# **IFME MEETING: Perth WA AU**

Sunday 20<sup>th</sup> August 2017 (9:00-16:00)

Perth Convention & Exhibition Centre 21 Mounts Bay Road, Perth | Meeting Room 12

# MINUTES

## **AGENDA**

1	Welcome & Presidents Report		
2	Attendance and Apologies		
3	Previous Minutes (Jyväskylä Gl	BoD Meeting)	
4	National Conferences & Events		
5	Finance		
6	Reports of Sub-Committees		
	6.1 Membership		
	6.2 Technical		
	6.3 Leadership		
	6.4 Communications		
	6.5 Asset Management		
7	Country-to-Country Visits		
8	Report to UNESCO		
9	Strategic Planning Workshop Outcome		
10	Mentoring Program		
11	History of IFME		
12	Future Board Meetings		
	12.1 2017 August 20-23	Perth, Australia	
	12.2 2018 April end	Suva, Fiji	
	12.3 2018 August 26-29	Kansas City, USA	
13	Other Business		
14	Close of Meeting		

#### **MINUTES**

## 1 Welcome & Presidents Report

President Doug Drever thanked IPWEA for hosting this meeting. He acknowledged Australia and New Zealand for all they have accomplished in Asset Management over the past 25 years.

The President reminded all that we are just one year away from IFME's tri-annual congress to be held in Kansas City USA in conjunction with the American Public Works Association Expo. He made mention of the proposed awards for IFME municipal professional of the year and the project of the year to be awarded at the Tri-Annual Congress inviting all member countries to submit nominations. It was noted as important for us to market the Kansas City congress in 2018 in all our countries with many International delegates attending.

Introductions were made including our new delegates from China Mr Li Yiding and Miss (Emma) Dong Weiqun. Mr Wu Yingbiao was also attending his second IFME meeting with the CMEA delegation.

#### 2 Attendance

#### **Office Bearers**

President	Doug Drever	APWA / CPWA
Vice President	John Thomson	ICE / AME
Past President	Ross Vincent	IPWEA NZ
Secretary-General	Chris Champion	IPWEA
Treasurer	Pieter Wiekeraad-Ferwerda	STADSWERK

COUNTRY	ASSOCIATION	Attending	Partner Attending
AUSTRALIA Chris Champion	IPWEA	Yes	Diane
<b>BELGIUM</b> Guy Charlier	ARDIC	No	
CANADA & USA Doug Drever	APWA/CPWA	Yes	Emily
CHINA Kevin Zhang Li Yiding Wu Yingbiao Emma Dong Weiqun	CMEA	No Yes Yes Yes	
CZECH REPUBLIC Prof Ing Alois Materna	CKAIT	No	
<b>DENMARK</b> Soren Gais Kjeldsen	КТС	Yes	Jette
ESTONIA  Marrit Murre Ilmar Link	EAME	No No	
FINLAND Ville Alatyppo	FAME	Yes	
FRANCE Maurice Barth	AITF	No	
ICELAND Anna Gudrun Gylfadottir	SATS	No	

ISRAEL	IAME		
Avner Ackerman		No	
ITALY			
Renato Cecilia	INASA	No	
Luigi Speranza	ANTEL	No	
NETHERLANDS	STADSWERK		
Sanne Hieltjes		Yes	
Pieter Wiekeraad-Ferwerda		Yes	
NEW ZEALAND	IPWEA NZ		
Ross Vincent		No	
Priyani de Silva-Currie		Yes	
Peter Higgs		Yes	
NORWAY	NKF		
Ann May Berg		No	
RUSSIA	Univeristy of L'Aquila		
Dr Eng Svetlana Zueva		No	
SLOVAKIA			
Tibor Schlosser	SKSI	No	
SOUTH AFRICA	IMESA		
Gavin Clunnie		Yes	
SOUTH PACIFIC	SPEA	By phone	
Pratarp Singh		(Item 12.2)	
SWEDEN	SK-TF		
Inger Sundstrom		Yes	Во
Sofi Almqvist		No	
UNITED KINGDOM	ICE/AME		
John Thomson		Yes	Kim

## 3 Previous Minutes (Jyväskylä Board Meeting)

- a. Accuracy
- b. Matters arising (where not included in Agenda)

The Minutes have been previously circulated and were attached as Appendix Item 3.

## Resolved:

That the Minutes of the Board Meeting held in Jyväskylä on 10 May 2017 be adopted as a true record of the meeting.

#### 4 National Conferences & Events

The following is a list of coming events currently listed in the Events Calendar of the IFME website at <a href="https://www.ifmeworld.org">www.ifmeworld.org</a>.

	Conference	Location
2017		
Aug 20 - 23	IPWEA International Public Works Conference (& IFME Board Meeting)	Perth, AU
Aug 27 - 30	APWA PWX	Orlando, FL, US
Sep 18 - 19	SPWA Annual Congress "City Planning"	Goteborg, SE
Oct 25 - 27	IMESA Annual Meeting	Johannesburg, RSA
Nov 29-30	Stadswerk Annual Meeting	The Netherlands
2018		
Apr 22-24	IFME Board Meeting (& Professional Development Program)	Suva, Fiji
May 3-4	SATS Annual Conference	Iceland
June 3-6	NKF Annual Conference	Ålesund, Norway
June 6-9	FAME & EAME Joint Congress	Tallinn, Estonia
June 20-23	IPWEA NZ Annual Conference	Rotorua, NZ
Aug 25 - 29	IFME World Congress & APWA PWX (& IFME Board Meeting Sat Oct 25)	Kansas City, MO, US
Sept 17-18	SPWA Annual Conference	Uppsala, Sweden
Oct 25-26	KTC Annual Conference	Hillerød, Jutland, Denmark
2019		
June	IFME Board Meeting	Lille, France
Late 2019	IFME Board Meeting	China
Sep 8-11	APWA PWX	Seattle, WA, US
2020		
October	IFME Board Meeting	South Africa

## Resolved:

That Members note this information and pass any additions or corrections to the Secretary-General to allow updating in the online Events Calendar on the IFME website. Several events have been added into the above listing as advised. *All to action*.

## 5 Finance (Budget & Finances) - Report by Pieter Wiekeraad

## 5.1 Management Report 2017 (as at July 14<sup>th</sup>, 2017)

In attachment 5.1 (summary) an overview was given of the expenditures and revenues in 2017 up to July 14<sup>th</sup> 2017. Overall the expenditures and revenues will remain within the budget.

#### 5.2 Budget 2018

The draft budget for 2018 (annexes 5.2) shows a small surplus of 150 euro. It was requested that 100 Euro be added for provision of an appropriate award for the Excellence Awards.

### 5.3 Multi-annual budget 2018-2021

The multi-annual budget for 2018-2021 (annexes 5.2) shows a yearly positive result. Calculated is an annual revenue of 1500 euros for the asset management training program. The Treasurer thanked Mr. Maarten Loeffen, Mrs. Susan Arendsen-Hendriksen and Mr. Marcel van der Drift of Stadswerk administration for their help and support.

#### Resolved

- 1. That the Finance Report be received and adopted
- 2. That the Budget for 2018 be adopted with the addition of 100 Euro for Excellence Award recognition.
- 3. That the multi-annual financial plan 2018-2012 be adopted
- 4. That options for a new IFME logo be developed in consultation with John Thomson and Gavin Clunnie. Options to consider the themes of public works and global networking; also suitable as a lapel pin; aim to have options considered before the end of the year for adoption by email before the next IFME Board Meeting. *Action by Secretary General*.
- 5. That Finance Reports be listed later in the Agenda to allow any impacts on budget or finances arising from other reports to be considered.

#### 6 Reports of IFME Sub-Committees

Reports are provided below from the Chairs of the various Sub-Committees of the IFME Board.

### 6.1 Membership Committee - Report by Ross Vincent, IFME Past President

Committee Chair Ross Vincent submitted an update report on membership. Ross addressed the CKAIT Municipal Engineering conference held in the Czech Republic in June, to explain about IFME. Pieter Wiekeraad recently visited Ukraine to meet the Association of Energy Engineers. Pieter will stay in contact with AEE and report to the next meeting.

A small sub-committee of Sofi Almqvist and Gavin Clunnie has reviewed the draft "Orientation Information for New IFME Board members" prepared by Ross Vincent. Ross will now finalise the document.

CMEA representative Li Yiding offered to explore having Japan join IFME to assist in having greater representation from Asia. Li requested a letter of introduction from IFME that he could use to make further contact with Japan.

Finland representative Ville Alatyppo mentioned that his study tour group stopped over at Abu Dhabi on the way to Perth. There may be interest in the UAE in IFME.

#### Resolved:

- 1. Promotion of IFME membership to countries that are not IFME members continue.
- 2. The Orientation Information for new IFME Members be finalised. *Action by Ross Vincent*.
- 3. Contact be maintained with AEE in the Ukraine seeking their interest in joining IFME. *Action by Pieter Wiekeraad.*
- 4. A membership benefits brochure be developed. Action by Ross Vincent.
- 5. A letter of introduction be provided to Li Yiding to explore interest in an eligible member association from Japan joining IFME. *Action by Secretary General*.
- 6. Interest from the UAE becoming a member of IFME be pursued. *Action by Ville Alatyppo*.

#### 6.2 Technical Committee - Report by John Thomson, IFME Vice President

John Thomson submitted a report outlining activities of the Technical Committee. Member countries appreciate access to international technical and best practices reports, so capturing information, practices and experience from projects visited by the IFME board of international relevance is important.

Several presentations given on the development of the City of Tempere from the last meeting in Finland have been made available. A Technical Briefing sheet on the IFME visit to Narvik Bridge is currently being prepared by the Secretary General.

China has indicated it will prepare a paper on the "One Belt, One Road" (now known as Belt and Road Initiative) The Belt and Road Initiative (BRI) is a development strategy proposed by China that focuses on connectivity and cooperation between Eurasian countries. The Belt and Road Initiative is expected to bridge the 'infrastructure gap' and thus accelerate economic growth across the Asia Pacific area.

Also, there is an opportunity to examine and measure the economic benefits widely associated with extensive urban development. China is a uniquely positioned with its dramatically expanding country and urban areas and has offered to provide a case study to examine this key issue. IFME members will be asked to contribute to this paper to increase the international relevance.

Technical and best practice examples as well as technical papers encountered during the conference presentations in Perth, Australia will be captured for inclusion within the website as they come to hand.

#### Resolved:

- 1. Further Technical Briefs be developed following this meeting in Perth and uploaded to the IFME website
- All member countries are encouraged to submit abstracts for proposed presentations at the APWA/IFME Conference in Kansas City; possibilities mentioned included China submitting presentations on Belt & Road Initiative and the Economic Benefits of Urban Development.

## 6.3 Leadership Committee - Report by Ville Alatyppo, Finland

Ville Alatyppo advised that there have been some resource difficulties with developing competency standards for municipal and public works engineering. The first phase is starting on the maintenance of streets and parks.

#### IFME Excellence Awards in Municipal Engineering

Doug Drever, IFME President, provided an update on proposed requirements for both IFME Municipal Professional of the Year and the Project of the Year. It is proposed that the Awards be made at the 2018 IFME Triennial Congress in Kansas City with submissions from all our federation countries. A draft document was provided in the meeting appendices.

CMEA Representatives made a presentation at the end of the meeting providing input into how the awards might be ultimately developed.

#### Resolved:

Criteria for the IFME Excellence Awards be further developed. *Action by Doug Drever, Ville Alatyppo.* 

## 6.4 Communications & Website - Report by Chris Champion, Secretary General

A major initiative since the last IFME Board meeting was been a visit by the Secretary General to China. This was on the invitation of Mr Xie Xiaofan, Vice President, China Municipal Engineering Association (CMEA). The visit was hosted by CMEA and took place from 5-12<sup>th</sup> June 2017. A Communique was jointly developed and released to highlight outcomes from the visit.

The International Congress and Convention Association in Thailand invited the Secretary General to their Seminar in Bangkok to help the local sector understand the importance of associations. The keynote address presented was titled "Power of Associations". A discussion forum meeting was also held with local association executives to discuss Association Management: Successes, Challenges & Solutions".

The above initiatives have further assisted to inform friends of IFME and the wider public works community of IFME and its activities.

Further tasks still to be actioned on the Work Plan for the Communications and Website Sub-Committee include:

- A regular newsletter of IFME is to be developed and distributed
- Implement logins and personal profiles that everyone can update
- Provide a discussion area and library for the IFME Board, and an archive area for past agenda's and other documents

#### For information

#### 6.5 Asset Management - Report by Chris Champion

An update was provided by the Secretary General of activity in various IFME member countries in asset management.

Pratarp Singh is exploring how he might work with World Bank, Asian Development Bank and UNESCO support to hold an Infrastructure conference or professional development day in Suva, Fiji.

The CMEA hosted the China International Underground Utility Tunnel Expo and invited the Secretary General to make a keynote presentation in the Opening Session held in Shanghai. The presentation was titled "*Bringing an International Perspective*" to building better communities. It highlighted the benefits of the international exchange of ideas, skills and experience; infrastructure asset renewal; and the benefits derived from multi-utility tunnels.

The Secretary General will also participate in the Global Practice Seminar for Municipal Engineering and Public Works in Shanghai.

Meetings were held in Beijing with The Vice Minister for Construction in the China Ministry for Housing and Rural Urban Development; Associate Professor Gao Ang, China National Institute of Standardization (CNIS)

## **Professional Certificate in Asset Management Planning**

APWA/CPWA, CNAM, SKTY and IPWEA, are collaborating to market and support the delivery of the IPWEA Professional Certificate in Asset Management Planning. The first course targeted to a joint North American and Australasia audience began March 6, 2017 and resulted in an excellent response with 190 participants.

The next course starts on September 13, 2017. The invitation is extended to other associations to consider entering an MOU with IPWEA to support the Professional Certificate in Asset Management online course.

## 7 Country-to-Country Visits

Doug Drever reported that the concept of country-to-country technical visits (delegations) is still progressing.

#### 8 Report to UNESCO: A first Step – Report by John Thomson

John Thomson, IFME Vice-President, reported how the work of the International Federation of Municipal Engineering (IFME) can provide practical assistance to enhance the work of UNESCO.

#### Resolved:

- 1. Write to UNESCO providing comment on the 2010 UNESCO report, Engineering: Issues, Challenges and Opportunities for Development (correction to be made to refer to the wider public works professionals, not just engineers);
- Advise UNESCO that the IFME represents 28 member countries and at its recent board
  meeting in Finland agreed to support the United National Development Goals as part of
  our strategic planning; offer UNESCO any assistance that IFME might be able to provide
  to assist UNESCO in its objectives. *John Thomson to action.*

## 9 Strategic Planning Workshop - Report by Chris Champion

Heikki Lonka led a strategic planning workshop for the IFME Board at the meeting in Kiruna. Several priority areas were identified in group brainstorming and collaboration.

The Secretary General prepared a report compiling the strategic outcomes from the Kiruna and Jyväskylä meetings into the attached business plan that included its confirmation of PURPOSE, MISSION and VISION.

#### Resolved

- 1. That the draft Strategic Plan be adopted in principle including Purpose, Mission and Vision and deletion of the infrastructure survey task (final draft attached to these minutes)
- 2. That the draft IFME Strategic Plan be reviewed by each Sub-Committee to provide its comments and any amendments of tasks and projects. Secretary General to action providing timeline for comment.

## 10 Mentoring Program by IFME – Report by Chris Champion

The Secretary General has been exploring how IFME could facilitate a mentoring program going across and within borders internationally. An advantage being that a member country wouldn't need a full complement of people enrolled in the program as we might be able to draw from several different countries to get a base of 20-30 people.

Originally the cost was reported at around 1,000 Euro per matched mentoring pair. This cost could be sponsored by member countries or offered as a fee for service to their members. It was reported that further discussions have been held with *Art of Mentoring* who offered to subsidise a program where IFME takes on more of the program management. This means that IFME could offer a program at a cost of 400 Euro per mentee. The program would include online training for mentees and mentors. It would be in English.

#### Resolved:

That IFME now write to all member countries inviting them to be part of the IFME Mentoring program at a cost of 400 Euro per matched pair.

**Addendum**: The Secretary General made further enquiries of IPWEA. It was hoped that they could provide the foundation numbers for the success of the program. However, consultation with local coordinators indicates that they are not proceeding with the proposed direction. The Secretary General will report to the next meeting that this IFME proposal now not proceed.

#### 11 History of IFME – Report by Ross Vincent

In 2014 Renato Cecelia provided a copy of a document setting out the early history of IFME. This document, prepared by Louis GERTOUX, is in French, and has been uploaded to the IFME website. The document has also been translated into English. Renato has also provided a copy of a history of IFME written by Mr CASEAU, the first IFME President. It is more detailed than the history written by Mr Gertoux.

### Resolved

That the history of IFME written by Mr CASEAU and provided by Renato Cecilia also be uploaded to the IFME website. *Action by Secretary General*.

## 12 Future Board Meetings

## 12.1 August 2017: Perth, Australia (Report by Chris Champion)

The IFME Board Meeting was held in in Perth, Western Australia during the 2017 IPWEA International Public Works Conference (20-23<sup>rd</sup> August 2017). The Conference venue was the new Perth Convention and Exhibition Centre.

The Board meeting was held on Sunday 20<sup>th</sup> August 2017 with the first conference event being the Sunday evening International Welcome Reception. The IFME Dinner was held on Tuesday evening 22 August 2017. Technical papers were presented from Monday through to Wednesday with technical tours on the Thursday.

Keynote presentations include the Honourable Kim Beazley, Former Deputy Prime Minister of Australia and Australian Ambassador to the United States.

## 12.2 April 22-24, 2018: Suva, Fiji (Update by Pratarp Singh)

Pratarp Singh joined the meeting by teleconference and confirmed that SPEA and/or the Fijian Association is in the planning stages of hosting the IFME Board meeting in Fiji tentatively set for April 22-24, 2018. Tentative arrangements are:

- 1. The date proposed is Monday, April/May 2018 for the IFME Meeting in Suva.
- 2. It is planned that Board Members arrive in Suva by a Sunday evening.
- 3. It is proposed to run a Professional Development Programme on Infrastructure on the Tuesday.
- 4. The South Pacific Engineers Association (SPEA) could host its AGM at the same time.

It is noted that he Suva is 190km from Nadi Airport (bus or fly).

#### Resolved:

That Pratarp Singh confirm arrangements for the April 2018 IFME Board Meeting as soon as possible.

#### 12.3 August 26-29, 2018: Kansas City MO, United States (Update by Chris Champion)

The IFME World Congress takes place in the Kansas City Convention Center, Kansas City from August 26-29, 2018 in association with the APWA Public Works Exhibition PWX.

More than 5000 public works professionals – from both the public and private sectors – converge each year at APWA's premier Public Works Expo (PWX). This annual event features 125 education sessions, keynote speakers, classroom workshops, workshop/tours, an equipment rodeo, and a variety of opportunities for collaboration and networking. PWX also attracts more than 300 exhibitors providing information about state-of-the-art technologies, products, and services.

The IFME Board Meeting is to be held on Sat August 25, 2018 (all day). The 2018 Call for Presentations has been announced by APWA. The closing date for 2018 Call for Abstracts is October 15, 2017. All IFME member countries are requested to actively promote the Call closing date and registrations and attendance at the 2018 APWA PWX. Details can be found here: https://www.cvent.com/c/abstracts/75e17950-abcd-4a25-b98f-ad9ecdb8c7ca

#### Resolved

- 1. That all IFME Member Countries actively promote the Call for Presentations and attendance at the 2018 IFME World Congress on Municipal Engineering being held in association with the APWA PWX & Congress
- 2. Future meetings be tentatively considered in South Africa and Europe in 2020.

**Addendum**: A subsequent meeting was held with APWA staff and Executive at the recent 2017 APWA PWX confirming the following arrangements:

- IFME will be provided two complimentary registrations (IFME President and Secretary General) for PWX 2018
- · IFME members will pay the APWA member rate (\$799). An "international registration" category will be created for international attendees
- · IFME Past President Doug Drever will be part of the XPR Committee
- · International Partners Booth will be placed in the commons area, with a large banner
- APWA will provide the marketing materials to IFME, and they will distribute these to their member organizations. In turn, each member organization will distribute the materials to their members.
- Friday, August 24, 2018 KC Highlights/KC Technical Tour/Dinner
  - o IFME has requested a KC highlights/KC Technical Tour for the IFME Board Members and their spouses/guests (similar to Charlotte; includes transportation, lunch and break)
  - o If a technical tour is arranged, then a dinner planned event has also been requested
- Saturday, August 25, 2018 IFME Board Meeting
  - The IFME Board will meet from 9:00 4:00 p.m. U shape setting for approximately 35 individuals; morning tea, lunch and afternoon tea requested.
  - The IAC and IFME Board will meet from 4:00 5:00 p.m. During this time, the IFME leadership will "pass the gavel." IAC and IFME meeting rooms will be closely located to each other.
- · Saturday, August 25, 2018 IFME Guest Tour and Board Dinner
  - IFME would like for a spouse/guest tour be arranged during the day. Doug Drever will
    follow up with Larry Frevert, to see if they might be able to plan this together
  - o IFME Dinner would be for the Board and their spouses/guests
- Sunday, August 26, 2018 Opening General Session
  - o IFME to be allotted three minutes for opening remarks
- Monday, August 27, 2018 Awards Ceremony
  - o IFME will present 2 International Public Works awards presented by the IFME President
- Monday, August 27, 2018 International Reception
  - IFME President will give brief comments
- Wednesday, August 29, 2018 Closing General Session
  - o IFME will be allotted three minutes for closing remarks

### 13 Other Business

- Gavin Clunnie suggested that Past Presidents and Office Bearers be considered for honorary membership of IFME where they have served a minimum period (say 2-3 years).
   Item on the next Board Agenda for further consideration.
- 2. Priyani de Silva-Currie to be added to the Asset Management Sub-Committee
- 3. Li Yiding to be added to the Membership Sub-Committee

- 4. CMEA requested that a Letter of Introduction, and potential title or position on the Membership Committee, be provided to facilitate approaching eligible societies in Asia to become member countries of IFME, e.g., Japan. Referred to the Executive Committee for consideration and action.
- 5. Nominations be invited for IFME Vice President (2018-2021) closing March 1<sup>st</sup>, 2018. Current Vice President John Thomson set out desirable criteria for Vice President for circulation by the Secretary General. Election of Vice President to be an item on the next Board Agenda.

## 14 Close of Meeting

Chris Champion Secretary-General IFME sec-gen@ifmeworld.org

% Compl	Business Plan Item	Lead	Commnets
	IFME Business Plan		
	■ Purpose		
	To enhance the quality of life of our communities globally through public works & municipal services		
0%	■ Mission		
	To connect municipal engineers and public works professionals, public agencies, organisations, institutions and businesses around the world in order that they share a global pool of knowledge and experience.		
	To advocate and enhance the role of Municipal Engineers in policy-making of Governments and International Organisations (such as the European Union, the World Bank, the UNDP, etc)		
	To grow & strengthen member country associations		
0%	■ Vision		
	To be globally recognised by our member associations as making a difference		
0%	■ Values		
	Our guiding values are collaborative partnerships; practical solutions; professionalism; credible reputation; and integrity		
0%	Business Activities		
	Arranging opportunities for periodic seminars, workshops, training programs, forums, congresses by and for the members to facilitate professional development and exchange		
	Giving information and advice to members and others		
	Conducting, promoting & publishing research and practice notes		
	Pursuit of strategic alliances with other kindred organisations or corporate partners that concentrate on public space and the representation thereof		
	Providing a platform for education, spreading knowledge, exchanging knowledge and network development in the field of the physical environment		
	Organising an international conference every three years with public space in its broadest sense as the area of special interest		
	Development and promotion of the IFME website as a global information hub		
	Other lawful means that are beneficial to the mission of the federation		
39%	Programs & Tasks		
55%	- Membership	RV	
•	Prepare information email & membership benefits brochure		In progress
•	Promote IFME membership to countries that are not IFME members		Ongoing
	Provide short member benefit articles for the biannual IFME newsletter		To be developed
•	Develop a membership application register of IFME membership		
•	Develop an orientation package for new members		In progress
58%	- Technical	JT	
	Publish best practices on public works topics		Ongoing
•	Publish 4 Technical Briefings each year		In progress
	Collate codes & practices to facilitate harmonized global approaches at a country level, e.g., code of ethics, project management for LG, low carbon emission practices		
	Establish a connection with the United Nations and/or UNESCO and facilitate the implementation of UN Sustainable Development Goals		Commenced
25%	- Leadership	DD	
•	Develop competencies framework for municipal & public works engineering		In progress
	Promote understanding of municipal engineering and public works as a career and profession		
	Present examples of association management at IFME Board meetings to assist the growth & strengthening of member country associations		
	Provide an IFME mentoring service coordinated at an international level		See report this meeting
25%	- Communications	CC	
•	Enhance the IFME website as a global information hub for exchange of skills, experience and practices: events, blogs, forum, library, links		Ongoing
	Distribute two IFME Newsletters per year		To be developed
	Use of social media to help objectives of IFME		Ongoing
33%	- Asset Management	CC	
	Present on AM at conferences and in association with IFME Board meetings		Ongoing
•	Facilitate global sustainable infrastructure asset management by municipalities through support for online Professional Certificate in Asset Management Planning		Ongoing
	Support R&D of an IPWEA led International Infrastructure Financial Management Manual		To be developed