

## Minutes from the General Assembly meeting of Architecture Sans Frontières 9<sup>th</sup> of April 2011 in the office of Ordine Architetti di Milano

**Participants:** See attached participation list (*Attachment A*).

### 1. Opening of meeting

ASF-Int chairman Jordi Balari greeted the participants welcome and formally opened the GA meeting.

### 2. Election of Chair and Secretary of the General Assembly

It was **decided** to elect Beatrice de Carli as Chair, Dick Urban Vestbro as Secretary of the General Assembly meeting and Sofie Wåborg to verify the minutes.

### 3. A vote as regards approval of the agenda by the General Assembly

It was **decided** to approve the proposed agenda with addition of a) Granting of membership to ASF Hellas, b) Strategic Plan and c) a point about the new organisation of ASF-Onlus-Italia under Any other business.

### 4. A statement on whether the General Assembly was properly convened in accordance with the statutes

The Secretary explained that the invitation to the GA meeting had been sent out well in advance of the stipulated 12 weeks beforehand. It was **decided** to consider the GA meeting convened in accordance with the statutes.

### 5. A statement on the representation of members and voting rights

It was **decided** to use the participation list as the statement of representation for voting rights. It was **noted** that AÜG Germany has given voting right by proxy to ASF-Sweden (i.e. Pernilla Ivarsson). It was **noted** that altogether 14 members are represented with voting rights, which is more than the stipulated number for valid deliberation (more than half of the total number of members, i.e. 21, including ASF Hellas, see next point).

### 6. Granting of membership to applicant

ASF Hellas had sent an application for membership to the Secretary, attaching the required documents (ratification of the Hasselt Charter, proof of registration, statutes and activity report). It was **decided** to unanimously grant membership to ASF Hellas, noting that the new member will have voting right in the present GA meeting.

It was **decided** to confirm the granting of membership to AOG-Austria and ASF-Bénin previously approved by the Board.

### 7. Approval of the Board Annual Report (*Attachment B*)

Dick Urban Vestbro presented some points from the Annual Report. Jordi Balari informed the GA meeting about the project Development Architecture Education.

Upon request Jordi Balari informed the meeting of the complicated procedures related to the legal registration of the name *ASF-International* and the conflict with *Médécins Sans Frontières International*, which has finally been resolved through a compromise including an agreement that the ASF-Int websites shall display a disclaimer stating that ASF-Int & MSF are independent organisations. It was **decided** to approve the Board Annual Report.

## **8. The audit report** (*Attachment C*)

Auditor Jenny Andersson had submitted the audit report for the year 2010. The Treasurer showed a signed copy of the report, stating that all papers are in order and that the ASF-Int financial situation is in order. It was **decided** to approve the audit report and to thank Jenny Andersson for her report. In her report she proposes that ASF-Int should use a bookkeeping programme that automatically produces annual reports with Financial Statements, a proposal which was forwarded to the Board for consideration.

## **9. Approval of the verified financial statements** (*Attachment D*)

Treasurer Rune Asholt explained details of the financial statement. It was **decided** to approve the financial statement.

## **10. Granting discharge to the outgoing Board**

It was **decided** to grant discharge to the outgoing Board.

## **11. Election of Board members for the next period**

On behalf of the Election Preparatory Committee Beatrice de Carli presented the proposal for Board members during the next period. The proposed members introduced themselves to the participants. It was **decided** that the Board shall have 10 members and noted that 5 of them have mandates running until 2012. It was **decided** to elect the following persons to the Board:

Xavier Codina, ASF España

Stéphane Plisson, ASF France

Richard Anthony Losalajome, ASF RDCongo

Pawan Kumar Shrestha, EWB Nepal

Anna Engwall, ASF-Sweden

## **12. Election of auditors for the next period**

It was **decided** to elect Jenny Andersson as the auditor and Beatrice de Carli as the alternate auditor for the coming year.

## **13. Appointing the preparatory committee for elections in the next period**

It was **decided** to elect Beatrice de Carli (coordinator), Benoit Clavieras and Per Kraft for the Election Preparatory Committee.

## **14. Decision on membership fees and the budget for the next period** (*Attachment E*)

Rune Asholt presented the proposed budget for 2011 and an illustration of financial strategy for ASF-Int for the future. The latter illustration sparked off a lively discussion and many questions. The Board proposed that the membership fee be raised to € 300, to be effective from 2012, and that member organizations are entitled to apply to the Board, using suitable justification, to pay a reduced fee of a minimum of € 100. It was **decided** according to the Board proposal.

Antonello Iuorio proposed that a committee be appointed to prepare a proposal for a scaled membership fee structure, to be presented to GA meeting 2012. It was **decided** according to Antonello's proposal and to appoint Antonello Iuorio, Apollinaire Salumu Kilenge M'ba and Jordi Balari for the committee.

## **15. Decision Action Plan and Draft Strategic Plan** (*Attachment F and G*)

Stéphane Plisson presented the proposed Action Plan for the period 2011-2014. In the discussion that followed the issue of coordinated concrete professional competence building projects were addressed, as well as the issue of funding other common ASF-Int projects and the establishment of a Secretariat.

It was **decided** to adapt the proposed Action Plan, including a change of paragraph **3.4 - Starting up common projects** to include the new sentence marked below in bold:

*The Board has decided to try to coordinate efforts of those member organisations that are willing to take actions in favour of reconstruction and development projects after emergency situations. It should encourage ASF-Int members' education about disaster prevention and mitigation. **It is proposed that member organisations are encouraged to select projects for coordination and common funding and to establish an international expert task force.** One Board member is proposed to take charge of coordinating availabilities and opportunities at the network level, as well as of collecting and spreading information on possible actions.*

Stéphane Plisson presented in a few word the Draft Strategic Plan for 2011-2014, explaining that the Strategic Plan is specifically directed to new members and external partners & potential funders. The proposal is only in preliminary form so far. It was **decided** to send the Draft Strategic Plan to all member organisations for discussion, requesting them to submit proposals for amendments and additions to the plan, and that the Board revises the proposal on the basis of inputs from member organisations and then sends it out to members.

#### **16. Topics and other proposals for the next period**

There were no other points to discuss.

#### **17. Any other points**

Antonello Iourio informed the GA meeting about the reorganisation of ASF-Onlus-Italia network.

#### **18. Closing of meeting**

Ex-chairman Jordi Balari thanked everybody for his time in the Board, the hosts of the GA meeting and closed the meeting.

Secretary



Dick Urban Vestbro

Verifying the minutes



Sofie Wäborg

# Attachment A

## ASF Int General Assembly meeting, 9 April 2011 in Milan List of participation

Member organisation	Name	Email address	Voting rights	Signature
ARC-PEACE	1. Dick Urban Vestbro	dickurba@gmail.com	(Yes)	
ditto	2. Dorota Wlodarczyk	dorotaw@infra.kth.se	No	<i>Dorota Wlodarczyk</i>
ASF Austria to be	3. Gunda Maurer	maurer@maurerwerk.at	(Yes)	<i>Gunda Maurer</i>
ditto	4. <del>Suzie Wong</del>	<del>suzie.wong@wien.gv.at</del>	No	
ASF Belgium	5. Eric Selis	erieselis@fes.be	Yes	
ASF Bénin to be	6. Irénée Sessou	sesirene@yahoo.fr	Yes-	
ditto	7. Valéry Lawson	valery692001@yahoo.fr	No	
ASF RD Congo	8. Richard Anthony Losalajome	arbeckines@yahoo.fr	(Yes)	<i>Richard Anthony Losalajome</i>
ditto	9. Apollinaire Salumu Kitenge M'Ba	apokitloo@yahoo.fr	No	<i>Apollinaire Salumu Kitenge M'Ba</i>
ditto	10. Paul Sabiti AMISI	psantupaul@yahoo.fr	No	<i>Paul Sabiti AMISI</i>
ASF-Denmark	11. Sofie Wäborg	swa@arkitekterudengraenser.dk	(Yes)	<i>Sofie Wäborg</i>
ditto	12. Anne Gramtorp	agr@arkitekterudengraenser.dk	No	<i>Anne Gramtorp</i>
ditto	13. Marianne Filtenborg	mfi@arkitekterudengraenser.dk	No	<i>Marianne Filtenborg</i>
ditto	14. Rune Asholt	asholt@gmail.com	No	<i>Rune Asholt</i>
ditto	15. Sidsel Bjerregard	sbj@arkitekterudengraenser.dk	No	<i>Sidsel Bjerregard</i>
ASF-España	16. Jordi Balari	jbmarg@gmail.com	(Yes)	<i>Jordi Balari</i>
ditto	17. Sergi Frias	asfclocal@asfes.org	NO	<i>Sergi Frias</i>
ditto	18. 2-3 more people			
ASF France	19. Stéphane Plisson	stephane.plisson@asffrance.org	(Yes)	<i>Stéphane Plisson</i>
ditto	20. <del>Carly Matiny Benoît CLAVERIE</del>	<del>benoit.clavierie@asffrance.org</del>	No	
ASF Italia (Milan)	21. Beatrice de Carli	beatrice.decarli@gmail.com	(Yes) #	<i>Beatrice de Carli</i>
ditto	22. <del>Giovanna Cavalli</del>			
ASF Onlus Italian network	23. Antonello Iuorio	a.iuorio@gmail.com	(Yes)	<i>Antonello Iuorio</i>
ditto	24. Laura Rapisarda	arch.laura.rapisarda@alice.it	No	
ditto	25. Valeria Sciarretta	valeria.sciarretta@udanet.it	No	<i>Valeria Sciarretta</i>
ditto	26. Valeria Cottino	veottino@tin.it	No	
ASF Portugal	27. Luis Almeida	luis.almeida@asfp.net	(Yes)	<i>Luis Almeida</i>
ditto	28. Maria Pommrenke	maria.p@asfp.net	No	<i>Maria Pommrenke</i>
ditto	29. Ligia Nunes		No	

ASF-Sweden	30. Pernilla Ivarsson	pernilaiivar@gmail.com	(Yes)	<i>Pernilla Ivarsson</i>
ditto	31. Per Kraft	per.kraft@arkitekter.se	No	<i>Per Kraft</i>
ditto	32. Clara Lindell	lindell.clara@hotmail.com	No	<i>Clara Lindell</i>
ditto	33. Anna Engvall	annaengvall@gmail.com	No	<i>Anna Engvall</i>
ASF-UK	34. Sophie Jopling	s.jopling@asf-uk.org	(Yes)	<i>Sophie Jopling</i>
EWB Nepal	35. Pawan Shrestha	pawan_shrestha@yahoo.com	(Yes)	<i>Pawan Shrestha</i>
ASF-Greece-to-be	36. Vassilis Kapareliotis	vaskaparel@gmail.com	(Yes)	<i>Vassilis Kapareliotis</i>
ASF - ESPANA	37 XAVIER CODINA	xiaarquitectura@gmail.com	NO	<i>Xavier Codina</i>
ASF - ESPANA	38 LUCIA ZANDIGIA COMI	l.zandigia.comi@gmail.com	NO	<i>Lucia Zandigia Comi</i>
ASF - ITALIA	39 CRISTINA FERRARI	cf.architetta@gmail.com	NO	<i>Cristina Ferrari</i>
ASF - ITALIA	40 MIRTA PAGGI	mpaggi@yaho.it	NO	<i>Mirta Paggi</i>
<del>ASF - ITALIA</del>	<del>41</del>	<del></del>		
ASF ITALIA	41 ELENA CONTI	econti.exhibitdesigner@gmail.com	NO	<i>Elena Conti</i>
ASF - ITALY to-be	42 ANVA CARTELLI	ansaristat@gmail.com	No	<i>Anva Cartelli</i>
ASF - ITALY to-be	43. EVA AUPAZI	eaupazi@gmail.com	No	<i>Eva Aupazi</i>

By proxy for AOG Germany

# Attachment B



architecture  
sans frontières  
INTERNATIONAL

## ANNUAL ACTIVITY REPORT from the Board for the year 2010

This is the fourth Annual Report since ASF-International was constituted in April 2007. During 2010 ASF-Int has continued to consolidate its organization and to recruit new members. We have started to establish a permanent Secretariat that will permit a better coordination between members and we have created a new website which is being updated regularly.

## GA Meeting in Stockholm 17 April 2010

In April 2010 the GA Meeting was held in Stockholm, hosted by ASF-Sweden and ARC•PEACE (which held its own biannual meeting just before the GA meeting). Due to the Icelandic volcanic ash clouds almost ten persons had to cancel their trips to Stockholm, but the GA meeting was nevertheless attended by 21 persons representing 12 member organizations, 4 of which had voting rights on behalf of other member organisations. The GA meeting was held in the premises of the Swedish Architect Association. Those remaining for Sunday were taken on guided tours either to the historical parts of Stockholm or to the urban development project Hammarby Sjöstad, to the ecovillage of Understenshöjden, to classical housing areas of the 1940s and 50s, to the famous Markus church and the cultural heritage site Forest Cemetery designed by Gunnar Asplund.

In connection with the GA meeting a seminar with project presentations was organized in the School of Architecture at the Royal Institute of Technology. The seminar attracted about 50 participants, including ten members of ARC•PEACE, students at the School of Architecture and members of ASF-Sweden. Thanks to the efforts of Guruprasad Rane, Gopal Shankar and Per Kraft the seminar was documented and complied for downloading at the ASF-Int website. The invited speaker Abe Hayem of Architects and Planners for Justice in Palestine (UK) had his flight cancelled, but his speech was sent out to members afterwards.

## Board

The Board has consisted of the following ten members:

Name	Member organisation	Function	Elected until
Jordi Balari	ASF-España	Chair	2011
Stéphane Plisson	ASF-France	Vice-Chair	2011
Valeria Sciarretta	ASF- ONLUS (Italia)	Vice-Chair	2012
Rune Asholt	ASF-DK	Treasurer	2012
Dick Urban Vestbro	ARC•PEACE	Secretary	2012
Ludovic Jonard	A&D, France	Member	2011
Sophie Jopling	ASF-UK	Member	2012
Per Kraft	ASF-Sweden	Member	2011
Richard Losalajome	ASF-RD Congo	Member	2011
Gopal Shankar	Habitat Technology Group, India	Member	2012

During 2010 the Board had the following six meetings: 13 February in Paris; 13 March by email; 17 April in Stockholm; 23 June by email; 19 September in Barcelona; 17 November by email. Attempts were made to carry out meetings by Skype, but it turned out to be less complicated to carry them out by email. Meetings have been attended by five to nine members. Sometimes a Board member who could not be present sent a substitute person to represent her/his organization (without voting right). Between meetings the Board has communicated intensively by email and also taken decisions by email in certain cases. Travel costs in connection with physical Board meetings have been covered by each person's member organization.

## Members

At the end of 2010 ASF-Int had 18 members after having lost two member organisations (ASF-Brazil and A&D India). In February 2011 applications for membership were received from Architekten Ohne Grentzen Österreich (ASF-Austria) and from ASF Bénin. They were both approved by the Board at its meeting 19 February. Applications are said to be on their way from Macau and Greece. During 2010 the Board has also made efforts to promote the establishment of new ASF organizations in Tunisia, Togo, Uganda, Canada, Greece, Mauritius, Equatorial Guinea, Norway, Mali, Brazil, USA, Congo-Brazzaville and Argentina.

## Secretariat

During the year ASF-España offered to use part of its administrative resources to the benefit of ASF-Int. The priority tasks are to file documents, send out information, keep an updated membership list and some other tasks of a future desired ASF-Int Secretariat.

## **Economic situation & Bank account**

During the year ASF-Int has continued to rely economically upon membership fees, which means that resources for activities are very limited. The costs consist mainly of payment for creating and updating the website and of support for travel costs in connection with the GA meetings. The Board has started fundraising efforts by appointing a working group in charge of identifying suitable sources of funds, and by establishing a Paypal function on the website. The Board has also worked on a more long-term strategic plan, with the object to raise funds for a Secretariat, project coordination etc.

During the year a new bank account has been opened in France with *Credit Cooperatif/La Nef*, a bank which fulfils ethical criteria.

## **Website and Communications**

During 2010 the Board decided to allocate Eur 2000 to pay for a new website. This has resulted in a well functioning platform. The new website gets an increasing number of visitors. By 10 March 2011 we had, for instance, received about 30 requests for internship, for participation in projects and for membership. Questions to ASF-Int have been replied within a few days (usually by referring people to member organizations or to the fact that ASF-Int does not have individual membership). The domain of the old website has been closed down.

At the proposal of Guruprasad Rane the Board has discussed a communication strategy including mailing lists on Yahoo or Google for various levels of communications (Board, members, work groups). As a result of the construction of the new website functional addresses have been established for information requests, secretariat duties. The Yahoo/Google group may be activated when needed.

## **Development Architecture Education**

During 2010 the Board has supported the application of several ASF members to the European Community's *Lifelong Learning Programme/Leonardo Agency* for a project called *Development Architecture Education*, with ASF-España as the coordinator. Funds were approved to the Spanish, French, UK and Italian partners for 'mobilities' (travel costs). ASF-Sweden was incorporated later. A start-up meeting was held in October. The project continues until 2012.

## **Brochure, Portfolio & PowerPoint presentation**

The brochure about ASF-Int, made in 2009, was updated in 2010 and was used in Rio during the WUF 5 conference (see below). It will be updated again for the GA meeting in April 2011.

At the beginning of 2010 the project portfolio was updated. A PowerPoint presentation has also been made about ASF-Int (to be presented at the forthcoming GA meeting). It can be used by member organisations when presenting ASF-Int and when raising funds.

## **Contacts with other organizations**

During the year the Board has discussed collaboration and contacts with *Union Internationale des Architectes* (UIA). Jordi Balari is working in an UIA work programme for education on informal structures. The Board also maintained its contacts with *Habitat International Coalition* (HIC) and *United Cities and Local Governments* (UCLG).

## **Participation to the World Urban Forum**

At the beginning of 2010 the Board made efforts to arrange a network event in the 5<sup>th</sup> World Urban Forum taking place in Rio March 22<sup>nd</sup>-26<sup>th</sup>, but our application was not accepted. Thanks to the efforts of Anna Erlandsson of ASF-Sweden an event was carried out in the name of ASF at the Swedish booth however.

## **Final words**

In conclusion, the Board finds that it has fulfilled the Activity Plan for 2010 with respect to increased visibility, establishment of a new website, recruitment of new members, opening an account in an ethical bank, establishment of a Secretariat, and the production of brochure, portfolio and a PowerPoint presentation, but not with respect to achieving financial autonomy and starting common projects. We find that ASF-Int has consolidated its position considerably compared to the situation at the beginning of 2010.

## *Attachment C*

**Jenny Andersson**, auditor ASF-Int 2010

### **Auditor's report**

#### **REVISION**

I have gone through the bank statement for 2010 from the Spanish bank and looked through the scanned verifications e-mailed from the treasurer. I have also read through the minutes from all board meetings during 2010 ( no 15-20).

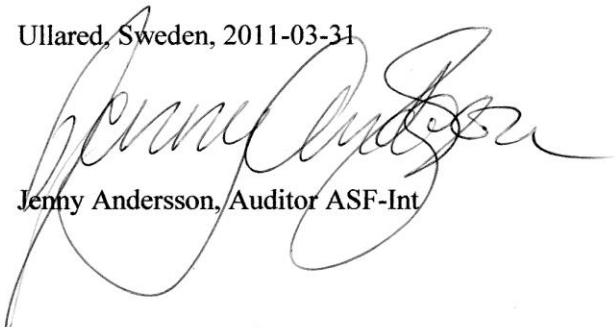
In my opinion all papers are in order and the "Report on ASF-International's financial situation in 2010" accurate.

#### **PROPOSAL**

As ASF-Int now has been active for a couple of years, I propose that the organisation starts to use a book keeping programme that automatically produces annual reports with Financial Statements including Income Statements and Balance Sheets.

Though this year's annual report is very clear and thorough, a programme is in the long run a good way to assure proper book keeping and a consistent way to present it each year.

Ullared, Sweden, 2011-03-31



Jenny Andersson, Auditor ASF-Int

## Attachment D

# Financial Statement for 2010



Report on ASF-International's financial situation in 2010

PERIOD: 01 January to 31 December 2010

Note	Expenses €	Income €
1 Membership fees 2009.....		390,00
2 Membership fees 2010.....		1.590,00
3 Membership fees 2011.....		100,00
4 Contribution to the GA-meeting.....		500,00
5 Travel support to GA-meeting.....	-1.500,00	
6 Travel support to board meeting.....	-200,00	
7 Legal proceedings MSF.....	-644,69	
Total.....	<u>-2.344,69</u>	<u>2.580,00</u>
<b>Result</b>		<u><u>235,31</u></u>
Incoming balance (01 January 2010).....		2.416,27
Result.....		<u>235,31</u>
Outcoming balance (31 December 2010).....		2.651,58
<b>Missing fees:</b>		
Membership fees 2009.....		100
A&D France		
Membership fees 2010.....		200
A&D France, Africa 70'		
		<u>300</u>

## Attachment E

# Proposed Budget for 2011

When	Note	Budget for 2011	
		Expenses €	Income €
01-01-2011	Balance		2.652
	1 Membership fees 2011.....		1.900
	2 Membership fees 2009 and 2010.....		300
	3 Official postal address in France.....	-350	
	4 Fund raising committee.....		0
16-04-2011	5 GA meeting: Travelcompensation.....	-1.000	
	6 Website.....	-2.000	
31-12-2011	Bank's account management.....	-10	
	Total.....	-3.360	2.200
31-12-2011	Balance		<u>1.492</u>

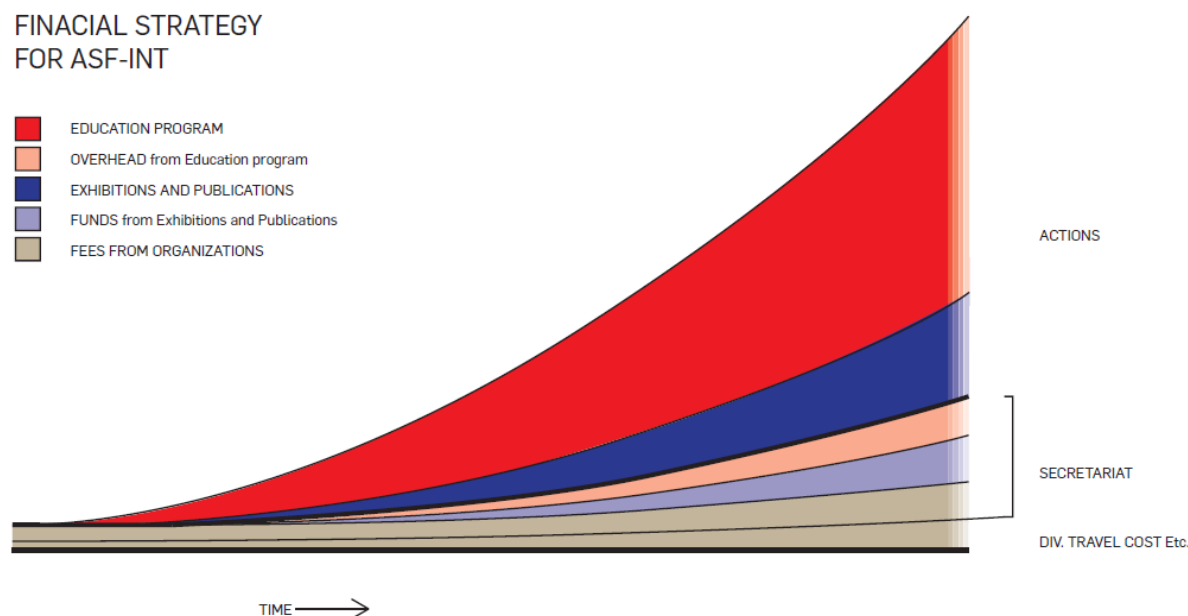
### Notes:

<b>Note 1:</b>	Expects that we are 20 members and that all pay Architekten über Grenzen has paid in 2010 for 2011	2.000 -100
		<u>1.900</u>
<b>Note 2:</b>	Some organizations still have not paid for the previous years 2009: A&D France, 2010: A&D France, Africa 70'.....	300
<b>Note 3:</b>	The amount we have to pay to have an official postal address and a meeting place in France.....	-350
<b>Note 4:</b>	Money from funds: We don't expect to get any funds for administration this year.	
<b>Note 5:</b>	Compensation to representatives from organizations in countries with small means compared to the distance to the GA meeting.....	-1000
<b>Note 6:</b>	Review of the site possible changes (Website people, France)..... Expects to review the website in 2012. Cost about 500	-2.000

## Illustration of financial strategy for ASF-Int

### FINANCIAL STRATEGY FOR ASF-INT

- EDUCATION PROGRAM
- OVERHEAD from Education program
- EXHIBITIONS AND PUBLICATIONS
- FUNDS from Exhibitions and Publications
- FEES FROM ORGANIZATIONS



## *Attachment F'*

# **ARCHITECTURE SANS FRONTIERES INTERNATIONAL ACTIVITY PLAN for the 2011-2014 period**

## **CONTENT**

### **1- A PLAN for the 2011-2014 PERIOD**

### **2 - INFORMATION DEVELOPMENT**

#### **2.1 Widening the network**

#### **2.2 increasing public presence**

#### **2.3 Multiplying communication tools**

### **3 - INTERNAL NETWORK IMPROVEMENT**

#### **3.1 Developing the ASF-Int website**

#### **3.2 Establishing a permanent Secretariat**

#### **3.3 Linking experiences in Education**

#### **3.4 Starting up common projects**

### **4- FINANCIAL AUTONOMY**

#### **4.1 Arranging a financial strategy**

#### **4.2 Membership**

#### **4.3 Public funds**

#### **4.4 Corporate Sponsorship**

## **1 – A PLAN FOR THE 2011-2014 PERIOD**

THE ASF-Int Board decided to develop a strategic plan with a horizon of several years (2011-2014) to give an overview of the organization and the activities for each year. One of the most important objectives proposed for the 2011-2014 period is to achieve the building of a worldwide network of organisations which focus on development issues. The goal is to widen ASF-Int from 18 members in 2010 to 30 members with a presence in each continent. Three main conditions for success:

- Information development
- Internal network improvement
- Financial autonomy

## **2 - INFORMATION DEVELOPMENT**

### *Aim:*

Promote the Hasselt Charter and actions of ASF-Int members to the public, NGOs and international organisations, and cooperate with them.

### **2.1 - Widening the network**

ASF-Int will focus its efforts on non-European countries and continue its communication with previous contacts in:

- AFRICA: Algeria, Angola, Mozambique, Uganda, Tanzania, Mali, Mauritius, Equatorial Guinée, South Africa, Tunisia. Togo;
- AMERICAS: Canada, Peru, Argentina, Brazil, USA; Colombia;
- ASIA: Macau, China; Palestine;
- OCEANIA: New Zealand.

The Board proposes that Eastern and Central European possibilities also be explored.

## 2.2 - Increasing public presence

The Board considers it very important to consolidate the contacts with organisations such as: International Union of Architects, United Cities and Local Governments (UCLG), Habitat International Coalition (HIC), CRAterre, Homeless International UK, International Association of Inhabitants, Shackdwellers Federation.

The Board is to encourage member organisations who attend international conferences to go under the umbrella of ASF-Int.

## 2.3 - Multiplying communication tools

**Portfolio.** The aim is to display the portfolio on the website and increase the visibility of ASF-Int, and to use it for fundraising. The Portfolio must be kept alive and should be up-dated every year.

**Presentation.** The Portfolio is to be supplemented with a PowerPoint presentation to be used during public talks.

**Publications.** Publications are aimed to raise the profile of ASF-Int within the international context and to keep the website current with topical issues.

- The Board proposes that each GA meeting is complemented by an **international seminar** and that seminar proceedings are published on the website.
- The Board will encourage member organisations to write **academic papers** on selected relevant topics, also to be published on the website.
- An electronic **newsletter** is proposed for circulation within the ASF-Int network several times a year.

## 3- INTERNAL NETWORK IMPROVEMENT ([www.asfint.org](http://www.asfint.org))

### *Aim:*

To become a good hub to share experiences and information of ASF-Int members, facilitate their cooperation with a website, seminars and common actions.

### 3.1 - Developing the ASF-Int website

The website is considered to be the main strategic tool for ASF-Int consolidation and development. It must be developed as a medium both to share information within the network and to communicate with the public. It ought to be updated regularly in order to become an efficient tool for information and a discussion forum.

One or two members of the Board are proposed to be responsible for the website.

It is estimated that the maintenance of the website will require a share of the budget in the future with a part-time person dedicated to this task, or with a voluntary work.

### 3.2 Establishing a permanent Secretariat

It is considered very important to establish a permanent Secretariat. The objective is to manage the day-to-day organisation and coordination of ASF-Int projects and administration to achieve the implementation of the aims of ASF-Int.

The Board considers the following tasks to be a priority:

1. International coordination and administration;
2. General office management including archives;
3. Contribute to the organisation's strategic and business planning;
4. Fundraising;

Other tasks of lower priority:

- Implementation of programme activities (as advised by the Board);
- Event management (public talks, seminars);
- Finance report management;
- Liaison with press and writing of press releases.

Currently the network's financial status does not allow us to pay a secretariat. The Board proposes that ASF-Int finance a part-time job dedicated the most prioritized tasks.

### **3.3 - Linking experiences in Education**

The Board is recommended to continue to explore the possibility for ASF-Int to set-up an international network of educational experiences based on the principles of the Hasselt Charter. Member organisations which are already involved or attached to teaching development aspects of architecture should be encouraged to continue this work.

Members of ASF-Int recently received funding for a project within the European Community's *Lifelong Learning Programme/ Leonardo Agency*. The project aims to develop a training programme which will better equip built environment professionals to work in the field of international development. The project will provide a concrete basis to further develop ASF collaboration on educational issues.

### **3.4 - Starting up common projects**

The Board has decided to try to coordinate efforts of those member organisations that are willing to take actions in favour of reconstruction and development projects after emergency situations. It should encourage ASF-Int members' education about disaster prevention and mitigation. It is proposed that member organisations are encouraged to select projects for coordination and common funding and to establish an international expert task force. One Board member is proposed to take charge of coordinating availabilities and opportunities at the network level, as well as of collecting and spreading information on possible actions.

## **4- FINANCIAL AUTONOMY**

### ***Aim:***

To obtain financial resources from both private and public sources, to create a permanent secretariat, and support communication and meeting costs.

### **4.1 - Arranging a financial strategy**

The Board considers it is vital to have a budget that allows payments for:

1. communication (maintenance of the website, printing the project portfolio, brochures and exhibition material);
2. travel costs to participate in Board meetings and other meetings on behalf of the organisation;
3. permanent Secretariat.

The Board is proposing a budget with the target turnover of € 30,000.

To implement these plans the Board is expected to produce an active fundraising and sponsorship policy and will request members to do fundraising on behalf of ASF-Int.

To date ASF-Int has operated with very limited core funding available from membership fees. ASF-Int is authorised to receive contributions from donors and financial assistance from sponsors subject to the conditions specified by ASF-Int's General Assembly.

### **4.2 – Membership**

ASF-Int is a membership based organization. The online payment system for members is to be used, simplifying the payment process. It can be extended for private financial supports. The Board proposes an increase in membership fee from Eur 100 to Eur 300 starting 2012 and with a possibility for reduced fee for member organizations with scarce resources.

### **4.3 - Public funds:**

ASF-Int is proposed to apply for registration and support from International public organization such as European Community, etc..

### **4.4 - Corporate Sponsorship**

ASF-Int should look for both a short and long-term support with corporate sponsorship from practices and companies operating in the construction industry and elsewhere.

## *Attachment G*

# ARCHITECTURE SANS FRONTIERES INTERNATIONAL DRAFT STRATEGIC PLAN for the 2011-2014 period

## CONTENT

### 1- A STRATEGY for 2011-2014 PERIOD

### 2 - INFORMATION DEVELOPMENT

#### 2.1 Widening the network

#### 2.2 increasing public presence

#### 2.3 Multiplying communication tools

### 3 - INTERNAL NETWORK IMPROVEMENT

#### 3.1 Developing the ASF-Int website

#### 3.2 Establishing a permanent Secretariat

#### 3.3 Linking experiences in Education

#### 3.4 Starting up common projects

### 4- FINANCIAL AUTONOMY

#### 4.1 Arranging a financial strategy

#### 4.2 Membership

#### 4.3 Public funds

#### 4.4 Corporate Sponsorship

#### 4.5 Funding from Grant making bodies, Foundations and Trusts

### 5 - TIMETABLE

## 1 – A STRATEGY for the 2011-2014 PERIOD

ASF-Int was officially founded in 2007 after eleven years of contact (since 1996, la Carta de Barcelona) between organisations sharing similar objectives. The aim was to establish a platform that would enable cooperation with other organisations and contribute to the global mobilisation of civil society that endeavours to face issues that governments are often unable or unwilling to cope with.

The creation of ASF-Int was the culmination of these efforts, and the joint approval of the **Charter of Hasselt** confirmed the common willingness to social transformation of all the member organisations “concerned with the equitable, social, cultural and environmental commitment of architecture, construction, urbanism and the conservation of historical heritages to human development” – as it is stated in the first paragraph of the Charter Hasselt. The objectives of ASF-Int are very ambitious; nonetheless, they can be positively pursued by the means of multidisciplinary, collaborative work with other network organisations.

The 2007-2010 period has been characterized by a consolidation process of the organisation with 18 members in 2010.

THE ASF-Int Board decided to **develop a strategic plan** with a horizon of several years (**2011-2014**) to give an overview of the organization and the activities for each year. A previous Strategy Planning workshop was held during the Milano Board meeting 6 September 2009 (see separate document).

This first work helped to define the 2009/2010 **Activity Plan** valid until the GA meeting in 2011. The proposal is to complete and develop its aims taking into account the current situation and the expectations of ASF-Int members in the following steps:

- Step 1: November 2010 – first draft strategic plan

- Step 2: 19<sup>th</sup> February 2011 Board meeting in Popoli
- Step 3: 9<sup>th</sup> April General Assembly 2011: Debate and vote on the strategic plan

#### **The strategic plan is a tool:**

- For the new members to understand what is happening within ASF-Int and its ongoing development and to be a continually changing document with the new members own proposals;
- For external communication to inform public or private partners and sponsors;
- To improve the common actions of the members.

One of the most important objectives proposed for the 2011-2014 period is to achieve a worldwide network of organisations focusing on development issues. The goal is to widen ASF-Int from 18 members in 2010 to 30 members with a presence in each continent.

Three main conditions to success:

- Information development
- Internal network improvement
- Financial autonomy

The Board is expected to manage the strategic plan with cooperation of the members, and to present its steps of evolution for approval and decision to the General Assembly.

## **2 - INFORMATION DEVELOPMENT**

### *Aim:*

Promote the Hasselt Charter and actions of ASF-Int members to the public, NGOs and international organisations, and cooperate with them.

### **2.1 - Widening the network**

ASF-Int will focus its efforts on **non-European countries** and continue its communication with previous contacts in:

- AFRICA: Algeria, Angola, Mozambique, Uganda, Tanzania, Mali, Mauritius, Equatorial Guinée, South Africa, Tunisia. Togo;
- AMERICAS: Canada, Peru, Argentina, Brazil, USA; Colombia, Mexico;
- ASIA: Macau, China; Palestine;
- OCEANIA: New Zealand.

The Board proposes that Eastern and Central European possibilities also be explored.

### **2.2 - Increasing public presence**

The Board considers it very important to consolidate the contacts with organisations such as: International Union of Architects, United Cities and Local Governments (UCLG), Habitat International Coalition (HIC), CRAterre, Homeless International UK, International Association of Inhabitants, Shackdwellers Federation.

The Board is to encourage member organisations who attend **international conferences** to go under the umbrella of ASF-Int.

### **2.3 - Multiplying communication tools**

**Portfolio.** The aim is to display the portfolio on the website and increase the visibility of ASF-Int, and to use it for fundraising. The Portfolio must be kept alive and should be **up-dated every year**.

**Presentation.** The Portfolio is to be supplemented with a Power Point presentation to be used at public talks.

**Publications.** Publications are aimed to raise the profile of ASF-Int within the international context and to keep the website current with topical issues.

- The Board proposes that each GA meeting is complemented by an **international seminar** and that seminar proceedings are published on the website.
- The Board is to encourage member organisations to write **academic papers** on selected relevant topics, also to be published on the website.
- An electronic **newsletter** is proposed for circulation within the ASF-Int network several times a year.

### 3- INTERNAL NETWORK IMPROVEMENT ([www.asfint.org](http://www.asfint.org))

#### *Aim:*

To become an attractive hub to share experiences and information of ASF-Int members, facilitate their cooperation with a website, seminars and common actions.

#### 3.1 - Developing the ASF-Int website

The website is considered to be the **main strategic tool** for ASF-Int consolidation and development. It must be developed as a medium both to share information within the network and to communicate with the public. It ought to be updated regularly in order to become an efficient tool for information and a discussion forum. One or two members of the Board are proposed to be responsible for the website. It is estimated that the maintenance of the website will require **a share of the budget** in the future with a part-time person dedicated to this task, or with a voluntary work.

#### 3.2 Establishing a permanent Secretariat

It is considered very important to establish a permanent Secretariat. The objective is to manage the day-to-day organisation and coordination of ASF-Int projects and administration to achieve the implementation of the aims of ASF-Int.

The Board considers the following tasks to be a priority:

- International coordination and administration;
- General office management including archives;
- Contribute to the organisation's strategic and business planning;
- Fundraising;

Other tasks of lower priority:

- Implementation of programme activities (as advised by the Board);
- Event management (public talks, seminars);
- Finance report management;
- Liaison with press and writing of press releases.

Currently the network's financial status does not allow us to pay a secretariat. The Board proposes that ASF-Int should finance **a part-time job** dedicated to the most prioritized tasks.

#### 3.3 - Linking experiences in Education

The Board is recommended to continue to explore the possibility for ASF-Int to set-up an international network of educational experiences based on the principles of the Hasselt Charter. Member organisations which are already involved or attached to teaching development aspects of architecture should be encouraged to continue this work.

Members of ASF-Int recently received funding for a project within the European Community's **Life-long Learning Programme/ Leonardo Agency**. The project aims to develop a training programme which will better equip built environment professionals to work in the field of international development. The project will provide a concrete basis to further develop ASF collaboration on educational issues. The present project will end 2012, but there is good hope for continuation after that.

### 3.4 - Starting up common projects

The Board has decided to try to coordinate efforts of those member organisations that are willing to take actions in favour of reconstruction and development projects after emergency situations. It should encourage the education of ASF-Int members about disaster prevention and mitigation. One Board member is proposed to take charge of coordinating availabilities and opportunities at the network level, as well as of collecting and spreading information on possible actions.

## 4- FINANCIAL AUTONOMY

### *Aim:*

To obtain financial resources from both private and public sources, to create a permanent secretariat, and support communication and meeting costs.

### 4.1 - Arranging a financial strategy

The Board considers it is vital to have a **budget** that allows payments for:

- communication (maintenance of the website, printing the project portfolio, brochures and exhibition material);
- travel costs for participation in Board meetings and other meetings on behalf of the organisation;
- a permanent Secretariat.

The Board is proposing a budget with the target turnover of € 30,000. To implement these plans the Board is expected to produce an active fundraising and sponsorship policy and will request members to do their own fundraising on behalf of ASF-Int.

To date ASF-Int has operated with very limited core funding available from membership fees. ASF-Int is authorised to receive contributions from donors and financial assistance from sponsors subject to the conditions specified by ASF-Int's General Assembly.

A **financial strategy** shall be prepared by a **fundraising committee** which explore different financing sources both public and private. For each domain specific tools and actions will be employed

### 4.2 – Membership

ASF-Int is a membership based organization. The online payment system for members is to be used, simplifying the payment process. It can be extended for private financial supports. The Board proposes an increase in membership fee from Eur 100 to Eur 300 starting 2012 and with a possibility for reduction for member organizations with scarce resources.

### 4.3 - Public funds

ASF-Int is proposed to apply for registration and support from International public organization such as the European Community.

### 4.4 - Corporate Sponsorship

ASF-Int should look for both a short and long-term support with corporate sponsorship from practices and companies operating in the construction industry and elsewhere. The issue of an **ethic sponsoring chart**, and a **founding partnership body** are to be studied in order to set up the relations between the companies and ASF-Int.

### 4.5 - Funding from Grant making bodies, Foundations and Trusts

ASF-Int will apply for funds available from the above.

## **5 - TIMETABLE**

We must define a realistic and gradual timetable compatible with ASF-Int members availabilities based on voluntary work:

**2011** - strategic plan approval – 22 members.

**2012** - secretariat setup – 25 members.

**2013** - founding partnership body - 27 members.

**2014** - strategic plan valuation - 30 members.

Each year a "check up" of the Strategic Plan is proposed to be done in the Activity Report and presented to the General Assembly for advice and approval.