilities:

(Range of members)

Constitution:

The members of the Federation shall be Persons, Organisations and Cities concerned with the provision and management of public and national parks, recreation and leisure, and with issues relating to administration, planning, education, research or private enterprise relating to the above.

Membership categories: Professional, Professional Certified, Corporate, Supporting, Student, Honorary, Retired

General Assembly (all members) functions are to: elect president, create/dissolve regions and world commissions; approve 3-year budget, work program and final accounts; amend the constitution (with 75% of members)

World Commission (all commissioners) functions are to: recommend President Elect; recommend final accounts, budget and work program; appoint CEO and delegate functions, approve congresses and capitation; determine membership fees, categories and recruit, determine grants to regions, create working groups to further issues

Executive Committee (president, president elect, regional chairs, max 3 vice presidents) functions are to: act for the world commission, oversee the CEO, submit the 3-year budget and work program, act on matters not in constitution.

CEO functions are to: provide administration, financial accounts, budget, secretariat, member register and fee collection.
### Budget:

- **£36,000**: Operating Income pa (declining average includes £5,000 from conference every 3 years)
- **£22,000**: Operational expenditure pa
- **£14,000**: Operating surplus pa
- **£140,000**: Reserve (£30,000 Review, £15 Exec Forums, £10,000 Value of Parks, £10,000 Academy)

### Organisational chart:

Executive (President, President Elect, Chair E, Chair A-P, VP Congress, VP Science, VP Academy, VP BP&Benchmarking)

| | | CEO (Secretariat) |
| | Commissioners (World Commission and Europe and Asia-Pacific Regional Commissions. Max 3 reps per nation) |
| | Members (General Assembly every 3 years) |

### Project aims:

Provide strategic review of IFPRA and its potential to step up as a world body - comprising a peer review of current business strengths and opportunities, a new model world urban parks organisation and 5-year business plan.

### Overview:

**Project scope**

**IFPRA Strategic Review**

**New Model Organisation**

**Organisational Peer Review**

- Peer Review Report on IFPRA strengths & opportunities
  - Stakeholder interviews
  - Survey
  - Document review

Appendix
Contextual Assessments requested in EOI
Project Objectives

- To provide IFPRA with a blue print for a new model world urban park organization that builds on IFPRAs strengths while expanding to meet the needs of a wide range of park industry stakeholders
- To provide IFPRA and potential members of a new world urban park organization with a constitution and 5-year business plan for the development and operation of the new organisation
- To provide IFPRA with an independent assessment of its current business model strengths and opportunities
- To provide an opportunity for input from IFPRA leaders and members and other park industry leaders

The UK visit included:

- A two-day discussion between the full Review Team and IFPRA Executive representatives and CEO
- On site reviews N/A
- Formal interviews with stakeholders of 1-2 hours duration
- Preparation of a working draft prior to departure

Evaluation of the Seven Baldridge Categories:

The seven categories of business excellence are evaluated with a simple ‘traffic light’ indicator for the key descriptors within each Baldridge category.

<table>
<thead>
<tr>
<th>Category</th>
<th>Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good, Maintain</td>
<td>Development potential or caution needed to sustain performance</td>
</tr>
<tr>
<td></td>
<td>Resolve issue/assess risk/reassess priority</td>
</tr>
</tbody>
</table>

Summary Findings:

Observations and Recommendations

The review team identified a number of organizational strengths such as: strong collegial networks, conferences and ideas, such as international credentialing. IFPRA is still the most internationally representative group of urban park professionals and has over 50 years of heritage and contribution.

Key opportunities for enhanced business excellence relate to: clarity regarding strategy, member value and services, income diversity and improved formal systems. However it is recognized that even with improved direction, systems and benefits and a stabilized membership, IFPRA is a dated model. The real legacy before the organization is to take a step change and take a lead, with other key stakeholders, in the formation of an inclusive, contemporary world urban park organization that national organizations, cities, agencies, non-profits, community groups, young professionals, commercial organizations and representatives from all regions around the world will want to be part of.

By looking at the organization, with the assistance of its executive, members and other stakeholders, the Peer Review will focus for a large part on incremental improvement. However the opportunity (and imperative, given membership decline) to forge a new organization has begun to take shape, and will be further developed in the wider Strategic Review of IFPRA that the Organisational Peer Review forms a part (refer to Project Scope diagram).

These observations have been detailed in the following evaluation form however the Peer Review Team would like to highlight the following points under the seven categories:
Leadership

Strategy and Planning

Knowledge and Information

People

Customer and Market Focus

Innovation, Quality and Improvement

Success and Sustainability
1. LEADERSHIP

**Documentation** – Please list organisational references

- ✔ Organisation Vision  ✔ Organisation Chart  ✔ Annual Report  ✔ Other – Constitution, Website

**Interviewers:** PFL  **Interviewees: IFPRA Executive**

**Strategic Direction** – systems and processes by which the organisation establishes and communicates its purpose, vision and goals

Differing authority is delegated to the General Assembly, Commissioners and an Executive. Full board powers are primarily with the Commission, which meets annually, with the President and Executive assuming strategic and day to day governance.

The organisation has a three year plan. However, this plan does not have a mission/ vision. This creates a cascading set of challenges stemming from it. There is a clear opportunity to develop more strategic focus through the development of vision/mission, which could clarify longer term purpose and tactical options for the org and its leaders.

Website with aims and objectives. President’s newsletter (monthly)

**Strengths**
- A history since 1957 of which many members are proud
- Strong focus on an international professional network (‘persons’ objective in constitution), which also benefits those from countries without a national association
- Particularly strong representing urban park management
- People from more countries involved than any other urban or community parks agency in the world plus collaboration
- A core group of committed people in the leadership
- Use of congress to communicate purpose and maintain engagement and share knowledge
- Recently empowered taskforces to broaden services and new approaches to long standing challenges
- Now utilizing a relatively substantial cash reserve to invest in services and IFPRA’s future
- There is some positive brand recognition of IFPRA
- In relation to constitutional aims and objectives, particular focus on international and regional networks, international congresses, a magazine and recent development of research and qualifications
- Community of Practice
- An international voice for public parks sector
- Clearing house for new ideas and trends

**Opportunities**
- Develop a clear vision
- Have no fear of what can be achieved and be inclusive
- Focus the mission on urban parks and open space
- Prioritization of activities in a Strategic Plan
- Recognition of the contribution of parks and open space to the quadruple bottom line: social, cultural, environmental and economic while shifting the emphasis from ‘petunias to people’
- Greater emphasis on establishing national organizations and promoting conservation and sustainability as per constitution
- Broader profile and recognition as an organization with global and urban solutions
- Greater inclusion of ‘organizations and cities objective’ in membership, and promotion as per constitution
- Greater development of (international, regional, and national) organizational networks, alliances and
cooperation ie embrace all

- Streamline tiered leadership structure to clarify roles, ensure a strong and responsive board, and CEO/support leadership support capacity
- Consider a ‘council of elders’ to assist strategy and high-level relationships
- Stronger connections to the UN and other international organizations as per constitution
- Potential structure within IUCN complementing WCPA or as an equivalent urban parks and open space organization
- Forge leadership alliances with other national and international bodies to potentially forge a new contemporary world urban parks organization; overcome historical baggage and protectionism

Organisational Culture – systems and processes which the organisation develops a culture and supports behaviours

Strengths

- Diversity of cultures involved
- Leadership and activities have benefited from strong personalities, friendships and voluntary contributions of members

Opportunities

- Greater use of cultural diversity to advantage
- Draw leaders from a more representative membership (agencies, regions, young professionals)
- Expand beyond a perceived underlying Anglo and Western culture, improving value for non-English speaking members
- Develop systems and skills in decision making to ensure outcomes from meetings (eg level of preparation, recommendations in agendas; actions lists with persons and deadlines, follow-up etc)
- Develop more reliable/systematic and inclusive internal communication systems
- Embrace Web 2.0 technology, engage young professionals
- Seek incorporated body status with business and financial reporting accountabilities

Leadership throughout the Organisation – how leadership and management is developed, how the management system supports purpose, vision and goals

Governance group is not always prepared for discussions. Sometimes no follow up on decisions. President-elect system provides clear continuity for leadership. But is narrow on rails.

Strengths

- President elect system provides succession planning
- Relatively accessible for members to become commissioners
- Presidential Task Forces and working groups provide program and project flexibility
- Regions provide another level of leadership participation and other benefits

Opportunities

- Shortening the president elect system would provide greater flexibility and responsive leadership
- Streamline tiered leadership structure to clarify roles, ensure a strong and responsive board, and CEO/support leadership support capacity
- Potential to train the Executive in governance
- Augment a representative board with co-opted members to cover skill bases or move to skills-based business board
- Potential to develop CEO role and capacity of secretariat to support leadership
- Potential for higher-capacity CEO-Secretariat to drive the strategic plan, broaden membership, facilitate collaboration and working groups (back-stopping volunteer capacity), increase services, structured
AGENCY PEER REVIEW

• Conference programs and participation
  ➢ Potential for greater engagement with organizations, including global organizations
  ➢ Establish a “Council of Elders” to nurture change and develop relationships
  ➢ Potential for wider member engagement in task forces/working groups using modern communications
  ➢ Greatly improved communications with members using modern systems
  ➢ Establish lead IFPRA champion in each country
  ➢ Become more visible and project leadership role

Environmental and Community Contribution – how the organisation contributes to the community
Primarily an indirect contribution through members.

Strengths
➢ An organization dedicated to environmental and community outcomes through accessible parks and open space
➢ A community of professionals – a network involving knowledge sharing and improved practice across countries and cultures

Opportunities
➢ To provide greater advocacy on global and national issues
➢ To make a global connection at the community level through initiatives agreed in common across communities eg parks day, parks weeks
➢ A role in facilitating national professional associations and capacity in countries where these do not exist
➢ Bigger role in World affairs promoting the values of urban parks
➢ A more inclusive organization for all park professionals, non-profit organizations, commercial organisations, not just those in public sector
➢ Ability to “play the political game”, to lobby effectively and quickly seize opportunities for organizational profile and influence (eg Gezi Park).

Evaluation ☑☑☑

<table>
<thead>
<tr>
<th>Strategic direction</th>
<th>Organisational culture</th>
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<tbody>
<tr>
<td>Leadership throughout the organisation</td>
<td>Environmental and community contribution</td>
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2. STRATEGY AND PLANNING

Documentation – Please list organisational references
☑ Strategic Plan ☑ Business Plan (in the form of incoming president’s 3-year basic work outline)
☑ Other *Strategic proposals (including those leading to task forces)

Understanding the Business Environment – systems and processes by which organisation develops its business strategy

Strengths
➢ Incoming presidents outline a basic three-year work plan, further developed through the term
➢ Key individuals are empowered by the president to take initiative via task forces
➢ Freedom and opportunities to innovate eg via position papers such as Outreach and IFPRA Academy
➢ Numerous papers developed on future directions, but not well documented or carried through
Opportunities

➤ Ability to project globally

Opportunities

➤ To develop a long-term, eg three-year, strategic plan that drives project development, priorities and resources towards the vision and mission over the long term (may involve environmental scan, key external and internal stakeholders, market information etc.)
➤ To match the strategic plan with a projected budget (potentially by program)
➤ In line with most incorporated park organizations move governance structure to that of a skilled and responsive board with powers to run the business to achieve the vision, with member control via the annual AGM (the current multiple tiers of governance may confuse or delay decision-making, while conversely activity may rely upon the personality and drive of the president)
➤ Resolve “Extent” issues as part of vision and mission review
➤ Incorporate risk analysis into project planning
➤ Re-visit value propositions for key stakeholders
➤ Better marketing in USA to attract members
➤ Develop a strategy on creating an effective world parks body and how it can be financially sustainable
➤ Set a clear timeline to implement agreed changes and commit necessary funds

Development and Application of Resources – systems and processes which the organisation builds, develops and applies its resources and assets

Strengths

➤ A strong membership resource (some with the ability to leverage their organisation’s resources) and a range of ways for members to become engaged, such as: commissioners, regions, working groups, and congresses (although some volunteer burnout evident)
➤ An annual budget, conservatively managed to ensure a reserve fund
➤ Recent use of the reserve fund to invest in the organisation’s future and in member benefits such as the IFPRA Academy and Science tasks forces
➤ Ability to bring together top experts to review and comment on current issues and share international knowledge

Opportunities

➤ Enrich member capacity to do things for IFPRA and show leadership, getting greater utilisation of the many ways for members to participate
➤ Create bridges with national and local organisations to leverage outcomes.
➤ Better define value of membership and improve communication of values of IFPRA to current and potential members
➤ Diversify revenue base beyond membership fees including commercial options and partners, fee-based services (conference, credentialing, training, benchmarking etc.), research and other grants etc
➤ Develop joint partnerships with and/or solutions for related organizations eg health, education, employment, tourism, carbon off-sets
➤ Use partnerships with member agencies to sponsor or provide staff resources to implement projects
➤ Move from investment in structure to achieving vision through projects products and activities
➤ Explore opportunities for developing charitable status and incorporating, and acquiring directors liability insurance
➤ Clarify responsibilities for people so that they can own commitments and be accountable
➤ Develop a strategy to engage young professionals
➤ Develop and implement a Membership Engagement Strategy
The Planning Process – *systems and processes to turn strategic decisions into actionable plans*

**Strengths**
- Decisions are made in an entrepreneurial and opportunistic way
- Using the Vice-President and working group approach to taking action

**Opportunities**
- To develop an aligned annual business plan, performance targets, and budget to operationalise the strategic plan
- Annual reporting on achievements
- To develop a budget suite eg Profit and Loss, Balance Sheet and potentially Cash Flow
- To develop associated financial policy including:
  - annual independent audit of budget
  - a treasurer or small audit committee to monitoring financial performance; investments
  - formalizing:
    - financial reporting and roles
    - investment
    - procurement processes
    - financial delegation and signatories
  - use of integrated financial software (eg MYOB) etc.
- To engage the membership inputting into the annual business planning process
- Streamline governance structure and improve CEO/Secretariat capacity
- Clear delegation to Executive to act within approved frameworks
- Establish a “Leadership Forum” as adjunct to the board
- A clear strategic agenda

**Evaluation**

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<thead>
<tr>
<th>Understanding the business environment</th>
<th>The planning process</th>
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<tr>
<td>Development and application of resources</td>
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</table>
3. KNOWLEDGE AND INFORMATION

Documentation – Please list organisational references

- Policy
- Publication (IFPRA World, Newsletter, Website)
- Surveys
- Budget reports
- Work Plans (Academy, Benefits of Parks)
- Other

Collection & interpretation of data & information – systems and processes which determine what data is collected and how it is stored and analysed

Strengths
- Creation of a science task force and a great report on the benefits of parks
- Generation of knowledge via conference agendas

Opportunities
- Potentially model best practice and reporting as the go-to organization
- Improve the platform, development, updating, reporting and utilization of the member database
- Develop a framework for data collection, databases, data sharing
- Improve the quality of financial systems and information
- Diversify of members: public, non-profit, community, commercial to open new information networks and channels

Integration & use of knowledge in decision-making – systems and process which organisation integrates knowledge to make decisions

Strengths
- Recent use of LinkedIn to connect members to discussion topics and initiatives
- Europe region survey of members
- Task Force and other reporting to Executive and Commissioners
- Regional reporting, including by World Commissioners

Opportunities
- Member surveys conducted by the secretariat
- To make decisions about membership, engagement and member needs, based on data reports
- To explore the future of IFPRA World and its focus and purpose in the international framework, including leverage in association with other publications, web-format
- A process to gather information and respond quickly to advocacy and media opportunities
- Governing body to set policy direction as required
- Use of statutory annual audit to strengthen financial systems and accountability

Creation & management of knowledge – systems and processes in which knowledge is consolidated and shared across the organisation

Strengths
- Congress – networking and engagement
- Regular president letter, website, magazine, reports to governing groups
- Ability to facilitate global networking and sharing of good practices

Opportunities
- Development of a knowledge management system
- Greater development and utilization of the Website as an international public and member resource
➢ Inform members about their membership in advance of expiry with annual highlights and promotion of benefits of continued membership
➢ Produce an annual report suitable for members, stakeholders, media
➢ Develop an international accepted business study tool for parks
➢ Set technical standards for parks using aggregated data
➢ Compiling and updating integrated data links to membership organisations
➢ Disseminate membership information to Commissioners

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PARKS FORUM
## 4. PEOPLE

### Documentation
- Please list organisational references
- **Policy**
- **Contracts**
- **Job descriptions** (world commissioner)
- **Other:** *Constitution*

### Involvement and Commitment
- **systems and processes by which people are encouraged and enabled to contribute**

#### Strengths
- Committed executive
- Dedicated secretariat
- Strong friendship and collegial links
- Engagement of National/Regional hosts for congress
- Engagement of members in IFPRA World contributions
- Long term administrative stability
- Good representation from around the globe

#### Opportunities
- Significantly develop work frameworks and networks in a way which encourages contribution, creates incentives and provides recognition for contributions to widely leverage members and stakeholders
- Be specific in asking for help from members and volunteers
- Develop clear role descriptions and performance assessment for the CEO and Executive
- Buy in specialist skills to supplement core staff, including commercial and agency partnerships
- Engage individual members through concept such at WCPA
- Build national professional associations in countries where these do not exist.
- Provide credentialing to support professionals in countries where this does not exist
- Diversity membership

### Effectiveness & Development
- **systems and processes which organisation maximizes its effectiveness through the contribution of people**

Congress is put together by a host each year who takes responsibility for it.

#### Strengths
- High level of volunteer contribution from executive and CEO
- Use of national/regional host/conferences to provide the Congress
- Appointment of vice presidents to take charge of projects

#### Opportunities
- Stable, funded, higher capacity secretariat/management to support governors, volunteers, projects
- Wider involvement within and without IFPRA, eg strong organizational membership as well as alliances with other organizations with overlapping goals
- Potential regional focus of annually scheduling joint conferences with national park associations
- Develop terms of reference for all working parties
- Better engage members within their country
- Set clear goals for CEO and secretariat and provide necessary resources
- More aggressive marketing of IFPRA and benefits of membership to a broader membership base
- Involvement of non-members in projects and services to leverage resources and potential membership
- Develop a culture and systems that requires people to follow through on their commitments and be accountable
Health, Safety and Well-being – systems and processes providing a effective work environment that recognises the importance of wellbeing

**Strengths**
- N/A NB CEO part-time home-based office, requires networking to augment skills.

**Opportunities**
- Balance volunteer and management use and broaden engagement to reduce core-volunteer burnout and fatigue of leadership group

**Evaluation**

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<td>Effectiveness and development</td>
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## 5. CUSTOMER AND MARKET FOCUS

### Documentation
- Please list organisational references
- Customer/Member Promise (Benefits)
- Survey (Europe Region members)
- Other *Proposals

### Knowledge of customers and markets
*systems and processes which ensure the organisation has an ongoing understanding of present and potential customers and markets*

#### Strengths
- Members anecdotally report strongly valuing the network experience, sense of belonging and professional exchange
- Have sought to welcome all comers, primarily professional
- Cost of engagement and of service is low
- Core group of committed members paying year on year
- Europe member survey
- Engagement of Parks for Life in a review, itself representative of a wider customer base
- Globally representative board
- IFPRA respected in many countries
- Unique world-wide organization focused on recreation and parks

#### Opportunities
- Clarify purpose, in order to then explore value proposition for existing and potential customers
- Conduct research to better understand the market/customer needs (current attrition 5% pa average over last 10 years)
- Prioritise focus on specific potential areas of membership
- Clarify breadth of potential customers beyond individual professionals, including organisations and cities
- Potential for a model built on national park associations to reinforce joint national and international membership
- Engage national organisations and other allied organisations and establish an industry agenda
- Modernise systems and better connect with professional associations
- Develop national importance in countries through members involvement

### Customer relationship management
*systems and processes which the organisation manages and evaluates relationships with customers*

#### Strengths
- Using the congress and regional meetings to engage with members and informally connect with people and understand customer needs
- World commissioners ongoing discussion of membership

#### Opportunities
- Develop a customer database and metrics
- Understand where customers are, and the makeup of membership
- Define price points for membership and clarify membership rates for groups/parks agencies/corporate
- Potentially leverage individual membership from organizational membership for a strong organizational relationship (eg members of national organizations automatically members of the world organization)
- Introduce electronic invoicing for membership renewals
- Develop a membership recruitment and engagement plan utilizing modern technology
- Consider a membership committee
- Improve the value of being with the organization without international conference attendance:
  - Use web-based interface to support a high level of member engagement with IFPRA and each other
  - Build alternative opportunities (more local engagement) to interact with members outside the congress
  - Improve the cost:benefit ratio, reducing membership fees by broadening the funding base
- Clarify relationship with chapters (i.e. Japan)
- Go back to past members to re-engage
- Use member behavioral intelligence

**Customer perception of value**—*systems and processes which the organisation measures the perception customers have of the value the organisation provides*

Primarily informal and ad hoc processes, based on personal communication between executive and members.

**Strengths**
- Europe members survey
- Congress as shop window
- There is continuing perceived value amongst core members despite the challenges (e.g. IFPRA Europe Commissioners valued: networking, profiling organization, influencing government, technical visits and conferences - seeing best practice, solving common issues, benchmarking, improving performance, diversity of ideas, strength of working together, some prestige)
- Commissioners report on membership perception

**Opportunities**
- To regularly conduct market research to measure customer perception
- Upgrade member products to match current and wider membership needs (e.g. IFPRA Europe Commissioners suggested: greater use of technology, web, dynamic social network - discussion groups, blogs, younger generation; set standards, increase advocacy, improve professional international skills
- Communicate benefits of membership to members and prospective members
- Utilise magazine as an engagement tool
- Utilizing organizational members to communicate with their members about the international benefits
- Link renewal of membership as promotional activity on benefits of membership

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<td>Customer relationship management</td>
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## 6. INNOVATION, QUALITY AND IMPROVEMENT

**Documentation** – Please list organisational references
- Organisation Vision/ Qualities
- Other *Proposals

**Innovation process** – systems and processes by which the organisation acquires, evaluates and implements creative ideas to improve business performance

### Strengths
- Committed people with a range of ideas/proposals
- Utilisation of champions to carry ideas forward
- Utilization of conferences to generate innovative ideas through informal engagement processes
- IFPRA World has been a platform for member contribution and knowledge-sharing (may now consider a new model)
- Technical visits
- Rotating the organization of annual conference to different countries provides opportunities for innovation
- Recent initiatives such as Parks Benefits report and Academy project

### Opportunities
- Strengthen links between ideas/projects and strategic direction
- Create business cases for new ideas
- Build program budgets into the operational budget
- Build a more proactive approach to partnering with other agencies to pursue common interests through shared projects
- Utilize the secretariat to generate ideas and projects which meet strategic objectives
- Broaden engagement of members in developing and implementing creative ideas, eg through web working groups
- Create charter for “Design Legacy” and international award for inspiring design
- Focus on 2-3 great products
- Seek to provide or partner with an outstanding and uniting City product such as LivCom
- Structure an international awards program that rewards innovation and quality
- Learn from organisations such as NRPA, Europarc and IUCN
- Be more welcoming of new members/organizations/broader constituency
- Engage commercial members and partners more (improve resources, efficiency, speed)
- Involve community organizations more (broaden ideas, methods, networks, political independence)
- Evaluate IFPRA World in the light of new information models and competing services
- Augment English-language and western culture dominated dialogue

**Management and Improvement of Processes** – systems and processes by which the organisation manages and improves its processes to achieve operational efficiency and effectiveness

### Strengths
- Executive committee use of SKYPE and Adobe Connect to monitor progress on projects and activities
- Task forces are empowered to show leadership in projects

### Opportunities
- Develop monitoring processes for progress in key operating areas eg IFPRA academy
- Develop accountability processes for secretariat, including setting annual performance criteria in operations
- Broaden involvement in leadership participation throughout the agency
- Annual consideration of ‘what works, what doesn’t’?
- Use benchmarking
- Use project management systems

**Supplier and Partner Processes** – *systems and processes by which the organisation manages its relationships with its suppliers and partners*

**Strengths**
- Leveraging the value of existing organisations and conferences to build congresses
- Some long term supplier relationships (eg publications)
- Some innovative, although uncertain, commercial relationships eg Yardstick benchmarking

**Opportunities**
- Consider how commercial opportunities may support strategic directions
- Develop policy on partnership versus open-bid processes; clarify the basis of joint venture type relationships (risk, transparency, conflicts of interest etc); and formalise procurement processes
- Development of principles and practices for management of supplier and partner relationships, which include defining the IFPRA relationship with national/regional organizations; ensuring partnership deliverables are met

**Quality of Products and Services** – *systems and processes by which the organisation determines quality indicators and describe how products and services perform against standards*

**Strengths**
- Have identified an opportunity to set standards for products and services and the profession
- Seeking to improve organisational standards through benchmarking (currently through endorsement and offer of NZRA’s Yardstick and emerging Vice President benchmarking and best practice working group) and professional standards through credentialing (IFPRA Academy)

**Opportunities**
- To further utilize regional/national products to add value (eg magazine production?)
- To look at other ways to make money which would free IFPRA up from a heavy focus on products
- Set objectives and performance indicators and measure projects against these
- Use of commercial providers with contractual obligations

**Evaluation** ☑️☑️☑️

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<th>Supplier and partner processes</th>
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<tr>
<td>Management and improvement of processes</td>
<td>Quality of products and services</td>
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</table>
7. SUCCESS AND SUSTAINABILITY

**Documentation** – Please list organisational references

- Annual Report (3-yearly General Assembly report, Commission Report(s))
- Budget
- Other *Budget models (static/growth)*

**Indicators of Success** – systems and processes by which the organisation measures and understands its performance at the organisational level and evidence of success

**Strengths (may separate out to internal and external)**
- people from 20+ countries are gathered yearly to evaluate success at congresses, approve budget and review programs
- reporting from commissioners meetings, regional meetings

**Opportunities (may separate out to internal and external)**
- Create and monitor targets for the strategic and business operation of IFPRA, at executive, secretariat and working group levels, which reflect success.
- Create reporting processes which allow executive and members to understand success and sustainability factors
- Create and monitor membership targets and develop metrics for numbers, reach and retention of members
- Utilise change of secretariat to develop leadership
- Clarify roles and responsibilities of all leaders and groups in the organization
- Streamline meeting processes
- Ultimately create a broadly-inclusive contemporary world urban park organization and align benefits and definitions of success to the broader membership and strategic vision and mission.
- Focus on the long-term outcome success of the vision as well as shorter term outputs and milestone successes
- Learn from the experience of other organisations such as Parks Forum
- Consider amalgamation and/or joint services with other organisations
- Provide and articulate value-adding services to national organizations, agencies, professionals, NGOs
- Provide widely used and valued public services eg web databases rating livability for every city in the world
- Set ambitious vision and mission and targets for membership, value and influence
  - Eg WUPI Vision (Dublin): ‘a world where our cities have an abundance of urban parks and green spaces contributing to healthy, families and communities, providing a sense of place and a connection to the natural world’.
  - Eg WUPI Mission (Dublin) abridged: Connect together to support good practice and professional excellence, and to research and promote the values of parks

**Indicators of Sustainability** – systems and processes by which the organisation measures and understands the likelihood of its sustainability in regards to social, environmental and economic viability in the future

**Strengths (may separate out to internal and external)**
- The Executive have recently invested in new initiatives to stimulate the organisation and develop member value
- The Executive have recognized that with 5% pa declining membership the organization is becoming unsustainable, and have taken steps through this review to seek to identify a relevant and financially viable model
- The Executive shows openness and a sense of urgency in the need for change, investing personal time and organizational reserves in a positive outcome.
Opportunities (may separate out to internal and external)

- For the membership to see a new future, which may look different, but celebrates the past and recognizes the opportunities the future holds.
- For the agency to build an external brand and UN and other key international body recognition as a high-performing influential world organisation which achieves sustainable impact on urban parks at the global scale.
- To leverage the combined values of the Parks for Life group and IFPRA through a new partnership
- To make a global impact on urban parks and communities which in turn will feed membership growth
- To strategically re-position the organisation for new commercial and non-commercial partnerships which can source new revenue
- To build financial sustainability through diversifying revenue
- To build relevance to a broad and engaged membership base and other stakeholders
- To create a new world urban parks organisation, but one which values and is built on its past and honours its heritage
- To engage national and professional bodies in the design and future of the organisation, drawing them into the process, gaining immediate international credibility from their members and partnerships, and utilising their strengths to grow the organization
- Create a more powerful and compelling case for philanthropy through the combined profiles of new partners
- To utilise congresses to open up new membership markets
- Develop short term and long term success indicators based upon a new organization model
- Link up with UNESCO
- Obtain United Nations and World Bank recognition

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### Summary Evaluation of Parks Forum Organisation Peer Review

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<th>Baldridge Category</th>
<th>Assessment Sub-Categories</th>
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Appendices

Interviewees (see Stakeholder Database)

IFPRA Documents

- IFPRA Budget Model - Success.pdf"
- IFPRA World Commissioner Role description.docx"
- Membership Strategy for 2013.docx"
- Ifpra Succession Plan.docx"
- Context for Ifpra’s Future.docx"
- A Statement from LinkedIn Group Sept 2012.docx"
- Creating a Secure Base for Ifpra in Asia.docx"
- Ifpra Advocacy.pdf"
- Ifpra Ideas NCM.docx"
- Ifpra Summit Concept version Sept 2011.docx"
- IFPRA World December 2012 Issue.docx"
- IFPRA constitution-september-2012.pdf"
- Meeting of Ifpra World General Assembly Basel 7-9-12.docx"
- Report ifpra congress HK 2010.pdf"
- park-benefits.pdf"
- IFPRA Science Task Force (website).docx"
- ifpra-academy-qualification-scheme.pdf"
- IFPRA Commissioners.docx"
- Ifpra Europe Commissioners.docx"
- Ifpra Asia Pacific Commissioners.docx"
- IFPRA Japan.docx"
- IFPRA Aims and Objectives.docx"
- Related Organisations (website).docx"
- IFPRA Commission report- commissioners role JM.docx"
- IFPRA Commission report- members survey JM.docx"