



IFLA OPERATIONS MANUAL



IFLA

INTERNATIONAL FEDERATION
OF LANDSCAPE ARCHITECTS



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Introduction

This Operations Manual has been compiled to consolidate IFLA's policies and procedures into one place for improved visibility and accessibility. It is intended that the manual is updated on a continual basis as existing policies and procedures are revised and new ones developed. All of the policies and procedures within the Operations Manual have been approved by the IFLA World Council over a period of time and comprise the formal operating framework and guidelines for IFLA.

James Hayter
IFLA President

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HISTORY



The International Federation of Landscape Architects (IFLA)

In 1948 the International Federation of Landscape Architects (IFLA) was founded in Cambridge, England with Sir Geoffrey Jellicoe as its first President. It represented 15 states from Europe and North America. Later, in 1978, the IFLA's headquarters were established in Versailles, France where they currently reside.

A truly global federation, IFLA now represents 78 national associations from Africa, the Americas, Europe, Asia Pacific and the Middle East. IFLA's mission is to advocate for globally sustainable and balanced living environments for the benefit of humanity worldwide.

IFLA officially represents the world body of landscape architects through its member associations and regions and in both governmental and non-governmental organisations such as the UN, UNESCO, ICUN and others. IFLA is a not-for-profit, non-political and non-governmental organisation.

IFLA's aim is to promote the landscape architecture profession through its own efforts and in partnership with other built-environment professionals, demanding the highest standards of education, training, research and professional practice, and providing leadership and stewardship in all matters.

IFLA's objectives are to:

- Develop and promote the profession and discipline of Landscape Architecture, together with its related arts and sciences throughout the world.
- Establish the profession in its continuing role as an instrument of aesthetic achievement and social change for the public welfare.

- Contribute in identifying and preserving the intricate balance of those ecological systems upon which the future of civilization depends.
- Establish high standards of professional practice in design and planning of the landscape, its management, conservation and development.

Promote educational and professional international exchange of knowledge, skills and experience.

The World Council is the governing body of IFLA and comprises members of the Executive Committee and the appointed delegates of the national associations.

The Executive Committee is responsible for the general management of IFLA and to develop policies and propose these to the World Council. The committee comprises the President and Treasurer, 5 Regional Presidents and four chairs of IFLA's committees.



IFLA STATUTES

CONSTITUTION

INTRODUCTION

In Cambridge, UK in September 1948, further to discussions held in Brussels (1935), Paris (1937) and Berlin (1938), a federation, now known as the International Federation of Landscape Architects (hereinafter referred to as IFLA) was established and is governed by the following Constitution. IFLA is a not-for-profit, non-political, non-governmental organisation.

VISION

IFLA will be the leading international body promoting the creation of a globally sustainable and balanced living environment from a landscape architectural perspective.

MISSION STATEMENT

IFLA will 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.

1. OBJECTIVES

IFLA shall have the following objectives:

1.1. To establish, develop and promote the profession, discipline and education of landscape architecture, combined with its diverse range of arts and sciences on an international basis.

1.2. To establish, develop and promote the highest standards of education and professional practice influencing the widest range of landscape architectural operations (including but not limited to planning, design, ecology, biodiversity, management, maintenance, culture, conservation, and socio-economics).

1.3. To develop and promote international exchange of knowledge, research, skills and experience in all matters related to landscape architecture across all cultures and communities.

In order to achieve such objectives the governing body of IFLA shall:

1.4. Encourage and support the formation and development of new and existing national and multi-national professional associations of landscape architects.

1.5. Encourage and support the establishment of Regions, regional groups and associated councils or assemblies, and special interest groups.

1.6. Hold congresses, conferences and other relevant meetings.

1.7. Allow the formation of appropriate committees and working groups for task-specific purposes in accordance with predetermined strategies and plans.

1.8. Encourage and support the formation, establishment and development of landscape architecture educational opportunities, standards and research worldwide.

1.9. Encourage and support all levels of government to establish and to improve legislation relating to the profession of landscape architecture.

1.10. Collaborate and cooperate with appropriate international bodies and professional groups for the progression of the profession.

1.11. Encourage and support the publishing and distribution of research information relevant to the profession's progression and development.

1.12. Make appropriate representations to governmental, non-governmental, national and international agencies in support and on behalf of existing and potential national associations.

1.13. Encourage and support any other action that will benefit the profession of landscape architecture in an appropriate fashion throughout the world.

2. MEMBERSHIP

2.1. Category A: National and multi-national associations of landscape architects defined by country, countries or territories whose Constitution and By-laws have been approved by the World Council. Only one representative association per country, countries or territory/s is permitted.

2.2. Category B: Individual Members are landscape architects from a country, countries or territory where no national or multi-national association exists and whose qualifications and status are determined by the World Council to be acceptable.

2.3. Category C: Honorary Members are those individuals whom IFLA may wish to honour for their support and engagement with the profession on an international, regional or national level.

2.4. Category D: Corporate Members are scientific, educational and professional institutions, associations or corporations, connected with landscape architecture, and professional, commercial or industrial organisations wishing to promote or support the objectives of IFLA.

2.5. Admission and loss of membership is governed by and detailed in the IFLA By-laws.

2.6. Details of membership dues are governed by and detailed in the IFLA By-laws.

2.7. Only members in Category A, represented by appointed delegates from each national or multi-national association, and Executive Committee members shall have the right to vote (one vote per eligible member).

2.8. Members in categories B, C and D are not eligible to vote.

2.9. A simple majority of affirmative votes cast by the eligible membership shall determine the carrying of a motion.

2.10. Members are not eligible to vote if the association that they are representing has failed to pay its full dues in the year immediately preceding the world council at which the vote is taking place.

2.11. Delegates to the World Council representing members in Category 'A', past delegates, IFLA officers, regional, national officers, and committee chairs, shall all be eligible to hold office of the President and the Treasurer in IFLA at world level after personally attending two World Council meetings during the six-year period prior to nomination. All must have personally attended as Delegate or observer at least the equivalent of one full day of a World Council Meeting to be listed as an attendee for eligibility purposes. The IFLA Committee on Communications and External Relations shall keep a list of those eligible to hold office at world level.

3. ORGANISATION

IFLA shall comprise the following:

3.1. Membership as defined in Item 2 above.

3.2. A World Council comprising officers of the Executive Committee and the duly appointed delegates of the national or multi-national associations which have been admitted to IFLA as members.

3.3. An Executive Committee comprising an elected President, an elected Treasurer, a maximum five Regional Presidents (elected regionally), a maximum three elected Standing Committee Chairs and one ex-officio member of the IFLA Secretariat.

3.4. The member associations of IFLA shall be arranged as determined the World Council in a maximum of five Regions reflecting appropriate geographic areas in the world.

4. THE WORLD COUNCIL

4.1. The World Council shall act as the governing body of IFLA.

4.2. The World Council shall determine how the operational regions, groups and committees are set up around the world to ensure the most effective and efficient structure for the international Federation in accordance with an approved Strategic Plan.

4.3. The World Council shall elect a president and a treasurer.

4.4. The World Council shall agree the level of annual dues to be paid by all members.

4.5. The World Council shall establish and agree an annual budget, determining sources of income and expenditure in accordance with the approved Strategic Plan and receive and approve an annual audit of the IFLA accounts.

4.6. The World Council shall authorise the establishment of

an administrative office and employment of staff required for the conducting of IFLA's business and affairs (the Secretariat).

4.7. The World Council shall meet physically in ordinary session annually with a minimum of ninety days notice being given by IFLA Executive Committee in advance of any such session.

4.8. An extraordinary session (physical or online) of the World Council shall be convened when at least one half of the eligible voting members or if the Executive Committee requests it with a minimum of ninety days notice being given by IFLA Executive Committee in advance of any such session.

4.9. The president, or at the president's request, one of the IFLA Regional Presidents, shall preside at any session of the World Council.

4.10. The World Council shall adopt its own By-laws and Rules of Procedure in accordance with this Constitution.

4.11. All matters within the competence of the World Council could be decided by a pre-approved online system of electronic voting.

5. THE EXECUTIVE COMMITTEE

5.1. The Executive Committee shall comprise: the president, the treasurer, the regional presidents (maximum five in number), the chairs of standing committees (maximum three in number) and one ex-officio member of the IFLA Secretariat.

The Executive Committee shall:

5.2. Be responsible to the World Council for determining all necessary decisions to achieve the objectives, aims

and aspirations of IFLA in accordance with the approved Strategic Plan and associated action plans.

5.3. Be responsible for all day-to-day administrative operations in accordance with the approved procedures set down in the By-Laws by the World Council.

5.4. Be responsible for the collection and disbursement of the funds and finances of IFLA.

5.5. Represent the interests of IFLA, not those of their respective associations.

5.6. Convene a meeting at least once a year to be presided over by the president.

5.7. All officers shall be elected initially for a minimum period of two years with the possibility of standing for re-election for a further, second, two-year term of office after a successful mandate (i.e. a maximum period of four years in the elected role).

5.8. All matters relating to the rules of procedure and officers elected to the Executive Committee shall be set out in the IFLA Rules of Procedure (By-laws) in accordance with this Constitution.

6. FINANCE

6.1. The IFLA financial year shall be the calendar year (starting January 1st).

6.2. The properties of IFLA comprise its capital, fixed and movable assets.

6.3. The assets of IFLA are the only warranty for the management of the Executive Committee as approved by the World Council. Therefore, no claims shall be entertained

against the members of the Executive Committee, either jointly or severally.

6.4. The income of IFLA may be derived from any legally approved method accredited by the World Council, including but not limited to members dues, fees for holding World Council and Congress meetings, sponsorship, grants, donations, legacies, sale of publications, events, seminars and other services rendered to further the objectives of IFLA.

6.5. The Officers, Delegates, Committees and designated representatives of IFLA shall receive no fees for the duties they perform.

6.6. The Officers, Delegates, Committees and designated representatives of IFLA may be reimbursed, but only by pre-arrangement, for an amount of expenses they incur in connection with those duties approved by the World Council and/or the Executive Committee.

7. LEGAL ADDRESS

7.1. The legal address of IFLA is in the country where it is legally registered.

8. ADMINISTRATIVE SUPPORT.

8.1. The level of administrative support required by the organisation shall be determined by the World Council and paid for from the funds of IFLA.

9. OFFICIAL LANGUAGE

9.1. The official language of IFLA is English.

9.2. In order to facilitate the organisation of international meetings, such other languages as deemed necessary may be used in addition to the official language.

10. LEGAL STATUS

10.1. IFLA, a not-for-profit, non-governmental and non-political organisation, is an international federation established pursuant to the laws of the country where it is legally registered.

10.2. IFLA, as an international professional federation concerned with education, professional practice, social and cultural matters, is eligible for support by international organisations and their agencies.

10.3. IFLA is constituted for the unlimited time.

11. BY-LAWS & RULES OF PROCEDURE, ADOPTION AND AMENDMENT.

11.1. The World Council shall adopt and may amend the By-laws & Rules of Procedure, which shall conform to the objectives of this Constitution.

11.2. The By-laws & Rules of Procedure shall not limit the powers of IFLA, vested in its World Council, to exercise control over any matter covered by this Constitution.

11.3. Any amendment to the By-laws & Rules of Procedure shall be communicated to the member associations with a minimum of ninety days' notice before the meeting (physical or online) of the World Council that must vote on it.

12. AMENDMENTS TO THE CONSTITUTION

12.1. The World Council shall consider any amendment to this Constitution providing it has been proposed by at least 20% of voting members or by the Executive Committee. Any such proposal must be received by the president not less than ninety days prior to an ordinary or extraordinary session of the World Council for circulation to the members. Full explanations of the purposes of the amendment(s)

must be included.

12.2. The World Council shall consider amendments proposed in accordance with 11.1 and shall become effective immediately upon receiving a two-thirds majority vote of all eligible members.

13. DISSOLUTION

13.1. The World Council may only resolve on the matter of the dissolution of IFLA on the basis of a written, signed motion submitted either by the Executive Committee or by at least half of the voting members of the World Council. The signed motion must be distributed to all members not less than ninety days before submission of such a resolution to the World Council meeting. Adoption of such a resolution would require a two-thirds majority vote of all eligible members.

13.2. On dissolution, the assets of IFLA shall be distributed in accordance with the decision of the World Council and any legal requirements of the law of the country where IFLA is legally registered.

BY-LAWS AND RULES OF PROCEDURES

1. Introduction.

1.1. The objectives of IFLA shall be pursued in accordance with the IFLA Constitution, current IFLA By-Laws, Rules of Procedure and Code of Ethics. All members shall follow these standards.

1.2. The rules contained in the current edition of Robert's Rules of Order Newly Revised (Ref: <http://www.robertsrules.com/>) shall govern the Federation in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules of order the Federation may adopt.

1.3. IFLA, a single, united, international organisation, shall comprise primarily a set of semi-autonomous regions and a coordinating, supportive centre.

1.4. IFLA shall maintain a regional basis for its organisation and operations with a maximum number of five major regions; namely IFLA Africa, IFLA Americas, IFLA Asia-Pacific, IFLA Europe, and IFLA Middle-East. Thereafter the regions may, with prior approval of the World Council and with a declared strategy incorporating financial support, set-up sub-regional or special interest groups (SIGs) where member interest demands and promotes this. Any potential sub-regional group or SIG must operate in accordance with the IFLA Constitution and these by-laws.

1.5. The role of IFLA centre (defined by the Executive Committee and administrative staff) will be to control all central administrative and financial matters; offer support to, communicate with and coordinate operational matters on behalf of all members; and marketing and promotion of the profession at a global level.

1.6. The World Council shall operate as the central decision making body for IFLA.

1.7. The main activities of the Regional (and any sub-regional or special interest) groups shall include the following:

1.7.1. Appropriate joint initiatives and shared programmes between like-minded individuals or organisations across the region/s or/and the special interest group/s to promote the profession at a national, regional or international level.

1.7.2. Acting as a conduit and representative between IFLA Centre and individual members (including a Vice-president's position on the World Executive Committee).

1.7.3. Acting as a coordinator and monitor of IFLA operations across the region.

1.7.4. The frontline point of reference for support and guidance to regional member associations on all matters.

1.7.5. Sharing of online professional resources and networking.

1.7.6. Regional fundraising, income generation, awards and professional events promoting the profession.

2. Membership

The World Council, comprising members of the Executive Committee and the duly appointed members of the national or multi-national associations (see below) shall act as the governing body of IFLA.

2.1. Category A membership comprises national or multi-national associations whose Constitution and By-laws have been approved by the Regional body and thereafter ratified by the World Council. Members shall be represented by an appointed delegate who shall have the right to a single vote on matters presented at the World Council meetings

(in accordance with the financial restrictions within these by-laws).

2.2. Category B membership comprises individual members from countries where no national or multi-national association exists and whose qualifications and status are determined by the Regional body to be acceptable and thereafter ratified by the World Council. Individual members shall have no voting rights at the World Council meetings.

2.3. Category C membership comprises individual Honorary Members who may not necessarily operate within the profession but whom IFLA may wish to honour for their support and engagement with the profession at international level. Honorary members shall be nominated via the World Executive Committee and presented for approval to the World Council. Honorary members shall have no voting rights at the World Council meetings.

2.4. Category D membership comprises Corporate members from the world of science; education; professional, commercial or industrial institutions, associations or corporations; connected with or having a keen interest in the furtherance and promotion of the objectives of IFLA. Corporate members shall be nominated via the World Executive Committee and presented for approval to the World Council. Corporate members shall have no voting rights at the World Council meetings.

2.5. Any party wishing to be considered for membership shall apply directly to the IFLA Executive Committee using the appropriately completed online application form accompanied by the necessary supplementary compliance documents required for each category of membership (Category A and B applicants will generally be encouraged to apply directly through the most relevant regional body

of IFLA).

2.6. Where all of the application material is deemed by the Executive committee to be in compliance with the necessary demands of the specific category applied for, membership may be granted temporarily until the application can be submitted for formal ratification at the next World Council.

2.7. A member in any category may give notice of resignation to the Executive Committee at anytime provided there are no outstanding dues owed to IFLA. The resignation shall become effective immediately and signed notice by the president shall be circulated to all members.

2.8. A member in any category may be expelled if they are found no longer to meet the criteria set out for such membership or are found to be in anyway acting contrary to IFLA's Constitution, Bylaws and Rules of Procedure. The Executive Committee shall provide written reasons why any member threatened with expulsion are considered to be in contravention of the rules and regulations. Any such member shall have 90 days to present reasons why membership should be revoked. In all cases the World Council must vote by a two-thirds majority to approve the sending of the expulsion notice and thereafter, following any appeal, by the same majority to either approve the expulsion or revoke it. Thereafter the decision shall be circulated to all members.

2.9. Members in all categories will be charged an annual membership fee determined by the Finance Committee. The fees for all categories of membership will be reviewed annually and presented for ratification and approval by the World Council.

2.10. All members must pay their fees in full within 90

days of receiving the invoice from the IFLA Treasurer. Any member who is unable to pay the full fees, for whatever reason, must inform the IFLA Treasurer upon receipt of the invoice.

2.11. Upon payment in full of the annual membership fee Category A members shall retain full voting rights at the World Council meeting. Failure to pay in full, or only part-payment of the fee will mean the automatic suspension of member voting rights until such time as the full payment is made. (i.e. Category A members will retain their membership but forfeit their voting rights).

2.12. If members in Categories B, C & D fail to pay the fee in full, their membership will be suspended until such time as they are able to pay the fee in full.

3. Operational Organisation

3.1. IFLA will officially recognise a maximum of five geographic regions, namely IFLA Africa, IFLA Americas, IFLA Asia-Pacific, IFLA Europe and IFLA Middle-east.

3.2. A Region shall comprise an association with legal personality and may be recognised to function as a Region of IFLA if it complies with the following criteria:

3.2.1. The association must be duly incorporated and existing pursuant to applicable law.

3.2.2. The geographical scope of the association must correspond with a Region defined by the IFLA World Council.

3.2.3. The members comprising the association must all be members (or eligible to become members) of IFLA.

3.2.4. The objectives of the association must state that it

shall function as a Region of IFLA.

3.2.5. The Constitution or Statutes of the association shall determine that it shall comply with the Constitution, By-laws and Rules of Procedure set down by IFLA and that provisions in its Constitution, Statutes, By-laws and its resolutions may not conflict with those of IFLA.

3.2.6. A relationship agreement must be signed and approved by the Region and IFLA World Council in order to determine the contractual obligations between the two parties. Such agreements may be reviewed, revised and modified, as appropriate, to reflect changes circumstances over time.

3.3. IFLA World Council may also approve the establishment of sub-regional associations or groups based upon substantive criteria compiled by members from countries wishing to create such entities. Any members wishing to establish such an entity for a specific purpose in relation to the advancement of the objectives of IFLA will need to reflect upon the need to present a comprehensive business plan (including budgetary, financial and action plans with predicted outcomes) in relation to the strategic aims and objectives of that entity for scrutiny by the IFLA Executive Committee and thereafter approval by the World Council.

3.4. IFLA World Council may also approve the establishment of Special Interest Groups (SIGs) proposed by like-minded individuals who have identified a specific area of professional interest that might be advanced by specific international member cooperation and collaboration in accordance with IFLA objectives. Any members wishing to establish a SIG for a specific purpose in relation to the advancement of the objectives of IFLA must present a comprehensive business plan (including budgetary, financial and action plans with predicted

outcomes) in relation to the strategic aims and objectives of the SIG for scrutiny by the IFLA Executive Committee and thereafter approval by the World Council. Informal collaborative groups are also to be encouraged and it is unlikely they will need such a business plan if there is no anticipated financial demand on central funds – their aims and objectives must be in accordance with those of IFLA, however informal the grouping.

3.5. Members of IFLA will be invited to meet annually at a World Council meeting to be held in one of the Regions representing IFLA. The World Council meeting will be held over a maximum period of three days and will preferably be combined with a congress or conference programme that will follow on from the World Council meeting. Location of these meetings will preferably rotate between the Regions unless otherwise agreed by the World Council.

3.6. General requirements for holding a World Council and Congress meeting:

3.6.1. Approval to host the meeting must be obtained by the Category A member at least three years in advance of the actual date of that meeting.

3.6.2. In exceptional circumstances such as an unavoidable emergency or crisis, where an approved host member cannot fulfil their obligation to hold such a meeting, Clause 3.6.1 may be overruled by approval of the IFLA Executive Committee to allow for an alternative member to hold the meeting as an emergency replacement venue.

3.6.3. Approval to host the meeting is conditional upon the host member signing the IFLA contract form documenting guaranteed adherence to the relevant terms and conditions within 180 days after the conclusion of the World Council where approval was granted.

3.6.4. The approved host member of IFLA shall pay a 20% levy of the registration fees for all Congress registrants (except student registrations). The minimum levy shall be 10,000 EUR. 3,000 EUR of this will be paid 180 days before the date of the World Council. The remainder of the minimum levy (7,000 EUR) will be paid within 30 days after the date of the conclusion of the World Congress. The balance of the levy will also be paid within 30 days after the date of the conclusion of the World Congress. The host shall provide free registration at the congress for all IFLA EXCO members (excluding any organised tours).

3.6.5. The host member will be responsible for all of the arrangements necessary to carry out the meeting in a comprehensive manner including all financial aspects. In cooperation with the host member, IFLA shall provide guidance and support so as to assist the adequate development of the Congress and the World Council.

3.6.6. All business of the meeting and congress/conference will be carried out in English. Any necessary translation into additional languages will be the responsibility of and at the discretion of the host member.

3.6.7. Specific guidelines for the conduct of IFLA congresses and conferences are available from the IFLA secretariat (Ref: “Guidelines for Members wishing to hold IFLA World Councils, Congresses & Conferences”).

3.6.8. The meeting will be deemed quorate when 25% of all eligible voting members are represented. Where a quorum is not represented, those present at the World Council may draft decisions that will thereafter be circulated electronically to all voting members for determination.

3.6.9. The meeting shall be run in accordance with the rules contained in the current edition of Robert's Rules of Order Newly Revised in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules of order the IFLA may adopt (Ref: <http://www.robertsrules.com/>).

4. Roles and Responsibilities

4.1. Election of Officers.

4.1.1. Eligible Category A members shall nominate potential candidates as officers of IFLA in advance of the World Council meeting at which the elections will be announced and confirmed. Each eligible Category A member and EXCO officer may submit up to two nominations for each vacant office.

4.1.2. Nomination forms shall be distributed to all voting members at least 180 days before the World Council meeting at which the term/s of office are due to expire.

4.1.3. All nominees who wish to stand for the elections must present a written consent form combined with a (maximum) 500-word 'manifesto' and current brief biography within 40 days of the nomination forms being distributed. Failure to present any one of these documents within the stipulated timeframe will determine the nominee's submission invalid.

4.1.4. No eligible nominees may stand for more than one position at any given time.

4.1.5. All eligible nominees shall be informed of their nomination by IFLA secretariat within 15 days of the close of the call for nominations.

4.1.6. Where there are no nominations made this process

must be repeated until an eligible nomination has been secured.

4.1.7. Within 30 days of the closing date for nominations, IFLA secretariat shall commence the voting procedure and send (electronically) clear instructions and guidelines for voting to every eligible voting member including all necessary information about the nominees.

4.1.8. The closing date for the voting procedures shall be in 30 days of the start of the voting.

4.1.9. Within 20 days of the closing date for voting, IFLA Executive Committee will have scrutinised the completed voting report issued by IFLA secretariat and reported back to all voting members of the World Council.

4.1.10. In the event of a tied vote, a second vote shall be commenced within 30 days of the original closing date for voting. These same procedures will be followed except that only the leading tied candidates shall be competing in the second vote.

4.1.11. Within 20 days of the closing date for the second vote, IFLA Executive Committee will have scrutinised the voting report issued by IFLA secretariat and reported back on the final outcomes to all voting members of the World Council.

4.1.12. The voting procedures, records and results will be scrutinised by two, eligible IFLA Delegates (appointed by the World Council) at the first World Council meeting following the vote and the results thereafter shall be ratified by the World Council.

4.1.13. Elected officers shall take up their posts immediately after the World Congress following

their election with the exception of the treasurer whose duties shall commence on 1st January of the year following election to that office.

4.1.14. If for any reason the elected officer is unable to complete the term of office, an election to fill the vacancy shall be started immediately. The newly elected officer shall take office immediately thereafter and serve out the remainder of the term of office. Thereafter, this officer will be eligible for re-election to office for up to a further two terms.

4.1.15. In exceptional circumstances, the IFLA Executive Committee may co-opt an eligible individual to serve as an interim officer until such time as a suitable replacement officer has been elected.

4.2. President.
The president shall:

4.2.1. Be voted to office for a minimum term of two years and may be re-elected for a period of no more than two additional years immediately following the first term in office.

4.2.2. Represent the world organisation in an effective, efficient, collaborative and cooperative manner in the best interests of IFLA and the profession; in accordance with the Constitution and the Strategic Plan.

4.2.3. Direct the Executive Committee operations and activities in close collaboration with all other elected officers and the IFLA secretariat.

4.2.4. Take overall responsibility for the implementation and administration of the IFLA Strategic Plan in accordance with the approved timetable and financial constraints.

4.2.5. Attend and chair the Executive Committee meetings, the World Council meetings and any other extraordinary general meeting that maybe convened from time to time unless there are constitutional or exceptional personal reasons preventing this.

4.2.6. Check and appropriately amend the draft minutes of any such meeting within 15 days of receiving them in order for them to be distributed by IFLA secretariat thereafter.

4.2.7. Prepare and submit for distribution annual reports in a timely fashion for presentation at the World Council and other important meetings with interim reports being presented at Executive Committee meetings as appropriate.

4.3. Treasurer.
The treasurer shall:

4.3.1. Be voted to office for a minimum term of two years and may be re-elected for a period of no more than two additional years immediately following the first term in office.

4.3.2. Attend the meetings of the IFLA Executive Committee.

4.3.3. Be responsible for the strategic control of all matters relating to the financial operations and obligations of IFLA.

4.3.4. Be responsible for the day-to-day financial prudence of IFLA.

4.3.5. Be responsible for the preparation and presentation of financial management accounts, in a timely fashion, for every meeting of the IFLA executive Committee.

4.3.6. Prepare and present final accounts for the year ending 31st December annually for distribution to and discussion with the IFLA Executive Committee within 90 days of this date.

4.3.7. Submit the agreed final set of accounts to an approved practice of external auditing accountants for scrutiny, approval and thereafter submission where necessary to the necessary government department recording such matters.

4.3.8. Prepare and present an annual budget for each forthcoming year in collaboration with all IFLA Executive Committee members, chairs of IFLA committees and Regionally elected treasurers in a timely fashion for the World Council meeting.

4.3.9. Be responsible, following discussion and agreement with IFLA Executive Committee officers, for approving any extraordinary expenditure above that determined in the annual budget giving due consideration to the immediate and long-term implications of any such expenditure.

4.3.10. Investigate and pursue additional sources of income in accordance with the aims and objectives of the approved Strategic Plan whilst regularly reviewing the funding sources available in order to ensure the future financial viability of IFLA.

4.3.11. Prepare annually (no later than 31st January each year) for distribution the invoices for fees to all IFLA members. Where necessary reminders are to be sent no later than 31st March and final warnings of membership suspension sent by 30th April each year.

4.3.12. Ensure that IFLA complies with all financial obligations placed upon it by the governing

authorities of the country in which the organisation is legally registered.

4.4. Vice-president.

4.4.1. One of the regional Presidents shall hold the formal role of IFLA Vice-president within the Executive Committee. This role shall be rotated every twelve months between the regional Presidents. The vice-president shall.

4.4.2. If, for any reason, the President is unable to complete or fulfil their duties, the Vicepresident shall deputise until such time as the President can continue their role or until any necessary elections are carried according to Clause 4.1.14.

4.5. The Executive Committee.
The Executive Committee officers shall:

4.5.1. Comprise the IFLA president, the IFLA treasurer, a maximum 5 regional presidents (namely the elected presidents of the approved Regions), a maximum 3 elected Chairs of the IFLA approved standing Committees and one, ex-officio member of the IFLA secretariat.

4.5.2. Attend a physical meeting at least once each year, preferably at the World Council event. The cost for attendance at this meeting will be paid or reimbursed by IFLA, with the exception of the regional Presidents, who will be paid or reimbursed by the Region from which the officer comes in accordance with that Region's rules and regulations. In exceptional circumstances the costs for attendance of regional President may be paid by IFLA by prior approval of the IFLA Executive Committee.

4.5.3. Attend all other meetings that will be arranged in accordance with the most effective electronic means of communication minimising international travel costs and expenses and the impact of aviation on the environment.

4.5.4. Represent the Region for which they have been elected president or the committee for which they have been elected Chair.

4.5.5. In timely fashion, review and appropriately revise draft minutes of the various meetings held in order that an accurate record of each meeting can be secured.

4.5.6. Maintain appropriate records and minutes of the meetings held, which thereafter will be posted for viewing in the members area of the website.

4.5.7. Help to ensure that the objectives of the Constitution and Strategic Plan are appropriately fulfilled.

4.5.8. Prepare and submit in a timely fashion annual reports for presentation at the World Council meeting and interim reports for each and every meeting held throughout the year, as appropriate.

4.5.9. Maintain all appropriate records, files, data and documents (in accordance with the approved file structure and format) for information and future reference. This information will be available for all future IFLA members via the IFLA archive.

4.6. Committee/Working Group/Special Interest Group Chairs. The Committee Chairs shall:

4.6.1. Be elected by the World Council for a minimum period of two years commencing immediately following the World Council meeting at which they were elected. They may be

reelected for a period of no more than two additional years immediately following their first period in office.

4.6.2. Attend the meetings of the World Council and Executive Committee.

4.6.3. Act as Chair for all meetings of their specific committee.

4.6.4. Determine the number, format, regularity and agendas of the meetings necessary to fulfil the aims and objectives of their committee in accordance with the action plan.

4.6.5. Check and appropriately revise the draft minutes of committee meetings in a timely fashion, in order for these to be distributed to all interested parties.

4.6.6. Maintain appropriate records and minutes of the meetings held, which thereafter will be posted for viewing in the members area of the website.

4.6.7. Be responsible for overseeing the implementation of the aims and aspirations of the specific committee that they represent in accordance with the Strategic Plan objectives.

4.6.8. Be responsible for the compilation of annual budgets for their specific committee operations and for the distribution of the agreed budgetary sums in accordance with progress made in the implementation of the approved action plan.

4.6.9. Consult, cooperate and collaborate with all appropriate organisations and other committee Chairs established in the recognised complementary IFLA Regions.

4.6.10. In timely fashion, submit progress reports to the IFLA Executive Committee in accordance with the approved programme operations stated in the action plan

4.6.11. In timely fashion, submit an annual progress report to the World Council meeting. Working Group (WG) and Special Interest Group (SIG) Chairs shall:

4.6.12. Be appointed by the members of the standing Committee to which the WG/SIG is answerable.

4.6.13. Be appointed for a specific, pre-determined time period during which the tasks of the WG/SIG are to be progressed and completed.

4.6.14. Be appointed to carry out specific tasks in accordance with the approved objectives of that WG/SIG

4.6.15. Maintain appropriate records and minutes of the meetings held, which thereafter will be posted for viewing in the members area of the website.

4.6.16. Report back to the Committee Chair on progress of the WG/SIG in accordance with the approved action plan for that group.

4.6.17. Failure on behalf of any WG or SIG Chair to fulfil the requirements of 4.5.14 to 4.5.16 will demand a critical review and assessment by the standing Committee. Unless the appointed Chair is able thereafter to comply in a timely fashion with the clauses of this section, he or she will be asked to stand down from this role and ultimately, this may lead to the dissolution of the WG or SIG.

4.7. Member Representatives (Delegates).
Member Representatives shall:

4.7.1. Act as the specific point of contact, liaison and information distribution and promotion between IFLA and their national association.

4.7.2. Ensure they are fully briefed by their national association in order that they might appropriately represent the views of the wider membership at all meetings, etc.

4.7.3. Attend the World Council meetings (where financially viable/feasible) in order to actively partake in IFLA Committee or Working Group activities.

4.7.4. Actively encourage all members of their national associations to become involved with IFLA Strategic Plan operations and thus, assist with the successful implementation of the IFLA objectives.

4.7.5. Help define and determine the core content of the IFLA Strategic Plan and the associated action plans.

5. Secretariat

5.1. Executive Director.

Where the World Council has agreed to the appointment of an Executive Director, he or she shall:

5.1.1. Be appointed and operate on the basis of contractual agreements and specific role descriptions set out in separate employment documents and signed by both parties.

5.1.2. Be directly answerable to the IFLA president specifically and thereafter, collectively to the Executive Committee.

5.1.3. Attend all World Council meetings, as an ex-officio member of the Executive Committee.

5.1.4. Attend all Executive Committee meetings as an ex-officio member.

5.1.5. Ensure the smooth running of administrative, bureaucratic, financial and communication matters in relation to the Constitutional objectives.

5.2. Executive Secretary

Where the World Council has agreed to the appointment of an Executive Secretary, he or she shall:

5.2.1. Be appointed and operate on the basis of contractual agreements and specific role descriptions set out in separate employment documents and signed by both parties.

5.2.2. Be directly answerable to the Executive Director specifically (where one has been appointed) and/or thereafter, collectively to the IFLA president and Executive Committee.

5.2.3. Assist the Executive Director (where one has been appointed) with the smooth running of administrative, bureaucratic, financial and communication matters in relation to the Constitutional objectives.

6. Financial Administration.

6.1. Finance & Business Planning Committee.

The Finance & Business Planning Committee shall:

6.1.1. Be established with the approval of the World Council to be chaired by the IFLA treasurer.

6.1.2. Be directly accountable to the IFLA Executive Committee for its performance in exercising the functions set out herein.

6.1.3. Comprise a maximum 6 volunteer representatives (including the Chair) selected one from each of the approved IFLA Regions. The Chair will be the elected Treasurer of the Federation.

6.1.4. Attend their duties for a maximum period of two years from the date of selection (with the exception of the Chair who, as IFLA Treasurer may be elected for a second two-year term of office). Additional terms of office are not permitted.

6.1.5. Determine the annual membership dues (fees) to be paid by each category of membership and bring these fees for the approval by the World Council.

6.1.6. Ensure that invoices, in accordance with the predetermined fees, are sent to each member every January as a claim for payment.

6.1.7. Determine the budgetary needs for the central administration of IFLA.

6.1.8. Advise the president and Executive Committee on the most appropriate expenditure of IFLA central funds in accordance with the aims and aspirations of the Strategic Plan and more general Constitutional objectives.

6.1.9. Attend a pre-determined programme of meetings in order to ensure the smooth running of the committee.

6.1.10. Help the treasurer compile appropriate progress reports for distribution to the Executive Committee and thereafter for posting online within the members' only area.

6.1.11. Shall keep a record of those members who have paid their fees in full and those who have either failed to pay or part-paid only, to assist with member eligibility to vote and those whose membership is to be suspended at the World Council.

6.1.12. Shall comply fully with the additional requirements of the terms of reference set out and approved by the World Council.

7. Communications.

7.1. The Secretariat of IFLA shall ensure that all communication information is copied to all relevant parties, namely all members and associations in each and every category of membership.

7.2. It is the duty of all members and any other relevant and appropriate body that wishes to receive information regarding the operations of IFLA to ensure that IFLA Secretariat is provided with up-to-date information regarding contact details (i.e. contact names, addresses, telephone numbers, email addresses, web addresses, etc.).

7.3. IFLA cannot be held responsible for any member or interested party that fails to comply with clause 7.2 of these By-laws.

7.4. IFLA will endeavour to inform all relevant parties of all pertinent information relating to the operations, opportunities and business of IFLA and its constituent parts in an efficient and effective manner. This will comprise for the most part email communications and the posting of all relevant information on the IFLA website and associated social network accounts, etc. The website will be updated regularly as appropriate.

7.5. Shall comply fully with the additional requirements of the terms of reference set out and approved by the World Council.

A high-altitude mountain landscape featuring rugged, rocky terrain with patches of snow. The sky is clear and blue. The text "BUSINESS PLAN" is overlaid on a semi-transparent white banner across the middle of the image.

BUSINESS PLAN

Plan IFLA 2021-2022

Updated and endorsed by the 2021 IFLA World Council

Global Opportunities for the Landscape Architectural Profession



Why IFLA must continue to evolve

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

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

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

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

What we are planning for in the next 2 years

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

Academic program recognition, accreditation and global education standards

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

Professional recognition

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

Collaboration and thought leadership

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

Professional standards and ethics

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

Governance and revenue

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

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

All of our members have a role to play

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

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

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

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

How Plan IFLA works

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

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

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

Plan IFLA is structured around:

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

How we will be defined

Vision

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

Principles

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

Outcome 01

Governance

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

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

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

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

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

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

Targets

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

Outcome 02

Key Services to Members

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

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

Targets

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

Outcome 03

Raising the Profile of the Landscape Architectural Profession

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

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

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

Targets

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

Outcome 04

Promoting Responsible and Ethical Thought Leadership

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

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

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

Targets

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

Action Plan

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

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

Review Date: This revision July 2021 endorsed by the 2021 IFLA World Council. Next review July 2022.

BUSINESS OBJECTIVE	ACTION	TARGET DATE
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A GOVERNANCE

Legal

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

with IFLA's key focus and financial targets. Ensure regional business plans and regional committees align with the IFLA Business Plan 2021-2022 and the IFLA standing committees and working groups.

EXCO monthly meeting minutes.

Finances

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

Staff

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

B SERVICES TO MEMBERS

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

C RAISING THE PROFILE OF THE PROFESSION

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

**D PROMOTING RESPONSIBLE
AND ETHICAL THOUGHT
LEADERSHIP**

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

What Plan IFLA will mean for our members

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

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

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

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

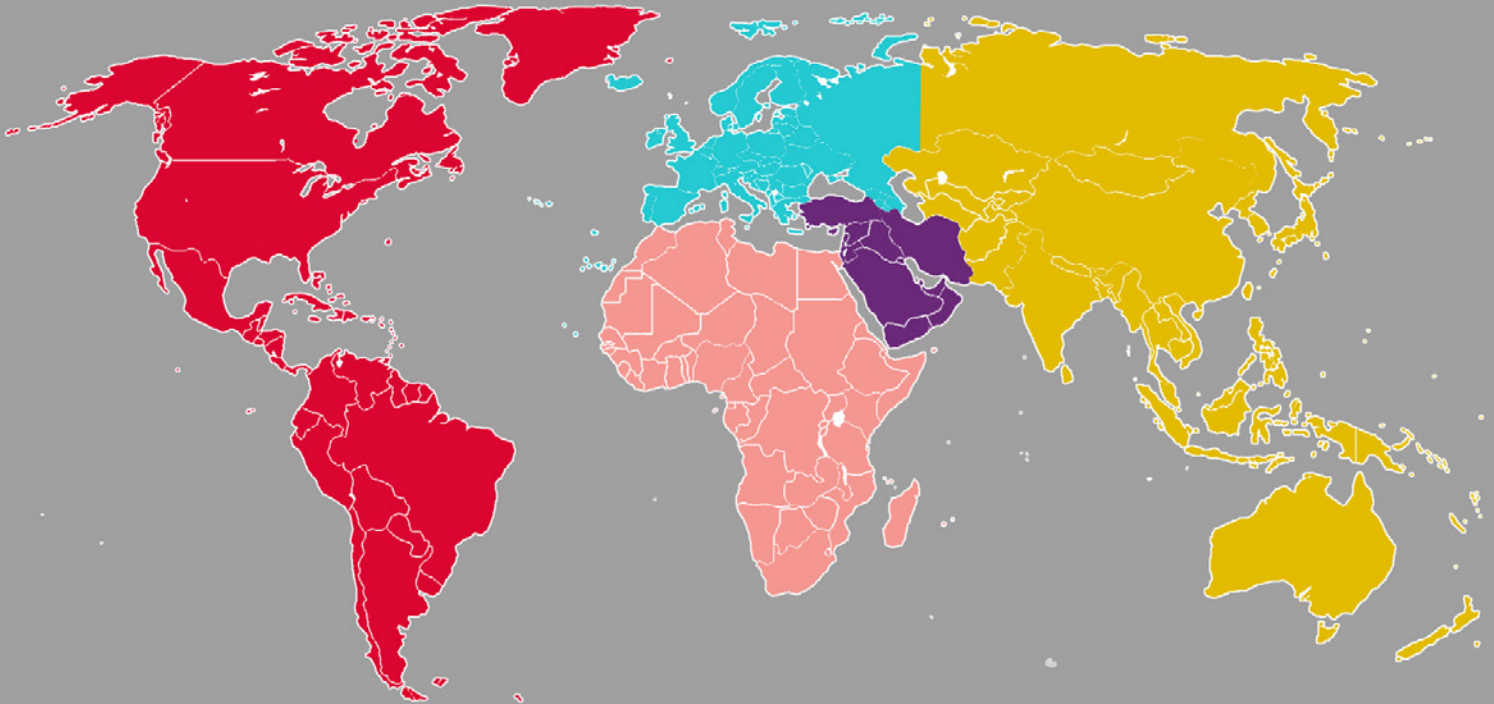


ORGANISATION





IFLA
INTERNATIONAL FEDERATION
OF LANDSCAPE ARCHITECTS



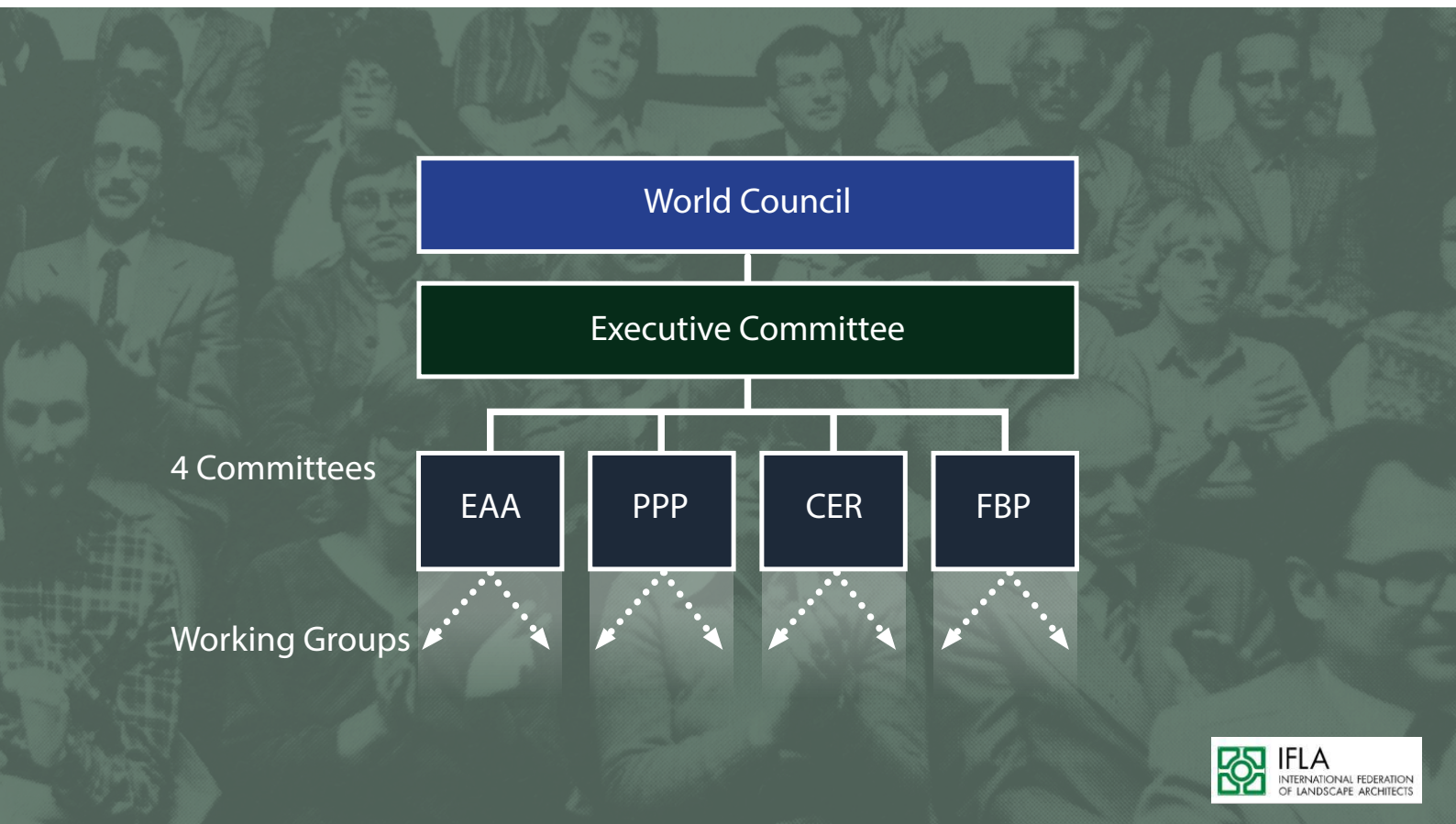
Regions



IFLA
INTERNATIONAL FEDERATION
OF LANDSCAPE ARCHITECTS

IFLA REGIONS

- Americas
- Europe
- Africa
- Asia - Pacific
- Middle East



4 Committees

Working Groups



FINANCES



IFLA Corporate Partner Program Protocol

The International Federation of Landscape Architects (IFLA) seeks to establish Corporate Partnerships with like-minded organisations to support and strengthen the profession on a long-term basis. In order to create a long-term partnership, IFLA must engage with quality and ethical organisations that are aligned with IFLA's business plan (Plan IFLA) and the work of its committees and working groups. The IFLA Corporate Partner Program Protocol aims to provide clear direction around seeking and engaging new and existing Corporate Partners for IFLA globally and within its regions.

Background

Since 2018, IFLA has sought proactively to collaborate with Corporate Partners to assist in funding IFLA activities and projects. It is generally recognised that IFLA has the potential to increase its income by engaging with partners who share IFLA's corporate values.

The establishment of the Corporate Partner Program is seen as a means to support IFLA's growth. There is potential for the funding to support regional activities as well.

As an international entity, the International Federation of Landscape Architects lends gravitas when reaching out to third parties. Fund-raising helps further our global and regional priorities and objectives as well as developing international collaboration and cooperation.

Levels of Corporate Partnerships

The current model provides the following levels of Corporate Partnership:

1. Global Partner – these are industry partners or associations who wish to be associated with IFLA and see benefit in reaching out to a global audience.
2. Project Partners – these are partners who provide in kind

or small project support for activities like the IFLA Student Competition and the IFLA Student Charette. As another example, Group Han supports the Sir Geoffrey Jellicoe Award.

It is proposed that IFLA adopt the following tiers of partnership:

At a global level:

1. IFLA Principal Global Partner – consisting of one position who contributes 50,000 EUR per annum. This sponsor is secured by IFLA.
2. IFLA Supporting Global Partners – consisting of four or more positions who contribute 15,000 EUR per annum. These sponsors are secured by IFLA.

An IFLA Global Partner is an industry organisation that operates globally and wishes to associate with IFLA throughout all regions.

3. IFLA Project and Activity Partners – consisting of two to four position who contribute between 5000 and 15000 EUR per annum. Funding could go directly to where the operational expense occurs. For example, the EAA Committee and Student Competition Working Group.

An IFLA Project and Activity Partner is an industry organisation that wishes to associate with IFLA's activities on a project basis at a global level. These sponsors are secured by IFLA.

At a regional level:

1. IFLA Regional Principal Partners – the region themselves will set the level of sponsorship. These sponsors are

secured by regions and funding is direct to the region.

2. IFLA Regional Supporting Partners – the region themselves will set the number of sponsors and level of sponsorship. These sponsors are secured by regions and funding is direct to the region.

An IFLA Regional Corporate Partner is an industry organisation that operates within a region (for example, within Asia or Europe) and wishes to associate with IFLA throughout the region.

Corporate Partner Exclusivity

Exclusivity in a sponsorship arrangement is considered commercial best practice and is identified as one of the key reasons for a Corporate Partner to enter into a partnership with IFLA. To continue to give assurance to IFLA Corporate Partners that IFLA will not engage with competitors, it is best practice to review all expressions of interest on a case by case basis.

At a global level, IFLA will seek sponsors only in one category field. For example, the following categories may be attractive for organisations working at a global level:

- Lighting
- Irrigation
- Natural stone
- Composite decking
- Street furniture
- Coatings and paint
- Drainage and water proofing
- Playground, fitness and recreational equipment

At a regional level, IFLA regions may wish to seek sponsorship from multiple industry partners. For example,

the following categories may be attractive for organisations working at a regional level:

- Shelters, shade fabrics and restrooms
- Bridges
- Nurseries and established tree suppliers
- General landscape supplies
- Timber
- Turf
- Green walls
- Government organisations
- Universities

These category lists are not exclusive to IFLA or an IFLA region. It is the commercial decision of an individual sponsor as to whether they are seeking exposure to the landscape architectural community at a global, regional or country level. The sponsorship agreement will subsequently be with either. Existing sponsorship arrangements will be respected.

In order to avoid potential conflicts in terms of exclusivity between the global and regional levels, the regions will systematically inform the IFLA Treasurer and President of new sponsorship agreements into which they hope to enter, in order to ensure that there will be no tensions created with existing partners or partners with whom the global level is already in negotiation. Should IFLA already be in negotiations with a potential sponsor in a given category, the regions will refrain from furthering discussions at the regional level unless the express agreement of the Global Partner is obtained. The regions must abide by this condition in order to ensure a relationship of trust between all contributing partners.

Likewise, Regions should expressly inform IFLA of their existing sponsors, and IFLA will refrain from approaching

potential global sponsors on those categories or with those sponsors. If regions do not provide such information on a timely basis, IFLA cannot be responsible for any potential conflicts.

Corporate Partner Funding Distribution

It is proposed that IFLA will distribute a proportion of funds of Global Partners to Regions. This will assist the sponsor in establishing and maintaining relationships within the region, at the same time being seen as assisting the landscape architectural community globally.

It is proposed that 20% of Global Partner Revenue is distributed to IFLA Regions.

IFLA will work with IFLA Regions to ensure there is appropriate capacity to deliver the sponsorship benefit. Regions which are emerging may need greater administrative and funding assistance so the early focus will be on building capacity.

Global Partner Program Review

The Global Partner Program is critically reviewed on an annual basis to coincide with the preparation of each Global Partner's Annual Performance and Assessment Report.

If major changes to the sponsorship agreement are proposed, the following steps will occur:

Scenario 1: should IFLA or a Global Partner wish to end a Partnership agreement

1. If the termination has been instigated by IFLA, the President (or delegated person) will assess ramifications

of the removal of the Partner along with opportunities to engage with other prospects within the same product category.

2. IFLA will ensure either party has provided adequate time, as per the Termination period per agreement, to notify either party of the non-renewal.

3. Written notice about non-renewal will be provided by either party.

4. Once both parties are clear of the non-renewal, both parties will meet to review and plan the delivery of the remaining benefits as part of the agreement.

Scenario 2: should IFLA wish to recruit a new Global Partner

1. The IFLA President (or delegated person) will assess with the FBP committee the ramifications of the addition of a new Partner.

2. The new partner will be approached by IFLA President or delegated person.

3. Once both parties are satisfied to proceed with the Global Partnership, a sponsorship proposal will be drafted and shared for input prior to delivery.

Re: Long-term agreement (2022 - 2026) between the International Federation of Landscape Architects (IFLA) and the Stichting Nava Polman-Gerson Foundation (NPG) concerning the funding of the Student Charette activities.

NPG will continue to sponsor the Charette Design competition for landscape architectural students for the next five years, to be held during, immediately before, or after the IFLA World Congresses, as follows, providing:

1. Three Nava Pelman-Gerson Award prizes, consisting of:

a. One first prize of US\$ 1500 (or equivalent in euros) and a certificate in the joint names of IFLA and NPG, including their respective logos and signed by the NPG- and IFLA-chairpersons (logo NPG and IFLA on page 3 of this agreement).

b. One second prize of US\$ 1000 (or equivalent in euros) and a certificate in the joint names of IFLA and NPG, including their respective logos and signed by the NPG- and IFLA-chairpersons.

c. One third prize of US\$ 500 (or equivalent in euros) and a certificate in the joint names of IFLA and NPG, including their respective logos and signed by the NPG- and IFLA-chairpersons.

2. Additional funding of US\$ 2500 (or equivalent in euros) to cover the costs of participation of two (2) persons in all Charette and World Congress activities organized by the IFLA and/or Charette organization, such as:

a. Round trip transport from the local airport to the Congress hotel.

b. One double-bed hotel room during the Charette and Congress events.

c. Round trip transport between the hotel, and the charette design site and studios.

d. IFLA welcome evening reception.

e. City welcome evening reception.

f. Congress Gala dinner.

g. All other social events during the Congress.

h. Technical tours of NPG-representative's choice during the Charette and congress.

The participating NPG-representatives are not landscape architects, but IFLA will provide two free registrations for their use.

A travel grant might be available in exceptional circumstances by using the positive balance on the dedicated IFLA-Charette bank account.

In return for NPG sponsorship IFLA, through the IFLA World Congress Host Association, will conduct the following activities:

1. Develop a Charette announcement that includes not only mention of its sponsorship by NPG and the NPG logo, but also the Awards and their amounts.

2. Distribute the Charette announcement to all IFLA member associations, educational programs, public relations contacts and mailing lists, and post it on the IFLA website, as much in advance of the IFLA World Congress as possible to enable potential Charette participants (at least 20 persons in teams of 4-6 students) to have maximum time to plan ahead and secure funding or other support for their participation.

3. Designate a person who will be responsible for

organizing, coordinating and supervising all Charette activities.

4. Appoint a Jury of three Landscape Architects to judge the designs of the Charette participants and award the three prizes.

5. Provide studios/rooms for the Charette design activities.

6. Organize food, lodging and local transportation for the Charette participants.

7. Produce the Charette Award certificates and inform the NPG representatives of the names of the Award Recipients before the Gala dinner and give them the opportunity to present the prize-money and Awards to the winners during the IFLA Gala dinner or equivalent event.

8. Announce the names of the Award winners in all Congress Press Releases and Newsletters, as well as the IFLA website, immediately after the Congress; make a public digital record available.

9. Send a short (1-2 page) report to NPG summarizing the number and nationalities of participants, names of winners, their projects, accountability of sponsored funds and possible suggestions for Charette improvement, etc.

Terms of agreement

1. IFLA will send this agreement as soon as possible to the organizing committee of each World Congress, as soon as that member association has been approved to host a World Congress.

2. If, for any reason, IFLA is unable to administer the Prizes/Awards during any of the next 5 Congresses, the funding

provided by NPG to IFLA for the purposes outlined above will cease.

3. If, for any reason, NPG does not provide the agreed sponsorship during any of the next five Charettes, IFLA will not be required to fulfill their obligations to NPG.

4. NPG agrees to consider the option of continuing sponsoring the Prizes and further activities mentioned under 2 above under the auspices of a new organization in the event that IFLA merges with or becomes part of another international non-profit organization of similar professional standing.

5. Dutch law applies to all funding and sponsorship of NPG since it is a non-profit Dutch Foundation.

6. NPG will be considered as an official sponsor of the Charette and so recognized in all references to it.

7. At the 2026 end of the term of this agreement, both parties shall reconsider whether it should be renewed for another 5-years period and any constructive changes that should be incorporated in it.

Mr Dr Robert J. C. Koster
Chairman, Stichting Nava Polman-Gerson Foundation

Mr Dr Hans Polman
Member, Stichting Nava Polman-Gerson Foundation

Mr James Hayer
President, International Federation of Landscape Architects

Sally Robertshaw,
Executive Secretary, International Federation of Landscape Architects

10-03-2022

Logo Nava Polman Foundation



Logo of IFLA



IFLA INTERNATIONAL FEDERATION OF LANDSCAPE ARCHITECTS

Background of the Nava Polman-Gerson Foundation to be used for announcement of the Charette

Nava Polman-Gerson, a devoted landscape architect, lived in The Netherlands, where she had her own office and worked for local authorities and private clients. She was also a devoted member of IFLA; after serving as the Netherlands Delegate to IFLA for many years, she and her husband Hans continued to attend IFLA World Congresses almost every year until she passed away in 2009 at the age of 67.

In memory of Nava and her love of her profession, which she enjoyed discussing with young landscape architects and others, her husband founded the Stichting Nava Polman-Gerson Foundation that sponsors the awarding of prizes of US \$1500, 1000 and 500 to the three best projects in the Design Charette for landscape architecture students

help in the Design Charette for landscape architecture students held in conjunction with IFLA World Congresses.



IFLA Expense Claim Form

NAME	
Association/Organisation	

Bank info

IBAN		3
SWIFT/BIC		
Name on Account		
Account Number		
Account Sort Code		
Bank name & address		

Date/s	
Event	
Reason	

Details	In Local Currency	In EUROS
TOTAL		

Date

Signature:

Please submit this completed form to admin@iflaworld.org and include receipts.

IFLA Dues Calculation method - Approved 2020 World Council and in use since 2021

The dues each association pays depends on both their number of members and also the development index of their country.

The fee comprises of a base rate charge and then a charge per additional member over the previous membership number category

Both these 2 charges vary depending on the development index of their country.

The development index rating for each country is reviewed periodically

Examples

1. A country from a High Development Base Rate with 155 members will pay a base fee of €600. With 155 members they are in the 51-250 members category. They will therefore pay an additional fee for 155-50 (the previous level) i.e.105 of them. This is charged at €10 per member so the calculation is $600+10*(155-50) = €1650$

2. A country from a Low Development Base Rate with 155 members will pay a base fee of €190. With 155 members they are in the 51-250 members category. They will therefore pay an additional fee for 155-50 (the previous level) i.e. 105 of them. This is charged at €3 per member so the calculation is $190+10*(155-50) = €505$

3. A country from a Upper Middle Development Base Rate with 1200 members will pay a base fee of €5,595. With 1200 members they are in the 1001-5000 members category. They will therefore pay an additional fee for 1200-1000 (the previous level) ie 200 of them. This is charged at €1.5 per member so the calculation is $5595+1.5*(1200-1000) = €5895$

4. A country from a Lower Middle Development Base rate with 10 members will pay a base fee of €80. With 10 members they are in the 0-25 members category. They will therefore pay an additional fee every member above 0 (the previous level) i.e. 10 of them. This is charged at €8 per member so the calculation is $80+3*(10-0) = €120$

Rates:

Number of Members	High Income		Upper Middle Income		Lower Middle Income		Low Income	
	Base fee €	Per/ additional member	Base fee €	Per/ additional member	Base fee €	Per/ additional member	Base fee €	Per/ additional member
0-25	150	6	120	5	80	3	40	2
26-50	300	12	245	10	155	6	90	4
51-250	600	10	495	8	305	4	190	3
251-500	2,600.00	8	2,095.00	6	1,105.00	5	790	2.5
501-1000	4,600.00	5	3,595.00	4	2,355.00	4	1,415.00	1.5
1001-5000	7,100.00	2	5,595.00	1.5	4,355.00	0.5	2,165.00	0.25
> 5000	15,100.00	0.5	11,595.00	0.4	6,355.00	0.25	3,165.00	0.1



AWARDS



Overview

Landscape awards are a prestigious way to honour and acknowledge important contributions to society, recognise the profession of landscape architecture and its principles, and to encourage those receiving the award to continue good practices in planning, designing and managing our landscapes.

The IFLA awards recognise outstanding work and are to be presented to well-established landscape architects, emerging professionals, scholars and students. Annually, IFLA will celebrate the most cutting-edge and innovative projects that shape our natural, built, intellectual and futuristic environments.

Aims

These awards have the potential to run annually and awardees should be invited to the World Council and Congress, where a special evening ceremony should be held to bestow the different awards. The IFLA Landscape Awards aim to:

- Promote landscape architecture
- Celebrate professional and scholarly excellence
- Advance disciplinary knowledge

Award Categories

Since the discipline of landscape architecture has a wide outreach, awards should reflect on those by having a diverse range of categories. A preliminary study has been conducted to map down the existent organisations that have landscape architecture awards or similar. Based on that, the following table summarises potential categories for the IFLA Landscape Awards:

1. Awards of Excellence for Professionals

1.1. Small Scale Design

For sites up to 1ha. Projects must have been implemented up to submission date

1.2. Medium Scale Design

For sites from 1 to 5 ha. Projects must have been implemented up to submission date

1.3. Large Scale Design

For sites over 5 ha. Projects must have been implemented up to submission date

1.4. Heritage and conservation

Projects that look into restoring or protecting cultural and historical landscapes.

1.5. Landscape management and ecological strategies

Strategies for the restoration, conservation, enhancement or maintenance of landscapes

1.6. Research and policy development

Research, guidance and strategies that have played or will play a significant role in influencing policy affecting the landscape

1.7. Urban design and planning

Regeneration projects that involve leadership or a key role in a multi-layered environment, which brings together issues of urban planning, transportation, built form, social equity, development of economics and engineering to create a socially and physically sustainable vision for a place.

1.8. Community engagement and participatory design

Landscape studies and activities that have led, guided or influenced planning and design projects at a local level and with the involvement of the community.

1.9. Communications and innovation

Achievement in communicating information and innovative techniques relating to landscape and/or landscape architecture to those within or outside the profession. The emphasis should be on the medium employed to explore the information with landscape issues at its core and any results achieved.

2. Awards of Excellence for Students

2.1. Student Work – Year 1

To recognise best practices of landscape architecture at the first year of an education programme in landscape architecture

2.2. Student Work – Year 2

To recognise best practices of landscape architecture at the second year of an education programme in landscape architecture

2.3. Student Work – Year 3

To recognise best practices of landscape architecture at the third year of an education programme in landscape architecture

2.4. Student Work – Year 4

To recognise best practices of landscape architecture at the fourth year of an education programme in landscape architecture

2.5. Student Dissertation

To find and recognise best master's and PhD's theses

2.6. Student Portfolio

To find and recognise best example of student portfolios

2.7. Student Collaboration

Collaborative work by landscape architecture students with students from allied and/or complementary disciplines

3. Honorary Awards

3.1. IFLA Sir Geoffrey Jellicoe Award

Lifetime achievement award, the highest award bestowed by IFLA.

3.2. IFLA Best Design Award

To recognise individuals who have produced exceptional design work for at least a continuous period of 10 years.

3.3. IFLA Emerging Professional Award

To recognise emerging professionals who have demonstrated professional excellence at the early stages of their career (less than 5 years)

3.4. IFLA Teaching Award

To recognise individuals who made substantial and significant contribution to landscape architectural education

3.5. IFLA Professional Practice Award (by IFLA PPP)

To recognise landscape practices who have produced distinguished body of work that influenced landscape architecture

3.6. IFLA Educational Award (by IFLA EAA)

To recognise schools and/or educational programmes for their innovation and contribution to landscape architecture education

3.7. IFLA Communications Award (by IFLA CER)

To recognise publications, magazines, etc. that shaped the profession of landscape architecture

Depending on the number of submissions or if appropriate, for each category the Award Jury can bestow a first place of excellence as well as a second and third places for merit.

The Process

Tapping on the existing structure for the Sir Geoffrey Jellicoe Award, there will be a Nominations Committee and an Award Jury.

The Nominations Committee will be composed of a chair plus two representatives of each region (total of 11 members). The membership of this committee shall represent both professional practice and scholarly work. The committee oversees the submission and shortlisting processes and reports directly to the Executive Director and to the chairs of the three standing committees. For each category, the committee will shortlist two candidates for the first place of excellence, two for the second place of merit and another two for the third place of merit.

Once the final shortlist is agreed by the Nominations Committee, the Award Jury will take the leadership in selecting the awardees. The Award Jury will be led by a chair plus two representatives of each region (total of 11 members). The jury will discuss and justify each selected awardee. Once the final list is agreed, the IFLA President will endorse the recommendations.

In terms of timeframe, this can be summarised as follows:

Before the World Council	The Executive Secretariat together with the chair of the Nominations Committee prepare the call for submissions. This can and should be articulated with the following World Congress
2 weeks after the last World Council	Call for submissions will be opened
2 months after the last World Council	Call for submissions close
4 months after the last World Council	Within the immediate two months after the closing of the call, the Nominations Committee forward the shortlisting to the Award Jury
6 months after the last World Council	The Award Jury finalised the list of awardees and sends it to the IFLA President for endorsement
8 months after the last World Council	Any media releases and publications will be ready for printing and dissemination
At the immediate World Council and Congress	There will be a 2-hour ceremony where the awards will be bestowed.

Finances

INCOME:

This new programme of IFLA Landscape Awards can be an interesting income generator. If for example, a fee would be charged for every submission (150 EUR for professionals and 50 EUR for students) and every category would receive 20 submissions, the final income reached would be 34,000.00 EUR.

EXPENDITURE:

To keep costs down as this programme is rolled out, awards should be made in combination with a Black-tie event provided by the hosting Member Association. Expenses would then include:

- Collaterals (posters/material for decorating the venue).
- If expenses allow, a presenter.

EXPENDITURE NOT COVERED BY IFLA:

- Venue
- Food and drinks
- Travel and accommodation for awardees

Appendix 7 – IFLA Student Design Competition

Processes, Protocols and Recommendations - modified November 2014, previous version of document approved by World Council June 2011

Beverly A. Sandalack PhD FCSLA MCIP Chair, IFLA Competitions Committee

The objective of the IFLA Student Landscape Architecture Design Competition is to recognize superior environmental design achievements made by students in Landscape Architecture programs. It aims to encourage achievement of the highest standards in landscape architecture education worldwide.

This document provides some historical background for the competition, as well as the general statements, policies and procedures for the conduct of the student competition. It is a working document, and an on-going reference, resource, and record, and is to be amended and revised from time to time as additional experience is gained through subsequent competitions and as conditions and needs change.

1. History of the Competition

The IFLA Student Landscape Architecture Design Competition has been an important part of the IFLA World Congress for some time. The origins of the competition are obscure, and over time, the details of student competitions during the earlier years of IFLA will hopefully be recovered and added to this account. Please refer to Appendix C for competition results from previous years.

The 1988 IFLA Yearbook notes a competition in 1987 in Paris where 9 prizes were awarded (no amounts are given for the prizes). In 1989 the UNESCO prize for students of landscape architecture was awarded for the first time. The competition seems to have been held annually, and was initially guided by UNESCO rules, and was juried by the IFLA EXCO prior to the World Congress and after their two days of meetings. UNESCO contributed \$3500 for that prize until 2005 (the IFLA Congress in Edinburgh). In 2006, IFLA paid the first prize. In 2007, due to the efforts of Tong-Mahn Ahn and Diane Menzies, the Han Group provided funding for the award, and also for some or all of the travel and accommodation expenses of the Chair of the Jury and Competitions Committee.

In 2004 the role of the Chair of the Jury and Competitions Committee was established by IFLA ExCo, in order to provide continuity, transparency and clarity in the jury process, and to introduce some processes/protocols for the competition (up to that time, the jurying was done by IFLA EXCO, and the jury process also changed from year to year, and this was something that President Fajardo and Secretary-General Menzies wanted to see addressed).

The Zvi Miller second place award of \$2500 was initiated in 2002 following a resolution introduced by Richard Tan, then Treasurer, at a World Council meeting. Zvi Miller had been IFLA President 1982-86 and had been named President Emeritus. The Zvi Miller award was presented in the 2002 student competition that was juried in Israel (the IFLA Congress itself took place in Latvia, due to travel concerns regarding the planned Israel Congress, however the student competition remained in Israel). (notes: according to the IFLA website)

The IFLA newsletter also mentions a Merit Award in 2002, but does not state the amount.

From 2003 onwards, the local organizing committee has contributed the \$1000 US Merit Award, along with certificates for any additional entries selected by the jury.

2. General organization

A Competition Convenor (Convenor) for each student design competition shall be appointed by the IFLA World Congress host organizing committee, and shall be responsible for the general planning, organization and administration of the competition, in collaboration with the Chair, IFLA Competitions Committee (IFLA Chair), and according to the accepted standards and practices of the IFLA Student Landscape Architecture Design Competition. It is recommended that an assistant(s) to the Convenor be designated to assist through the course of the competition. The wages for the assistant should be considered when preparing a budget for the competition. In addition, the local Convenor should determine the tasks that will be required through the course of the competition planning, receiving, judging, recording, exhibition, and other follow-up at the Congress and after, and make provision for hiring other assistants (such as students). These costs should be identified in the Competition Budget, and paid for by the local organizing committee.

Responsibilities of the local organizing committee and Convenor include (but are not necessarily limited to):

- liaising with the host organizing committee throughout the congress preparations,
- developing a competition brief for review and approval of the IFLA Chair and IFLA ExCo,
- sending out the call for submissions,
- responding to questions from students and schools regarding the competition and brief,
- setting up an FTP site or electronic drop box to receive the submissions
- receiving and cataloguing all entries, and printing all declaration forms
- validating eligibility of all entries
- tabulating all entries by country and IFLA region
- printing all eligible submissions. Some recent competitions have printed 4xA3 colour pages per entry, identified by the assigned competition number. While the number and size of pages may be modified according to budget, it is highly desirable that all eligible submissions be available to the jury in hard copy. Some previous competitions have printed all entries in full size posters, however this is a significant cost. Viewing of the entries as digital files by the jury is not recommended. Convenors are urged to ensure that there is adequate budget devoted to printing.
- composing the jury (see 3 below),
- arranging the jury venue and hosting the jury,
- preparing an electronic folder of the documents of the award winning submissions (posters plus declaration form) to be given to the IFLA Chair following the jury process
- preparing the submissions for exhibition at the Congress (normally the three prize winners plus any jury award winners),
- developing a program for the competition awards presentations, in collaboration with the IFLA Chair
- organizing any subsequent exhibitions of the submissions,
- contributing to any publications arising from the competition,
- preparing certificates for the three winning submissions and jury awards,
- arranging for lecture/seminar/symposium/event to coincide with the visits by the jury

member(s) as a potential enrichment for the host school/city, if possible.

IFLA ExCo will have the sole responsibility of preparing and sending the award certificates following the jurying. The local Convenor may choose to prepare and send certificates of participation, but is not responsible for notifying the prize winners or for sending the prize certificates.

3. Competition Regulations

Well in advance of the competition submission date, the Convenor shall develop a conference brief and entry forms, review this with the IFLA Chair, and widely distribute to post-secondary landscape architecture schools, associations and organizations around the world, to relevant journals and publications, and to others as appropriate. The conference brief shall be reviewed and approved by the IFLA Chair and IFLA ExCo prior to finalizing and distributing. Normally, a few drafts of the document are required prior to approval, therefore the process should be started as soon as the Organizing Committee is struck.

One of the roles of the competition is to promote and encourage the evolution of the profession of landscape architecture through education, therefore special efforts should be made to promote the competition in countries or parts of the world in which landscape architecture is an emerging or less-developed profession, or where there are relatively new schools of landscape architecture.

The competition brief shall outline a topic or subject that entries must address. The competition topic should be more specific than the general congress theme and sub-themes, but related to it.

The topic should also be such that it allows students and schools, irrespective of geographical or cultural context, to develop a project in response to it. A specific topic is recommended in order to help provide a means for the jury to evaluate more comparable entries, and to allow a more intense international exploration of a topic of current global importance and interest. The selection of the topic shall be at the discretion of host organizing committee, subject to final approval of the IFLA Chair and the IFLA President.

Specific drawing types may be required, for example context drawings or photos, and it may be useful to note on the project brief that a range of scales and drawing types should be utilized, as appropriate to the project, in order to communicate and to indicate comprehension of the site/ context. Otherwise, students should have the opportunity to address the topic in a variety of ways.

The competition brief should specify if landscape format, portrait format, or either, is required. The Convenor should determine this and convey through the brief, with a view towards the eventual competition exhibition and/or publication requirements. It is further recommended that the printed panels for the jury process and the large-scale final posters for exhibition be scaled so that they relate proportionately, and that they be according to the ISO A series.

Refer to further in this document for an example of a competition entry form.

4. Eligibility and Entry Fees

The intent of the competition is to recognize superior environmental design achievements made by students in Landscape Architecture programs, and to encourage the continued evolution of high standards in landscape architecture education worldwide. Eligibility is restricted to teams of students in Landscape Architecture programs (or students studying landscape architecture where there is no program specifically identified as landscape architecture).

In 2012, the local Organizing Committee initiated an entry fee of \$50 US for each submission.

This seemed an appropriate way to assist with the significant costs of managing the competition, especially since, with the transition to electronic submissions; students do not have the expenses of printing and postage of previous competitions. Students submitting entries from countries included on the United Nations list of Least Developed Countries are exempt from the entry fee.

Note that the exemption is determined by the country in which the school is located, and not by the student's country of origin. This will help to ensure that all students from the same university will have equitable status, and will not burden the local organizing committee with the task of verifying the student's origin, but only the authorization of the school. It is hoped that students who are originally from less developed countries would be supported by the school that they are currently attending. This may also help to encourage participation from less developed countries, and where IFLA encourages the development of landscape architecture programs. Note: the United Nations List of Least Developed Countries should be reviewed yearly.

If an entry fee is assessed, the local organizing committee must make arrangements for the collection and accounting of the fees.

Note (2014): the entry fee was not assessed in 2013, as the experience of 2012 indicated that this was very difficult to organize and prohibited many students from entering (e.g., those who did not have access to a credit card). The entry fee is therefore not encouraged.

5. Submissions

The competition brief should specify the submission of three separate documents:

- a declaration form (see appendix) listing the project team, the project title, school and program name, and endorsement of the dean or program head.
- a brief (250 words) written summary of the project, including project context, issues to be addressed, main features, and innovations. This is for potential use in the jury report or any subsequent publications. This is to be saved as a PDF and include the project title, but with no mention of the project team or school.
- numbered PDF's (for each of the entry posters) of the project that should be prepared to be viewed as A3 printed documents, and, if the project should be a prize winner, also as a full sized poster. As well, the projects may also be projected digitally. Students must attend to details such as borders, text sizes, image quality, etc.. These are to have no identification as to student name or school. NOTE: the Convenor is responsible for determining the size and number of files to be submitted. In previous competitions, full size posters have been broken down into 4 smaller A3 sheets, to allow for economical printing and ease of judging. Other options are possible, but must

be approved by the IFLA Chair.

The submission documents should total no larger than 50 megabytes per entry (this file size may be modified by the Convenor according to the storage and other technical capabilities of the host organization), in order that file storage, opening of files, and reviewing the files is possible, and also that any subsequent forwarding of the files is possible through regular internet. The Convenor may refuse to accept any submissions larger than that specified in the competition brief, and the competition brief should clearly indicate that submissions will be disqualified if they do not adhere to the guidelines.

A due date for the competition submissions should be established, and it is recommended that this date not be a Monday, unless a technical staff person is available to monitor a web-based drop box over the weekend (normally, most of the submissions are received in the final days of the competition).

The competition regulations require submissions in English. Although this will not likely be the first language of all entrants, English is the official language of IFLA, and it is imperative that entries be clear, concise, and grammatically correct. Entrants should be encouraged to pay attention to this aspect.

6. Handling Submissions

Once the files are received, the Convenor is responsible for the following:

- a spreadsheet must be created to record all submissions. This should include the following information: project title, student name(s), program, school and country.
- a competition number shall be assigned to each entry, and permanently affixed to the posters files and to the declaration form, in order to ensure anonymity and accuracy.
- all declaration forms should be printed and compiled in a binder, and eligibility of the entries must be confirmed (all information required on the declaration form must be submitted, posters must be submitted in the required format and size, and other details must be adhered to). Any entries not satisfying these requirements shall be declared ineligible. A record of the disqualified entries must be kept.
- project briefs of the winning entries shall be printed immediately following the jury process, to allow the jury and IFLA Chair to prepare notes.

At least 5 – 7 person-days are required for these tasks, and possibly more if greater than 100 submissions are received (recent competitions have had 200 - 400 submissions). It is essential that all digital files are adequately backed up, and that the competition entries are kept confidential.

7. Composition of the Jury

The competition jury shall consist of at least three and up to five members, including a local jury member (appointed by the local Convenor), a representative from the IFLA Region, and the IFLA Chair (or his/her designate). Other member(s) may include representative from other IFLA Regions, and/or practicing professionals. As the official language of the IFLA conference and competition is English, all jury members must be competent in speaking and reading English.

Preference for selection of jury members shall be given to those with experience as educators in landscape architecture, and/or with competition jury experience. The composition of the committee shall be ratified by consensus of the local Convenor, the IFLA President, and the IFLA Chair, with the IFLA President having final responsibility for approval of the jury.

The IFLA Chair shall normally be the Chair of the Jury, who shall be responsible for the following:

- final approval of eligibility of the entries, in order to ensure consistency from year to year
- final approval of the arrangements for the jury venue, schedule and process
- leading the jury process during the jury sessions
- preparation of the jury report, and advising the IFLA President of the outcomes.
- preparation of a press release, in collaboration with the Convenor, for distributed as required.

8. Schedule

Jurying of the competition may take place either in advance of the IFLA World Congress to allow the winning teams the option of travelling to the Congress, and for the host organizing committee to develop the Congress program accordingly, OR in conjunction with the Congress, to allow the jury to participate in the Congress program (for example, as keynote or session speakers at the Congress). The overall schedule should be developed with consideration to the maximum benefit to IFLA and to the Congress.

Normally, the jurying of competition entries will involve no more than 1 to 1 1/2 working days. A schedule of the jury process (times of review, common meals, other meetings) shall be circulated to all jury members well in advance of the jury session. This amount of time has been sufficient for evaluation of ALL entries, and has not in recent years required a pre-jury session.

The Convenor should ensure that all entries are available for the Jury to review during the jury period.

9. Jury Process

A secure and comfortable room shall be set aside for the jury process, with sufficient room to consider all of the submissions at once, and for the jury to meet for discussion.

The jury process shall commence with general introductions and explanation of the schedule, an overview of the competition, an explanation of the brief that the students were responding to, and a discussion of the review and decision-making process and the criteria for evaluation.

The room shall include sufficient table space to review all entries. All jury members should review all projects, which shall be identified only by the assigned competition number, and there shall be no identifying information regarding school or student name.

Only the jury members shall be present in the room during the course of the day of

deliberations.

Others may only be present at the direct invitation of the Chair of the Jury, such as the Convenor, who shall remain available to provide assistance as may be needed, and may, from time to time, monitor the progress of the jury in their deliberations.

All jury members must be in attendance during the entirety of the jury session. Should a jury member for any reason absent him/herself from the judging process for any protracted period of time, the jury will proceed without their contribution, and will not include their assessment in the final ranking.

The jury shall normally endeavour to reach a consensus on the decision of the winning submissions, however where this is not possible, the jury shall determine the winning submissions by rule of the majority. The process that the jury employs to arrive at their final selections shall otherwise be at the discretion of the jury, within the limits and conventions of objective and impartial review, and with the intention of selecting the projects that embody the highest standards of landscape architecture theory, research and practice. The decision of the jury shall be absolute and final, and there shall be no rights to appeal of the decisions.

There is no requirement to document decisions made in the deliberation process; only the final results and a summary of the jury's rationale for reaching these decisions, suitable for publication, are to be recorded.

Any jury member who is directly associated with a project (for example, as a faculty member at the submitting school, or through other direct involvement with the project or students) must identify this relationship at the first review of the projects, and excuse him/herself from discussions about this project in order to preserve impartiality, as well as the perception of objectivity.

10. Awards

The number of final awards shall be established by IFLA ExCo well in advance of the competition, and shall normally consist of 1st, 2nd and 3rd place awards. These awards are currently:

1st Place - Group Han Prize for Landscape Architecture, consisting of \$3,500 US plus a certificate. Provided by Group Han.

2nd Place - IFLA Zvi Miller Prize, consisting of \$2,500 US plus a certificate. Provided by IFLA.

3rd Place - Merit Award, consisting of \$1,000 US plus a certificate. Provided by the local Organizing Committee, or sponsor.

In addition, the host organizing committee may advise the jury of the potential number of additional Jury Awards that they may support and recognize through certificates or other means, however the jury retains the right to make the final decision regarding the number of Jury Awards, and the rationale for their selection. In any event, the jury retains the right to award all, some, or none of the prizes and awards.

All submissions to the competition may receive a certificate of participation, at the discretion of the local Convenor. This may be prepared as either a paper certificate (printed and mailed), or a digital certificate (emailed). The form and distribution of the certificates is at the discretion of the host organizing committee, but should be reviewed and approved by the IFLA Chair.

The prizes shall be paid to the winning student(s) by the IFLA Treasurer, upon the advice of the IFLA Competitions Chair and the IFLA President. The Treasurer may delegate the payment of the 3rd Place Merit Award to the Local Organizing Committee.

IFLA is not responsible for any expenses that might be incurred by any participating or winning student teams, or their home schools, and is only responsible for payment of the award amounts as noted above and on the Congress Competition Brief.

11. Reporting

Following selection of the winning submissions, the Chair of the Jury shall, within five working days of the decision of the jury, prepare a written report of the jury decisions, including the complete details of the winning submissions and authors, brief written rationale for selection of each prize and jury award, and any general comments that the jury wishes to make regarding the nature, quality and content of the submissions, and shall submit this report, in confidence, to the IFLA President, with copies to the IFLA Secretariat and the Convenor.

It shall be the sole right and responsibility of the IFLA President, or his/her designate, to announce the award winners, and to notify the winning students, and the results of the competition shall be considered confidential until such time as the President makes this information public. Further, it shall be the sole right and responsibility of the IFLA President, or his/her designate, to formally announce the results of the competition, normally to take place at the IFLA World Congress.

The Convenor shall, at the time of the of the decision of the jury, prepare a digital folder on CDrom, memory stick or other device, of the competition results, to include the documents (posters, declaration form and project description) of the winning submission, as well as the competition statistics, and provide to the IFLA Chair/Chair of the Jury. The IFLA Chair shall be responsible to keep on-going records of the competition, and to forward this as required to the IFLA President, IFLA Secretariat and IFLA website.

In addition, the Convenor shall provide to the IFLA Chair/Chair of the Jury, a report on the total number of submissions received, number of disqualification(s), and breakdown of submissions by country.

12. Budget

The local Congress Organizing Committee and/or Convenor shall, well in advance of the competition, prepare a competition budget for inclusion in the IFLA Congress budget. The budget should include wages for an assistant to the Competition Director, wages for other assistants through the course of the competition, materials (printing, cd's, room rentals, refreshments during jury day), and costs related to the jury. Travel, accommodation, and

meals for jury members are the responsibility of the local Organizing Committee, and must be included in the budget preparation. Currently the travel costs and related expenses of the IFLA Chair are assumed by IFLA through the funding for the first prize.

It is imperative that a budget for the IFLA Student Design Competition be included in the IFLA Congress budget. It has normally been the responsibility of the local organization to include budgeting in its congress preparations, and to include the Student Design Competition Convener as a member of the organizing committee. If this is not the case, then it is essential that clear communications be established between the Competition Convener and the local organizing committee, and that the requirement for an adequate budget be included in congress planning.

Budget items include, but are not limited to:

- Merit Prize (3rd prize) of \$1000 USD
- wages for competitions assistant(s) to help with receiving and recording the submissions, and assist the local Competition Convener with other logistics.
- materials and supplies include CDs and DVDs, printing of all eligible submissions for review by the jury, and plotting in full size of the winning submissions plus jury awards (plus any other number as determined by the Competition Convener, with approval of the IFLA Chair)
- travel, meals and accommodations for all jury members (currently the expenses for the IFLA Chair/Chair of the Jury are paid for by the funding for the First Prize).
- hospitality for jury team (meals, refreshments during jury process).
- design and printing of certificates of participation (if included)
- any costs associated with a lecture series/symposium/panel coinciding with the jury, if included
- design and printing of award certificates.

Jury members will be expected to make the most economical travel arrangements, and to submit original receipts and invoices to the Competition Convener for payment.

Winning student teams may be invited to attend the IFLA World Congress, and this shall be determined by agreement of the IFLA President, the IFLA chair, and the local Convenor. Note that IFLA and/or the local organizing committee do not necessarily provide any financial support to enable winning student(s) to attend the IFLA World Congress at which the awards are to be announced. Funding for student travel should therefore be identified as a budget item that could be funded by sponsors secured by the host organizing committee.

13. Publication

A publication of the IFLA Student Landscape Architecture Design Competition may be prepared, as approved by IFLA ExCo, and could include the results of the yearly competitions, graphic documentation of a selection of the submissions, critical articles regarding the competition and the nature and state of landscape architecture education as evidenced in the competition, and other articles and material as appropriate.

Coordination of the publication shall be the responsibility of the Convenor, and any arrangements for publication as well as the content of the articles shall be approved by the IFLA Chair and IFLA ExCo.

Costs of any publication in addition to normal IFLA publications (newsletter, website) will be the responsibility of the local organizing committee.

Appendix A - sample competition brief

This competition is sponsored by the International Federation of Landscape Architects (IFLA) and is directed by the (REGIONAL COMPONENT or HOST ORGANISING COMMITTEE)

The objective of the competition is to recognize superior environmental design achievements made by students in Landscape Architecture programs. The XXXXh IFLA World Congress in (LOCATION) aims to encourage achievement of the highest standards in landscape architecture education worldwide. The competition invites submissions from teams of students in Landscape Architecture programs (or students studying landscape architecture where the university does not have a program specifically identified as landscape architecture). Please visit the congress website <http://www.xxxxx> to view the call for submissions, for details about the congress, and for registration information.

Competition Topic

The topic that the competition entries must respond to is XXXXX. (Include brief description.)

Awards

1st Prize	GROUP HAN Prize for Landscape Architecture	\$3,500 US
2nd Prize	IFLA Zvi Miller Prize	\$2,500 US
3rd Prize	(Local Organizing Organization or Sponsor) Merit Award	\$1,000 US

Prizes will be awarded considering the following criteria:

- Effective investigation of the competition topic;
- Illustration of best methods for improving the standards and practices of landscape architecture;
- Evidence of reflection and concern for environmental, cultural, historical, and other contextual issues;
- Integration of both practical and aesthetic aspects of landscape architecture.

Eligibility

The Competition is open to all undergraduate and graduate students of Landscape Architecture, or those studying landscape architecture (where a country or university does not include a program specifically identified as Landscape Architecture). Both individual and group submissions will be accepted, and each student or group is permitted only one entry. Broad interdisciplinary submissions are welcomed, however the team must be headed by a landscape architecture student. The number of members in each participating group shall not exceed five (5).

Professional collaborators and associates of members of the jury, and their relatives up to the third degree, may not enter the competition.

Submission Requirements

Submissions must adhere to the following or they will be disqualified:

1. All entries shall include three requirements

- a declaration form (see appendix) listing the project team, the project title, school and program name, and endorsement of the dean or program head. Save as an un-editable pdf.
- a concise (maximum 250 words) written summary of the project, including project context, issues to be addressed, main features, and innovations. This is for potential use in the jury report or any subsequent publications. This is to be saved as a pdf and include the project title, but with no mention of the project team or school.
- XXX pdfs of the project (numbered in the order that they should be viewed) that should be prepared to be viewed as A3 printed documents, and, if the project should be a prize winner, as full sized posters. Submissions must be in SPECIFY LANDSCAPE OR PORTRAIT FORMAT OR OPTIONAL The projects may also be projected digitally, therefore, be sure to attend to details such as borders, text sizes, image quality, etc. so that they are legible and readable for all of these purposes. Do not include any information on the panels that would identify either your team or your school. As entries are received, serial numbers will be assigned, and entries shall be referred to by number to ensure anonymity during the judging.

2. Submit these files to XXXXXXXX (web-based drop box linked to the IFLA Congress website). Mailed copies will not be accepted.

3. Please note the following:

- Include enough information to provide context for the project (for example, air photo, site plan, other context information).
- Provide a range of drawings at a range of scales that are appropriate for the purposes of illustrating the project.
- Legends, captions and all other text associated with the submission shall be in English. Text should be minimal, but provide a clear and concise description of the intentions of the project, special issues or considerations, approach and methods, and concepts.
- Projects consisting of number or orientation (landscape/portrait) other than what is specified in the brief shall be disqualified.
- Prints and three-dimensional objects will be disqualified

Direct any questions regarding the competition, to: (Competition Convenor, contact information)

Judges

The panel of judges will consist of three to five members from IFLA and the local organizing committee.

Competition Rules

Participation in the Competition implies unconditional acceptance of the Competition Rules. The competition Guidelines and Rules shall be issued to schools of landscape architecture through IFLA publications and the REGIONAL COMPONENT.

All Competition entries are the property of IFLA-REGIONAL COMPONENT. Entries will not be returned to the authors.

The works submitted by competition entrants will be placed on exhibition for the duration of the XXXXth IFLA World Congress, and may be also exhibited elsewhere at the discretion of the IFLA/REGIONAL COMPONENT organizing committee, and as approved by the IFLA Chair and IFLA ExCo. IFLA-REGIONAL COMPONENT retains the right of duplication and publication of any or all materials submitted to the Competition, and there shall be no obligation whatsoever to the entrants, beyond acknowledging the authorship of the works exhibited or published.

All entrants are forbidden to have their submissions (or any part thereof) published in any way prior to notification of the jury's final decision.

The jury shall preside over the competition, and is the sole arbiter at all levels until the final attribution of prizes. All decisions of the jury are final.

The winner of the Group Han Prize for Landscape Architecture, the Zvi Miller Prize, and the Merit Award shall be announced by the IFLA President upon recommendation of the jury.

Entrants are forbidden from requesting any information from members of the jury. All inquiries must be directed to the Competition Convenor.

Important Dates

xxx publication of competition guidelines and rules

xx deadline for delivery of competition submissions to congress host

xx jury session and notification of winning teams

xxx competition submissions on exhibit at xxxx

xxx presentation of prizes at xxxx

Appendix B - sample declaration form

IFLA International Landscape Architecture

Student Design Competition Declaration Form

!

Registration No: _____(for conference organizer use only)

Date Received: _____(for conference organizer use only)

ALL information must be complete.

Authorship Declaration

I/We declare that I/we are the true authors of the work submitted and have met all the competition requirements.

I/We declare that I/we are presently enrolled as student/s in a Landscape Architecture program, or are studying landscape architecture (in cases in which the university does not have program specifically identified as landscape architecture).

I/We declare that I/we shall not have the submission published prior to notification of the jury's final decision.

1. Author's Name and Surname

Program or Department Name/ School Name

2. Author's Name and Surname

Program or Department Name/ School Name

3. Author's Name and Surname

Program or Department Name/ School Name

4. Author's Name and Surname

Program or Department Name/ School Name

5. Author's Name and Surname

Program or Department Name/ School Name

Contact Information

To be used to contact winning teams, and for other correspondence as required.

Name

Address

City Country

Telephone Fax

Email

Endorsement by Dean of Faculty or Head of School

I certify that the authors are currently students in the Landscape Architecture program, or



IFLA
INTERNATIONAL FEDERATION
OF LANDSCAPE ARCHITECTS

are studying landscape architecture (only where the school does not have a formal program in landscape architecture).

Printed Name and Position	Signature	Date	University/School Stamp
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email address	telephone number
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CONGRESSES



IFLA World Councils and Congresses Bidding Guidelines 27 April 2015

1 INTRODUCTION

1.1 Purpose

This document is provided as a guideline for IFLA World Council and IFLA World Congress organisers to assist in planning events.

There are varied approaches to developing a congress, conference, or workshop, which can be a single or multi-faceted event addressing leading themes, thinking and trends.

The IFLA World Congress is the most important annual event for the IFLA community with relevance for the profession and organisation. A World Congress should be a place to discuss challenges at educational level as well as current trends and issues on professional practice, using the annual event and meeting place to raise awareness on current challenges on those areas and how IFLA is pursuing answers.

The World Congress should be an international event offering professional development and networking opportunities for practitioners, entrepreneurs, faculty, researchers, students, journalists, as well as anyone interested in the impact of landscape architecture on our society, economy, and culture. It should be seen as a source of information, learning, testing, and comparing projects and finding solutions. So, conference organisers need not only to plan and organise an event carefully, but they also need to innovate and make judgements on what will attract participants.

A World Congress is a reflection of the Organiser and by extension, IFLA. It is an important channel for how the Organiser and IFLA are and will be perceived by attendees, partners, and the general public. Meticulous planning and

project management are essential for the Organiser to meet its strategic objectives.

Together with the IFLA World Congress, it is expected that the Organiser also host the World Council. IFLA World Council follows a standard model, which comprises a full day for the executive committee meeting (before the World Council) followed by a 2-day World Council meeting, where half of the second day usually is reserved for regional and committee meetings.

These guidelines are intended as a general reference to put together the bid and should be used as a checklist throughout all the organising process. These guidelines are supplemented by 8 appendices, which describe final requirements and should be read in conjunction with it.

1.2 National context

IFLA World Congresses are ideal opportunities to share and learn from the diverse cultures. They should differ from other events generally held by a host association (Organiser) for their own members. They are an opportunity to understand one's own culture and design imperatives better by comparing with those of colleagues from other cultures. They are an opportunity to learn about perceptions, conditions and standards in other countries, and present an opportunity to develop greater skills within the profession by learning from those from other cultures.

1.3 Starting

There are no set rules as to the content of a Congress with the exception that the content and theme must not contravene IFLA's stated Objectives. It will depend on the strategic objective of the Organiser and the theme chosen. Before conference organisers start they must establish the objective of the event. Objectives may include promotion of the profession, education, collaboration

with other professions, promotion of a particular issue, or development of an idea based on a relevant or current topic. The Organiser is expected to present the theme and content brief with the IFLA Executive Committee (IFLA ExCo) prior to announcement to ensure these do not contravene IFLA's Objectives.

Organisers must clearly establish the intended scale of the conference, what quality will be provided, and how they and others such as media will be reached.

Together with the IFLA World Congress, the organiser is expected to convene the IFLA World Council as well. Members of IFLA will be invited to meet annually at World Council over a maximum period of three days. The World Council meeting should preferably be combined with the World Congress that will follow on from the meeting. Both IFLA World Council and World Congress are held in one of the regions representing IFLA and these should rotate between the regions unless otherwise agreed by the World Council or no national association from the respective region is capable of hosting the World Council and World Congress.

The General requirements for holding a World Council and Congress meeting are described at clause 3.6 of IFLA By-Laws and Rules of Procedures.

The IFLA World Council has the initial decision-making authority to holding a congress or a conference together with the council meeting under the auspices of IFLA. Approval to host the meeting must be obtained by the Category A member at least three years in advance of the actual date of that meeting although this is not always possible. In exceptional circumstances such as an unavoidable emergency or crisis, where an approved host member cannot fulfil its obligation to hold such a

meeting, the clause may be overruled by approval of the IFLA Executive Committee (IFLA EXCO) to allow for an alternative member to hold the meeting as an emergency replacement venue.

The host association (Organiser) must submit the proposal to hold an IFLA World Council and Congress, which includes the general location and potentiality of the host city, approximate dates, overall theme, extraordinary considerations, etc., to the IFLA Secretariat 90 days prior to the World Council date. Once the IFLA EXCO and World Council have approved the proposal, the host association (Organiser) has to establish an organising committee.

Approval to host the World Council and Congress is conditional upon the host member signing the IFLA contract form documenting guaranteed adherence to the relevant terms and conditions within 180 days after the conclusion of the World Council where approval was granted (see appendix 1 and 2).

The organising committee will organise the event under the leadership of the IFLA Standing Committee on Communications and External Relations (IFLA CER), Congress and Conference Taskforce.

The planning and strategy of the event should be done in a continuous feedback with IFLA President, Executive Director, Treasurer, IFLA CER chair, the national association, and their organising committee members.

If the Organiser hires a Professional Conference Organiser (PCO) or any other agency, the agency must be under the Organiser and work for them, and not to take fundamental and conceptual decisions by itself. It is convenient to choose a local PCO because they have references there and they do not want to lose their credibility. The PCO is

required to acknowledge these guidelines and the right of IFLA to take unilateral decisions regarding the World Council and World Congress organisation.

The conference schedule should be confirmed at least six months in advance, to allow sufficient time for organisation and for the participants to plan their schedules accordingly. If any major changes are made to the plan, such as a change in dates or venue, the organisers need to obtain the approval of the IFLA EXCO.

Generally, a preliminary committee works at the stage of IFLA approval of the event. Once it is approved, a larger group is allocated to specific tasks.

The host member will be responsible for all of the arrangements necessary to carry out the meeting in a comprehensive manner including all financial aspects. All business of the meeting and congress/conference will be carried out in English. Any necessary translation into additional languages will be the responsibility of and at the discretion of the host member.

1.4. Format and scope

The World Congress should be a multi-day format and should have an international character. For a Congress to be called “international” it must include speakers from at least two of these seven regions of the world (North America, Latin America, Europe, Africa, Western Asia, Asia and Oceania).

In support of the congress theme, speakers present topics that may be theoretical or practical, addressing landscape architecture’s role in society and business.

The format of the congress may combine presentations with panel sessions and should include the opportunity

for audience interaction through question and answer or workshop formats.

Education conferences normally incorporate invited presentations, peer-reviewed papers advancing international landscape architecture education dialogue and best practices, and student workshops.

While most congresses take place as face-to-face meetings, with technology available, it is possible to organise a conference in a virtual environment today, where speakers and attendees interact through the Internet. In general, these guidelines will apply to both types of events.

With the Congress, organisers need to strategically think where to place the World Council. Either can be placed before the congress or after, that will depend on the sequence of events planned at the congress (such as pre- or post-tours, etc.). It is important to take into account the format of the World Council, especially the full-day of IFLA Executive Committee meeting, where those members won’t be available to attend any other event. (See appendix 3)

2. IFLA WORLD CONGRESS THEME AND VENUE

2.1 Theme

The theme can either be very general, which allows flexibility, or take full advantage of a local context and topical situation. If the latter approach is chosen, the organisers should consider what aspects of the theme would attract participants from a broader region. The theme is important in marketing the event, and should be carefully chosen to stimulate interest well in advance and to attract a broad section of participants.

2.2 Venue

A venue will generally be chosen according to pragmatic reasons such as proximity to accommodation and

transport, parking, refreshments, cost and availability. A well-organised conference in a simple, inexpensive and interesting venue is much more likely to attract participants. A conventions centre, public or private auditorium, or education institution may all be appropriate depending on the target audience and number of participants. It is important to keep in mind that venues need to be booked, along with accommodation reservations as soon as possible. Organisers need to be careful to avoid key IFLA dates (e.g. IFLA Regional Conferences), conflicts with other congresses or symposia that attendees might attend (e.g. UNESCO, ICOMOS, UIA, ISOCARP, etc.), university holidays, national and religious holidays, and other key local events.

Consideration should be given to some criteria while selecting the venue: international airport access, good connections, standard of conference facilities, range of accommodations, security, cultural interest and entertainment, etc.

At the congress venue, special attention should be given to the seating arrangements. Most congress delegates prefer theatre style seating and conference tables for working sessions and seminars. Chairs with armrest are widely preferred, making it easier for taking notes, using laptops and tablets.

Venues with Internet access (Wi-Fi) are preferred and, if needed, simultaneous translation should be provided for all main sessions, when there are groups over 100 delegates with language difficulties. Though, this will be at the discretion of the host.

Regarding catering, lunches should be arranged at the congress venue or no further than a 5-10 minute walk from the location. Buffets or lunch boxes with a

variety of choices allow for vegetarian and other dietary considerations, as well as samples of local cuisine. Up to one and a half hours should be allowed for lunch and networking.

When the congress includes full day programming, breaks should be included in the morning and afternoon sessions, including coffee/tea, juices, and a light snack such as biscuits, muffins, or pastries.

2.3 Accommodation

Congresses will be in those places where different level of accommodation can be offered. It is very important to find the right accommodation for participants. Organisers should also reserve accommodation for a few days before and after the conference dates in case people want to arrive early or stay on.

Unfortunately, conference attendees almost always book at the last moment. Every effort should be made to attract early registration and accommodation bookings.

The Organiser is required to compile and share with IFLA a contact database (this may be in the form of a mailing list) of all individuals/organisations, which have registered or expressed interest in registering for the World Congress. Whenever possible, accommodation for the majority of the participants should be arranged in no more than three or four hotels. A preferred budget accommodation should be recommended: hostel, student dorms, or economy hotel. It is ideal to have a preferred hotel connected to or within walking distance of the congress venue to minimise the need for organised transportation.

It is expected that the Organisers attempt to secure a reduced rates deal with the local hotel(s). The Organiser may offer an exclusive 'IFLA World Congress Hotel'

partnership with a local hotel in exchange for reduced rates for attendees and/or sponsorship of one or more components of the World Congress.

It is recommended to provide a unique hotel accommodation for the IFLA World Council members, in the way to let them to take advantage of the time together to continue discourse about IFLA issues in any time of the day (breakfast, transfers, etc.).

2.4. Transportation

Where the congress venue and accommodations are not within walking distance of each other, consideration should be given to providing shuttle service from the main hotels to the conference venue in the morning and at the end of each day's programming.

Where transportation cannot be arranged, clear information on getting to the congress venue from the preferred hotels should be provided to all delegates in order to help them plan their participation in the conference.

3. ORGANISING TEAM

3.1 Expertise

Organising a conference is a significant undertaking. Clear understanding of the roles and responsibilities is crucial for successful collaboration between all entities involved. It is recommended that there is a clear distinction between honorary roles and working positions related to the conference from the outset of planning.

Organisers will require a range of expertise. Organisers should establish an Organising Committee (OC), with members usually volunteering their time and expertise. This committee will determine whether contracting a PCO should support organising the congress. In many countries, events management companies will be a pragmatic way

to avoid mistakes and to expedite planning. Organisers are encouraged to find an events management firm they know and trust. The host organisers are expected to act as volunteers and may seek the assistance of students and other colleagues. It is a requirement to liaise with governmental agencies responsible for tourism, foreign investment, and attracting international events.

Because of the Congress is a large event it is recommended to break up the responsibilities of the OC into several working committees, which typically include a Programme Committee (PC), Finance and Sponsorship Committee (FSC), Marketing and Communications Committee (MCC), and Social Committee (SC). Some of the activities carried by those working committees include graphic design for the promotion of the event and for sponsorship, programme design and individual events design, education (including student members), topics (such as the theme), IFLA World Council organisation, budget management, logistics, social event planning, website management, and tours and travel.

An Executive Organising Committee (EOC) is recommended, in addition to the Organising Committee (OC) and PCO. The EOC is responsible for the coordination between the Organising Committee and Professional Conference Organiser on all operation matters, oversees, and approves all actions, in addition to the responsibilities outlined below.

Executive Organising Committee (EOC)

- Overall project management
- Coordinating the Organising Committee and PCO activities
- Relationships with government stakeholders and collaborating institutions budget development and fundraising (i.e. corporate partnerships and securing

- government financial aid)
- Theme, programme and speaker approvals
- Approval of visual identity and all marketing materials

Organising Committee (OC)

- theme and programme development
- identifying speakers and issuing invitations
- budget management
- development of sponsorship database
- marketing and communications, including media partnerships
- visual identity and development of all marketing materials
- exhibition organisation and management
- social event organisation and management
- event logistics
- registration and relationship with delegates/attendees
- managing relationships with sponsors and trade fair exhibitors
- negotiations with and contracting the venues and hotels
- on-site logistics management

Professional Conference Organiser (PCO)

(scope of services may vary, although any PCO is expected to carry these roles and responsibilities)

- budget management
- development of sponsorship database
- securing corporate sponsors
- negotiations with and contraction the venues and hotels
- managing relationships with sponsors and trade fair exhibitors
- registration and relationship with delegates/attendees
- on-site logistics management

3.2 Organisation

Agendas and meeting minutes should be distributed to

members of the organising team. It is also a requirement to include the IFLA President, IFLA Executive Director, IFLA CER Chair, and IFLA Secretariat in this distribution.

4. IFLA WORLD CONGRESS PROGRAMME

4.1 Programme Content

Organisers decide the kind of programme they are to hold - for example, a very limited number of keynote speakers and a matching limited number of local speakers, or a broad range of speakers from the own country and invited speakers from all over the world, or a mix of break-out sessions, workshops or a series of round table events.

A Scientific Committee should be established to prepare a general call for papers. The scientific committee could be divided into three different levels: the Addressing Scientific Committee (ASC) to focus on issues related to selection of keynote speakers, the Operative Committee (OC), and the Blind Review Committee (BRC).

It is very important to send the call for abstracts as early as possible, with advice after refereeing promptly, so that people have time to submit the full papers.

The decisions on abstracts must be taken well in advance to give the paper presenters a 5 -6 months time to follow up with the acceptance to get leave, grant funding, etc. through their universities or practices.

The programme may include any of the following activities to be held concurrently or in sequence:

- Workshops and breakout sessions - might last 2-3 hours.
- Closing or plenary sessions need to be planned as a highlight event and participants must be encouraged to stay for the whole conference.
- Pre- and/or post-conference tours may be planned or organisers may simply provide information on options.



Congress programmes vary widely, but there are general protocols that should be observed:

- **Opening address** – from the organiser, IFLA president, government officials, and key-presenting sponsors. Speeches should be kept to brief remarks.
- **Keynote address** – should be delivered by the highest profile invited speakers, following the opening address
- **Opening reception** – a “getting to know you” reception on the first evening ensures attendees and delegates to have the opportunity to meet and mingle
- **Technical support** – provisions should be made for speakers to test presentations with the technicians prior to presenting. If there is simultaneous translation, speakers should provide presentations in advance (at least 2 weeks before the event). Arrangements should be made for speakers to meet with the translator for their session in advance to review any technical aspects of the content and address any questions.
- **Session chairpersons/moderators** – appoint individuals to chair different sessions of the congress and facilitate discussions. When appointing session chairs it is important to ensure that they have a working knowledge of the topic under discussion. Chairpersons are usually offered free registration and invited to select functions.
- **Cancellations** – provision should be made for the inevitable cancellations of speakers and chairpersons. A short list of alternates should be developed at the same time as the main speakers lists.
- **Speakers schedule and briefing** – there should not be more than six keynote speakers per day, each speaking for not more than 40 minutes. When briefing speakers, a description of the audience should be provided.
- **Lecturers** – each speaking no more than 20 minutes.
- **Short presentations** (like Pecha Kucha format) speaking no more than 3 minutes.

- **Award presentations:** IFLA Landscape Architecture Awards including Sir Geoffrey Jellicoe Award, IFLA Student Design Competition, Student Charrette and any other awards further developed by IFLA.
- **Gala dinner** - when offered, a seated dinner gala is frequently a separate ticket from the conference.
- **Closing session/reception** – a “wrap up” event on the last day is a good opportunity to draw conclusions of the event in a friendly tone and acknowledge participants and speakers for their contribution.
- **Programme changes** – in case of last minute changes, those should be announced at the beginning of each day and posted on the Message Board.
- **Informal proceedings** – in planning the programme, allow time for the informal get-togethers of participants; general discussions/seminars in which everyone may participate; question and answer sessions after each major presentation or break-out sessions; time for technical visits, sightseeing, shopping, etc.

4.2 Programme Production

The Organiser is required to produce digital and print versions of the Programme for distribution at least one month prior to and during the World Congress. The Programme must minimally include:

- The logo of IFLA
- The logo of the hosting national association
- The full schedule of activities
- Profiles of IFLA’s main annual sponsors
- Profiles of any World Congress sponsors (to be agreed on a case-by-case basis)
- Cover space for the logos of IFLA’s main sponsors

5. KEYNOTE SPEAKERS

5.1. Speaker remuneration

Invited speakers to give presentations should be remunerated with return economy airfare, accommodation in a good hotel, complimentary congress registration, and invitations to special events taking place during the event. Additional speaker fees are a matter for negotiation and should be managed as a budget item, paying in advance no more than 50% of the total fee and the remaining part after the event.

5.2. Speaker invitations

Speaker invitations should include a proposed topic linked to the congress theme and objectives. An invitation letter should give the background of the Organiser, its vision and mission and explain the theme and scope of the congress. A deadline for replies should be included in the letter. It also should specify whether the Organiser will arrange travel (including visas if necessary) or if these arrangements will be at the responsibility of the invited speaker. If the Organiser will arrange travel, details should be confirmed no less than two months in advance of the congress and tickers issued to speakers no less than one month before the congress.

5.3. Speaker arrangements

Written agreements should be signed with speakers once they have confirmed participation. The agreement consists of the formal acknowledgement of the participation of the speaker, a list of benefits the speaker will receive from the Organiser (such as flights and travel arrangements, accommodation, transportation, meals, social programme, logistical support, technical support, dedicated hosts and information packs).

Permission for the Organiser to record and distribute

presentations should be secured from each speaker. Copyright should include the Organiser's right to publish conference proceedings and presentations, be addressed in the agreement signed.

There should be a list of the speaker's obligations to the Organiser, such as session details (date, venue, time, duration, theme, language and format description) and materials to be provided by the speaker (biography, portrait, work samples, abstract and manuscript of paper, etc.). Additional expectations of the speaker (orientation meetings, media interviews, etc.) should be clearly stated (see appendix 8)

6. REGISTRATION

The main venue of the congress should have at least a Registration desk and an Information desk.

Each registered participant should receive:

- Up-to-date programme and timetable:
- Event badge station name, country, identification (whether the individual is a participant, delegate, observer, organiser, speaker, student, media, etc.):
- Invitations to organised functions:
- Appropriate local maps and guide books,

A notice/message board should be positioned in the main public area of the venue where any changes of programme, news items, etc. as well as personal messages for participants and delegates can be displayed.

7. EXHIBITIONS AND FAIRS

The planning of an exhibition needs the same level of attention as other events. Venues must be close enough to draw participants in and could also be used to host events such as parties or award presentations.

Exhibits take a lot of work to coordinate and set up but should be seen as an income source for the congress budget. For a large congress, it will be easier to convince vendors to participate. It is recommended to assign a committee member to be in charge.

An exhibit hall must be easily accessible and must have adequate space to accommodate vendor booths. There may be costs associated with such a hall. Some facilities require that their own people set things up. The Organiser is required to know what is included with any rental costs, and what you may have to pay extra for. As well, make sure the ensemble/dissemble of the vendor booths is at the responsibility of the exhibitor. Adequate time for attendees to visit the exhibits (during the breaks for example) must be taken into account.

8. IFLA LANDSCAPE ARCHITECTURE AWARDS

Landscape awards are a prestigious way to honour and acknowledge important contributions to society, recognise the profession of landscape architecture and its principles, and to encourage those receiving the award to continue good practices in planning, designing and managing our landscapes. The IFLA awards recognise outstanding work and are to be presented to well-established landscape architects, emerging professionals, scholars and students. Annually, IFLA will celebrate the most cutting-edge and innovative projects that shape our natural, built, intellectual and futuristic environments. These awards have the potential to run annually and awardees should be invited to the World Council and Congress, where a special evening ceremony should be held to bestow the different awards. The IFLA Landscape Awards aim to:

- Promote landscape architecture
- Celebrate professional and scholarly excellence
- Advance disciplinary knowledge

For more details on the different award categories, please consult Appendix 6 of this document.

9. STUDENT DESIGN COMPETITION

Competitions offer landscape architectural students the opportunity to develop professionally and technically. The aim of IFLA Student Design Competition is to provide a way for students to connect to the community of landscape architects, to express and share their ideas.

The Student Design Competition is to be organised and financed by the host association (with a sponsor). The Chair of the IFLA Competitions Committee, Beverly Sandalack, (sandalac@ucalgary.ca) can advise the local organisers about all the process. The chair will inform about rules, the choice of the design theme and will provide guidance on the following:

- Brochure, posters and posters for promotion;
- Design and print costs;
- Venue;
- For judging & printing costs;
- Entry fee and payment process;
- Display panels;
- The cost for displaying the exhibits of students' work for viewing;
- Jury for competition;
- Travel and accommodation;
- Postage;
- Promotion & mailing of awards, etc.

IFLA, represented by the chair of the Student Design Competition, together with the local Organising Committee (OC) are urged to work on the details of the competition well in advance. The team in charge of this project should produce a strong concept, which fits into the theme of the congress and keep the IFLA Student Competition chair

up-to-date. The outcomes of this competition should be publically displayed during the congress days, in poster format. The costs of printing must be agreed beforehand and must be included in the congress budget.

The IFLA Secretariat will be responsible for arranging and receiving entry fees from entrants. The chair will also act as a judge for the competitions to provide continuity. (see appendix 6)

10. STUDENT CHARRETTE

The IFLA Student Charrette is an intensive workshop open to students of Landscape Architecture Programmes from around the world, sponsored by Nava Polman-Gerson Foundation, Netherlands.

The IFLA Student Charrette should be held in a site not too far from the congress venue, during the three days before the World Congress. The participants should be students of Landscape Architecture and have valid registration for the IFLA World Congress, in order to be eligible to participate at the Charrette. The number of students should be no more than 60 and IFLA encourages a plurality of nationalities and schools.

At the moment of the Congress registration, all the students must send the "Declaration Form" to certify that they are current students. The Declaration Form should be available in the Congress website. A symbolic Charrette registration fee (i.e. 50 euro) must be paid when the confirmation of participation is received.

Professors and coordinators from the host and other countries will be appointed in a ratio of one per 10 students. Before the Charrette, students will be provided with digital information of the area. At the end of the event, participants will be asked to present in, a digital design or

a planning concept and a written summary explaining their work.

The jury will select the three best works that will be awarded during the last World Congress session.

The prizes that winner teams will receive are:

- 1st Prize: USD 1500
- 2nd Prize: USD 1000
- 3rd Prize: USD 500

The host should provide:

- Accommodation: student hostels, university dormitories, private billeting, etc.
- Room for students' studio work and discussion: preferably same place as their accommodation or relatively close by.
- Food and beverage: food during the stay and site expeditions.
- Stationery: drawing paper, tape, pencils, etc.
- Transportation: bus transfer from accommodation to project site and back; and to congress, if required.

For more information, please, contact IFLA's Executive Director.

11. TECHNICAL / FIELD TOURS

Technical/field tours are perfect opportunities for the participants to explore the local culture and landscapes. They should be available to all attendees and included in the congress programme, so make sure the tours don't coincide with paper presentations or plenary sessions. Colleagues and people with local knowledge generally guide the tours and a brief introductory leaflet is distributed at the beginning.

One way of keeping the costs low is to collaborate with local universities, governmental agencies related to

environment protection, stakeholders, etc.

12. SOCIAL PROGRAMME

As mentioned in section 4, generally there is a welcome function to enable people to meet and allow announcements, and another function, which may be a dinner, that will enable a wider group such as professional colleagues, contractors, sponsors, dignitaries, and others to attend. The emphasis should be on mixing people and enjoyment, but the cost should be restrained. During our events would be appreciated if a minimum of two dinners and social activities will be included in registration fee so every participant can be present.

13. LANGUAGE

The official language of IFLA is English. Most of the international conferences are held in English in order to attract wider audiences. To promote diversity, IFLA recommends that the majority of the event (75%) should be held in English, and if needed, with a simultaneous translation to the local language.

14. MARKETING, PRINTING, AND PROMOTION

A marketing plan should include strategies to promote the congress to member contacts, staff, faculty and students, and other interested bodies.

It is important to give participants a clear outline of events and a timetable so that they can plan their travel and register well in advance.

Public promotion of the World Congress should not begin before the conclusion of the previous IFLA World Congress.

Marketing should also include media invitations and invitations to guests such as politicians or sponsors. Media packs should be prepared and distributed ahead of the event to attract media response, and keynote speakers may need to be asked to participate in briefings and/or media

interviews during the congress.

Websites are probably the most effective and cost-efficient means of promoting a conference and will reach a great number of possible participants if the site is promoted widely and linked to other web sites.

A congress website with full information should be established several months (9-12 months before) prior to the event. Details should be firm so that participants booking early do not find on arrival that the programme has radically changed. The conference website should publish all costs, i.e. registration fee, accommodations, etc. Social media (Facebook, Twitter, LinkedIn, YouTube, etc.) play a major role in marketing nowadays. Organisers should keep the congress website linked with social media in order to boost the outreach of potential attendees. It is recommended to link IFLA social networks with the World Congress website and social media.

IFLA strongly advises the Organising Committee to develop strong ties with its IFLA Standing Committee on Communications and External Relations (IFLA CER), where members will be ready to assist the OC with dissemination and promotion of the event.

The Organiser should appoint a designer or design team to work closely with the Organising Committee and PCO (if applicable).

It is very useful to send online invitations with a certain frequency with a link to the Website, were updates of the programme and additional information are included. Printing and distribution of pamphlets and posters is very expensive but key events may require it and depends on available budget. A well-promoted conference not only draws participants but also raises the profile of the

profession. It is less expensive to e-mail pamphlets and posters to print for them to be hanged in offices and all sorts of places to announce IFLA events. A poster provides information not only about the event but also about our profession.

To develop a database of all the attendees is required for the marketing of future events and, also, to thank them for their participation in the event.

As part of the post-marketing and promotion of the event, IFLA advises the organising committee to video-record speakers' presentations and social events, making the materials available in video-sharing websites such as YouTube or Vimeo. The same applies for the photo coverage of the event and making the most use of social networks. All this promotion materials should be made accessible to IFLA as a continuous contribution to the organisation archives. Other audio-visual methods of distribution such as podcasts (of interviews with Congress speakers, participants, attendees, IFLA Officers and Delegates etc.) should also be considered to help build a long tail of exposure post-Congress.

15. BRANDING AND USE OF 'IFLA' BRAND

IFLA has a strong policy on how the organisation logo can be used (check IFLA Logo guidelines).

What regards IFLA, organisers must be aware of:

- IFLA colour is green – Pantone 356 U and CMYK 95-00-100-27.
- The font used in the logo is Futura New Book, with an outline not more than 0.25pt in 'IFLA'.
- The use of the logo must be consistent to provide a strong brand image to our partners. Logo shape and form cannot be changed.
- The logo may occasionally be used in conjunction with imagery. The logo must be readable all the time,

making sure there is enough contrast and the logo doesn't sit on the top of a busy illustration making it difficult to read.

- IFLA's primary brand typeface is Calibri and it is used for all body text. This font is supported by most office applications and electronic formats.
- For any media alternative (website, marketing, etc.), IFLA logo should be followed by the National association logo, all in equal size.
- In case of existing a congress logo, this might be dominant in relation to any other logos.
- If not exemplified or stated on the IFLA Logo Guidelines, any other misuse of the IFLA brand is prohibited.

In case of doubts, IFLA advises the Organising Committee to contact IFLA Standing Committee on Communications and External Relations (IFLA CER). Misuse of the IFLA logo may lead to sanctions from IFLA, the severity of which are at IFLA's sole discretion.

16. SPONSORSHIP

Organisers will try to find sponsors to reduce registration fee. Organisers need to identify sponsorship possibilities well in advance of the event. While some companies or agencies have the budget flexibility to respond six months prior to the event, others need more warning, for instance one year. This task needs to be well planned with presentable information to attract support. Likely sponsors include companies supplying products to landscape architects, government agencies, and trusts and similar charitable groups. A personal contact, at least initially, is most effective.

The organiser should offer a wide range of sponsorship opportunities assuring that the sponsors' marketing message will be widespread through different media

channels and fitting simultaneously the sponsor and organiser's budget.

Sponsorship opportunities can be divided in two groups:

- General packages, which gather the most efficient way of advertising a product directly to the congress attendees. The packages should be designed to promote the sponsor services and shall include the sponsors' name and logo at the congress website as well as in congress programme, proceedings, media channels, etc. Examples of general packages might be platinum sponsor (one package) gold sponsor (two to three packages), silver sponsor (four to five packages), sponsor for student design competition (one package) and sponsor for IFLA World Council (one package).
- Specific packages offer a wide variety of sponsorship and promotional opportunities, where sponsors can find an option that fits their marketing interests and budget. In this section, imagination needs to be applied to make the most out of the congress different events and the amount asked from the sponsor should cover specific events in order to reduce costs for the organiser.
Examples of specific packages include: gala dinner, welcome function, World Council and Congress lunches and/or coffee-breaks, poster sessions, pen and notebook, name badges, congress bag, marketing materials on the congress bag, advertising billboards, etc.

Brochures and letters should be prepared well in advance to support personal approaches to sponsors. Most events require a sponsor or a patron, such as a local government agency, to enable the range of facilities and attractions that participants expect, such as publication of conference proceedings. Sponsors might support conference bags, nametags, events such as a dinner, or a speaker. As part of their package they may provide literature, a CD or a

flash drive for participants, and have their logo visible, for instance on a power point slide at the start of the conference or paper. There will be a balance between their marketing interests and the focus of the conference. Whatever is agreed, it is important to return value to participants and sponsors.

In addition to World Congress sponsors secured by the Organisers, significant annual sponsors of IFLA may also have the right to be represented at the World Congress through signage on collaterals and the World Congress website. IFLA and the Organisers will liaise to ensure that IFLA annual sponsors are adequately represented without undermining the recruitment of World Congress-specific sponsors. Unless agreed between IFLA and the Organisers, IFLA will not offer nor seek for an exclusive (or patron) World Congress sponsor.

17. FINANCES

Conference financial management and budget development are handled by the host organisation without any direct subsidy from IFLA funds. Hence, IFLA urges the host organisation to keep a good relationship with IFLA Treasurer and seek for help and advise when needed. The host organisation is required to draw up a business plan, including a financial model based on realistic predictions and estimates, in order to formulate a balanced budget as a basis for managing expenditure and receipts against planned targets. The Organisers must be conscious of the obligation to provide IFLA minimum revenue of EUR10,000 as agreed by the decision at the IFLA World Council 2014. Hosting the IFLA World Council and World Congress should be considered an opportunity to secure funds to contribute to the development of IFLA and the hosting national association.

Budget development and financial management are key to

planning a congress. The overall budget can be broken up into two components.

- Core elements – budget for the essential elements of the event, such as the main conference, World Council, trade fair etc., managed by the Organising Committee and approved by the Executive Organising Committee. These elements are usually financed based on the anticipated delegate revenues, corporate sponsorship, and trade fair revenue.
- Secondary elements – elements such as exhibitions and social events that will be executed only if the necessary funds can be secure for their costs. Secondary elements are frequently separately ticketed from the core congress elements in order to identify the revenue generated to finance their organisation.

Sources of income may include:

- Delegates/attendees' registration fees
- Rental of space by commercial exhibitors
- Sponsorship from commercial companies
- Grants from government agencies
- The monetary value of support-in-kind (voluntary jobs)

The budgeted expenditure may include:

Venue rental or hire charges

- Creation and maintenance of conference web site
- Conference badges, bags, and stationary
- Catering of the main event (coffee-breaks, lunches, etc.) and other social events
- Other hospitality costs (including music, performers, etc.)
- Printing and design costs for the conference programme, display planes and signage
- Transportation costs (if applicable)

- Hire of equipment (AV equipment, photocopiers, PC's, etc.)
- Bank charges (attention to the fact of de-valuation of non-Euro pledged currencies)
- Simultaneous translation services

In addition to a detailed budget, a cash flow projection should be developed, with revenue sources and expenses indicated over the project timeline. An event management company can also assist with budget drafting, management, and advice.

Before sending out the conference brochure/ announcement, a conference registration fee must be determined. The registration fee must cover the costs of the attendees/delegates and organisers must keep in mind that lower fees attract more people. A balance between providing the amenities and keeping costs down must be achieved.

When offered, closing conference dinner (or gala dinner) as well as pre and post-conference tours and any spouse's programme should be outside and separate from the main conference budget.

Attendees should be expected to pay their registration fees in advance. This helps to provide an accurate number who will attend and make the attendees more committed in attending. Organisers can consider a slightly higher fee for late registrations or registrations onsite, if the venue and catering facilities can handle extra last-minute registrations. Refunds should be allowed (with administrative fee retained), but not after deadlines for food and facilities counts have passed.

Host organisers are advised to set up a separate conference bank account and be aware of transaction

charges. It is strongly suggested that conference organisers arrange for payment by credit card through a secure website or through establishment of an on-line account such as PayPal. This minimises transaction and foreign exchange costs and makes delegate registration easier.

It is recommended to keep IFLA Treasurer informed about the congress budget at all the time and together identify synergies where to find potential sponsors. The host organisers should present the IFLA Treasurer with a draft budget including realistic planning scenarios six months prior the scheduled World Council and Congress. (see section 7)

The budget should include the 20% of the total amount of the income of the congress registration fees to be paid to IFLA as follows:

- fixed advanced fee of EUR 3,000 paid to IFLA in 180 days before the date of the World Council and Congress, and
- within 30 days after the date of the conclusion of the World Congress a fixed fee of EUR 7,000 plus the remaining of 20% of the total amount of the registration fees

The host organisers are responsible as well for airfare, accommodation, congress registration, and invitations to special events for all IFLA Executive Committee Members (President, Treasurer, Executive Director and Secretary, Regional Presidents and IFLA Standing Committee chairs) excluding any organised tour. The budget should also include the rental of meeting rooms for the World Council, as stated in appendix 3, as well complimentary by the host association.

After the event and closing all payments, any profit shall be reinvested at the host association for future development and promotion of the profession in the country.

18. IFLA WORLD COUNCIL

As part of the IFLA World Congress, the host organisation is also responsible in organising the World Council, with the following format:

- Two full days for the executive committee meeting (day one and day two), in a meeting room for 15 to 20 people.
- Two days for the World Council meeting (day three and day four) in a meeting room that can accommodate 75-100 people in a 'circular' or 'U' shape format.
- Four meeting rooms for the afternoon period of day and morning period of day three during the World Council.

All rooms should be equipped with paper and pencils at each setting, LCD projector and connection cables, white board or similar for presentations, plug adaptors and Wireless Internet connection (Wi-Fi). For the World Council, microphones for the Executive Committee table plus mobile microphones will be needed as well as access to photocopying facilities.

It should be served refreshments and snacks on the morning and afternoon periods as well as lunch, although is advisable to have mineral water general available.

The host organisation shall provide identity labels consisting on the delegates' name, member association's acronym, and country to be displayed in front of each delegate as well as personal badges with name and country for all attendees. At the EXCO table names and country shall also be included.

The host organisation, as stated in section 17, is responsible for the rental of the meeting venue with all needed amenities i.e. stationary, technical equipment rental, catering, labels, etc. (see appendix 3)

The host organisation is also responsible to recommend a lodging facility to all participants of the World Council, which can be the same as the recommended for the World Congress.

The costs of the IFLA Executive Committee [President, Treasurer, Regional Presidents for Africa, Americas, Asia-Pacific, Middle-East and Europe; Chair for Education and Academic Affairs, Chair for Professional Practice and Policy, Chair for Communications and External Relations, Executive Director and Executive Secretary] shall be part of the host organisation budget, such as:

- Twelve (12) airfares in economy to the host country/ city;
- Twelve (12) hotel rooms for the period of the IFLA World Council and Congress;
- Twelve (12) registrations for the IFLA World Congress, including social events.

It is advisable that the IFLA Executive Committee arrives one day earlier and returns one day after the conclusion of the events.

19. PROJECT PLAN AND ALLOCATION OF RESPONSIBILITIES

A timeline or project plan should be developed. This plan should outline the responsibilities of the organising committee members and other helpers, and list the tasks that are required.

20. THE EVENT

The project plan will minimally include:

- Preparation of conference proceedings and other material such as name tags.
- Packs and invitations/tickets.
- Main desks and information.
- Catering, catering numbers and set up in each room.
- Technology - speakers' preparation room and technical equipment (e.g. data projector, sound, laptop computers, etc.).
- Chairs of sessions - these should be briefed to indicate their responsibilities clearly and information provided. Small gifts may be planned for keynote speakers or chairs.
- Co-ordination - an overall organiser is needed to monitor times, check each aspect is in place such as technicians to deal with CD's, computers and sound, and changes to the timetable or speakers. Some events have a Master of Ceremonies who moves people from place to place with humour and acts as a link between events such as trips and workshops. Such a person might also open the conference or act as a dinner or party entertainer. This could be a member of the committee, a local colleague, or an experienced organiser.

21. DIVERSITY

Each member association has different conditions, a different culture, and different opportunities. Hosts should think carefully about this diversity and the ways in which cultural differences can be protected and cherished within the host country.

Visa requirements must be set up at the Congress website and invitation letters must be issued to some participants. Participants can be provided with information so that they are comfortable (and excited) by the time they arrive. A welcome guideline file (generally sent by email) containing

information such as how to reach the hotel, weather forecast, special clothing, etc., is recommended to be sent one week before. If needed, a welcome booth at the airport to assist guests is always a plus.

22. IFLA SECRETARIAT SUPPORT

IFLA will be able to assist with direct marketing of the event through IFLA news, websites, and social networks. IFLA may also be aware of members who may be speakers or ideas on running successful conferences that may be shared. The IFLA Secretariat (Executive Director and Executive Secretary) should be regularly briefed of planning so that help can be provided when needed.

23. PARTNERSHIPS WITH OTHER ORGANISATIONS

Smaller associations may choose to host the conference in conjunction with other allied associations, such as heritage or urban planners or landscape ecologists. This can be an ideal way to raise the profile of the profession as it ensures there is a mix of participants. As well neighbour countries are urged to collaborate in hosting the IFLA World Council and Congress, for instance one hosts the World Council and the other the World Congress. This demands high coordination between both host organisations and relatively small transfer times between cities and countries (no more than 3 hours).

Whatever the format, all partners need to be aware of IFLA's role and regularly updated on the planning.

24. FOLLOW-UP

Hosts are required to carry out a satisfaction questionnaire of events during the conference, or immediately after it, and to email thanks to participants and post proceedings on the IFLA websites.

Thanks need to be extended to the sponsors, speakers, and

volunteers. The format of which needs to be included in the planning phase.

25. FINAL REPORT FOR IFLA

To learn from each congress or conference and record the event, the organisers are also required to prepare a report and submit this through the IFLA Secretariat. The IFLA Secretariat upon request by the Host will provide a template.

The report must include names of all volunteers, sponsors, and participants in events such as the round tables, data such as numbers of papers and registrant categories, and outcomes. Also, the host association should make available to IFLA any video and photo materials (opening ceremony, speakers' speeches, social events, general assembly) as important material to include in the organisation archives.

26. SUMMARY

The following headings are a useful 'key' headings guide and are recommended for organisers:

- Programme: planning, structure, and speakers, correspondence, call for abstracts (timing, duties and responsibilities).
- Venue management: catering and logistics, including AV equipment plan.
- Social: including planning for an opening welcome session and conference dinner.
- Trade exhibition / professions / students / consultants display.
- Promotion and marketing.
- Publications: especially post conference or as conference handbook.
- Technical / Field trips.
- Finance and Sponsorship.
- Registration processing and accommodation booking (separate or together).

Updated by Anna Sessarego, February 2015 Based on:
On-site management.

- Bruno Marques, IFLA Europe Regional Congresses and General Assemblies bidding guidelines, 17.05.2013
- IFLA Congress and Conference Basic Requirements 2010 (By Tay Bee Choo – 2003, updates: Martha Fajardo – 2004; Diane Menzies – 2005; Virginia Laboranti – March 2010).

Appendix 1 – IFLA World Congress and World Council responsibilities

Host responsibilities:

- Congress main theme and sub topics (in cooperation with IFLA)
- Congress programme
- Arranging for conference venues, halls, meeting rooms
- Suggesting hotels and other accommodation
- Opening reception, closing banquet/gala dinner (separate fee), coffee and refreshment breaks
- Translation services (if required)
- Technical tours
- Finances:
 1. drawing up and budget
 2. determining registration and other fees
 3. estimating income and expenses
 4. arranging for grants from national and local government, regional agencies among others
 5. arranging for commercial displays
 6. supporting travel for IFLA EXCO
- Printing and mailing of the congress preliminary program including local information
- Printing of the final programme
- Arranging for the IFLA delegates badges
- A conference meeting room for the 2 days World Council with all needed amenities
- Creation and maintenance of the congress web site
- Local promotion
- Communicating with the IFLA, especially with the President, Treasurer and Secretary General
- A report following the conference on the experience providing conference details and suggestions.

IFLA responsibilities:

- Selecting and approving Congress hosts, joint conferences
- Follow-up the Congress main theme and sub topics (in cooperation with local organisers)
- Follow-up the Congress programme (in cooperation

with local organisers)

- Assisting organisers with the World Council agenda and facilities
- Providing a current mailing list
- Assisting organisers in applying for funds and track potential sponsors
- Travel assistance to IFLA delegates
- Communicating with conference hosts
- Publishing and ‘marketing’ of the Congress in all IFLA’s communication tools

Appendix 2 – Sample project management checklist

Step 1 - Programme for core events and speakers

- Create programme and sessions
- Confirm dates and book main venue
- Create marketing narrative and presentation for the event
- Invite and confirm speakers
- Confirm dates
- Confirm main theme and branding
- Finalise Sponsorship and Media Proposal
- Finalise Project Management Plan including timeline for each phase

Step 2 - Marketing (Internet Marketing, Sponsorship/ Media Proposals)

- Launch website, finalise online presentation
- Announce website and event
- Approach potential corporate and media partners
- Secure at least one sponsor and 3 media partners
- Finalise PDF brochure for delegates for electronic distribution
- Create online ads (banners)
- Finalise marketing campaign – print and start distributing brochures and personal invitations
- Create a marketing database
- Launch media campaign (ads online and in magazines)

Step 3 - Final logistics for all elements

- Registration Opens
- Finalise logistics for all events, including venues, accommodation and transportation
- Open online registration
- Secure sponsors and international/regional/local media partners
- Finalise marketing campaign – how many brochures to print, where to send, who to invite personally

Step 4 - Marketing

- Finalise hardcopy brochures, posters, etc. with logos of confirmed partners
- Send hardcopy brochures, posters to invited guests and institutions
- Continue to secure more corporate partners and media partners
- Ads in media partners and e-Newsletters should reach the market

Step 5 - Event execution

- On-site coordination
- Registration and information desk
- Coordinate all events
- Set up most convenient communication tool with delegates



Appendix 3 – IFLA World Council format

ITEM	DESCRIPTION	ORGANISER /ESTIMATED COST
1	EXECUTIVE COMMITTEE MEETING	
	Duration:	Two days - 09.00 to 18.00hrs daily
	Meeting Room:	Comfortable 15 to 20 people Venue host / € Venue host / €
	Technical Equipment:	LCD projector & connection cables Plug adaptors for up to 20 computers Wireless internet connection Copying service Venue host / €
	Refreshments:	Mineral water, tea and coffee (self-service) Paid by IFLA / €
		Lunch Paid by host / €
	Venue Rental:	Hotel room/NA boardroom, etc. Place with limited/no cost preferred Venue host / €
2	WORLD COUNCIL	
	Duration:	2 days – 08.30 to 18.00hrs daily
	Main Meeting Room:	<ul style="list-style-type: none"> Accommodate 75-100 people around 'circular' or 'U' table format. Observer seats (no more than 25 set out behind the tables) Venue host / €
	Stationery:	Papers and pencil/s at each setting Venue host / €
	Technical Equipment Rental:	<ul style="list-style-type: none"> Microphones – for top table + mobile shared availability LCD projector & connection cables White board (or similar) for presentations Technician in attendance Photocopying facilities Wireless internet connection Venue host / €
	Refreshment:	<ul style="list-style-type: none"> Mineral water generally available Tea and coffee breaks with biscuits or cake (morning and afternoon) Paid by IFLA / €
	Venue Rental:	Hotel meeting room, university/school hall... Venue host / €



	Identity labels:	Delegate place name, member association's acronym & country for table Personal Badges: Name & country for all attending ExCo: Table place Names & Country	
	Signage:	Directions to all meeting rooms	Venue host / €
	Regional meetings (on 2nd morning) moreover the main meeting room are needed 4-5 smaller rooms	Each room have to accommodate at least 25 people around a table Americas Regional Meeting, Asia Pacific Regional Meeting, Africa Regional Meeting, Middle East Regional Meeting, Europe Regional Meeting	
	Technical Equipment Rental:	<ul style="list-style-type: none"> • Microphones – for top table + mobile shared availability • LCD projector & connection cables • White board (or similar) for presentations • Technician in attendance • Photocopying facilities • Wireless internet connection 	
	Staffing	Temporary staff Students	
3	STANDING COMMITTEES' MEETING ROOMS		
	Duration:	Afternoon period of WC day one	
	Education and Academic Affairs	1 ^{1/2} hour – approx. 20 participants	Venue host / €
	Finance and Business Planning	1 ^{1/2} hour – maximum 20 participants	Venue host / €
	Professional Practice and Policy	1 ^{1/2} hour – approx. 20 participants	Venue host / €
	Communications and External Relations	1 ^{1/2} hour – approx. 20 participants	Venue host / €



4	WORLD CONGRESS		
	Duration:	3 days from 09.00 to 18.00hrs	
	Conference Hall:	<ul style="list-style-type: none"> • Accommodate approx. 500 to 1000 people • Seating arrangement – lecture style • English is the official language of IFLA. • Optional: simultaneous translation. 	
	Technical Equipment:	<ul style="list-style-type: none"> • Podium with microphones • Video – bean projector • Overhead projectors • Laser pointers • Aisle microphones • Standby technician • Earphones for translation (if needed) • Head table for six people (round table) 	
	Refreshments:	Coffee breaks, one in the morning and one in the afternoon: Mineral water, tea and coffee, juice with biscuits or cookies (self-service)	
		Lunch: self service	
	Venue Rental:	<ul style="list-style-type: none"> • University lecture theatre hall, convention centre, or something comfortable with heating/air conditioning, but economical. • Place for Secretariat, speaker's room and register counter. 	
	Keynote speakers:	Travel costs Accommodation Registration & Technical Tours	
	Paper Presentations (Sessions):	Three or more rooms with all the needed equipment	
	Opening and Closing Ceremony:	The Conference Room can be used for both events. Opening Ceremony will take up two hours including coffee breaks. Closing Ceremony will take about two hours.	



	Welcome Ceremony – Cocktail Reception:	This event can be anywhere – the Town Hall, Mayor’s office, any civic building. Approximately 500/1000 people. It could be organized the evening before the Opening of the Congress or at the end of the first Congress day. This may be paid by the State or a sponsor.	
	Gala Dinner	This is chargeable to the participants. You will have to make arrangements for the food and venue. Recommended to be in a place secure and convenient price.	
	General Transportation	Free transportation from hotels to meeting points and Conference venue, if distance is far and remote. Otherwise, participants will pay their own.	
	Technical Tours	<ul style="list-style-type: none"> It is recommendable to have it in between the 2 days conference, as an opportunity to know the city and to get to know people. 	
Pre & post Congress Tours		To arrange with your local travel agent.	
	Hotel accommodation for participants	To arrange with your local travel agent. Please ask for discounted rate. Recommended hotels comfortable but economical.	
	International Student Design Competition	The Student Competition is to be organised and financed by the host association (with a sponsor). The Chair of the IFLA Competitions Committee, Beverly Sandalack, sandalac@ucalgary.ca can advise the local organizers about all the process. Further information on section 8 of this document.	



	Student Charrette	<p>The IFLA Student Charrette is an intensive workshop open to students of Landscape Architecture Programmes from around the world, sponsored by Nava Polman-Gerson Foundation, Netherlands.</p> <p>This must be held the days before the IFLA World Congress, to let the students attend the event. Further information on section 9 of this document</p>	
	Award presentation	<p>IFLA Landscape Architecture Awards, including Sir Geoffrey Jellicoe Award IFLA Student Design Competition Student Charrette</p>	
	Trade Exhibition	<p>This is an important event whereby your association will be able to make a neat profit for organizing it because all the suppliers of landscape material would want to participate at the exhibition to showcase their products. It may be good to find a professional organizer.</p> <p>Exhibition venue cost Exhibition Secretariat / Organizer Booth construction</p>	
	Secretariat Service and Administration work	<p>Paid staff and volunteer allowance. Printing cost, flyers, advertising, posting, mailing, website maintenance, telephone and faxes, etc. Design and printing cost brochures and posters. Design and printing call for papers. Web design and Hosting. Stationery, badges, name cards, souvenirs, etc. IFLA Contract Fee/ 20% of the Inscriptions: do not include the cost of dinners, welcome ceremony, study and post conference tours. % PCO and Travel Agency. Tax expense – goods & services tax, vat, etc. Other costs – auditing, insurance, photography, first aid, etc.</p>	



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Appendix 5 – Sample World Congress website

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Appendix 6 – IFLA Landscape Architecture Awards

Overview

Landscape awards are a prestigious way to honour and acknowledge important contributions to society, recognise the profession of landscape architecture and its principles, and to encourage those receiving the award to continue good practices in planning, designing and managing our landscapes.

The IFLA awards recognise outstanding work and are to be presented to well-established landscape architects, emerging professionals, scholars and students. Annually, IFLA will celebrate the most cutting-edge and innovative projects that shape our natural, built, intellectual and futuristic environments.

Aims

These awards have the potential to run annually and awardees should be invited to the World Council and Congress, where a special evening ceremony should be held to bestow the different awards. The IFLA Landscape Awards aim to:

- Promote landscape architecture
- Celebrate professional and scholarly excellence
- Advance disciplinary knowledge

Award Categories

Since the discipline of landscape architecture has a wide outreach, awards should reflect on those by having a diverse range of categories. A preliminary study has been conducted to map down the existent organisations that have landscape architecture awards or similar. Based on that, the following table summarises potential categories for the IFLA Landscape Awards:

1. Awards of Excellence for Professionals

1.1. Small Scale Design

For sites up to 1ha. Projects must have been implemented

up to submission date.

1.2. Medium Scale Design

For sites from 1 to 5 ha. Projects must have been implemented up to submission date.

1.3. Large Scale Design

For sites over 5 ha. Projects must have been implemented up to submission date.

1.4. Heritage and conservation

Projects that look into restoring or protecting cultural and historical landscapes.

1.5. Landscape management and ecological strategies

Strategies for the restoration, conservation, enhancement or maintenance of landscapes.

1.6. Research and policy development

Research, guidance and strategies that have played or will play a significant role in influencing policy affecting the landscape.

1.7. Urban design and planning

Regeneration projects that involve leadership or a key role in a multi-layered environment, which brings together issues of urban planning, transportation, built form, social equity, development of economics and engineering to create a socially and physically sustainable vision for a place.

1.8. Community engagement and participatory design

Landscape studies and activities that have led, guided or influenced planning and design projects at a local level and with the involvement of the community.

1.9. Communications and innovation

Achievement in communicating information and innovative techniques relating to landscape and/or landscape architecture to those within or outside the profession. The emphasis should be on the medium employed to explore the information with landscape issues at its core and any results achieved.

2. Awards of Excellence for Students

2.1. Student Work – Year 1

To recognise best practices of landscape architecture at the first year of an education programme in landscape architecture.

2.2. Student Work – Year 2

To recognise best practices of landscape architecture at the second year of an education programme in landscape architecture

2.3. Student Work – Year 3

To recognise best practices of landscape architecture at the third year of an education programme in landscape architecture.

2.4. Student Work – Year 4

To recognise best practices of landscape architecture at the fourth year of an education programme in landscape architecture

2.5. Student Dissertation

To find and recognise best master's and PhD's theses

2.6. Student Portfolio

To find and recognise best example of student portfolios

2.7. Student Collaboration

Collaborative work by landscape architecture students with students from allied and/or complementary disciplines.

3. Honorary Awards

3.1. IFLA Sir Geoffrey Jellicoe Award

Lifetime achievement award, the highest award bestowed by IFLA.

3.2. IFLA Best Design Award

To recognise individuals who have produced exceptional design work for at least a continuous period of 10 years.

3.3. IFLA Emerging Professional Award

To recognise emerging professionals who have demonstrated professional excellence at the early stages of their career (less than 5 years)

3.4. IFLA Teaching Award

To recognise individuals who made substantial and significant contribution to landscape architectural education.

3.5. IFLA Professional Practice Award (by IFLA PPP)

To recognise landscape practices who have produced distinguished body of work that influenced landscape architecture

3.6. IFLA Educational Award (by IFLA EAA)

To recognise schools and/or educational programmes for their innovation and contribution to landscape architecture education

3.7. IFLA Communications Award (by IFLA CER)

To recognise publications, magazines, etc. that shaped the profession of landscape architecture.

Depending on the number of submissions or if appropriate, for each category the Award Jury can bestow a first place of excellence as well as a second and third places for merit.

The Process

Tapping on the existing structure for the Sir Geoffrey Jellicoe Award, there will be a Nominations Committee and an Award Jury.

The Nominations Committee will be composed of a chair plus two representatives of each region (total of 11 members). The membership of this committee shall represent both professional practice and scholarly work. The committee oversees the submission and shortlisting processes and reports directly to the Executive Director and to the chairs of the three standing committees. For each category, the committee will shortlist two candidates for the first place of excellence, two for the second place of merit and another two for the third place of merit.

Once the final shortlist is agreed by the Nominations Committee, the Award Jury will take the leadership in selecting the awardees. The Award Jury will be led by a chair plus two representatives of each region (total of 11 members). The jury will discuss and justify each selected awardee. Once the final list is agreed, the IFLA President will endorse the recommendations.

In terms of timeframe, this can be summarised as follows:

Before the World Council	The Executive Secretariat together with the chair of the Nominations Committee prepare the call for submissions. This can and should be articulated with the following World Congress
2 weeks after the last World Council	Call for submissions will be opened
2 months after the last World Council	Call for submissions close

4 months after the last World Council	Within the immediate two months after the closing of the call, the Nominations Committee forward the shortlisting to the Award Jury
6 months after the last World Council	The Award Jury finalised the list of awardees and sends it to the IFLA President for endorsement
8 months after the last World Council	Any media releases and publications will be ready for printing and dissemination
At the immediate World Council and Congress	There will be a 2-hour ceremony where the awards will be bestowed.



Finances

INCOME:

This new programme of IFLA Landscape Awards can be an interesting income generator. If for example, a fee would be charged for every submission (150 EUR for professionals and 50 EUR for students) and every category would receive 20 submissions, the final income reached would be 34,000.00 EUR.

EXPENDITURE:

To keep costs down as this programme is rolled out, awards should be made in combination with a Black-tie event provided by the hosting Member Association. Expenses would then include:

- Collaterals (posters/material for decorating the venue).
- If expenses allow, a presenter.

EXPENDITURE NOT COVERED BY IFLA:

- Venue
- Food and drinks
- Travel and accommodation for awardees

Appendix 7 – IFLA Student Design Competition

Processes, Protocols and Recommendations - modified November 2014, previous version of document approved by World Council June 2011

Beverly A. Sandalack PhD FCSLA MCIP Chair, IFLA Competitions Committee

The objective of the IFLA Student Landscape Architecture Design Competition is to recognize superior environmental design achievements made by students in Landscape Architecture programs. It aims to encourage achievement of the highest standards in landscape architecture education worldwide.

This document provides some historical background for the competition, as well as the general statements, policies and procedures for the conduct of the student competition. It is a working document, and an on-going reference, resource, and record, and is to be amended and revised from time to time as additional experience is gained through subsequent competitions and as conditions and needs change.

1. History of the Competition

The IFLA Student Landscape Architecture Design Competition has been an important part of the IFLA World Congress for some time. The origins of the competition are obscure, and over time, the details of student competitions during the earlier years of IFLA will hopefully be recovered and added to this account. Please refer to Appendix C for competition results from previous years.

The 1988 IFLA Yearbook notes a competition in 1987 in Paris where 9 prizes were awarded (no amounts are given for the prizes). In 1989 the UNESCO prize for students of landscape architecture was awarded for the first time. The competition seems to have been held annually, and was initially guided by UNESCO rules, and was juried by the IFLA EXCO prior to the World Congress and after their two days of meetings. UNESCO contributed \$3500 for that prize until 2005 (the IFLA Congress in Edinburgh). In 2006,

IFLA paid the first prize. In 2007, due to the efforts of Tong-Mahn Ahn and Diane Menzies, the Han Group provided funding for the award, and also for some or all of the travel and accommodation expenses of the Chair of the Jury and Competitions Committee.

In 2004 the role of the Chair of the Jury and Competitions Committee was established by IFLA ExCo, in order to provide continuity, transparency and clarity in the jury process, and to introduce some processes/protocols for the competition (up to that time, the jurying was done by IFLA EXCO, and the jury process also changed from year to year, and this was something that President Fajardo and Secretary-General Menzies wanted to see addressed).

The Zvi Miller second place award of \$2500 was initiated in 2002 following a resolution introduced by Richard Tan, then Treasurer, at a World Council meeting. Zvi Miller had been IFLA President 1982-86 and had been named President Emeritus. The Zvi Miller award was presented in the 2002 student competition that was juried in Israel (the IFLA Congress itself took place in Latvia, due to travel concerns regarding the planned Israel Congress, however the student competition remained in Israel). (notes: according to the IFLA website)

The IFLA newsletter also mentions a Merit Award in 2002, but does not state the amount. From 2003 onwards, the local organizing committee has contributed the \$1000 US Merit Award, along with certificates for any additional entries selected by the jury.

2. General organization

A Competition Convenor (Convenor) for each student design competition shall be appointed by the IFLA World Congress host organizing committee, and shall be responsible for the general planning, organization and



administration of the competition, in collaboration with the Chair, IFLA Competitions Committee (IFLA Chair), and according to the accepted standards and practices of the IFLA Student Landscape Architecture Design Competition. It is recommended that an assistant(s) to the Convenor be designated to assist through the course of the competition. The wages for the assistant should be considered when preparing a budget for the competition. In addition, the local Convenor should determine the tasks that will be required through the course of the competition planning, receiving, judging, recording, exhibition, and other follow-up at the Congress and after, and make provision for hiring other assistants (such as students). These costs should be identified in the Competition Budget, and paid for by the local organizing committee.

Responsibilities of the local organizing committee and Convenor include (but are not necessarily limited to):

- liaising with the host organizing committee throughout the congress preparations,
- developing a competition brief for review and approval of the IFLA Chair and IFLA ExCo,
- sending out the call for submissions,
- responding to questions from students and schools regarding the competition and brief,
- setting up an FTP site or electronic drop box to receive the submissions
- receiving and cataloguing all entries, and printing all declaration forms
- validating eligibility of all entries
- tabulating all entries by country and IFLA region
- printing all eligible submissions. Some recent competitions have printed 4xA3 colour pages per entry, identified by the assigned competition number. While the number and size of pages may be modified according to budget, it is highly desirable that all eligible submissions be available to the jury in hard

copy. Some previous competitions have printed all entries in full size posters, however this is a significant cost. Viewing of the entries as digital files by the jury is not recommended. Convenors are urged to ensure that there is adequate budget devoted to printing.

- composing the jury (see 3 below),
- arranging the jury venue and hosting the jury,
- preparing an electronic folder of the documents of the award winning submissions (posters plus declaration form) to be given to the IFLA Chair following the jury process
- preparing the submissions for exhibition at the Congress (normally the three prize winners plus any jury award winners),
- developing a program for the competition awards presentations, in collaboration with the IFLA Chair
- organizing any subsequent exhibitions of the submissions,
- contributing to any publications arising from the competition,
- preparing certificates for the three winning submissions and jury awards,
- arranging for lecture/seminar/symposium/event to coincide with the visits by the jury member(s) as a potential enrichment for the host school/city, if possible.

IFLA ExCo will have the sole responsibility of preparing and sending the award certificates following the jurying. The local Convenor may choose to prepare and send certificates of participation, but is not responsible for notifying the prize winners or for sending the prize certificates.

3. Competition Regulations

Well in advance of the competition submission date, the Convenor shall develop a conference brief and

entry forms, review this with the IFLA Chair, and widely distribute to post-secondary landscape architecture schools, associations and organizations around the world, to relevant journals and publications, and to others as appropriate. The conference brief shall be reviewed and approved by the IFLA Chair and IFLA ExCo prior to finalizing and distributing. Normally, a few drafts of the document are required prior to approval, therefore the process should be started as soon as the Organizing Committee is struck.

One of the roles of the competition is to promote and encourage the evolution of the profession of landscape architecture through education, therefore special efforts should be made to promote the competition in countries or parts of the world in which landscape architecture is an emerging or less-developed profession, or where there are relatively new schools of landscape architecture.

The competition brief shall outline a topic or subject that entries must address. The competition topic should be more specific than the general congress theme and sub-themes, but related to it.

The topic should also be such that it allows students and schools, irrespective of geographical or cultural context, to develop a project in response to it. A specific topic is recommended in order to help provide a means for the jury to evaluate more comparable entries, and to allow a more intense international exploration of a topic of current global importance and interest. The selection of the topic shall be at the discretion of host organizing committee, subject to final approval of the IFLA Chair and the IFLA President.

Specific drawing types may be required, for example context drawings or photos, and it may be useful to note on the project brief that a range of scales and drawing types

should be utilized, as appropriate to the project, in order to communicate and to indicate comprehension of the site/context. Otherwise, students should have the opportunity to address the topic in a variety of ways.

The competition brief should specify if landscape format, portrait format, or either, is required. The Convenor should determine this and convey through the brief, with a view towards the eventual competition exhibition and/or publication requirements. It is further recommended that the printed panels for the jury process and the large-scale final posters for exhibition be scaled so that they relate proportionately, and that they be according to the ISO A series.

Refer to further in this document for an example of a competition entry form.

4. Eligibility and Entry Fees

The intent of the competition is to recognize superior environmental design achievements made by students in Landscape Architecture programs, and to encourage the continued evolution of high standards in landscape architecture education worldwide. Eligibility is restricted to teams of students in Landscape Architecture programs (or students studying landscape architecture where there is no program specifically identified as landscape architecture).

In 2012, the local Organizing Committee initiated an entry fee of \$50 US for each submission.

This seemed an appropriate way to assist with the significant costs of managing the competition, especially since, with the transition to electronic submissions; students do not have the expenses of printing and postage of previous competitions. Students submitting entries from countries included on the United Nations list of Least

Developed Countries are exempt from the entry fee.

Note that the exemption is determined by the country in which the school is located, and not by the student's country of origin. This will help to ensure that all students from the same university will have equitable status, and will not burden the local organizing committee with the task of verifying the student's origin, but only the authorization of the school. It is hoped that students who are originally from less developed countries would be supported by the school that they are currently attending. This may also help to encourage participation from less developed countries, and where IFLA encourages the development of landscape architecture programs. Note: the United Nations List of Least Developed Countries should be reviewed yearly. If an entry fee is assessed, the local organizing committee must make arrangements for the collection and accounting of the fees.

Note (2014): the entry fee was not assessed in 2013, as the experience of 2012 indicated that this was very difficult to organize and prohibited many students from entering (e.g., those who did not have access to a credit card). The entry fee is therefore not encouraged.

5. Submissions

The competition brief should specify the submission of three separate documents:

- a declaration form (see appendix) listing the project team, the project title, school and program name, and endorsement of the dean or program head.
- a brief (250 words) written summary of the project, including project context, issues to be addressed, main features, and innovations. This is for potential use in the jury report or any subsequent publications. This is to be saved as a PDF and include the project title, but with no mention of the project team or school.

- numbered PDF's (for each of the entry posters) of the project that should be prepared to be viewed as A3 printed documents, and, if the project should be a prize winner, also as a full sized poster. As well, the projects may also be projected digitally. Students must attend to details such as borders, text sizes, image quality, etc.. These are to have no identification as to student name or school. NOTE: the Convenor is responsible for determining the size and number of files to be submitted. In previous competitions, full size posters have been broken down into 4 smaller A3 sheets, to allow for economical printing and ease of judging. Other options are possible, but must be approved by the IFLA Chair.

The submission documents should total no larger than 50 megabytes per entry (this file size may be modified by the Convenor according to the storage and other technical capabilities of the host organization), in order that file storage, opening of files, and reviewing the files is possible, and also that any subsequent forwarding of the files is possible through regular internet. The Convenor may refuse to accept any submissions larger than that specified in the competition brief, and the competition brief should clearly indicate that submissions will be disqualified if they do not adhere to the guidelines.

A due date for the competition submissions should be established, and it is recommended that this date not be a Monday, unless a technical staff person is available to monitor a web-based drop box over the weekend (normally, most of the submissions are received in the final days of the competition).

The competition regulations require submissions in English. Although this will not likely be the first language of all entrants, English is the official language of IFLA, and it is

imperative that entries be clear, concise, and grammatically correct. Entrants should be encouraged to pay attention to this aspect.

6. Handling Submissions

Once the files are received, the Convenor is responsible for the following:

- a spreadsheet must be created to record all submissions. This should include the following information: project title, student name(s), program, school and country.
- a competition number shall be assigned to each entry, and permanently affixed to the posters files and to the declaration form, in order to ensure anonymity and accuracy.
- all declaration forms should be printed and compiled in a binder, and eligibility of the entries must be confirmed (all information required on the declaration form must be submitted, posters must be submitted in the required format and size, and other details must be adhered to). Any entries not satisfying these requirements shall be declared ineligible. A record of the disqualified entries must be kept.
- project briefs of the winning entries shall be printed immediately following the jury process, to allow the jury and IFLA Chair to prepare notes.

At least 5 – 7 person-days are required for these tasks, and possibly more if greater than 100 submissions are received (recent competitions have had 200 - 400 submissions). It is essential that all digital files are adequately backed up, and that the competition entries are kept confidential.

7. Composition of the Jury

The competition jury shall consist of at least three and up to five members, including a local jury member (appointed

by the local Convenor), a representative from the IFLA Region, and the IFLA Chair (or his/her designate). Other member(s) may include representative from other IFLA Regions, and/or practicing professionals. As the official language of the IFLA conference and competition is English, all jury members must be competent in speaking and reading English.

Preference for selection of jury members shall be given to those with experience as educators in landscape architecture, and/or with competition jury experience. The composition of the committee shall be ratified by consensus of the local Convenor, the IFLA President, and the IFLA Chair, with the IFLA President having final responsibility for approval of the jury.

The IFLA Chair shall normally be the Chair of the Jury, who shall be responsible for the following:

- final approval of eligibility of the entries, in order to ensure consistency from year to year
- final approval of the arrangements for the jury venue, schedule and process
- leading the jury process during the jury sessions
- preparation of the jury report, and advising the IFLA President of the outcomes.
- preparation of a press release, in collaboration with the Convenor, for distributed as required.

8. Schedule

Jurying of the competition may take place either in advance of the IFLA World Congress to allow the winning teams the option of travelling to the Congress, and for the host organizing committee to develop the Congress program accordingly, OR in conjunction with the Congress, to allow the jury to participate in the Congress program (for example, as keynote or session speakers at the

Congress). The overall schedule should be developed with consideration to the maximum benefit to IFLA and to the Congress.

Normally, the jurying of competition entries will involve no more than 1 to 1 1/2 working days. A schedule of the jury process (times of review, common meals, other meetings) shall be circulated to all jury members well in advance of the jury session. This amount of time has been sufficient for evaluation of ALL entries, and has not in recent years required a pre-jury session.

The Convenor should ensure that all entries are available for the Jury to review during the jury period.

9. Jury Process

A secure and comfortable room shall be set aside for the jury process, with sufficient room to consider all of the submissions at once, and for the jury to meet for discussion.

The jury process shall commence with general introductions and explanation of the schedule, an overview of the competition, an explanation of the brief that the students were responding to, and a discussion of the review and decision-making process and the criteria for evaluation.

The room shall include sufficient table space to review all entries. All jury members should review all projects, which shall be identified only by the assigned competition number, and there shall be no identifying information regarding school or student name.

Only the jury members shall be present in the room during the course of the day of deliberations. Others may only be present at the direct invitation of the

Chair of the Jury, such as the Convenor, who shall remain available to provide assistance as may be needed, and may, from time to time, monitor the progress of the jury in their deliberations.

All jury members must be in attendance during the entirety of the jury session. Should a jury member for any reason absent him/herself from the judging process for any protracted period of time, the jury will proceed without their contribution, and will not include their assessment in the final ranking.

The jury shall normally endeavour to reach a consensus on the decision of the winning submissions, however where this is not possible, the jury shall determine the winning submissions by rule of the majority. The process that the jury employs to arrive at their final selections shall otherwise be at the discretion of the jury, within the limits and conventions of objective and impartial review, and with the intention of selecting the projects that embody the highest standards of landscape architecture theory, research and practice. The decision of the jury shall be absolute and final, and there shall be no rights to appeal of the decisions.

There is no requirement to document decisions made in the deliberation process; only the final results and a summary of the jury's rationale for reaching these decisions, suitable for publication, are to be recorded.

Any jury member who is directly associated with a project (for example, as a faculty member at the submitting school, or through other direct involvement with the project or students) must identify this relationship at the first review of the projects, and excuse him/herself from discussions about this project in order to preserve impartiality, as well as the perception of objectivity.

10. Awards

The number of final awards shall be established by IFLA ExCo well in advance of the competition, and shall normally consist of 1st, 2nd and 3rd place awards. These awards are currently:

1st Place - Group Han Prize for Landscape Architecture, consisting of \$3,500 US plus a certificate. Provided by Group Han.

2nd Place - IFLA Zvi Miller Prize, consisting of \$2,500 US plus a certificate. Provided by IFLA.

3rd Place - Merit Award, consisting of \$1,000 US plus a certificate. Provided by the local Organizing Committee, or sponsor.

In addition, the host organizing committee may advise the jury of the potential number of additional Jury Awards that they may support and recognize through certificates or other means, however the jury retains the right to make the final decision regarding the number of Jury Awards, and the rationale for their selection. In any event, the jury retains the right to award all, some, or none of the prizes and awards.

All submissions to the competition may receive a certificate of participation, at the discretion of the local Convenor. This may be prepared as either a paper certificate (printed and mailed), or a digital certificate (emailed). The form and distribution of the certificates is at the discretion of the host organizing committee, but should be reviewed and approved by the IFLA Chair.

The prizes shall be paid to the winning student(s) by the IFLA Treasurer, upon the advice of the IFLA Competitions Chair and the IFLA President. The Treasurer may delegate the payment of the 3rd Place Merit Award to the Local

Organizing Committee.

IFLA is not responsible for any expenses that might be incurred by any participating or winning student teams, or their home schools, and is only responsible for payment of the award amounts as noted above and on the Congress Competition Brief.

11. Reporting

Following selection of the winning submissions, the Chair of the Jury shall, within five working days of the decision of the jury, prepare a written report of the jury decisions, including the complete details of the winning submissions and authors, brief written rationale for selection of each prize and jury award, and any general comments that the jury wishes to make regarding the nature, quality and content of the submissions, and shall submit this report, in confidence, to the IFLA President, with copies to the IFLA Secretariat and the Convenor.

It shall be the sole right and responsibility of the IFLA President, or his/her designate, to announce the award winners, and to notify the winning students, and the results of the competition shall be considered confidential until such time as the President makes this information public. Further, it shall be the sole right and responsibility of the IFLA President, or his/her designate, to formally announce the results of the competition, normally to take place at the IFLA World Congress.

The Convenor shall, at the time of the of the decision of the jury, prepare a digital folder on CDrom, memory stick or other device, of the competition results, to include the documents (posters, declaration form and project description) of the winning submission, as well as the competition statistics, and provide to the IFLA Chair/Chair

of the Jury. The IFLA Chair shall be responsible to keep on-going records of the competition, and to forward this as required to the IFLA President, IFLA Secretariat and IFLA website.

In addition, the Convenor shall provide to the IFLA Chair/Chair of the Jury, a report on the total number of submissions received, number of disqualification(s), and breakdown of submissions by country.

12. Budget

The local Congress Organizing Committee and/or Convenor shall, well in advance of the competition, prepare a competition budget for inclusion in the IFLA Congress budget. The budget should include wages for an assistant to the Competition Director, wages for other assistants through the course of the competition, materials (printing, cd's, room rentals, refreshments during jury day), and costs related to the jury. Travel, accommodation, and meals for jury members are the responsibility of the local Organizing Committee, and must be included in the budget preparation. Currently the travel costs and related expenses of the IFLA Chair are assumed by IFLA through the funding for the first prize.

It is imperative that a budget for the IFLA Student Design Competition be included in the IFLA Congress budget. It has normally been the responsibility of the local organization to include budgeting in its congress preparations, and to include the Student Design Competition Convenor as a member of the organizing committee. If this is not the case, then it is essential that clear communications be established between the Competition Convenor and the local organizing committee, and that the requirement for an adequate budget be included in congress planning.

Budget items include, but are not limited to:

- Merit Prize (3rd prize) of \$1000 USD
- wages for competitions assistant(s) to help with receiving and recording the submissions, and assist the local Competition Convenor with other logistics.
- materials and supplies include CDs and DVDs, printing of all eligible submissions for review by the jury, and plotting in full size of the winning submissions plus jury awards (plus any other number as determined by the Competition Convenor, with approval of the IFLA Chair)
- travel, meals and accommodations for all jury members (currently the expenses for the IFLA Chair/Chair of the Jury are paid for by the funding for the First Prize).
- hospitality for jury team (meals, refreshments during jury process).
- design and printing of certificates of participation (if included)
- any costs associated with a lecture series/symposium/panel coinciding with the jury, if included
- design and printing of award certificates.

Jury members will be expected to make the most economical travel arrangements, and to submit original receipts and invoices to the Competition Convenor for payment.

Winning student teams may be invited to attend the IFLA World Congress, and this shall be determined by agreement of the IFLA President, the IFLA chair, and the local Convenor. Note that IFLA and/or the local organizing committee do not necessarily provide any financial support to enable winning student(s) to attend the IFLA World Congress at which the awards are to be announced. Funding for student travel should therefore be identified as a budget item that could be funded by sponsors secured by the host organizing committee.

13. Publication

A publication of the IFLA Student Landscape Architecture

Design Competition may be prepared, as approved by IFLA ExCo, and could include the results of the yearly competitions, graphic documentation of a selection of the submissions, critical articles regarding the competition and the nature and state of landscape architecture education as evidenced in the competition, and other articles and material as appropriate.

Coordination of the publication shall be the responsibility of the Convenor, and any arrangements for publication as well as the content of the articles shall be approved by the IFLA Chair and IFLA ExCo.

Costs of any publication in addition to normal IFLA publications (newsletter, website) will be the responsibility of the local organizing committee.

Appendix A - sample competition brief

This competition is sponsored by the International Federation of Landscape Architects (IFLA) and is directed by the (REGIONAL COMPONENT or HOST ORGANISING COMMITTEE)

The objective of the competition is to recognize superior environmental design achievements made by students in Landscape Architecture programs. The XXXXh IFLA World Congress in (LOCATION) aims to encourage achievement of the highest standards in landscape architecture education worldwide. The competition invites submissions from teams of students in Landscape Architecture programs (or students studying landscape architecture where the university does not have a program specifically identified as landscape architecture). Please visit the congress website <http://www.xxxxx> to view the call for submissions, for details about the congress, and for registration information.

Competition Topic

The topic that the competition entries must respond to is XXXXX. (Include brief description.)

Awards

1st Prize	GROUP HAN Prize for Landscape Architecture	\$3,500 US
2nd Prize	IFLA Zvi Miller Prize	\$2,500 US
3rd Prize	(Local Organizing Organization or Sponsor) Merit Award	\$1,000 US

Eligibility

The Competition is open to all undergraduate and graduate students of Landscape Architecture, or those studying landscape architecture (where a country or university does not include a program specifically identified as Landscape Architecture). Both individual and group submissions will be accepted, and each student or group is permitted only one entry. Broad interdisciplinary submissions are welcomed, however the team must be headed by a landscape architecture student. The number of members in each participating group shall not exceed five (5). Professional collaborators and associates of members of the jury, and their relatives up to the third degree, may not enter the competition.

Submission Requirements

Submissions must adhere to the following or they will be disqualified:

1. All entries shall include three requirements
 - a declaration form (see appendix) listing the project team, the project title, school and program name, and endorsement of the dean or program head. Save as an un-editable pdf.
 - a concise (maximum 250 words) written summary of the project, including project context, issues to be

addressed, main features, and innovations. This is for potential use in the jury report or any subsequent publications. This is to be saved as a pdf and include the project title, but with no mention of the project team or school.

- XXX pdfs of the project (numbered in the order that they should be viewed) that should be prepared to be viewed as A3 printed documents, and, if the project should be a prize winner, as full sized posters. Submissions must be in SPECIFY LANDSCAPE OR PORTRAIT FORMAT OR OPTIONAL The projects may also be projected digitally, therefore, be sure to attend to details such as borders, text sizes, image quality, etc. so that they are legible and readable for all of these purposes. Do not include any information on the panels that would identify either your team or your school. As entries are received, serial numbers will be assigned, and entries shall be referred to by number to ensure anonymity during the judging.

2. Submit these files to XXXXXXXX (web-based drop box linked to the IFLA Congress website). Mailed copies will not be accepted.

3. Please note the following:

- Include enough information to provide context for the project (for example, air photo, site plan, other context information).
- Provide a range of drawings at a range of scales that are appropriate for the purposes of illustrating the project.
- Legends, captions and all other text associated with the submission shall be in English. Text should be minimal, but provide a clear and concise description of the intentions of the project, special issues or considerations, approach and methods, and concepts.
- Projects consisting of number or orientation

(landscape/portrait) other than what is specified in the brief shall be disqualified.

- Prints and three-dimensional objects will be disqualified

Direct any questions regarding the competition, to: (Competition Convenor, contact information)

Judges

The panel of judges will consist of three to five members from IFLA and the local organizing committee.

Competition Rules

Participation in the Competition implies unconditional acceptance of the Competition Rules. The competition Guidelines and Rules shall be issued to schools of landscape architecture through IFLA publications and the REGIONAL COMPONENT.

All Competition entries are the property of IFLA-REGIONAL COMPONENT. Entries will not be returned to the authors. The works submitted by competition entrants will be placed on exhibition for the duration of the XXXXth IFLA World Congress, and may be also exhibited elsewhere at the discretion of the IFLA/REGIONAL COMPONENT organizing committee, and as approved by the IFLA Chair and IFLA ExCo. IFLA-REGIONAL COMPONENT retains the right of duplication and publication of any or all materials submitted to the Competition, and there shall be no obligation whatsoever to the entrants, beyond acknowledging the authorship of the works exhibited or published.

All entrants are forbidden to have their submissions (or any part thereof) published in any way prior to notification of the jury's final decision.

The jury shall preside over the competition, and is the sole

arbiter at all levels until the final attribution of prizes. All decisions of the jury are final.

The winner of the Group Han Prize for Landscape Architecture, the Zvi Miller Prize, and the Merit Award shall be announced by the IFLA President upon recommendation of the jury. Entrants are forbidden from requesting any information from members of the jury. All inquiries must be directed to the Competition Convenor.

Important Dates

- xxx publication of competition guidelines and rules
- xx deadline for delivery of competition submissions to congress host
- xx jury session and notification of winning teams
- xxx competition submissions on exhibit at xxxx
- xxx presentation of prizes at xxxx

Appendix B - sample declaration form

IFLA International Landscape Architecture
Student Design Competition Declaration Form
!

Registration No: _____(for conference organizer use only)

Date Received: _____(for conference organizer use only)

ALL information must be complete.

Authorship Declaration

I/We declare that I/we are the true authors of the work submitted and have met all the competition requirements. I/We declare that I/we are presently enrolled as student/s in a Landscape Architecture program, or are studying landscape architecture (in cases in which the university does not have program specifically identified as landscape architecture).

I/We declare that I/we shall not have the submission

published prior to notification of the jury's final decision.

- | | |
|------------------------------|---|
| 1. Author's Name and Surname | Program or Department Name/ School Name |
| 2. Author's Name and Surname | Program or Department Name/ School Name |
| 3. Author's Name and Surname | Program or Department Name/ School Name |
| 4. Author's Name and Surname | Program or Department Name/ School Name |
| 5. Author's Name and Surname | Program or Department Name/ School Name |

Contact Information

To be used to contact winning teams, and for other correspondence as required.

- Name
- Address
- City Country
- Telephone Fax
- Email

Endorsement by Dean of Faculty or Head of School

I certify that the authors are currently students in the Landscape Architecture program, or are studying landscape architecture (only where the school does not have a formal program in landscape architecture). _____

Name and Position Signature Date University/School Stamp

email address _____ telephone number _____

Appendix 8 – Example of conference business plan

TOTAL NUMBER OF ATTENDEES					
	Cost	100	180	250	Comments
Expenditure					
Congress proceedings	€ 10	€ 1,000	€ 1,800	€ 2,500	Optional, can be a digital version
Congress delegates' bags @	€ 5	€ 500	€ 900	€ 1,250	
Congress dinner					
Food and drink @	€ 50	€ 3,750	€ 6,750	€ 9,375	Try to get the best deals if the venue is in a hotel
Venue hire		€ 2,000	€ 2,000	€ 2,000	Price depends on size and how prestigious is
Transport (bus loads of 60) @	€ 275	€ 550	€ 825	€ 1,100	Assume 75% take up for conference dinner. If conference dinner is near to venue, this can be erased
Opening reception					
Accommodation		€ 0	€ 0	€ 0	Assuming the host organisation don't have costs with venue rental
Food and drink (per person) @	€ 12	€ 1,200	€ 2,160	€ 3,000	Assume 100% take up
Visits & excursions (coach transport)					
Visit 1		€ 350	€ 350	€ 350	Assuming one bus per destination and destinations with different distances
Visit 2		€ 150	€ 150	€ 150	
Visit 3		€ 200	€ 200	€ 200	
Visit 4		€ 200	€ 200	€ 200	
Printed programme					
Printing		€ 4,500	€ 4,500	€ 4,500	
Design		€ 250	€ 250	€ 250	
Ticket and misc. printing		€ 50	€ 50	€ 50	
3 days hire of Conference Rooms		€ 5,460	€ 5,460	€ 5,460	



3 days hire of World Council Rooms		€ 1,500	€ 1,500	€ 1,500	Universities, governmental agencies, etc., might provide meeting rooms free of charge
Coffee and tea (per person per day) @	€ 2.60	€ 1,040	€ 1,872	€ 2,600	
AV equipment hire, etc. @	€ 100	€ 400	€ 400	€ 400	Universities might provide this equipment's for free as partners
Sundry costs		€ 500	€ 500	€ 500	Hire of copy machines etc. for meeting room. Exhibition equipment etc.
Stationery; other sundries for attendees	€ 5	€ 500	€ 900	€ 1,250	
Registration forms etc	€ 0.30	€ 30	€ 54	€ 75	
Stage banners etc.		€ 150	€ 150	€ 150	
Contingency 10%		€ 2,428	€ 3,097	€ 3,686	
Total expenditure		€ 26,708	€ 34,068	€ 40,546	
Income					
Registration fees @	€ 100	€ 10,000	€ 18,000	€ 25,000	
Hire of commercial exhibition space		€ 2,000	€ 2,000	€ 2,000	If needed
Closing dinner tickets @ 75% take up	€ 25	€ 3,333	€ 6,000	€ 8,333	Subsidised by registration fees and other income
Total income		€ 15,333	€ 26,000	€ 35,333	
Commercial sponsorship target		€ 11,374	€ 8,068	€ 5,212	



IFLA
INTERNATIONAL FEDERATION
OF LANDSCAPE ARCHITECTS

Appendix 9 – Standard model for Speakers' Agreement

SPEAKERS' AGREEMENT

CONGRESS LOGO
HOST ASSOCIATION LOGO
IFLA LOGO



RECOGNITION & ACCREDITATION

IFLA – International Federation of Landscape Architects

IFLA GLOBAL RECOGNITION:

POLICY, STANDARDS AND PROCEDURES FOR RECOGNITION OF LANDSCAPE
ARCHITECTURAL EDUCATION PROGRAMMES

Draft 1.3: September 2020

ACKNOWLEDGEMENTS

IFLA RECOGNITION: Policy, Standards and Procedures for Recognition of Landscape Architectural Education Programmes

Draft 1.0, August 2019 – Andreja Tutundžić (at)

Draft 1.1 November 2019 - Minor additions after IFLA WC Norway

Draft 1.2 September 2020 – comments and edits Mike Barthelmeh (mb)

Draft 1.3 September 2020 – comments and edits

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INTRODUCTION

Following the decision of IFLA World Council in 2016 and 2017 to establish Global system of education recognition and accreditation, IFLA Education and Academic Affairs Committee formed an Education Recognition and Accreditation (ERA) Working Group. The mandate of the working is to developed policy and procedures for phase one of a global quality system for landscape architecture education programmes. The WG comprising two phases: Phase one, which to develop landscape architecture programme recognition and Phase two - development of landscape architecture programme accreditation.

This document outlines the requirements for professional recognition of tertiary Landscape Architecture programmes within IFLA member countries. Part A, Education Policy and Standards, sets out the IFLA education aims and specific standards for recognition of programmes in Landscape Architecture. Part B, the IFLA Recognition Procedures, outlines the expectations for the Recognition Panel reviews and National Association visits.

IFLA STRATEGY TOWARDS RECOGNITION AND ACCREDITATION OF LANDSCAPE ARCHITECTURAL EDUCATION PROGRAMMES

One of the main goals of the IFLA Standing Committee on Education and Academic Affairs (IFLA EAA) is the promotion and maintenance of high standards of academic competencies in landscape architecture. Although the IFLA EAA Committee is undertaking a range of tasks such as promotion of Global Educational Standards and operating a Capacity Building Programme for Landscape Architectural Education, there is no instrument for assessing and monitoring the fulfilment of the education standards on an international level. Only two out of five IFLA Regions operate certain forms of assessment of tertiary education programmes; “School Recognition” in the IFLA European Region and Programme Accreditation in the IFLA Asia Pacific Region.

Establishment of a system for international recognition and accreditation of landscape architecture education programmes for countries which do not have a system of national landscape programme validation, is seen as one of the crucial long-term member services. Such a mechanism does not yet exist on an international level, which makes movement of professionals in many cases quite demanding and time-consuming, especially when it is occurring across the existing IFLA Regions. In the situation where landscape architecture as a profession is faced with more and more demanding tasks resulting from the challenges of contemporary society, the establishment of procedures of this kind would bring several meaningful benefits. The most important ones include a contribution for easier movement of students between programmes (recognition), movement of professionals between countries and regions (accreditation), and assurance that globally recognised education standards are respected across the world.

IFLA’s strategy, adopted at the World Council in Singapore in 2018, is to introduce the policies and procedures for two phases of a global system – the ‘IFLA Recognition’ and the ‘IFLA Accreditation’ for Landscape Architecture Education Programmes. The first one, IFLA Recognition, is largely based on the IFLA Europe Region model of “School Recognition”, which has been in operation since 1998. This approach can be perceived as an input-driven system with the main objective to ensure that education programmes fulfil existing IFLA Education Standards. IFLA Accreditation, the second phase, will be largely based on the “Education Policy and Standards + Accreditation Procedure for IFLA Asia Pacific Region”. This will imply, besides compliance with the defined standards, an assurance of programme quality based on graduate attributes, staffing and resources. A focus on an assessment of the programme’s quality, in the case of tertiary programme accreditation, represents the main difference

between the two phases. Both phases are grounded on the existing IFLA Educational standards, elaborated in *“IFLA/UNESCO Charter for Landscape Architectural Education”* (Appendix 1 and *“IFLA Guidance Document for Recognition or Accreditation”* (Appendix 2).

The IFLA Recognition Policy, especially including the procedural mechanisms, builds upon the mentioned IFLA Europe Regional *“School Recognition”* procedure and expertise gained through numerous educational programmes recognised in the European region. The intention is not to replicate that model for other IFLA regions, but to utilise the experience to create a system that will be applicable in all IFLA regions. Accepting not only the positive outcomes of the European model but also acknowledging identified, mainly procedural gaps, this policy intends to have a positive effect in IFLA Europe region as well.

It is important to note that IFLA’s intention is not directed towards imposing one global system of landscape architecture tertiary education. Quite the contrary, the objective is a collaboration with IFLA Regions and IFLA National Associations, establishing a system of interconnected professional assessment for tertiary education programmes in landscape architecture. In this way, IFLA is appreciating the fact that the methods of education and training for landscape architects differ regionally and this diversity is encouraged to meet new challenges facing contemporary society needs, as well as recognition of regional and local cultures.

The two phases, IFLA Recognition and IFLA Accreditation, are not separate systems, but rather two mechanisms targeting the promotion, advancement and maintenance of the highest standards of academic competencies in landscape architecture tertiary education. They are grounded on the same policies and standards and have specific objectives and procedures. Consequently, the IFLA intention is for its global education policy to be perceived as a whole. However, to become operationalised, both phases need separate procedures and guidelines. This document is therefore related to the elaboration of IFLA Recognition - IFLA Policy, Standards and Procedures for Recognition of Landscape Architecture Education Programmes.

PART A: IFLA EDUCATION POLICY AND STANDARDS

INTRODUCTION TO IFLA RECOGNITION FOR LANDSCAPE ARCHITECTURAL EDUCATION PROGRAMMES

Recognition of landscape architecture education programmes is a non-government, voluntary system of assessment to ensure that tertiary education programmes fulfil existing IFLA education standards. It may be perceived as an inner driven process based on the concept of self-evaluation by the programme provider, in cooperation with the relevant National association. Within that process, the role of IFLA, together with IFLA Regions, is to provide an independent assessment of the self-evaluation to assure that the programme fulfils internationally accepted and globally recognised IFLA education standards.

The Mission

The mission of IFLA Recognition is to evaluate landscape architecture programmes in IFLA member countries¹ against IFLA educational standards, based on existing IFLA Educational Policies. Through this process, IFLA aims to promote knowledge, skills and values sufficient for graduates to enter the landscape architecture profession, ready to begin a period of internship through their employment.

In pursuit of this mission, and through the IFLA Recognition Panel, the body responsible for carrying out the process of IFLA Recognition (Section XY), the goal is to assist existing or emerging landscape architectural programmes to meet the IFLA education standards, in cooperation with IFLA World and Regional EAA Committees working together with the IFLA Education Capacity Building Working Group.

Mandate and Scope of Work

The mandate of the IFLA Recognition Panel is to carry out the process of recognition of landscape architecture education programmes, assessing the fulfilment of IFLA education standards for programmes seeking IFLA Recognition.

An IFLA Recognition Panel may grant IFLA recognition to landscape architecture programmes leading to first, undergraduate or second, graduate-level (bachelor's and master levels) qualifications. The Panel does not have a mandate to assess postgraduate (PhD or Doctoral) programmes, having in mind that the primary goal of recognition is to assess the readiness of the programmes to deliver adequate professional competencies to students, sufficient to allow graduates to enter the landscape architecture profession.

The IFLA Recognition scope of work is related to the assessment of individual education programmes as separate entities, within the context of an educational institution which provides them. That means that the IFLA Recognition Panel does not have the mandate to recognise an education Institution as a whole. Further, an educational institution may apply for the recognition of more than one programme, for example on different levels or, in some cases, for programmes that have different specialisations, typically on the graduate or master's level. In that case, each programme is assessed separately. Accordingly, the outcome of the recognition of different programmes within the same institution may differ.

IFLA Recognition does not include the assessment of pathways related to legal requirements for professional practice within the country where recognition is sought. That means that IFLA Recognition

¹ In some specific cases, IFLA Recognition Panel mandate may be broadened to evaluation of the programmes in countries which are non IFLA members.

does imply any rights for professional practice. Granting recognition status to any programmes should be perceived as a prerequisite for further landscape architectural education that may lead to a professional qualification, upon fulfilment additional criteria required by national association or appropriate body entitled to grant full professional status, such as a licenced or chartered landscape architect.

Normally, an IFLA Recognition Panel can operate in all IFLA Regions and within all IFLA Member countries, in cooperation with the national associations. The scope of work of the IFLA Recognition Panel may be broadened to the evaluation of programmes in countries which are non IFLA members, under a specialised procedure, described in Section XY.

Having in mind the vast differences within IFLA member countries, the mandate of an IFLA Recognition Panel is to grant automatic recognition to any programmes which are accredited within the countries which have well-established systems of accreditation. This procedure is described in Section XY.

The benefits of IFLA Recognition

IFLA Recognition enables equivalence between different landscape architectural programmes, ensuring that all recognised ones fulfil global (IFLA) educational standards. Landscape architecture as a profession has a unique chance to significantly contribute to the increasingly demanding challenges of contemporary society, especially when global markets express stronger demands for free movement of people. The establishment of a procedure for the recognition of landscape architectural programmes can bring several meaningful benefits, such as:

- Ensure that the main, globally recognised educational standards are respected across the world
- Grant and promote international proof of fulfilment of the globally recognised educational standards
- Provide comparable standards for education programmes, which would enable easier recognition of competencies gained within different IFLA Regions and IFLA Member Countries
- Allow monitoring of the education process and observation of trends at the national, regional and global levels
- Provide guidance for existing and emerging landscape architectural programmes to comply with IFLA educational standards, while preserving regional and local specificities
- Contribute to a feeling of security for students and graduates, who are entitled to an assurance that their programme has been independently reviewed and found to deliver professional and higher education standards and competencies based on the internationally accepted IFLA education standards
- Strengthen the position of an education institution (programme provider) to which the recognition process contributes, with an international review of compliance with IFLA educational standards; this may act as a stimulus to the institution to continue to improve their programmes to meet emerging and future needs
- Provide confidence for the community, ensuring that emerging graduates were exposed to adequate knowledge of the theory and practice of landscape architecture according to the IFLA education standards
- Provide confidence to the profession, which is entitled to have confidence in the level of general and technical knowledge and skills delivered to students, whose education is based on the internationally defined educational standards
- Acknowledge and strengthen IFLA's position as the professional body with the responsibility to promote and maintain high and comparable standards of academic competencies.

IFLA RECOGNITION STANDARDS

IFLA Recognition Standards are positioned within the stated education policy context and primarily based on two official and globally recognised IFLA education documents – “*IFLA/UNESCO Charter for Landscape Architectural Education, 2012*” and “*IFLA Guidance Document for Recognition or Accreditation and IFLA Guidance Document for Recognition or Accreditation, 2009*”. In some smaller measure, a few standards are adopted or altered using the IFLA Europe Regional “School Recognition” procedure and operational expertise, as well as solutions proposed within the document “*Education Policy and Standards + Accreditation Procedure for IFLA Asia Pacific Region, 2018*”.

It is important to state that there is no intention to revise existing policies and standards at this moment, but to use them together, compiled to be applicable in the context of IFLA Recognition. This intention may lead to some differences, but only in the way they are presented according to the topics, with the intention to be understandable, transparent and operational. Additional alterations, with a goal to address contemporary, relevant and forward-looking view of the discipline may be found within the standards related to the required knowledge, skills, which are additionally based on the document called “*Minimum Requirements for European Landscape Architectural Studies to Qualify for Professional Recognition, 2011*”, which can be found in Appendix 3.

Being aware that methods of education and training for landscape architects are varied, accepting IFLA regional differences which reflect in the richness of educational approaches and cultural diversities, this policy leaves space for appropriate IFLA Regional addenda to the given standards and recognition criteria. However, regional addenda should not contradict the global education standards and procedures of IFLA Recognition. They may be proposed by any of the IFLA Regions, but need to be formally adopted by the IFLA World Council on the recommendation of the IFLA Education and Academic Affairs Committee.

Each of the Standards describes one of the essential conditions that a programme must meet to obtain and maintain recognition status. A programme must provide adequate evidence that each standard has been met, following the IFLA Recognition Procedure, elaborated in Section XY.

To be recognised, a programme must provide evidence that:

- Standards have been delivered; or
- Substantial progress towards delivering the standards has been made and there is an agreed action plan and time-line to ensure that the standards have been delivered before any students graduate from the programme. This situation would usually imply provisional recognition status
- Alternative standards that are acceptable to the IFLA Recognition Panel have been used in place of the defined standard(s).

IFLA Education Standards for Achieving Recognition Status

S1. Programme Mission, Goals and Objectives

The programme should have a clearly defined mission statement, which is in line with the values and standards of the profession of landscape architecture and are consistent with the IFLA goals and policies. Formally stated academic goals should reflect the mission and values of the programme, while the programme objectives should specifically describe the strategies that will enable delivery of the academic curriculum. The programme curriculum should clearly relate to the IFLA education standards.

S2. Governance, Administration and Academic Staff

- S2.1 The institution offering the programme must be accredited to offer degrees by the governmental institutional accrediting body of its region or nation.
- S2.2 The programme title and degree description must include the term "landscape architecture." Other degree names and title additions may be used for related specialities such as "Landscape Planning".
- S2.3 There is a designated programme leader who ideally holds a qualification in landscape architecture.
- S2.4 The programme staffing should include a least three FTE [full-time equivalent] academic faculty who hold degrees in landscape architecture. If the institution has two first-professional degree programmes (undergraduate and graduate levels), at least six academic FTEs are recommended, of whom a minimum of four have degrees in landscape architecture with an active programme of scholarship and research.
- S2.5 Employed staff expertise should reflect programme mission, goals and objectives and areas of knowledge, skills and values required by the programme curriculum. Ideally, IFLA requires staff who hold degrees in landscape architecture to have a balance of current practice and research experience, which may be achieved across the teaching staff by full-time, part time or contracting staff.
- S2.6 The teacher / student ratio in studios should not be greater than 1:20.
- S2.7 The programme encourages students and staff to participate in community activities at different levels and scales which showcase or contribute to aspects of Landscape Architecture.
- S2.8 The school and programme has established external contacts, both in academic and professional national and international institutes and associations.

S3. Facilities, Equipment and Information Resources

Landscape Architecture programmes must be supported by resources and facilities to ensure effective delivery. The IFLA values the shared learning experiences that occur in studio environments. As studio-based teaching is at the core of Landscape Architecture education, students must have access to adequate and suitable studio space. Programmes are to ensure that students also have adequate access to Information Technology facilities including industry-relevant software and support services. Students are to be exposed to and encouraged to explore current and emerging information technologies.

S4. Programme Duration

- S4.1 A first-professional undergraduate degree is generally not less than four years of full-time study within a recognised tertiary institution. Following the policies in some of the IFLA regions, three-year undergraduate programmes may be recognised as a precursor to further landscape architectural education that may lead to a professional qualification.
- S4.2 A graduate first-professional degree is a master's equivalent to a minimum of two years of full-time study at the graduate level, in addition to the completion of an appropriate undergraduate degree or prescribed bridging/conversion course. A two-year programme at an advanced level is also acceptable, provided that prerequisite training such as, for example, a conversion or bridging programme, contains an adequate number of relevant subjects.

S5. Programme Curriculum

A programme shall offer students education opportunities sufficient to enable an understanding of the range of competencies expected of a professional landscape architect. The first-professional undergraduate degree curriculum shall include the core knowledge, skills, values and applications in the field of landscape architecture. Second, graduate degree curricula should provide advanced and specialised knowledge, thematically and/or regionally.

S5.1 The curriculum has a clear relationship with the IFLA education standards and the programme's goals and objectives

S4.2 Acquisition of knowledge, skills and values are systematically arranged through the programme curriculum courses to provide an opportunity for students to gradually adopt needed competencies.

S5.3 Individual studio project work with direct teacher/student dialogue must form a substantial part of the teaching and learning process. Studio work is to make up a minimum of 50% of the curriculum of Landscape Architectural education systems.

S5.4. The programme must provide specific modules which will enable students to gain significant practical experience during the programme through placements in offices (private and public sector) and/or in practical aspects of the industry.

S6. Education Outcomes

Landscape architectural programmes should involve the acquisition of knowledge and skills within the following areas, which represent the internationally adopted range of competencies expected of a professional landscape architect. However, some of them may be emphasised or be supplemented by specialist fields, particularly on a second, graduate degree curriculum. Those differences, as well as pedagogic approaches of education and training for landscape architects, are varied and this diversity is encouraged to meet the challenges in front of contemporary society and/or recognise regional and local specificities and cultures.

Educational outcomes of landscape architectural programmes should comprise of the following broader areas of knowledge and skills, including their common fields of expertise:

S6.1 Design and Planning

- Theory, principles, strategies and methodologies in landscape and urban planning landscape and urban design and landscape architectural research
- Landscape and site analysis and appraisal skills
- Visual impact assessment, landscape character assessment and landscape evaluation
- Landscape and urban planning, design and management of a wide range of landscapes, scales and contexts, grounded in the cultural and environmental issues and distinctive landscape character of the relevant region
- Sustainable and ecological design and resilience, green/blue infrastructure and the landscape relationship to climate change, water and energy consumption
- Planting design

S6.2 Natural and Functional Aspects of Landscape

- Natural sciences including, but not limited to climatology, geology, topography, hydrology, soil sciences, ecology, botany and horticulture
- Knowledge and understanding of plant communities and plant material
- Land use types and their functional requirements

- Landscape ecology and ecosystem services in land management

S6.3 Man, Society and Environment

- History of landscape architecture, cultural heritage, environmental history and theory
- Fine arts in the past as well as in the present, related to architecture, urban design and landscape architecture, as the basis of design philosophies, design styles, aesthetic standards and symbolic interpretation
- The notions, values and principles of historic landscapes of landscape conservation renewal and management
- Fundamental concepts of the relation between man and his physical and socio-cultural environment, an appreciation of the diversity of contemporary social and cultural perspectives of the environment and their implications on design and planning in the respective region
- Relationships between natural and cultural landscapes and systems, including their conservation and management
- Human health and well being
- International and national environmental and landscape policies, legislation and procedures
- The role of international, regional, national and local government organisation in environmental planning and design

S6.4 Materials, Techniques and Management

- Materials, their uses and performance in different environments including their life cycle value, carbon footprint and life expectancy
- Site engineering and construction, including grading, level changes, manipulation of surfaces to facilitate stormwater values, drainage, planting techniques and a basic understanding of the performance of both natural watercourses and storm water systems
- Design detailing, and an appreciation of the significance of associated construction methods and technical specifications
- The language and terms used in contracts, standards and processes to enable the implementation of landscape projects, including but not limited to contract documentation, specifications, preliminary cost estimates, contract procedures, tender processes and contract administration
- The roles of allied professional disciplines and specialist fields, the range of business and managerial skills required to practice landscape architecture including business practice, entrepreneurial skills, marketing, and project management

S6.5 Information Technology, Computer Applications, Communications and Public Facilitation

- Computer applications including skills in computer-aided design, 3D modelling and visualisation and geospatial technology
- Written and oral communication, and report writing and presentation skills
- Engaging with and facilitating processes of public participation



S6.6 Professional Ethics and Professional Practice

- The policies, procedures and code of professional conduct which informs the practice of landscape architecture in the relevant nation
- The professional code of ethics
- Exercising professional judgement within an ethical framework, including but not limited to acting responsibly in planning, design, management and policy decisions that affect the health and wellbeing of natural systems and communities
- Gender and equity issues and their ethical context
- Incorporation of specific modules or integrated learning focusing on professional practice and practical training, enabling interaction between practice and teaching

PART B: IFLA RECOGNITION PROCEDURE

INTRODUCTION

Recognition of Landscape Architecture Education Programmes within IFLA Regions is a non-governmental, voluntary system of assessment with an objective to ensure that the programmes meet existing IFLA Education Standards. It is a curriculum-driven process based on the concept of self-evaluation by the programme provider, in cooperation with the relevant national association. The role of IFLA is to provide an independent assessment of that evaluation and to assure that the recognition procedure is same for all IFLA Regions.

Recognition is the outcome of an evaluation of a programme against the education standards that are defined in Part A of this document.

This part of IFLA Recognition Policy defines IFLA Recognition stakeholders, with their responsibilities. Further, it describes the IFLA Recognition Procedure, possible outcomes of the recognition process, and procedures in specific situations. The final part refers to the regulations about the promotion of the recognised programmes and recognition fees.

Organisation structure

IFLA Recognition is conducted regionally, meaning that the structure is defined in a way that the IFLA Recognition Panel comprises Five Regional Recognition Panels (IFLA Africa, IFLA Americas, IFLA Asia Pacific, IFLA Europe and IFLA Middle East). The whole Recognition Process is led by the IFLA Recognition Panel Chair in cooperation with the IFLA EAA Committee chair, while the designated Regional Chairs will be responsible for the organisation of the Recognition process within each region (Fig 1).

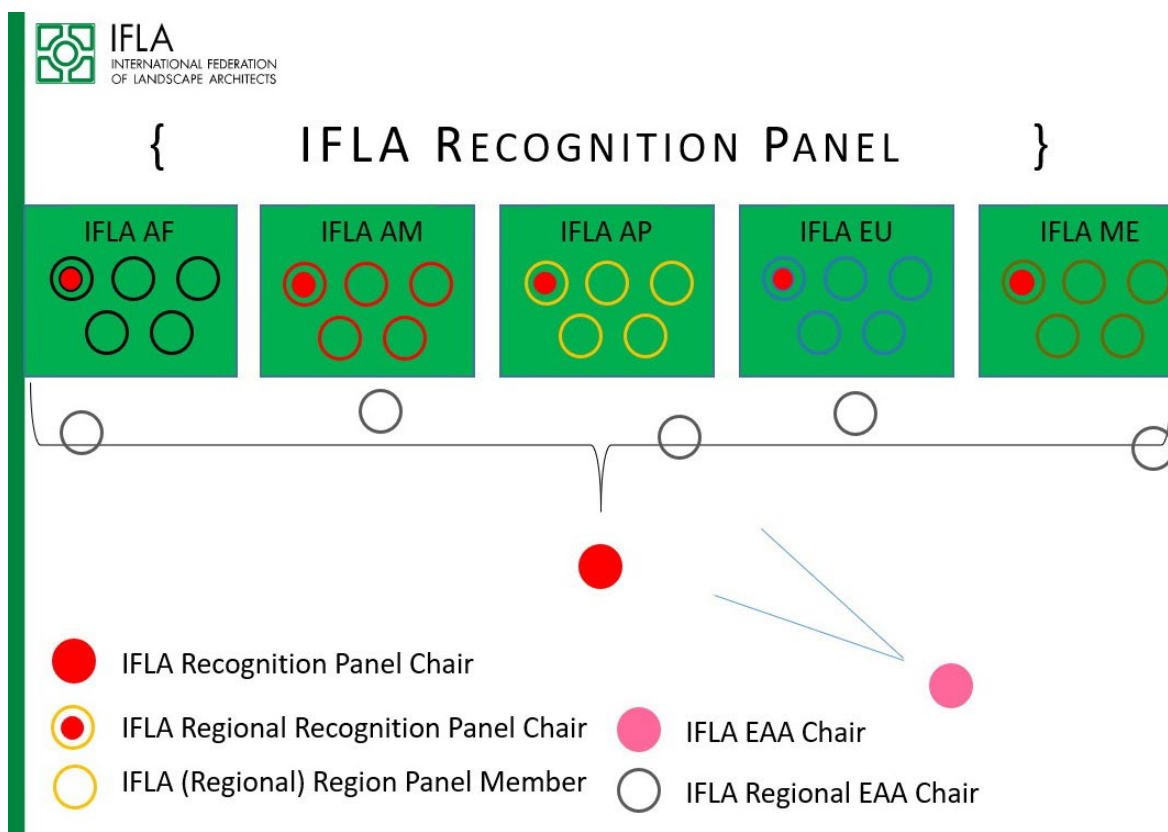


Fig. 1: IFLA Recognition Panel organisation

The IFLA Recognition Regional Committees will only assess applications from their own region. However, the IFLA intention is to manage this globally, and thus enable not only movement regionally, but also globally. This policy intends that the assessment of regional landscape architectural education programmes is done with constant interaction between Regional Recognition Panels. This goal is achieved by introducing the position of an IFLA (World) Recognition Panel Chair who will oversee all Regional activities in close cooperation with the IFLA Regional Recognition Panel Chairs. It is also achieved by ensuring that at least one panellist on a regional recognition panel is from a different region, strengthening the global benchmark standard of each panel.

IFLA RECOGNITION STAKEHOLDERS

The IFLA intention is to establish a system for the international recognition of landscape architecture education programmes which would influence the movement between countries and regions. An equally important objective is to ensure that the main, internationally accepted and globally recognised educational standards are respected across the world, while preserving regional specificities which are recognised as cultivating cultural richness. Following those goals, it is expected that the process of IFLA Recognition has diverse stakeholders, as follows:

- Educational institution - Programme Provider
- IFLA Member National associations
- IFLA World and Regional Education and Academic Affairs committees
- IFLA Recognition Panel
 - IFLA Recognition Panel(s) composition and membership
 - IFLA Recognition Panel Chair
 - IFLA Regional Recognition Panel Chair
 - Appeal Panel

Educational institution - Programme Provider

Professional recognition is a voluntary process initiated by the education provider offering the landscape architectural programme at first undergraduate, or second graduate (bachelor's and master's levels).

The responsibility of the programme provider is to:

- Express their intention to apply for IFLA Recognition, informing the relevant National Association and the IFLA Regional Recognition Panel
- Get well acquainted with the IFLA Policy, Standards and Procedures for Recognition of Landscape Architectural Education Programmes
- Prepare the necessary recognition documentation, including a self-evaluation, completing the IFLA Recognition Check-list, accompanied by the programme curriculum and the profiles of all permanent academic staff
- Organise an IFLA-appointed national association reviewer visit, described in Section XY
- Provide a timely reply to any issues or requests for clarification that the IFLA Recognition panel may have
- Inform the IFLA Regional Recognition Panel about any changes related to the recognised programmes

National Association

National Associations act as a partner and intermediary between educational institutions seeking programme recognition and the IFLA Recognition Panel. All educational institutions applying for IFLA Recognition must have support from their national association. This endorsement should be based on national association reviewer visit, whose responsibility is to assess the integrity of programme self-assessment against defined IFLA Educational Standards.

National associations take part in the IFLA Recognition process with an objective to use resources wisely, by nominating a national association reviewer (Section XY) who will act on behalf of the IFLA Recognition Panel. An additional intention for this approach is to positively influence a closer relationship between National associations and educational institutions on one side and IFLA and the appropriate IFLA Region on the other side.

Responsibilities of the National associations are:

- To motivate national educational institutions to apply for IFLA Recognition
- To support educational institutions interested in IFLA Recognition, by providing contact with the IFLA Recognition Panel, if necessary
- To delegate a National Association IFLA-appointed reviewer who will assess the integrity of the self-review by visiting the educational institution
- To inform the IFLA Regional Panel on their findings. After deliberation, the Regional Panel will inform both the Education Institution and the IFLA Recognition Panel of their decision
- To provide additional assistance to the IFLA Recognition Panel, if needed
- To promote the school and programme(s) if the outcome of the recognition process is successful (e.g. via website, newsletter, social networks or any other means of communication)

Having in mind the vast differences within IFLA member countries, the mandate of an IFLA Recognition Panel is to grant automatic recognition to any programmes which are accredited within the countries which have well-established systems of accreditation. This procedure is described in Section XY.

IFLA World and Regional Education and Academic Affairs committees

The IFLA World EAA Committee has ultimate responsibility for overseeing the implementation of the Recognition Procedure. The IFLA Regional EAA Committees oversees and supports the IFLA Recognition procedure and liaises with the IFLA (Regional) Recognition Panel that carries out the Recognition Procedure.

The responsibilities of the IFLA World EAA Committee, related to IFLA Recognition is to:

- Promote the IFLA Recognition Process, in cooperation with the IFLA Executive Council and especially the IFLA Standing Committee for Communication and External Relationships (IFLA CER)
- Appoint the IFLA Recognition Panel Chair
- Monitor the implementation of IFLA Recognition, including receiving an Annual report from the Recognition Panel for the World Council EAA committee report
- Mediate in the case of any issues that may occur during the process of recognition
- Keep records of all IFLA Recognised programmes and promote the newly recognised programmes in cooperation with the IFLA CER Committee.

Responsibilities of the IFLA Regional EAA committees related to IFLA Recognition are:

- To promote the IFLA Recognition Process within the Region

- To appoint five members of the IFLA Regional Recognition Panel
- To support educational institution interested in recognition, providing information about the requirements and recognition process, in cooperation with IFLA Regional Recognition Panel
- To monitor the implementation of the IFLA Recognition process, through the reports of each Regional Recognition Panel in the Annual Regional Council meetings
- To keep records of all IFLA Recognised programmes within the region and promote the newly recognised programmes in cooperation with Regional CER Committee.

IFLA Recognition Panel

The IFLA Recognition Panel comprises representatives of the five Regional Recognition panels (IFLA Africa, IFLA Americas, IFLA Asia Pacific, IFLA Europe and IFLA Middle East). Its chair is appointed by IFLA, who will liaise with the Regional Panels, the IFLA EAA Committee and the IFLA Executive Committee (Fig 2). This structure allows the committee to carry out a globally comparable recognition of landscape architecture education programmes which will reflect regional specificities. The regional approach allows additions to the IFLA Educational Standards in a form of regional addenda when necessary, described in Section XY.

IFLA Recognition Panel(s) composition and membership

Each Regional Recognition Panel will comprise five experienced Landscape Architects, who are also full professional members of national associations with the Region, one of whom will be elected as the Regional Panel Chair.

The membership of the panel should, as far as possible, reflect the following selection criteria:

- Have a diverse range of practice and academic experience and collectively have current or past experience in both public and private practice
- Ideally, at least one member should be involved in a larger practice or public sector department operating across regional boundaries
- One member should hold an academic position or have previous experience of evaluating programmes of higher education
- Ideally, the panel will comprise graduates from more than one programme
- It is advisable that one member of the Regional Panel should come from a related organisation such as, for example, the Council of Educators in Landscape Architecture (CELA) or the European Council of Landscape Architecture Schools (ECLAS)
- Consistency and continuity of recognition evaluations is to be ensured by a progressive turnover/replacement of panellists who are appointed for a two-year term. They may be reappointed for a period of no more than two additional years immediately following their first period in the Panel.

IFLA Recognition Panel Chair

The IFLA Recognition Panel Chair will have a leading responsibility as an intermediary between IFLA World, through the IFLA EAA Committee, and the IFLA Recognition Regional chairs. The Chair is appointed by the IFLA EAA Committee, with approval of the World Council, for a term of two years with a maximum of two terms.

The IFLA Recognition Panel Chair should have adequate knowledge of different education systems across the world, understanding of different levels of educational development within IFLA Regions, familiarity with IFLA's mission, goals and policies and to possess adequate insight related to contemporary landscape architecture education.

Responsibilities of the IFLA Recognition Panel Chair include:

- Monitor all recognition reviews, to maximise the uniformity of evaluation processes across all IFLA Regions and the standard for recognised programmes
- Oversee the work of the IFLA Recognition Panel, in close cooperation with the IFLA Regional Recognition Panel Chairs
- Support the IFLA Regional Panel Chairs in organising IFLA Recognition Panel meetings, ensuring that there is at least one panellist from a different IFLA Region
- Attend all Recognition Panel meetings in person or virtually
- With the IFLA Regional Recognition Panel Chair, inform the Education Institution, National Association, and IFLA World and Regional EAA Committee Chairs about the decisions of the Recognition Panel
- Advise and support the education institutions whose programme recognition outcome has not been successful, in close cooperation with the IFLA Capacity Building Working group
- Mediate in the case of any issues that may occur during the process of recognition, in close cooperation with the IFLA EAA Chair
- Appoint the IFLA Recognition Appeal Panel
- Ensure that the records of all IFLA Recognised programmes are up to date
- Encourage promotion of the newly recognised programmes in cooperation with the IFLA CER Committee.

IFLA Regional Recognition Panel Chair

The IFLA Regional Recognition Panel Chair will have a responsibility to organize the process of IFLA Recognition within the relevant region, in cooperation with IFLA Recognition Panel Chair, Regional Recognition Panel members and Regional EAA Committee. The Chair is appointed by the Regional IFLA EAA Committee, ideally as one of the national association representatives, with approval of the Regional Executive Council, for a term of two years with a maximum of two terms. Chair of the Regional EAA Committee may also act as IFLA Recognition Panel Chair.

The IFLA Regional Recognition Panel Chair should have adequate knowledge of different education systems within his region, familiarity with IFLA's mission, goals and policies and to possess adequate insight related to contemporary landscape architecture education.

Responsibilities of the IFLA Regional Recognition Panel Chair include:

- Lead the work of the IFLA Regional Recognition Panel members, in close cooperation with the IFLA Recognition Panel Chair
- Advise the education institution interested in IFLA Recognition about the IFLA Recognition Policy, Standards and Procedures and provide support and recommendations when needed
- Receive and inspect the material provided by the educational institution
- Ask for clarification if they notice major issues in the submitted material
- Advise the programme provider about any issues that may arise upon reviewing the application
- Organise an IFLA-appointed reviewer visit from the relevant National Association to the education institution applying for IFLA Recognition
- Disseminate appropriate documentation to Recognition Panel members in a timely manner
- Organise Regional Recognition Panel meetings, in cooperation with the IFLA Recognition Panel Chair
- Chair all Regional Recognition Panel meetings

- With IFLA Recognition Panel Chair, inform the Education Institution, National Association and IFLA World and Regional EAA Committee Chairs about the decisions of the Recognition Panel
- Advise and support the education institutions whose programme recognition outcome has not been successful, in close cooperation with the Regional EAA Committee and the IFLA Capacity Building Working group
- Ensure that the records of all Recognised programmes within the Region are up to date
- Inform the Programme provider and National Association when programmes are up for re-assessment, in order to remain qualified as an internationally recognised programme
- Encourage promotion of the newly recognised programmes in cooperation with the IFLA CER Committee.

IFLA Recognition Appeals Panel

The IFLA Recognition Appeals Panel is an ad-hoc body established to consider an appeal from an education institution should their application for recognition be denied (Section XY).

The Appeals Panel is formed by the IFLA Recognition Panel Chair upon receipt of an appeal. The members of the Appeals Panel are selected from the IFLA Recognition Panel Chairs of the Regions outside the one the appeal is coming from. That implies that members of the Appeals Panel must not be those who performed the initial review. The Appeals Panel will elect a Chair who will further coordinate the actions, in cooperation with the IFLA Recognition Panel Chair.

Conflicts of Interest

The IFLA Recognition process relies on volunteers to serve on the Recognition Panel, as well as a commitment from programme staff to fulfil the IFLA recognition requirements. The IFLA EAA Committee relies on the members of the panel to offer independent advice and professional leadership.

The panel members are required to have no close ties or alliances with the programme under consideration or its staff, to ensure an objective and open review of the programme curriculum. Any connections with the relevant education provider or other direct or indirect connections that could potentially be viewed as a conflict must be disclosed and discussed with the Regional EAA Committee and IFLA Recognition Panel Chairs, to ensure that there is no possible conflict or perception of conflicts of interest.

In the case when any of the members of the Recognition Panel have any direct or indirect relationship with the educational institution applying for IFLA Recognition (for example, an employee or former employee of the educational institution), that member will not take place in the review process and will be replaced by another member of the Panel from the IFLA Region or, when needed, with a Panel member from another IFLA Region.

IFLA Recognition Checklist

The IFLA Recognition Checklist guides an education provider applying for IFLA recognition through a process of self-assessment. The Checklist is designed to gather a majority of the information necessary to assess the educational institution and programmes which are applying for IFLA Recognition.

The Checklist comprises three sections: School Information, Programme Information and Programme Curriculum.

The School Information Section includes information related to the education institution, such as contact information, administrative structure and general information including the number of students on different levels, number of teaching staff, list of facilities and external contacts.

The Programme Information Section gives an overview of the programme, including information on programme mission, goals and objectives and information on any performed external assessment

The Curriculum lists all courses (subjects) by areas of knowledge and skills defined by Standard 6, with the proportion of total student workload within the programme.

The IFLA Checklist can be found on IFLA website, and it will be additionally sent to the applicant upon expressing interest in IFLA Recognition. An example of a correctly presented self-evaluation is shown in Appendix 4.

The Checklist may be subject to additional information and clarification if the applicant finds it to be beneficial, after consultation with the IFLA Regional Recognition Panel Chair.

All IFLA Recognition Checklists filled in by the applicants and assessed during the IFLA Recognition Process need to be archived according to the common regulation related to all IFLA documentation, both at IFLA World and appropriate Regional levels.

IFLA RECOGNITION PROCEDURE

Preparation for IFLA Recognition

The initiative for the recognition of landscape architecture education programmes may be taken either by the Educational Institution wishing to have their programme or programmes assessed against IFLA recognition standards, or by the relevant National Association, in cooperation with the Education Institution. At the start of the procedure, the Education Institution and/or National Association should address the IFLA Recognition Panel Chair, either on the world or regional level, stating their intention to apply for programme recognition. Both the Educational Institution and the National association should be adequately informed about the IFLA Recognition Procedure, especially regarding the standards for recognition, and may ask for additional clarification of any aspect.

Following the initiative, the school should prepare the following information:

- Complete the IFLA Recognition Check-list (Appendix XY). It should be noted that sections 2 and 3 of the IFLA Recognition Check-list need to be filled separately for every programme offered for IFLA Recognition.
- Assemble course outlines of the full programme curriculum
- Prepare profiles of all permanent academic staff, full-time and part-time, including their background, teaching responsibilities, research activities, publications and community involvement

Upon completing the self-evaluation, the education institution needs to send it with the rest of the required documentation to the IFLA Regional Recognition Panel Chair.

The Chair will inspect the material received from the Institution and may ask for clarification and/or amendment of the documentation, if they notice any major issues (for example missing parts of the required documentation, improper way information is provided, etc.). In addition, the Chair may also advise the programme provider about potential issues in fulfilment of the required Standards.

When there is confidence that the documentation provided by the Education Institution is in a satisfactory form, the IFLA Regional Recognition Panel Chair will contact the relevant National Association with an intention to organise an IFLA Assemble appointed reviewer visit.

National Association IFLA-appointed reviewer visit

The National Association from the same country as the Education Institution is responsible for delegating an IFLA-appointed reviewer, ideally from their education committee. The mandate of the reviewer is to become familiar with the documentation provided by the Education Institution via the IFLA Recognition Panel Chair and schedule a one-day visit to the Education Institution. During the visit, the main objective of the reviewer is to check the integrity of the provided information, especially related to their ability to deliver the curriculum. The mandate does not include any quality-oriented assessment. The visit includes a meeting with programme leaders and with a senior Institution representative such as the Faculty Dean, to provide an institutional context and support for the programme applying for IFLA Recognition.

The reviewer's responsibility is to report on the visit outcome to the National Association and the IFLA Regional Recognition Panel Chair. The report, addressed to the IFLA Regional Recognition Panel Chair, should include short information about the visit, with a statement that the information provided is correct.

IFLA Recognition Panel Review

Following the formal acceptance of the material from the applying Institution, and a Letter of Support from the National association, the IFLA Regional Recognition Panel Chair should organise a meeting of the Panel, no later than three months upon receiving the formal application. The meeting should be attended by the IFLA Recognition Panel Chair, two available members of the IFLA Regional Recognition Panel plus at least one member from a different IFLA Region (Fig 2). The Chair will support the organisation of the Panel meetings, by disseminating relevant documents to all members of the panel at least three weeks ahead of the scheduled meeting.

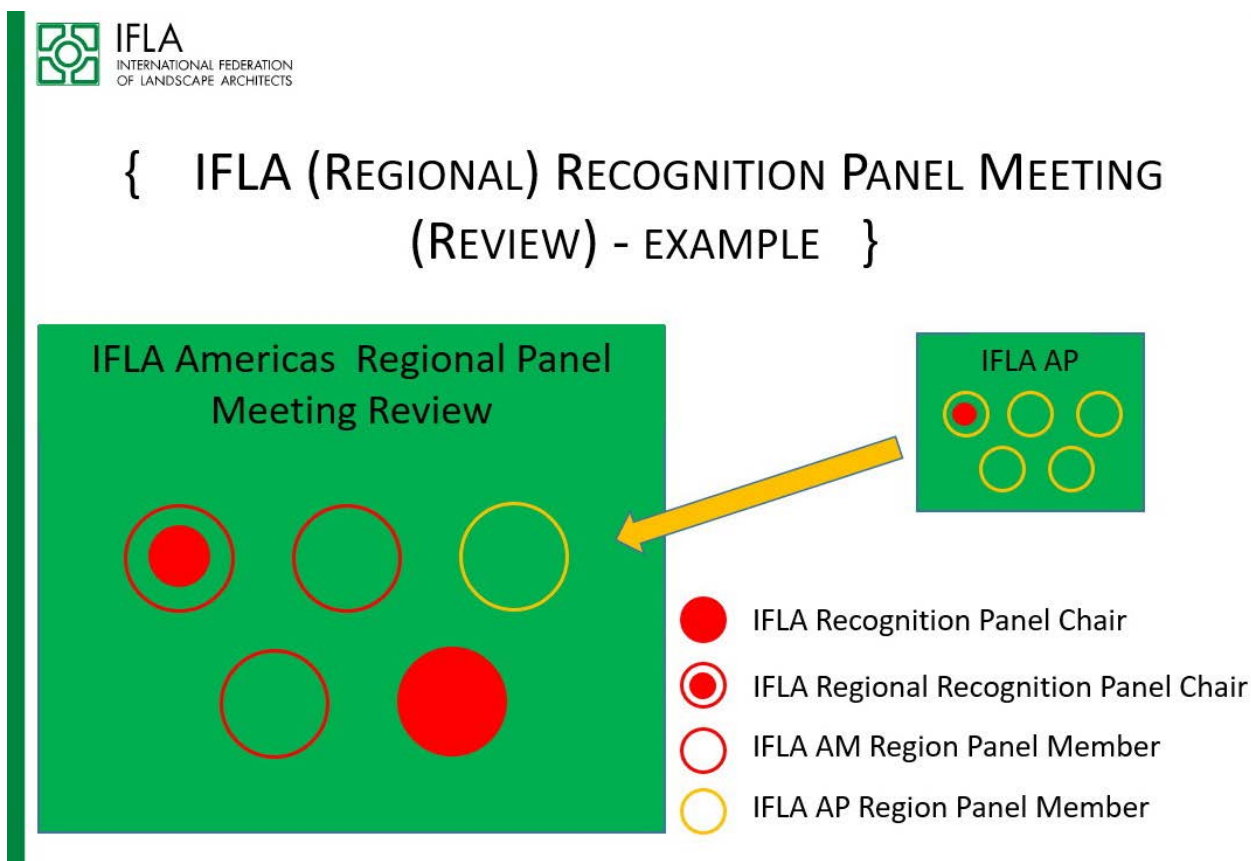


Fig. 2: IFLA Regional Recognition Panel meeting organisation

The main objective of the meeting is to discuss and evaluate the material to make a decision on the applicant's programme recognition based on the defined Standards for achieving Recognition Status (Section XY). If the Education Institution submitted more than one programme, they are assessed individually, especially considering information provided in Sections 2 and 3 of the IFLA Recognition Check-list. During this process, members of the Panel may ask for additional clarification on any issues, which will then be sent to the applicant. Upon receiving the responses, the Panel Chair may call for an additional meeting, or the final decision can be made through email correspondence.

The IFLA Recognition Panel may make one of the following decisions which have been agreed by a majority of Panel members present at the Review meeting:

Recognition

IFLA Recognition is granted when the IFLA Recognition Panel is fully satisfied with the programme curriculum, meaning that the programme meets all of IFLA Education Standards. Recognition will be granted for a period of five years. Following this decision, the IFLA Recognition Panel Chair, with the IFLA Regional Recognition Panel Chair, will send a Letter of Recognition informing the Institution, the National Association and the IFLA World and Regional EAA Committee Chairs about the outcome.

Provisional Recognition

Provisional Recognition is granted when the overall IFLA Education Standards have been generally met, but where certain requirements are deficient. In that case, the Panel will include recommendations for improvement and grant provisional recognition for a period of two years. That period may not be granted more than twice without an intervening period of full recognition. Provisional status is not deemed to be an adverse outcome and is therefore not subject to appeal.

Denial of Recognition

If the programme fails to meet one or more IFLA Education Standards, the application is denied. The Panel will include justification of the decision, within the recommendations for performance improvement. This determination is subject to appeal.

The IFLA Recognition Panel and The Appeals Panel (Section XY) reserve the right to vary their decisions on the Recognition of particular programmes on a case by case assessment of situations that may develop, in particular where specific circumstances are not covered by these guidelines and policy documents.

Notification on Recognition Decisions and Actions

Following the decision of the IFLA Recognition Panel, the Regional Chair notifies the institution in writing of the decision, with appropriate recommendations in the case of Provisional recognition, or justification in the case where the application is denied. Copies of the letter are addressed to the Dean of the Faculty, Head/Chair of the relevant Department or School and designated programme leader, as well as the National Association President and Secretariat.

Appeals procedure

Where an institution wishes to appeal a Denial of Recognition, a written notice of appeal signed by the Faculty Dean or Head of Programme should be addressed to the IFLA Recognition Panel Chair and the IFLA Regional Chair of the EAA Committee, with copies to the National Association secretary and the

IFLA World EAA Committee, within four working weeks of formal notification of the Decision. During the appeal period, the recognition status of the programme will not change.

The institution must submit a comprehensive statement of the reasons for the appeal, having in mind that the Recognition Panel decisions may only be disputed on one or more of the following grounds:

- An incorrect interpretation of the facts of the case was made during the IFLA-appointed reviewer visit
- The standards for recognition were applied incorrectly to these facts.

Appeals based on challenges to recognition standards or procedures will not be accepted.

On receipt of an appeal, the IFLA Recognition Panel Chair will appoint an Appeals Panel as defined in Section XY. The Appeals Panel will elect a Chair who will coordinate actions and disseminate the appeal documentation to all members of the panel. The hearing of an appeal will take place at a time and place designated by the Panel Chair within 60 days of the receipt of the documented appeal. The hearing may be conducted via telephone conference or video link, subject to agreement by all parties. The Chair will preside at the hearing and rule on procedural matters.

The Appeals Panel may either affirm the IFLA Recognition Panel's decision or advise the Panel to reconsider their recommendation, supporting the resolution with a written report. All decisions must be agreed by a majority of the Appeals Panel members. If the Appeals Panel affirms the recommendations of the Recognition Panel, there is no further remedy available to the institution in question and the recommendation remains. If the appeal is upheld, the Appeals Panel, together with the Regional EAA Committee Chair, will make recommendations to the institution for further action.

Annual report

The IFLA Recognition Panel Chair will provide a written report on the progress of the IFLA Recognition Process annually, based on the decisions of programme recognition, at each IFLA World Council. An annual report of the IFLA Recognition Panel should be an integral part of the IFLA EAA Committee report, as a separate document – committee report appendix.

SPECIFIC SITUATIONS REGULATING POLICES

IFLA Automatic Recognition

Having in mind the vast differences in education programmes within IFLA member countries, the mandate of the IFLA Recognition Panel is to grant Automatic Recognition to programmes which are accredited within the countries which have well-established systems of accreditation. This procedure is described in Section XY.

Application of the programmes in non-IFLA members countries

Normally, the IFLA Recognition Panel operates in all IFLA Regions and within all IFLA Member countries, in cooperation with the relevant National associations. The scope of work of the IFLA Recognition Panel may be broadened to the evaluation of programmes in countries which are not IFLA members, under the specialised procedure described in Section XY.

FINAL NOTE

Please note that the version 1.3 of the IFLA Global Recognition: Policy, Standards and Procedures for Recognition of Landscape Architectural Education Programmes from September 2020 still need some additions. Although we can conclude that most of the content is present, we are listing titles of the chapters that are partly drafted, but they do require further elaboration. In addition, WG left few open questions, open for discussion. Finally, there are list of other consideration, for information and eventual suggestions, that will be taken into account during the next steps, especially with experience we expect to gain in scope of piloting phase.

CONTENT

Within Part A

- Current situation related to the Accreditation and Recognition of Landscape Architectural Educational Programmes`
- Education Policy Context
- Key terminology: Definitions and Interpretations

Within Part B

- IFLA Recognition Appeals Panel
 - Responsibilities of the IFLA Recognition Appeals Panel
- IFLA Recognition Panel Executive Secretary
- Promotion of recognised programmes
- Specific situations regulating polices
 - IFLA Automatic Recognition
 - Application of the programmes in non-IFLA members countries
 - Procedures related to the cases when there are issues between the Educational Institution and National Association
- Recognition fees
- Final considerations
- List of abbreviations
- Appendix XY: Accreditation process summary (preferably graphically presented)

QUESTIONS

Within Part A

The benefits of IFLA Recognition

- Assist the easier mobility of professionals between countries and regions, which can facilitate mutual recognition of professional qualifications – *to be discussed*
- When combined with phase two accreditation, assist the easier mobility of professionals between countries and regions, which can facilitate the mutual recognition of professional qualifications – *to be discussed*

Within Part B

National Association

- To be ready to accept graduates from the school obtained the IFLA Recognition as members, upon any additional requirement defined by the Association Constitution or By-laws
- To provide information of any changes related to the nationally accredited or recognised educational programmes, in the case of automatic recognition.

OTHER CONSIDERATIONS

- Archives of recognised programmes
- Relation with IFLA Database (PREP Survey Project)
- Approved institution seal of stamp – regulations regarding usage of IFLA Recognition Logo
- Possibility for educational institutions to become IFLA corporate members, in the case of successful recognition of given programmes

APPENDIX 1 - IFLA/UNESCO CHARTER FOR LANDSCAPE ARCHITECTURAL EDUCATION

IFLA/UNESCO CHARTER FOR LANDSCAPE ARCHITECTURAL EDUCATION

(final draft: July 2012)

Glossary of Terms used in the Charter

Landscape: An area, as perceived by people, whose character is the result of the action and interaction of natural and/or human factors. (European Landscape Convention)

Cultural landscapes: Landscapes that embrace the diversity of manifestations of the interaction between humankind and its natural environment. These include designed, organically evolved and associative landscapes. (as defined by ICOMOS ISC and the UNESCO World Heritage Convention)

Landscape architecture: The profession that applies aesthetic and scientific principles to the design, planning, analysis and management of both natural and built environments.

Sustainable development: A pattern of resource use that aims to meet human needs while preserving environmental values for both their own sake and to meet human needs for both present and future generations.

International Federation of Landscape Architects (IFLA): IFLA is a democratic non-profit, non-governmental organization that promotes education and practice in sustainable landscape design, planning and management.

Introduction

Our world presents complex challenges with respect to accommodating development and preventing the all too frequent ecological, social and functional degradation of human settlements and regional landscapes. The design and planning of landscapes has a long history and contemporary practice is concerned with issues facing society such as climate change, quality of life at the community level, and sustainable resource use. As landscape architects, we are concerned with the future development, management and protection of our landscapes and believe that sustainable development and human well-being are fundamental to our work. This makes it essential for education and research conducted in academic institutions to provide the knowledge and skills required to allow graduates to formulate appropriate solutions for the present and the future.

Educational qualifications to practice in the field of landscape architecture are to be founded on a vision that is sensitive to the diverse needs of society as reflected below:

- To improve the quality of life for communities and all the inhabitants and users.
- To recognize and nurture cultural diversity and biodiversity.
- To add social and cultural value to sites and outdoor public space.
- To promote an approach to landscape planning and design interventions which enhances social sustainability, cultural and aesthetic needs, and the physical requirements of people.
- To employ an ecological approach to land use planning, design and landscape regeneration, that ensures sustainable development of the built environment through the appropriate integration of biological, land, water and atmospheric systems.
- To recognize the role of public realm landscape as a place for social and cultural expression interchange and make these accessible to all individuals and communities.
- To promote equity through work with disadvantaged groups or communities and the development of solutions that are affordable and accessible to the broad population.

Educational Objectives

Landscape architecture incorporates architectural, artistic, ecological, engineering and scientific principles, and therefore landscape architectural education should build the capacity to conceptualize, coordinate and execute integral designs rooted in human traditions and the knowledge of natural and human-made systems.

1. Landscape architecture is an interdisciplinary field that comprises several major components including the humanities, social and natural sciences, technology and the creative arts. Education should include training in the physical design of landscapes; landscape studies that incorporate the assessment, planning, and management of landscapes; and landscape research.
2. The educational programmes leading to formal qualifications and permitting professionals to practice in both the private, public and academic sectors is to be at university level with landscape architecture as the principal subject.
3. The landscape architect does not work alone and students must be instilled with the ability and desire to work on interdisciplinary teams, often in a leadership role. Community outreach and service learning in multicultural contexts are encouraged. The importance of local knowledge (citizens, decision-makers or experts) and its contribution to the design process is essential.
4. Educational programs should promote landscape architectural design which considers the cost of future maintenance, life-cycle costing and site sustainability.
5. Landscape architectural students should be made critically aware of the political and financial motivations behind clients' needs within the context of public policy and the environment in order to foster an ethical framework for decision making.
6. Methods of education and training for landscape architects are varied and this diversity is encouraged to meet new challenges facing society and recognize local culture.
7. In order to benefit from the wide variety of teaching methods, exchange programmes for teachers, and students at advanced levels is desirable. Regional and international student design competitions, awards and exhibitions are to be supported by schools and the profession.
8. Systems for continuing education must be set up for landscape architects; landscape architectural education should never be considered as a closed process.
9. The increasing mobility of landscape architects between the different countries calls for a mutual recognition or validation of individual diplomas, certificates and other evidence of formal qualification.

Criteria for Landscape Architecture Education

In order to achieve the above mentioned objectives, the following criteria should be considered:

1. Design project work must be a synthesis of acquired knowledge and skills. The landscape architectural curriculum should include the subjects referred to under the educational objectives of this Charter. Individual studio project work with direct teacher/student dialogue must form a substantial part of the teaching and learning process. Landscape architectural education involves the acquisition of knowledge and skills within the following areas:
 - History of cultural form and an understanding of design as a social art
 - Social, political, economic and natural systems
 - Natural sciences such as geology, hydrology and biology.
 - Plant material and horticultural applications

- Site engineering including materials, methods, technologies, construction documentation and administration, and applications
- Theory and methodologies in design, planning and research
- Landscape design, management, planning and science at all scales and applications
- Ecological studies and principles of sustainability
- Information technology and computer applications
- Public policy and regulation
- Communications and public facilitation
- Ethics and values related to the profession

Additional knowledge and skills may be required at a regional or local level.

2. The balanced acquisition of knowledge and skills outlined above requires a long period of maturation.

The education and training of landscape architects encompasses both the academic and the post-graduate/professional elements. First professional degrees in landscape architecture may be offered at the undergraduate or the graduate levels. An undergraduate degree is generally not be less than four years of full-time studies in a university or an equivalent institution. Graduates from three year programmes are required to undergo further training and development before being fully qualified by the profession. The pathway to full professional status requires continuing education after graduation and is based on development and mentoring in order to fully prepare the graduate for professional life. A graduate degree will normally require a minimum of two years of full time study or for an acceptable period on a part time basis. Entrance into graduate programmes will require an undergraduate university degree in landscape architecture or other fields accepted by the institution. This diversity serves to accommodate local practice needs, research and/or specialization. Research degrees may also be offered at the PhD level.

3. Each teaching institution must adjust the number of students according to its teaching capacity.

Criteria for the selection of students shall be in relation to the aptitudes required for a successful training in landscape architecture and will be applied by means of an appropriate selection process organized by the schools at the point of entry in the programme.

4. Adequate studios, facilities for research, advanced studies, information and data exchange for new technologies should be provided at schools of landscape architecture. Computer technology and the development of specialized software should be incorporated into appropriate aspects of landscape architectural education.

5. Continuous interaction between practice and teaching of landscape architecture must be encouraged and protected.

APPENDIX 2 - GUIDANCE DOCUMENT FOR RECOGNITION OR ACCREDITATION PROFESSIONAL EDUCATION PROGRAMMES IN LANDSCAPE ARCHITECTURE

GUIDANCE DOCUMENT FOR RECOGNITION OR ACCREDITATION

Professional Education Programmes in Landscape Architecture

Approved by IFLA World Council, June 2008

Approved by EFLA Education Committee, November 2009

Preamble

The International Federation of Landscape Architects through its Charter for Landscape Architectural Education (2005) supports the advancement of professional education worldwide. The Charter sets out principles, objectives and criteria for professional educational programmes in landscape architecture [see appendix A]. This document sets out IFLA guidance on procedures for the recognition and accreditation of such programmes.

Definition

Accreditation is a non-governmental, voluntary system of monitoring and review of tertiary education, in which programmes and/or institutions are benchmarked against specified requirements for the education of professionals. There is typically a high degree of self-evaluation and self-regulation, which is overseen by an accrediting body or organization that represents the profession that is served by the educational programme.

IFLA Objectives for Accreditation

IFLA has developed this *Guidance Document for Recognition or Accreditation* to provide information and guidance in two areas:

1. To provide guidance for countries and regions that are developing or already have formal systems for accreditation or recognition. These systems exist in North America, Australia, New Zealand, Europe, and many other parts of the world. It is desirable for regions or countries to have systems for professional programme accreditation that are specific to the needs and educational approaches for that area, but with increasing international movement and global activity of the profession it is also helpful if accreditation systems and the programmes they recognize have some common features and comparable standards worldwide. This document provides guidance on the generic features regarded as important by IFLA
2. To provide a framework for countries and regions that do not have a system for accreditation or recognition. This situation may arise due to the historic lack of programmes in landscape architecture, limited resources, or the lack of expertise to establish a fully autonomous system. This guide is intended to provide a basis for the formulation of future systems.

IFLA recognizes that formal accreditation processes require a framework of principles for the recognition of educational programmes and establishment of minimum standards. These guidelines are based on the following principles:

1. Landscape architecture is a distinct profession requiring education at a university level that addresses a recognized body of knowledge at a high standard.

2. Diversity of educational programmes is encouraged.
3. Self-evaluation and self-analysis of programmes and curriculum is promoted.
4. Local needs and institutional educational objectives will be recognized in the process.
5. Regional and national accreditation systems for landscape architecture are encouraged
6. Accrediting agencies shall be independent from the programme and institution being accredited.

Standards

The following criteria are recommended for a programme to achieve recognition as being professionally accredited or recognized:

1. The programme degree description is to include the term “Landscape Architecture”. Other degree names may be used for related specialties such as “Landscape Planning”.
2. The institution offering the programme must be accredited to offer degrees by the governmental institutional accrediting body of its region or nation.
3. A first-professional undergraduate degree should be of at least four full-time academic years in duration.
4. A graduate first-professional degree is a master’s equivalent to a minimum of two years of full-time study at the graduate level, in addition to the completion of a prescribed undergraduate course of study or other degree.
5. There is a designated programme leader who holds a qualification in landscape architecture.
6. The programme staffing should include a least three FTE [full time equivalent] academic faculty who hold degrees in landscape architecture. If the institution has two first-professional degree programmes (undergraduate and graduate levels), at least six academic FTEs are recommended, of whom a minimum of four have degrees in landscape architecture with an active programme of scholarship and research.
7. The educational programme(s) should cover the knowledge areas (Section II.3) and other requirements outlined in the IFLA Charter on Landscape Architectural Education and as prescribed by the country or region in question. See appendix A.

Evaluation

When accrediting an educational programme, the following categories will be evaluated:

1. The stated objectives of the programme and evidence of their achievement.
2. Academic curriculum as related to the IFLA/UNESCO Charter and the relevant standards developed for that country or region.
3. Student performance and graduation statistics.
4. Graduate profile and employment experiences.
5. Faculty qualifications, experience and evidence of scholarship.
6. Governance and administration, including institutional structure and quality of management processes.
7. Facilities and resources.
8. Relationship to the institution and the community.

Procedures in countries or regions where no system is available

In the absence of a readily identified system, the process for accreditation is as follows:

1. An educational institution seeking accreditation for its programme{s} may apply to the IFLA Education Committee for advice.
2. IFLA provides information upon available systems within that country or region that could conduct the process.

3. If no system is available in that country or region, other relevant systems will be suggested for investigation, and potential accrediting agencies identified.
4. The institution prepares a written self-evaluation report on the programme and submits to the body identified as suitable for conducting the review.
5. The body appoints a visiting team of assessors, who carry out a visit to the programme.
6. The visiting team prepares a report on findings, which is submitted as a draft to the institution seeking accreditation, who in turn reviews the report for factual errors, and provide their comments to the body.
7. The body considers the response, and determines the outcome of accreditation.
8. The accrediting body advises the programme director and the institution administration of its decision, and informs IFLA of the outcome

IFLA involvement of this type is only anticipated when no professional system is available in a given country or region. It is not intended as an alternative to already established systems

Accreditation status

There are normally two categories of accreditation that may be given:

Provisional Accreditation - This is granted following the initial visit, in situations where the overall standards are generally suitable for professional accreditation, but where certain requirements are deficient. If this occurs, the institution is advised in the visiting team report. Provisional accreditation can only be held for a limited period, during which the institution is expected to address the substantive shortfalls identified in the initial visit. Evidence of this must be supplied to the accrediting body before full accreditation can be conferred.

Full Accreditation - This is granted when the visiting team is fully satisfied following the visit that the programme meets all specified requirements. Full Accreditation is normally granted for a specified term [typically five years]. Following that time, the programme may reapply for renewal if a local accreditation system is not available at that time. The body will determine if a follow-up inspection visit is required.

Financial arrangements

The costs of accreditation are shared between the accrediting body and the programme seeking accreditation. Financial responsibilities are as follows:

1. The body will provide administrative support and maintain a roster of potential visiting team members.
2. All members of the visiting team will volunteer their time as a service to the profession.
3. All expenses of the visit, including travel, lodging and meals will be borne by the programme/institution requesting accreditation. The institution will arrange for the lodging and meals during the visit and reimburse Visiting Team members for travel costs. All travel will be at economy class at the lowest available cost.

IFLA register of accrediting systems

The IFLA Education Committee will maintain a register of accreditation systems that substantially meet the principles set out in these guidelines, and of bodies that are potentially capable of undertaking an accreditation visit. This register will be reviewed annually by the committee.

APPENDIX 3 - BIRMINGHAM DOCUMENT: MINIMUM REQUIREMENTS FOR EUROPEAN LANDSCAPE ARCHITECTURAL STUDIES TO QUALIFY FOR PROFESSIONAL RECOGNITION

MINIMUM REQUIREMENTS FOR EUROPEAN LANDSCAPE ARCHITECTURAL STUDIES TO QUALIFY FOR PROFESSIONAL RECOGNITION BY EFLA AND ECLAS

DEFINITION OF LANDSCAPE ARCHITECTURE

Landscape architects research, analyse and realise the potential of the landscape at all stages, scales and contexts of the development process including

- landscape planning and policy development
- feasibility studies,
- strategic vision, planning and review,
- master-planning and spatial design
- detailed design
- implementation
- long-term maintenance and management.

REQUIREMENTS FOR LANDSCAPE ARCHITECTURE

These activities require students to have knowledge, understanding and abilities in 5 areas:

1. Landscape Architectural Practice

- The landscape as a cultural and natural concept, a physical and abstract entity, having both economic and social value
- Creating designs that satisfy both aesthetic, policy and technical requirements
- An understanding of the relationships between people and their landscapes, and of the relationships between natural and cultural environments
- A knowledge of urban and rural design, and the protection, planning and management of the landscape

2. Theory and Precedent

- Formulating and applying landscape architecture concepts, ideas and theory
- An understanding of the history of the landscape and the discipline and practice of landscape architecture
- An understanding of relationships with the arts, humanities, technology and science

3. Technology and Sustainability

- A knowledge of materials, physical properties and technologies
- A knowledge of standards and legal procedures necessary to realise proposals.
- Design skills necessary to meet society's response to environmental change and the need for sustainable development.

4. Physical, Ecological Social, and Cultural Processes

- engagement with society and how to enhance the perception and awareness of landscape identity
- Knowledge and understanding of the structure and development of spatial design and of abiotic, biotic and anthropogenic processes

-

5. Professional Values and Ethics

- Understanding, developing and communicating the methods of research and inquiry in the preparation of a brief for a landscape proposal
- An understanding of the profession of landscape architecture and the role of the landscape architect in society
- An ability to lead, coordinate and work in a multidisciplinary environment with related professions while respecting professional distinctions
- Knowledge and understanding of the process of planning and design and its main phases of research and analysis, defining goals and programmes, project management.
- An ability to engage and lead processes of participation
- An understanding of landscape architecture in the context of both private practice and the public sector

DURATION OF STUDIES

The minimum duration of studies should normally total 240 credits ECTS awarded or recognised as equivalent by an academic university program in landscape architecture in order to achieve the academic requirement for a later National or State Recognition. For conversion students, before embarking on a 180 credit programme, a maximum of 60 credits may be recognized prior learning arising from a preceding undergraduate degree.

The student workload for one ECTS (European Credit Transfer System) is equivalent to 30 hours of contact hours and independent studies.

These requirements refer only to the academic education of landscape architects and not to the requirements for the professional recognition as defined by National Associations

RELATED PAPERS

- ECLAS: Tuning Landscape Architecture Education in Europe, Version 27, January 2011
- EFLA/IFLA: Guidance Document for Recognition or Accreditation 2009
- IFLA: Draft Definition of the profession for discussion with the International Labour Organisation (ILO), April 2008
- EFLA/IFLA: Charter for Landscape Architecture Education 2008
- Dutch Law on Architecture, Additional Regulations for Landscape Architects

First draft Birmingham, 11 February, 2011; edited Edinburgh College of Art, 17 March 2011.

Last amendment at the EFLA 2011 General Assembly, Tallinn, Estonia.

Adopted by EFLA at the EFLA 2011 General Assembly, Tallinn, Estonia, November 2011.

Adopted by ECLAS at the ECLAS 2012 General Assembly, Warsaw, Poland, 19 September 2012 with the recommendation to be further condensed.

Authors: EFLA: Nigel Thorne, Kathryn Moore, Andreja Tutundzic, Fritz Auweck, Tony Williams
ECLAS: Diedrich Bruns, Erich Buhmann, John Stuart-Murray

APPENDIX 4 – EXAMPLE OF THE APPROPRIATE PREPARED CHECK-LIST (IFLA EU SCHOOL RECOGNITION ARCHIVE)

SECTION 1: SCHOOL INFORMATION (to be completed by each school)		EXAMPLE OF APPROPRIATE FILLED IFLA EU CHECK LIST	
Institution			
1	Address Information	Name of the school/institution	Swedish University of Agricultural Science, Department of Urban and Rural Development
		Address	Ulls väg 28B, 756 51 Uppsala, Sweden
		Post Box Number	P.O. Box 7012, 750 07 Uppsala, Sweden
		Telephone	+46 18 671900
		Fax	+47 18 673512
		E-mail	sol@slu.se
		Internet URL	www.sol.slu.se
		Contact person	Klas Eckerberg
2	Administrative structure and general information	Type of institution (e.g. University, Fachhochschule, Ecole Supérieure)	University of Professional and Higher Education
		Faculty or Department	Faculty of Natural Resources and Agricultural Sciences
		Names of the faculties/departments that deliver courses in landscape architecture	Department of Urban and Rural Development; Department of Soil Sciences; Department of Ecology
		Number of teaching staff	34 (23 FTE)
		Number of qualified landscape architects in teaching staff	15 (13 FTE)
		Number of staff engaged in research	18 (12 FTE)
		Number of undergraduate students/year (nb it is anticipated that there will be three levels once the Bologna Declaration is implemented)	No. level (year) 1: 60
			No. level (year) 2: 58
			No. level (year) 3: 37
		Number of Masters level students	55
Number of Doctorate level students	4		
Facilities: library, digital design, studios, botanical garden, etc.	Library, digital and non-digital studios, atelier, botanical garden, pedagogic garden.		



		General philosophy of the school towards landscape architecture education (max, 75 words)	The school offers an interdisciplinary education with a broad variety of courses in natural- social- and human sciences. Courses in plant material, biology, ecology, design, urban development and history are sandwiched between studio courses, where the students are trained in professional skills and process thinking. In the final years the student can choose in depth studies in landscape design or landscape planning, attaining courses that have a close connection to research and landscape theories.
		List of programmes that are offered (title, post/under-graduate, full-time/part-time, duration)	5 year full-time professional programme, ending in an MSc degree in landscape architecture or landscape planning. After 3 years, students can obtain a BSc degree in landscape architecture or landscape planning.
		Names of schools in other countries with which collaboration exists	University of Sheffield Norwegian University of Life Sciences University of Copenhagen Wageningen University University of Évora
		Exchange programmes	Currently, the department offers no English spoken courses in landscape architecture that are suited for international students entering the ERASMUS programme.
3	External contacts (national and international)		



SECTION 2: PROGRAMME / COURSE INFORMATION (Please fill in separately for each programme)			
Programme/course			
1	Title	In original language plus English	Yrkesprogram landskapsarkitekt / Landscape Architect Professional Programme
2	Type of degree	Level of degree	Bachelor of Science + Master in Science
		Is there a thesis in the degree?	Yes, one on each level.
3	Mode	Full-time/part-time/other	Full-time
4	Duration	in years in ECT	5 180 ECT to BSc level and 300 ECT to MSc level.
3	Principles, aims and methods of the programme	Teaching aims in years/parts of the programme (vocational, professional, academic)	During the first three years students are offered courses on different academic subjects such as horticulture, botany, biology, ecology, design, history and different IT-programmes such as CAD and GIS. The courses are sandwiched between studio courses where professional skills and processes are trained. The courses in advanced years are closely connected to research and theoretical questions as well as professional practice. Studio courses, professional practice and final thesis are compulsory. A wide range of optional courses can be chosen for in depth studies to obtain specializations in landscape design or in landscape planning.
		Description of teaching methods (projects, exercises, lectures, excursions, seminars, etc.)	In the multitude of academic subjects that comprises this interdisciplinary education several pedagogic teaching methods are used such as: exercises, lectures, excursions, workshops, studios, seminars, problem based learning and practical training.
		Relation of between theoretical education and training in design/planning skills	150 ECT of the programmes 300 ECT are classified as ECT where the students train design and planning skills. In other words, at least 50 % of the education is attending to these skills.
5	Conditions of admittance	Level of previous education and training of the student	Basic eligibility with completed upper secondary education leaving certificate in: Mathematics level C Swedish level A and 2B English level A Social sciences level A Biology level A Physics level A Chemistry level B



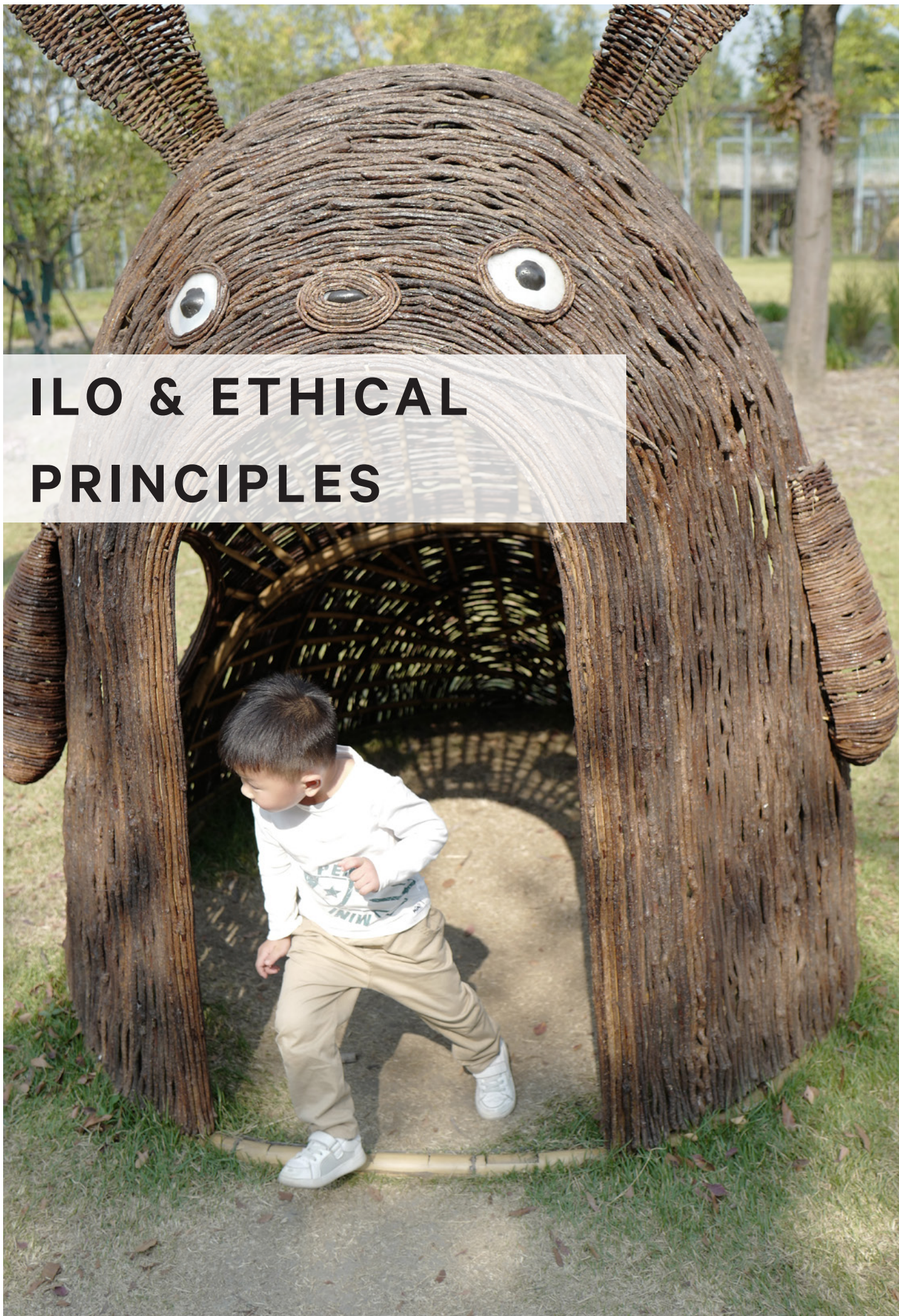
		Pre-conditions concerning practical experiences/practical training	None
		Entrance examination	No
6	External Assessment	Has the quality and content of the programme been assessed by an external agency? If so, name the agency/ies?	The education was assessed 2004 by the governmental organisation "Swedish National Agency for Higher Education" (Report can be found on http://www.hsv.se/). Evaluation of the education will be done every 4 th year.
		Has the National Professional Association made a recommendation for EFLA recognition? If so, give details, date and attach letter of recommendation	<i>Yes, on the xxx of September the Academy of Landscape Architecture in the Swedish Association of Architects recognised the course following the EFLA-criteria.</i> <i>(Detta ska alltså dateras efter det följebrev som måste skrivas under på akademien för landskapsarkitektur)</i>



SECTION 3: Contents of landscape programme following the format of the EFLA Recognition Procedure¹ (Please fill in separately for each programme)			
	Title of the programme/ course	Landscape Architecture Professional Programme	
	Undergraduate/postgraduate level	MSc in Landscape Architecture (integrated: 300 ECTS)	
	Area of knowledge and skills	Subjects	ECTS credits
1	Landscape design and planning (e.g. design and planning theory and skills)	<u>Compulsory</u> Landscape Architect - an Introduction 7 Studio - Site Planning 13 Studio - Changes in the Landscape 7 Studio - Designing the Neighbourhood 8 Studio - Garden and Details 7 Studio - Urban Streets and Squares 6 Studio - Urban Space and Park Design 12 Place and Space 6 Graphic Arts and Design, Basic Course 6 Applied Graphic Arts and Design 7 Plant Knowledge and Plant Use, Basic course 8 Biology of Plant Design, Basic Course 6 Biology of Plant Design, Advanced Course 6 <u>Elective</u> Graphic Arts and Design, Croquis 1 Construction Materials 5 Project Snow and Ice 10 Project - Urban and Rural Landscapes 10 Studio - Designing Urban Space 10 Designing with Plants 10 Comprehensive Planning 15 SUM;%	160; 53%
2	Man, society and environment (e.g. landscape history/theory, history of fine arts, of architecture, urban design and landscape architecture, principles of government and legislation)	<u>Compulsory</u> Urban History and Urban Structure 8 Garden and Park History 5 <u>Elective</u> Construction Projects - Regulations and Processes 3 Urban Design and Urban Planning 8 Urban Design for Children and Youth 10 Theories in Contemporary Landscape Architecture 5 SUM; %	39;13%
3	Natural and functional aspects of landscape (e.g. ecology, land use types and functional aspects of landscape,	<u>Compulsory</u> Processes in the Landscape 8 Ecology 7 Ecological Botany 7 Geology and Hydrology 5 Soil Science and Geotechniques 10 <u>Elective</u> Design by Management 10 Nordic Landscapes 8 Soil Fertility and Constructed Plant Beds 3 Environmental Impact Assessment 5 SUM, %	63; 21%



4	Techniques and management (e.g. data processing, landscape construction and engineering, project management, landscape management)	<u>Compulsory</u> Landscape Construction, an Introduction	6
		<u>Elective</u> Landscape Construction, Advanced Course	7
		Light, Sound and Water	5
		Digital Image Processing	4,5
		SUM, %	22,5; 7,5%
5	Other subjects and courses	<u>Compulsory</u> Project in Landscape Architecture / Planning (BSc Thesis)	15
		MSc Thesis	30
		<u>Elective</u> Criticism of Architecture	10
		SUM, %	55; 18%
	Practical training	<u>Compulsory</u> The Profession in the Practice	20
		Workshop I-III	9
		<u>Elective</u> Project 1:1	10
	SUM, %	39; 13%	
	Elective / option subjects		
TOTAL ECTS (European Credit Transfer System) CREDITS			300
1) EFLA Education Policy Document, November 1998 p3 "Areas of knowledge and skills".			
Please note that check list has to be filled in for each program separately – if the school offers independent BSc and MSc level tables 2 and 3 should be filled in for each program separately			



ILO & ETHICAL PRINCIPLES

IFLA (INTERNATIONAL FEDERATION OF LANDSCAPE ARCHITECTS) DEFINITION

(BASED ON THE EXISTING DEFINITION BY ISCO - INTERNATIONAL STANDARD CLASSIFICATION OF OCCUPATIONS / 08)

ABOUT THE PROFESSION OF LANDSCAPE ARCHITECT

LANDSCAPE ARCHITECT

Landscape Architects plan, design and manage natural and built environments, applying aesthetic and scientific principles to address ecological sustainability, quality and health of landscapes, collective memory, heritage and culture, and territorial justice. By leading and coordinating other disciplines, landscape architects deal with the interactions between natural and cultural ecosystems, such as adaptation and mitigation related to climate change and the stability of ecosystems, socio-economic improvements, and community health and welfare to create places that anticipate social and economic well-being.

The tasks of Landscape Architects include:

- (a) Developing and managing the landscape by carrying out actions and preparing and implementing projects for heritage protection, preservation of natural and cultural landscapes, rehabilitation of degraded landscapes, and new development through a process of design, planning, management and maintenance.
- (b) Conducting research and analysis to develop sustainable landscape design, planning and management practices, theories, methods and development strategies to promote green infrastructure, the sustainable management of natural, agricultural, rural and urban landscapes and the sustainable use and management of global environmental resources.
- (c) Carrying out feasibility studies and impact assessments to gauge the effect of development on the ecology, environmental character, cultural values and community health and welfare of landscapes.
- (d) Collecting and documenting data through site analysis, including an appreciation of indigenous practices, landform, soils, vegetation, hydrology, visual characteristics and human-made and managed features.
- (e) Preparing landscape documentation, including drawings, specifications, schedules and contract documents, and calling tenders on behalf of clients.
- (f) Managing digital technologies and representation of spatial systems, and client and/or community presentations related to the environment and landscape.
- (g) Engaging local communities, authorities and stakeholders by public participation in decision-making relating to projects that impact landscape.
- (h) Providing expert advice and advocacy on landscape matters in conflict resolution, judicial courts and commissions, competitions, media and public relations.

Examples of the occupations classified here:

- Landscape Architect

The profession of Landscape Architect may be adopted under different titles by non-English speaking countries.

Some related occupations classified elsewhere in ISCO 08:

- Building Architect – Number 2161
- Urban Planner – Number 2164

AGREED BY DELEGATES TO THE IFLA WORLD COUNCIL, SEPTEMBER 2020

GLOBAL ETHICAL PRINCIPLES FOR THE LANDSCAPE PROFESSION

Introduction:

As landscape professionals, our passion for the profession is universal. The Global Ethical Principles provide the foundation for raising and maintaining professional standards.

The aim of these principles is to establish and promote global ethical best practice, as well as ensuring public confidence and trust in the landscape profession. Adherence to ethical standards is a key prerequisite for building trust and creating clarity – between clients, the public and landscape professionals, and across a global context. Strong ethical principles also ‘future proof’ the profession and help to attract new talent into it.

It would benefit all IFLA member associations to adhere to these principles and continue to build on the strong foundation of high professional standards, social responsibility, accountability and interdependence they promote.

The principles will be reviewed on an ongoing basis by IFLA in association with the Landscape Institute who prepared the initial draft with IFLA and conducted extensive consultation over a 2-year period prior to support by the IFLA World Council in 2019 at their Oslo meeting. It is anticipated that a full review of the principles will be conducted every 5 years to ensure they meet the current expectations, challenges, opportunities and lessons learnt.

Principle 1:

Landscape architects promote conservation and enhancement of the environment and quality of life for now and future generations.

Guidance notes:

- i. *This means considering the impact on the environment of the work, such assessment usually to be undertaken before work takes place where it is possible to do so. In some cases this will take the form of a full, formal, environmental impact assessment. In other cases the assessment will be less formal and landscape architects should use their judgement. Such assessment would include considering the impacts on the environment as a whole (both positive and negative). It will also include consideration of measures that could mitigate or remove detrimental impact where this is identified. Questions that such an assessment should ideally answer include:
 - a. *Are there any negative impacts on the environment that would be created by this work? If so, what can be done to remove or mitigate these impacts?*
 - b. *Does this project make the lives of people, animals and plant life better?**
- ii. *Landscape architects consider the impact of their work on the cultural and social heritage of place including cultural and social heritage preservation. Landscape architects should take time to understand the social history of the place where they will be working to understand the impact such work will have. This will in many cases involve engagement with local communities to understand the impact of work on the social and cultural, as well as environmental, heritage of the place.*
- iii. *Impact on the environment includes a consideration of the need to reduce carbon emissions and greenhouse gas emissions in line with global targets to keep emissions to 1.5 degrees warming. However landscape architects should aim to achieve a net zero carbon emission target in relation to their work wherever this is possible.*
- iv. *Landscape architects consider the health and wellbeing of people (physical and mental) and animals affected by their work. Plant health must also be considered. Landscape architects will need to pay particular regard to the need to enhance the physical and mental wellbeing of those affected by work in a particular place and should seek out expert advice on this where necessary.*
- v. *Landscape architects pay due regard to the 1992 UN Framework Convention on Climate Change, the European Landscape Convention and RIO declaration.*
- vi. *This principle covers all aspects of a landscape architect 's practice including project planning, procurement of services and goods and evaluation.*

Principle 2:

Landscape architects recognise the issue of climate and biodiversity emergency and practice in a manner consistent with the UN Sustainable Development Goals.

Guidance notes:

- i. *Landscape architects understand the issues raised by the global climate and biodiversity crisis and how this impacts on their work. They understand that working in the public interest means working to reduce negative impacts on the environment and promoting net gain.*
- ii. *The UN Sustainable Development Goals¹ are a set of objectives aimed at achieving a better and more sustainable future for all. They address the global challenges including those related to poverty, inequality, climate change, environmental degradation, peace and justice. The 17 Goals are all interconnected, and it is hoped that they will be achieved by 2030.*
- iii. *Sustainable development practices may include, but are not restricted to, the undertaking of full or partial environmental impact assessments in order to understand the impact on the environment of a particular project or task before that work is undertaken. Where potential negative impacts are identified, work is planned and carried out in such a way as to remove or reduce that impact.*
- iv. *Sustainability principles should be embedded into organisational procurement processes and policies. It is important that those delivering services on behalf of landscape architects are aware of, and demonstrate, the importance of sustainable practices.*
- v. *Landscape architects demonstrate good environmentally responsible practices to colleagues in the delivery of services, in order to promote better working practices to others who may be newer to the profession or undertaking professional development in this area.*

Case study: X firm has committed to net zero carbon emissions by 2025. It has made a public commitment to assisting clients to get to net zero by 2030. It does this by offering “critical friend” advice and support to clients and gently challenging unsustainable practices where relevant.

¹ <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

Principle 3:

Landscape architects work collaboratively with and are respectful of others and do not in their provision of landscape services unlawfully discriminate.

Guidance notes:

- i. *Landscape architects know and understand the legal requirements relevant to their place of practice. They act in accordance with the UN Declaration on Human Rights² and where possible act in a way which exceeds the expectations of the Declaration.*
- ii. *Landscape architects deliver services in a way that respects the diversity of the communities they serve.
This means being respectful of the cultural and social heritage and community cultures present in the places where services are being delivered. Respect for different cultural identities and traditions is important.*
- iii. *Landscape architects actively seek out a diversity of viewpoints in any engagement or consultation relating to their work. This is likely to include a cross section of the affected community is consulted and that representatives of relevant communities are engaged.*
- iv. *Landscape architects **understand** the need for collaboration and partnership working to benefit society. Effective implementation of this principle includes working collaboratively. Landscape architects will be able to secure the best results by utilising an interdisciplinary approach, co-ordinating with others including government, suppliers and representatives from the local community. Parties to such partnerships established by landscape architects for the delivery of landscape work will be clear about their responsibilities and the principles to which landscape architects are working.*

² <https://www.un.org/en/universal-declaration-human-rights/>

Principle 4:

Landscape architects comply with national and international law.

Guidance notes:

- i. *It is the responsibility of each individual landscape architect to ensure they are aware of the law and regulations relevant to their role and particular projects. Landscape architects should be aware that the law is not the same in different jurisdictions and it is therefore important to be aware of any relevant differences.*
- ii. *Landscape architects deliver services in a way which go beyond the strict legal requirements in order to deliver a positive impact.*
- iii. *Landscape architects should be aware of any obligations on them arising from a relationship with a particular regulated entity/firm or parent company. Where landscape architects deliver services in other jurisdictions they should also make themselves aware of any relevant legislation and requirements relating to the delivery of landscape services in that jurisdiction.*
- iv. *Landscape architects are required to think at all times about the importance of professionalism and service quality. Where a course of behaviour is not proscribed by law (e.g. bribery and corruption law in certain countries) landscape architects think about how to ensure they protect the reputation of themselves and the profession and seek expert advice on this where this is needed.*
- v. *In the course of their day-to-day practice landscape architects will gather, use and record the data of individuals. Such data is protected in accordance with the relevant law and that the landscape architect has appropriate systems in place for the protection of that data.*

Principle 5:

Landscape architects are committed to continuing professional development and ensure they only provide services they are competent to deliver.

Guidance notes:

- i. *The requirements on individuals in relation to CPD will vary depending on the country. For LI members 25 hours of CPD must be undertaken each year by all Corporate members of the LI. The current requirement (subject to 3-year review) is that at least 5 of the annual 25 hours must relate to climate, sustainability and resilience. The 25 hours should be broken down into at least 10 hours of “formal” CPD and 15 hours of “informal” CPD. For some European countries CPD requirements are set out in EU directives, relevant countries will reflect these in their country specific Code of Practice.*
- ii. *Most professional bodies/regulators will require a minimum number of hours to be completed on an annual basis. It is important that these requirements are met in order to ensure that landscape architects have all the necessary skills and experience to deliver services. Where a landscape architect does not have the competence, knowledge or skills to undertake work, the expectation is that CPD is undertaken until such competence is achieved and work should not be undertaken until such time as competence is achieved.*
- iii. *CPD should comprise a mix of formal and informal learning – For example formal CPD may involve participating in formal organised activities, e.g. courses, seminars, workshops, conferences. Informal CPD may involve activities undertaken by the individual on their own such as experiential/workplace learning, reading and project research. It may also be done with others such as peer review or work shadowing/secondments.*
- iv. *Landscape architects ensure that a record of all CPD undertaken is kept. This record can be used to demonstrate a commitment to and maintenance of competence. It may also be used to demonstrate compliance with country specific Code of Practice CPD requirements.*
- v. *Landscape architects seek out relevant professional advice where this is needed and never undertake work or provide advice where they are not fully competent to do so.*

Principle 6:

Landscape architects deliver quality landscape services, and clients and/or the public are able to provide feedback or raise issues about service.

Guidance notes:

- i. Landscape architects promote their services in a truthful and responsible manner. Landscape architects do not mislead the public, clients or others in the advertisement of their services.
- ii. Landscape architects ensure that there are mechanisms in place which can be used by clients to provide feedback or make complaints about the quality of service received. This may include having a complaints policy and process.
- iii. Those wishing to offer feedback or raise an issue about the services of a landscape architect should be confident that they will be dealt with quickly and effectively.
- iv. Service complaints should be dealt with at organisational level and where breaches of the relevant Code of Practice are found, these should be reported to the relevant professional body.
- v. Landscape architects seek out opportunities for disseminating examples of best practice to colleagues and the wider profession, where possible.
- vi. Landscape architects fully engage with organisational training and supervisory processes/systems are in place to support the delivery of high-quality services.
- vii. Landscape architects should be open to a range of dispute resolution options where this is relevant to the dispute or community/place where the dispute took place. Alternative forms of dispute resolution may be considered, including include mediation, conferencing or community engagement.

Principle 7:

Landscape architects uphold the integrity of the landscape profession and are honest and transparent in their relationship with their national body/regulator.

Guidance notes:

- i. *Landscape architects understand that professional behaviour is key to the integrity of the profession. Landscape architects role model the following behaviours (adapted from the UK Nolan Principles):*
 - a. *Selflessness – Acting in the public interest, aware of the responsibility to protect and enhance the environment balanced against the needs and requests of client/s. Landscape architects’ primary duty is to the public interest which is paramount in consideration of the impacts posed by a piece of work.*
 - b. *Integrity – Avoiding placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. Not acting or taking decisions in order to gain financial or other material benefits for themselves, their family, or their friends. Declaring and resolving any conflicts of interest and relationships.*
 - c. *Objectivity – Acting and taking decisions impartially, fairly and on merit, using the best evidence, without discrimination or bias.*
 - d. *Accountability - Being accountable for decisions and actions and submitting themselves to the scrutiny necessary to ensure this.*
 - e. *Openness – Making decisions in an open and transparent manner. Not withholding information unless there are clear and lawful reasons for doing so.*
 - f. *Honesty - Being truthful.*
 - g. *Leadership – Actively promoting the above principles and being willing to challenge poor behaviour wherever it occurs.*
- ii. *Landscape architects are encouraged to review their practice against the International Ethics Standards Coalition (IESC) standards to which both the Landscape Institute and International Federation of Landscape Architects is affiliated <https://ies-coalition.org/standards/>.*
- iii. *Landscape architects act in the public interest, to which their primary duty of care is owed.*

Glossary:

Code of practice: a set of written rules which explains how people working in a particular profession should behave.

Community engagement: a dynamic relational process that facilitates communication, interaction, involvement, and exchange of views between an organisation/entity and a community on a particular subject, issue or project.

Conflict of interest: A conflict of interest can arise where an individual or entity's impartiality may be undermined due to the possibility of a conflict between that person's self-interest and their professional interest or the public interest. A conflict may also occur where an individual or entity's responsibility to another limits that person or entity's ability to discharge its responsibility to a third-party.

Continuing Professional Development (CPD): the ongoing process of professional learning and development of skills undertaken by a professional throughout their career. CPD may be undertaken in a number of ways and is not restricted to attendance at classroom sessions.

Cultural identity: the *identity* or feeling of belonging to a group. It is part of a person's self-conception and self-perception may be related to nationality, ethnicity, religion, social class, generation, locality or any kind of social group that has its own distinct *culture*.

Cultural heritage: an expression of the ways of living developed by a community and passed on from generation to generation, including customs, practices, places, objects, artistic expressions and values.

Dispute resolution: the process of resolving disputes between two or more parties.

Impact assessment: a structured a process for considering the implications, for people and the environment, of proposed actions while there is still an opportunity to modify (or even, if appropriate, abandon) the proposals. It may be applied at all levels of decision-making, from policies to specific projects.

Interdisciplinary approach: drawing appropriately from several disciplines (or separate branches of learning or fields of expertise) to redefine problems outside of normal boundaries and reach solutions based on an informed understanding of complex situations.

Landscape architect: the term landscape architect is understood in different countries and languages in different ways. For these principles, landscape architect is as defined by national associations, according to their own requirements and translation from the English term. For example, in the Landscape Institute's context, it has a wider connotation captured in the description "of "Landscape professional"; it includes landscape architects, technicians, scientists, planners and managers. It may also include urban designers, garden designers, place managers, parks managers, and academics. It may also include those and those who give professional advice within the landscape sector.

Mediation: a dynamic, structured, interactive process where an impartial third-party assists disputing parties in resolving conflict through the use of specialised communication and negotiation techniques.

Public interest: relating to the welfare well-being of the general public. This would include health or wellbeing of the environment including plants and animals. Public interest also relates to anything which has appeal or relevance to the general population.

Service complaint: a client or clients bringing a problem or issue to the attention of an individual or organisation providing a service, with the expectation of some redress.

Social heritage: culturally learned customs, codes, and rules of behaviour that are constant across generations. Examples include giving gifts on particular occasions or greeting others when one enters a room.

Wellbeing: creating the conditions for people, animals and the environment to thrive. Wellbeing refers to quality of life and prosperity, positive physical and mental health, and is demonstrated in the existence of sustainable thriving communities.



OFFICER'S RESPONSIBILITY

IFLA Member Association delegate's responsibilities

Each of IFLA's member associations is represented by a delegate. The responsibility of delegates is to represent their association within IFLA, and to take an active and positive role in assisting IFLA fulfil its key functions and uphold its core values.

- IFLA works most effectively through its committees and working groups. Delegates act as the liaison between their association and others working in the interests of IFLA and the global professional of landscape architecture.
- Delegates also maintain and strengthen the networks within IFLA, connecting their local association members with the global community.
- An effective delegate is one who enables landscape architects to participate at a local, regional and global level. They actively participate themselves in activities and events, contributing towards the common values that define IFLA and the profession.

The formal requirements for association membership are outlined in the IFLA Constitution and By-Laws and Rules of Procedure. These requirements are agreed by the IFLA World Council which is comprised of member association delegates.

The obligations of a delegate include:

01 Delegates always act in the best interest of IFLA, understanding how IFLA operates and the rules under which it is administered. This includes participation in the activities of IFLA, including the World Council meeting.

02 Delegates also always act in the best interest of their own association. It is a delegate's responsibility to keep their association president and executive briefed on the activities of IFLA, acting as a conduit and means by which the association can become involved.

03 Delegates are the primary means by which IFLA communicates with its association members. It is the responsibility of a delegate to pass on information and communications from IFLA, including newsletters, policy documents, other reports and guidelines which are being considered by IFLA.

04 Delegates have the means to tap into the IFLA network. They should use this to connect their association members and encourage the sharing of knowledge and contacts for mutual benefit.

05 IFLA depends on delegates to provide information on the landscape architectural profession in their country so that other associations can learn from their experiences. This information can be shared through IFLA News or through the IFLA Secretariat, and may also include news of events, congresses, seminars or achievements or milestones of their association.

IFLA Executive Committee member responsibilities

IFLA is a not-for-profit federation of Member Associations formed to serve the mutual interests of its members and the wider landscape architectural profession globally. IFLA is registered in France and governed by an Executive of elected members.

The responsibility of an Executive Committee member is to take an active and positive role in assisting IFLA fulfil its key functions and uphold its core values.

- The conduct of the Executive Committee is governed by the IFLA Constitution and By-Laws and Rules of Procedure which also includes the election process for Executive Committee members and the election of Office Bearers.

1.0 PURPOSE OF THE EXECUTIVE COMMITTEE

IFLA's Executive Committee has primary purposes of *compliance, performance, risk management* and *public relations*. In every situation and circumstance, the Executive Committee must act in the best interests of IFLA. IFLA's Executive Committee is required to fulfill the following obligations in this regard:

COMPLIANCE: this concerns both external compliance with laws and statutes as applies to a Non-Government Organisation (NGO), but also compliance with the IFLA Constitution By- Laws and Rules of Procedure, and IFLA Policies.

The Executive Committee is required to fulfil the following obligations:

- Comply with all applicable laws and government directives in the countries in which IFLA operates.
- Monitor and comply with IFLA Constitution and By-Laws and Rules of Procedure.
- Monitor and comply with IFLA Policies.
- Generously participate in compliance audits.

In regard to obligations, a key requirement for accountability is the financial management of IFLA and the avoidance of insolvency.

PERFORMANCE: this concerns the ability of IFLA to perform to its best potential and optimal performance through establishing a forward direction, as well as measuring performance.

The IFLA Executive Committee and its members are required to fulfil the following obligations:

Strategy and policy

- Actively contribute to the development of, approve and implement a Vision/Mission and ensure it is embedded into IFLA's operations
- Develop, approve and implement Strategic Plans and Business Plans.
- Develop and review IFLA Policies.
- Develop plans for succession planning.
- Guide and advise the affairs of the IFLA Regions and Member Associations.
- Ensure effective performance and support to IFLA employed staff.

Measurement

- Regularly measure overall performance of IFLA against Plan IFLA, IFLA's Business Plan.
- Monitor and measure financial performance.
- Participate in review and performance evaluation of the Executive Committee and its members.
- Report outcomes to members, partners, sponsors and other stakeholders.

RISK MANAGEMENT: this concerns the identification and mitigation of organisational risk.

Executive Committee members are required to fulfil the following obligations:

- Ensure up-to-date and effective risk profile and management strategy.
- Monitor and review strategies to mitigate critical risks.
- Monitor insurance and compliance requirements, including formal reporting requirements with IFLA's bank.

PUBLIC RELATIONS: this concerns the public profile and member associations' knowledge of IFLA.

Executive Committee members are required to fulfil the following obligations:

- Actively participate in meetings and engagement with regions and member associations.
- Keep stakeholders informed.
- Project a strong and positive image.
- Promote the Vision of IFLA as the global organisation representing the landscape architecture profession globally.
- Protect and enhance the interests of member associations and the wider profession.
- Listening and responding to member associations' issues effectively.
- Facilitate cohesion.
- Protect the interests of partners and stakeholders.
- Speak with one voice regarding Executive Committee decisions.

2. EXECUTIVE COMMITTEE CULTURE

The Executive Committee actively seeks to promote a culture of professional respect, integrity and accountability.

Executive Committee members show leadership and support to a positive and effective culture within IFLA by:

- Managing the affairs of IFLA in an ethical and transparent manner.
- Contributing their skills and creativity in the development of an innovative organisation.
- Understanding and taking ownership of Executive Committee decisions.
- Actively participating in IFLA, Executive Committee, Working Group and World Council events.
- Working effectively with fellow members and IFLA staff.

Executive Committee members will conduct themselves professionally by:

- Acting with integrity and in good faith.
- Actively participating in IFLA and Executive Committee activities and allocated responsibilities.
- Respecting their fellow Executive Committee members, IFLA association members and IFLA staff.
- Taking responsibility and carrying a fair share of the load.
- Meeting deadlines agreed by the Executive Committee and reflecting the intentions of the IFLA Business Plan which has been agreed by member association delegates and approved by the World Council.
- Actively listening to the views of others.
- Reaching clear decisions with assigned actions.
- Working collaboratively together with shared trust and respect.
- Having an ethical and resourceful approach to tasks.
- Being well prepared and punctual for meetings, including virtual meetings.
- Not misusing their position or information, or using their position to their own monetary or professional advantage.

3. DECLARATION OF INTERESTS

Executive Committee members are also responsible for declaring any Interest or possible Interest. This includes related party transactions, financial and non-financial Interests. Executive Committee members are not to gain any financial benefit from their position or participation as an IFLA Executive Committee member.

Executive Committee members must be free from any Interest when discussing and deliberating on any Executive Committee or IFLA business, except where such interest has been formally declared and recorded in the Executive Committee Meeting Minutes. The Executive Committee member is to formally raise a potential Interest in writing, or formally at the commencement of a meeting to be clearly recorded in meeting minutes.

An Interest or possible Interest of an Executive Committee members may also be raised by the President or Treasurer, another Executive Committee member or IFLA staff in writing or verbally during a discussion or deliberation by the Executive Committee for determination.

The IFLA Executive Committee may also determine that where an interest has been declared or determined:

- If the Executive Committee member is to participate in discussions and / or decisions.
- If the Executive Committee member is to withdraw from the discussion and decision process.

4. EXECUTIVE COMMITTEE MEMBER AND IFLA STAFF RELATIONSHIPS

The Executive Committee actively seeks to promote a culture of professional respect, integrity and professionalism. The Executive Committee members are responsible for implementing the strategies, policies and programs approved by the IFLA World Council and reflected in the IFLA Business Plan to achieve the agreed objectives of IFLA.

The Executive Committee members and IFLA staff roles are to mutually support each other and work in the best interests of IFLA. The IFLA President is responsible for management of IFLA staff. The IFLA Executive Committee is to provide strategic advice and direction. Executive Committee members must not undermine the authority of the IFLA President by instructing an IFLA staff member without permission or knowledge of the IFLA President.

The IFLA President has the responsibility to jointly prepare and implement an effective yearly performance plan with IFLA staff that outlines clear and achievable expectations for the Federation for the year. This process is usually undertaken through the annual employment review and establishing performance targets for the coming year, as well as standard obligations.



SPECIAL ENVOYS

Terms of Reference for IFLA Special Envoys

1. DEFINITION OF AN IFLA SPECIAL ENVOY

An *IFLA Special Envoy* is a landscape architect appointed by EXCO, whose years of experience in the profession AND of service to the profession equips them to act as a voice of IFLA with aligned organizations (e.g., UN agencies, IUCN, ICOMOS, SER, UIA, etc.). The Special Envoy will be a current member of the IFLA Member Association.

2. DESCRIPTION OF THE ROLE

A Special Envoy would sit as the liaison between IFLA and its affiliated organizations, and/or as an observer to international processes of interest. The Special Envoy may communicate information on IFLA activities, programs and commitments. The Special Envoy cannot commit IFLA to any action without the written approval of the IFLA EXCO.

3. APPOINTMENT

Normally, nominations for a Special Envoy are received by the Standing Committee Chair which will oversee the work of the Special Envoy. Voting Members for the Committee will select and recommend a candidate to the IFLA EXCO. Special Envoys may also be appointed direct to the President and/or Treasurer of IFLA who will oversee their work. The IFLA EXCO appoints all Special Envoys. Appointments are for a period of two years, with the potential for an additional two years if agreed to by the Special Envoy and ratified by the EXCO.

The Special Envoy will be directly accountable to the EXCO for their performance in exercising the functions set out in these terms of reference.

4. RESPONSIBILITIES

- 4.1. To develop and recommend to the Committee Chair/President/Treasurer/EXCO a summary of responsibilities and actions specific to their role within their assigned organization/process (e.g., Voting Delegate for the IUCN).
- 4.2. To ensure that IFLA issues, opportunities and concerns are appropriately and diplomatically represented within the affiliated organization/process.
- 4.3. To ensure that organizational/process issues, opportunities and concerns are clearly communicated to IFLA.
- 4.4. To identify all opportunities to partner, or to act collaboratively where co-benefits from joint actions may accrue.
- 4.5. To report quarterly to the Chair of the Committee, President, Treasurer and/or EXCO. To report annually to the World Council through the relevant Committee or officer.
- 4.6. To participate in meetings of Special Envoys and in any special meetings called by the EXCO, Committee, President or Treasurer.
- 4.7. To ensure sound management of any resources assigned to the Special Envoy role (as approved by EXCO), so as to ensure IFLA resources are allocated to meet all assigned tasks. To report to and be responsible to the IFLA Treasurer for any requests for expenditure and monitoring of expenditure.
- 4.8. To develop, maintain and observe membership agreements between IFLA and the aligned organization.
- 4.9. To participate in an annual review of performance with the Committee Chair/EXCO.
- 4.10. To always work within the framework of IFLA's Constitution, By-Laws and Rules of Procedure and operating framework.

5. TERMINATION

Termination of the appointment can be made by a majority vote of the EXCO. Grounds for termination may include:

- Failure to take on the responsibilities of the role.
- Failure to attend three significant meetings in a row.
- Failure to adequately report to the Committee Chair and/or EXCO.
- An investigation for criminal activity.
- Failure to take direction from the Committee Chair, President, Treasurer or the EXCO.

CRITERIA FOR NOMINEES

Each nominee for Special Envoy must at a minimum meet the following criteria:

- A licensed landscape architect, and member in good standing of their national professional association (which is a Member in good standing of the IFLA World Council).
- At least 10 years progressively senior experience in academia, governance, and/or practice.
- Demonstrated expertise and skills appropriate to the topic area for the appointment as Special Envoy.
- Character and professional references to support the above.
- Support from members of the IFLA management team (e.g., Committee Chairs, Regional Presidents, Working Group Chairs, Voting Members).



IFLA

INTERNATIONAL FEDERATION
OF LANDSCAPE ARCHITECTS