



MAPPING THE FUTURE OF RISM

ROYAL INSTITUTION OF SURVEYORS MALAYSIA

STRATEGIC PLAN

2012-2017



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MESSAGE FROM
THE PRESIDENT

MESSAGE FROM THE PRESIDENT



All organisations worth their salt rely on strategy; strategy sets the direction towards a more productive future. As events develop and progress faster these days, organisations must have a strategy if they hope to be sustainable. Strategy involves making tough choices and indeed, great strategies are a cause by themselves. Because of these facts, it is common knowledge that organisations have been building strategic plans for decades. The typical form – values, principles, mission, vision, objectives, strategies, goals and action plans – has served many organisations well.

Recognising the need and importance of a strategic plan for RISM, I had enlisted its review and development as one of the main tasks that have to be accomplished in the 2011/2012 session; albeit RISM had actually had a strategic plan that was formulated some time back in 2005.



Nevertheless, significant changes had occurred over the years, new challenges are being faced and new directions may need to be sought. Hence, it apparently is imperative for the task to be undertaken without further delay.

As such, a brainstorming session to work on RISM's strategic plan for 2012-2017 was held from 24-25 September 2011, at the First World Hotel in Genting Highlands. The stated aim of the session was to provide RISM with the vision of its future development as an effective professional institution, and with the pre-determined theme – "Mapping the Future of RISM." Consultations were subsequently made with Councillors during RISM Council meetings on the draft document produced from the session, apart from feedbacks sought from Fellows and Members.

The development and adoption of this 2012-2017 Strategic Plan will hopefully assist RISM in meeting its responsibilities. This plan took into consideration the developments we expect over the planning period, the overall as well as specific objectives that we are committing to, along with how the objectives will be met. There is a description of tasks that we believe will need to be monitored within a certain set time frame, in addition to estimates of funding that will be needed to accomplish those tasks.

Again, this RISM Strategic Plan emerges from a process of deliberation and consultation within the Council and some members, apart from involving the participation of key staff of RISM. Thus, I would like to hereby express my appreciation to all who have participated in the Brainstorming Session and those who have spent time in vetting through the document and providing useful feedbacks. In particular, I would like to thank Prof. Sr Dr. Wan Muhd Aminuddin Wan Hussin, who had greatly

contributed – right from its initiation through to the eventual production of this strategic document. He had shared his expertise in the use of Logical Framework Analysis (LFA) as a tool for developing the plan, had facilitated and guided the brainstorming session, as well as harmonised the output of the various working groups, and edited the whole document.

I hope all key players and members embrace this strategic plan and work with RISM in the realisation of its stated objectives. I look forward to being part of as well as witnessing the implementation of the laid-down action plans and their eventual impact, particularly for the betterment of RISM and its members.

President



Sr Ahmad Fauzi Nordin, *JSM, KMN, FRISM*



MESSAGE FROM
THE CHAIRMAN
STRATEGIC PLANNING
TASKFORCE

MESSAGE FROM THE CHAIRMAN STRATEGIC PLANNING TASKFORCE

Assalamualaikum Warahmatullah Hi Wabarakhatuh and Salam 1Malaysia.

First and foremost, I wish to extend my heartiest congratulations and thanks to all parties involved for their patience and painstaking efforts in producing the Royal Institution of Surveyors Malaysia (RISM) Strategic Plan for the period of 2012 to 2017. Indeed, this Strategic Plan is a roadmap towards mapping the future of RISM by realising its missions, visions and values.

The production of this Strategic Plan has gone through a series of brainstorming sessions and discussions, in which, I am sure besides developing the strategic plan, we have successfully created a group from all divisions of RISM in the preparation and implementation of the strategic planning action plans.

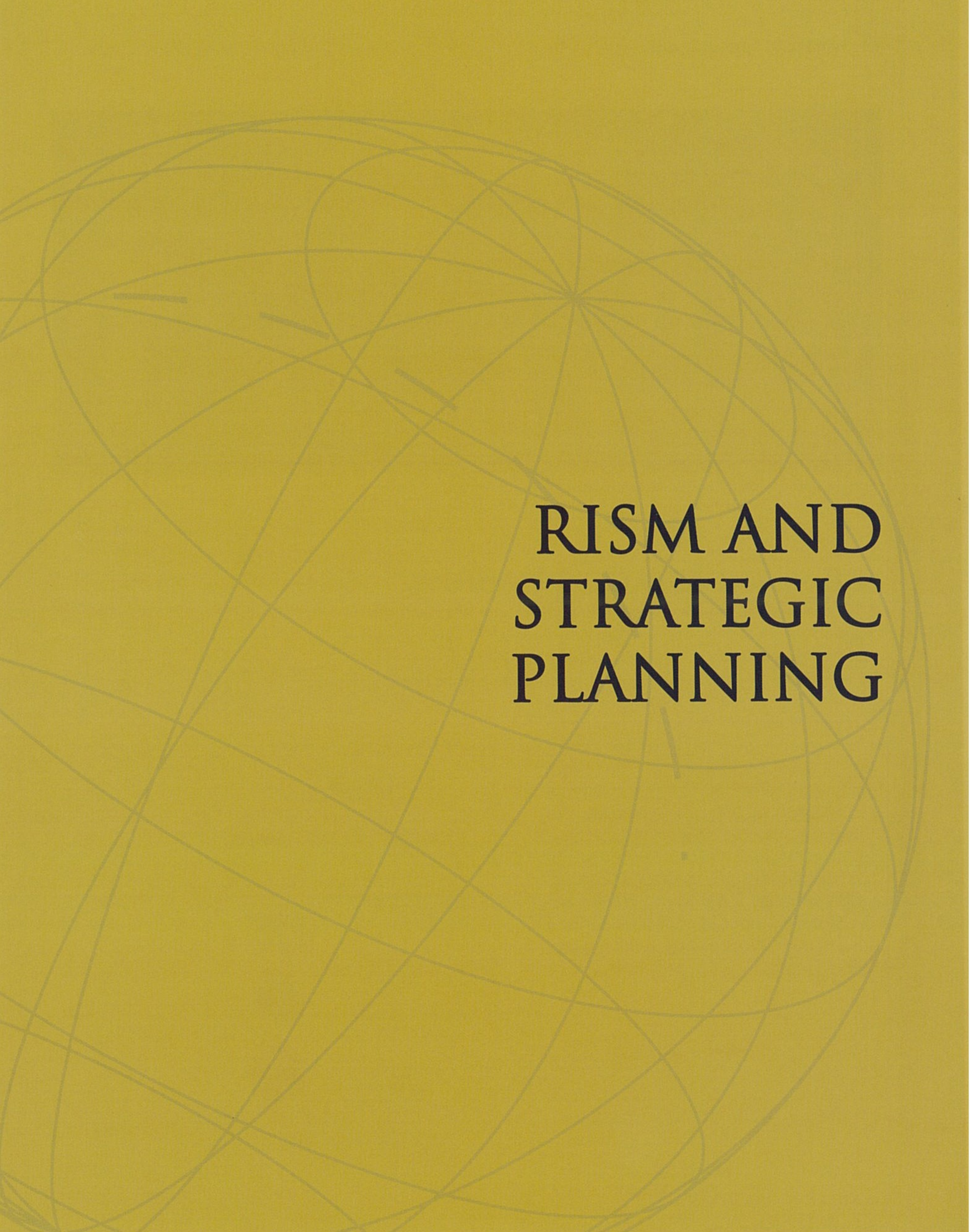
Finally, I would like to take this opportunity to once again thank all Councillors who are involved in producing the RISM Strategic Plan. I hope the solid commitment and enthusiasm by all members of the Institution to undertake the laid-down strategies and action plans will enhance and strengthen the surveying profession.

**Chairman
Strategic Planning Taskforce**



Datuk Prof. Sr Dr. Abdul Kadir Bin Taib,
PJN, DSDK, SDK, KMN, PPRISM, FRISM, FRICS UK





**RISK AND
STRATEGIC
PLANNING**



Participants of the Brainstorming Session: RISM Strategic Planning 2012—2017

1.0 RISM AND STRATEGIC PLANNING

Surveying was first recognised as a profession in 1885 with the setting up of the Survey Department. Prior to March 1961, there were two professional bodies representing surveyors; The Malayan Institution of Surveyors (the former RICS Federation of Malaya Branch) and the Institution of Land Surveyors. History for surveyors was made on the 13 March 1961 when these two bodies met at the Boardroom of the Royal Selangor Club that led to the formation of The Institution of Surveyors (Federation of Malaya). At the EGM held on 19 June 1966, the name of the Institution was changed to the Institution of Surveyors Malaysia (ISM). On 28 March 2011, ISM was conferred the royal status by HRH Sultan of Selangor and is now named Royal Institution of Surveyors Malaysia (RISM).



A number of task forces, apart from working committees, have been formed to assist RISM in performing its functions. One of them being the Standing Committee on Strategic Planning.

1.1 COMPOSITION OF THE STANDING COMMITTEE ON STRATEGIC PLANNING

This Standing Committee consists of a Chairman and representatives from each of the four Divisions for a period of three years as follows:

Chairman: YBhg. Datuk Prof. Sr Dr. Abdul Kadir Taib

Secretary: Sr Dr. Mohd Yunus B. Mohd. Yusoff

Members: Sr Ahmad Fauzi B. Nordin
 Prof. Sr Dr. Wan Muhd Aminuddin Wan Hussin
 YBhg. Dato' Sr Abdull Manaf Hj. Hashim
 Sr Yip Kit Meng
 Sr Hasan Jamil
 Sr Eddie Wong Weng Hong
 Sr Adzman Shah Mohd Ariffin
 Brig. Gen. Sr Hj. Mohd Amin Mohd Din



1.2 TERMS OF REFERENCE

The terms of reference of this Standing Committee are as follows:

- To review the Vision and Mission Statements of RISM.
- To identify the strategies to be adopted over a period of five years.
- To outline the basis for a five-year development plan of RISM.

1.3 STRATEGIC PLANNING BRAINSTORMING SESSION

The General Council at its meeting on 25 August 2011 had agreed that a brainstorming session with the theme "Mapping the Future of RISM" be held at Genting Highlands from 24-25 September 2011. The scope of works that were identified to be covered includes the following:

- Objectives, strategies and action plans of RISM
- Vision, mission and values
- Use of LFA (Logical Framework Analysis) as a tool for mapping the future of RISM



The following participated in the aforementioned brainstorming session to formulate RISM's 2012-2017 Strategic Plan:

President

Sr Ahmad Fauzi Nordin, *JSM, KMN, FRISM*

Hon. Secretary General

Sr Dr. Mohd Yunus B. Mohd Yusoff, *MRISM*

Hon. Treasurer General

Sr Yip Kit Meng, *MRISM*

Vice President (GLS Division)

Sr Hasan Jamil, *FRISM*

Vice President (QS Division)

Sr Eddie Wong Weng Hong, *KMN, FRISM*

Vice President (PMVS Division)

Sr Adzman Shah B. Mohd Ariffin, *FRISM*

Vice President (BS Division)

Sr Brig. Gen. Sr Hj. Mohd Amin Mohd Din,
PAT, PK, FRISM, MRICS, MIOA, MCIQB

Secretary of QS Division

Sr Dainna Baharuddin, *FRISM*

Treasurer of QS Division

Sr Yeap Soon Kiat, *MRISM*



Sabah Branch Chair

Sr Bernard Sia Siew Fang, *MRISM*

Northern Branch Chair

Sr Lau Wai Seang, *DJN, BCN, FRISM*

Representative from East Coast Branch

Sr Che Rahimi B. Samat, *MRISM*

Councillor

YBhg. Dato' Seri Sr Hj. Md. Isahak Md Yusuf,
DGPN, DMPN, DSPN, JSM, PKT, AMN, JP, PPRISM, FRISM, FRICS, FAIQS, FFB, MSISV

Prof. Sr Dr. Wan Muhd Aminuddin Wan Hussin, *FRISM*

Prof. Sr Dr. Hjh. Wan Maimun Wan Abdullah,
KMN, PPRISM, FRISM, FRICS

Sr Hj. Saharuddin Saat, *PPRISM, FRISM*

Prof. Sr Dr. Md. Najib Ibrahim, *FRISM*

Sr Hj. Syed Mohamad Nasir B. Syed Tahir, *MRISM*

Sr Roznita Othman, *MRISM*





**STRATEGIC
PLAN REVIEW**

2.0 STRATEGIC PLAN REVIEW

2.1 INTRODUCTION

Strategic management is the formulation, implementation and evaluation of cross-functional decisions that enables the organisation to be successful and achieve its objectives. The main tasks are to design and facilitate effective strategic management processes and planning sessions that work.

Every organisation is unique having its own strategic stages of development and RISM is no exception. RISM as an organisation wishes to determine the current strategic management status and what RISM wishes to achieve with the strategic planning process.

The strategic management process is customised to ensure that it meets the needs of RISM. Although, in some cases a simple “refresher” strategic planning workshop is all that is needed, while in other cases RISM can benefit from additional preparation, pre-work to ensure maximum benefit from a facilitated planning session workshop and continuous quality improvements (CQIs).





2.2 FACILITATED BRAINSTORMING SESSION

Typical planning session discussion points and those which had been adopted during RISM's brainstorming session include:

- i. Realisation of the need to have a strategic plan.
- ii. Duration of the action plans.
- iii. Ensuring plans set meet the strategic goals.
- iv. Identifying the key stakeholders.
- v. Carrying out stakeholder analysis and understanding their needs.

It is the brainstorming sessions and the consecutive meetings and discussions that are vital in making sure that the action plans of RISM are workable and put into action. It is also envisaged that an online survey will subsequently be conducted that includes members and stakeholders in an effort to gather key information and to discuss as well as resolve concerns put forward. This is to determine and prioritise the primary issues and concerns facing RISM, develop further strategies to address them and create realistic action plans to achieve the strategic objectives for both short-, medium- and long-term time frames.

Expert facilitation techniques and practices had been used to ensure that RISM strategic mapping sessions, although intense were still fun and productive.



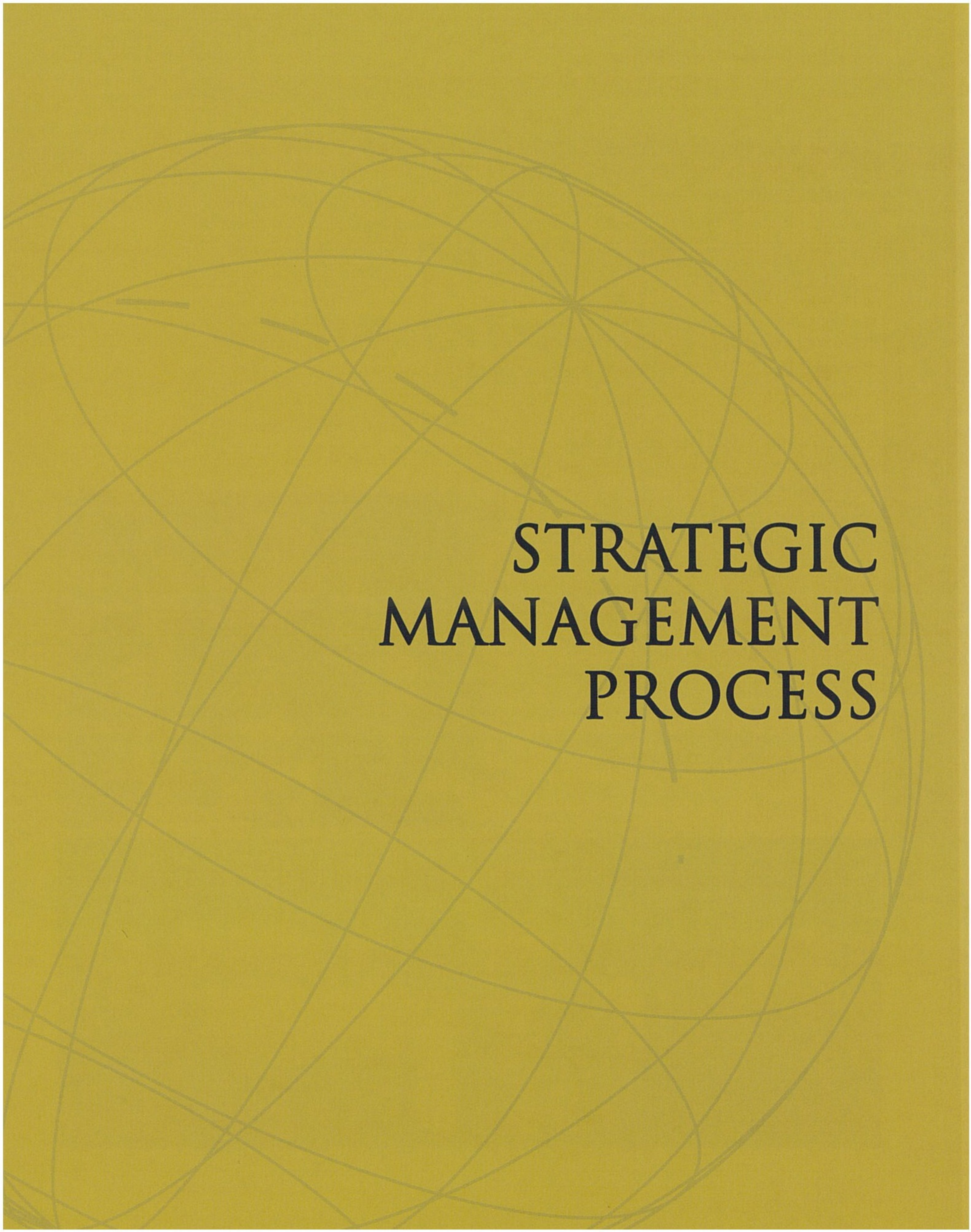
2.3 IMPLEMENTATION OF THE STRATEGIC PLAN

One of the greatest failings of strategic planning is the failure to implement the plan. In fact, the problem is so great that there is an industry acronym for this phenomenon – SPOTS which stands for “Strategic Plans on Top Shelves”.

In order to avoid SPOTS, a Strategic Scorecard needs to be attended to at six months and one year frequency after the strategic planning session workshop. Strategic Scorecards are online surveys that are completed by all RISM key stakeholders to evaluate the progress of the new strategic plan. The Strategic Scorecards are the greatest single tool to avoid SPOTS, and are included in the strategic planning session workshops.

Developing a plan is just not talking – it is “what to do.” Implementation of the strategic plans from the brainstorming session involves how to do it – resources, execution, measurement, specific tactics, verification, follow-ups, CQIs, engagement of staff, etc.





**STRATEGIC
MANAGEMENT
PROCESS**

3.0 STRATEGIC MANAGEMENT PROCESS

3.1 INTRODUCTION

The word 'Strategy' means "to make a plan for the right way, path or direction" while the word 'Management' means "to organise the tasks in a required or desired way". So the word strategic management means "a process to organise the business on a right path to gain profit and glory from scarce resources."

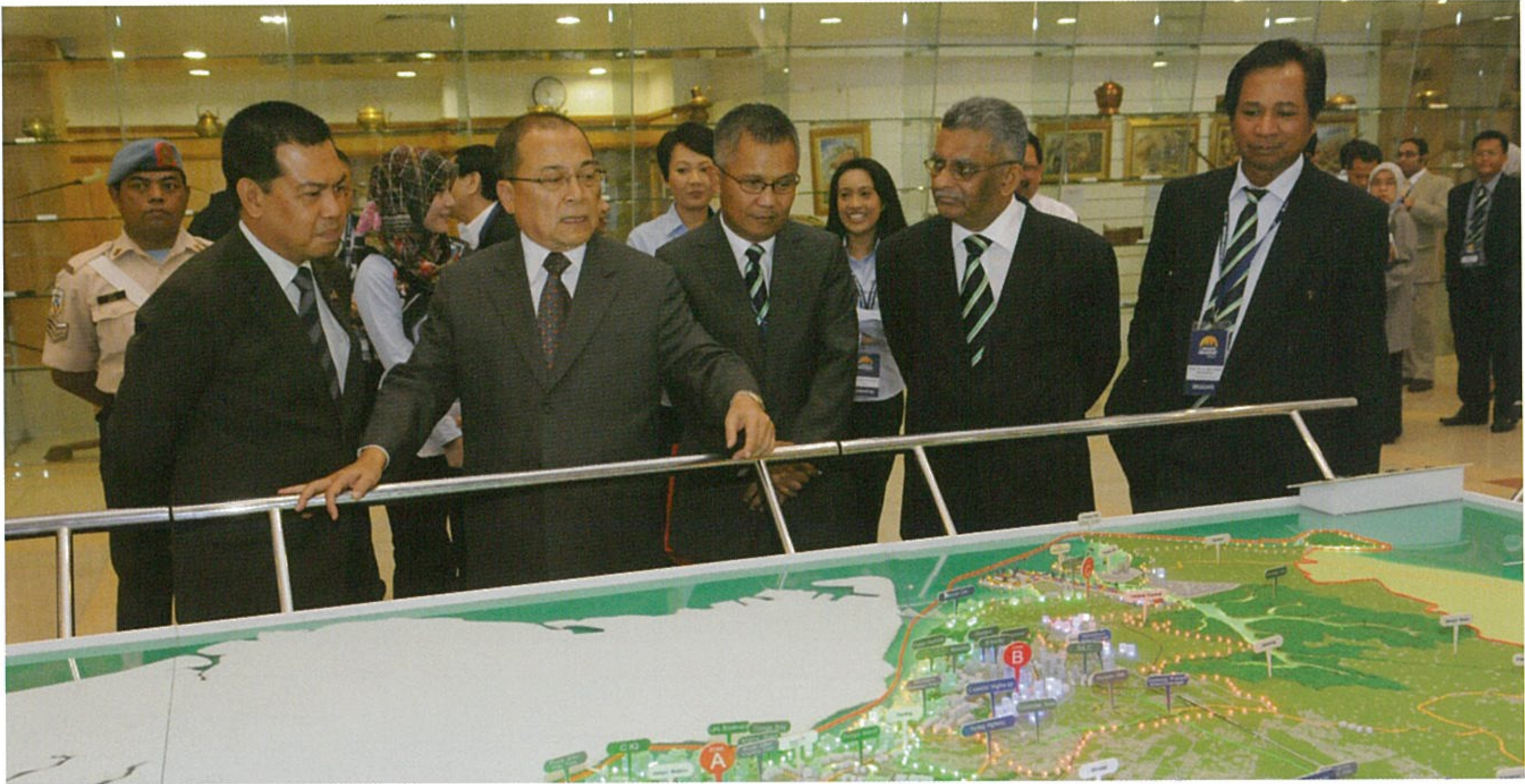
The term strategic management within the context of RISM mapping the future refers to the managerial process of making long-term decisions, and prediction about the business future along with a sense of purposeful action plans.

In more simple words, RISM strategic management is a managerial process of making strategies towards meeting its objectives and evaluating the performance of employees, whilst making adjustments according to the requirements of RISM to achieve the best possible results.

Some of the purposes of RISM strategic management are:

- i. To provide better and up-to-date information about RISM's current position and to predict the future of RISM standing.
- ii. To alert RISM management team, Council members and members about the opportunities and threats in their corresponding fields.





- iii. To assist the RISM management team unify its managerial and organisational efforts.
- iv. To create a more proactive RISM management posture.
- v. To promote the development of a constantly evolving business model for RISM.
- vi. To provide the RISM management team and Councillors the opportunity to evaluate the budget according to the state of affairs.

RISM strategic management will need to undergo the following three main processes or phases:

- Phase I: Strategy Formulation
- Phase II: Strategy Implementation
- Phase III: Strategy Evaluation

3.2 PHASE I: STRATEGY FORMULATION

- i. Performing a situation analysis, self-evaluation and competitor analysis: both internal and external; both micro-environmental and macro-environmental.
- ii. Concurrent with this assessment, RISM objectives are set. This involves crafting or revitalising existing vision statements (long term view of a possible future), mission statements (the role that RISM gives itself to members), overall corporate objectives (both financial and strategic), strategic business unit objectives (both financial and strategic), and tactical objectives.
- iii. These objectives, in the light of the situation analysis, suggest the RISM strategic plan. The plan provides the details of how to achieve these objectives.



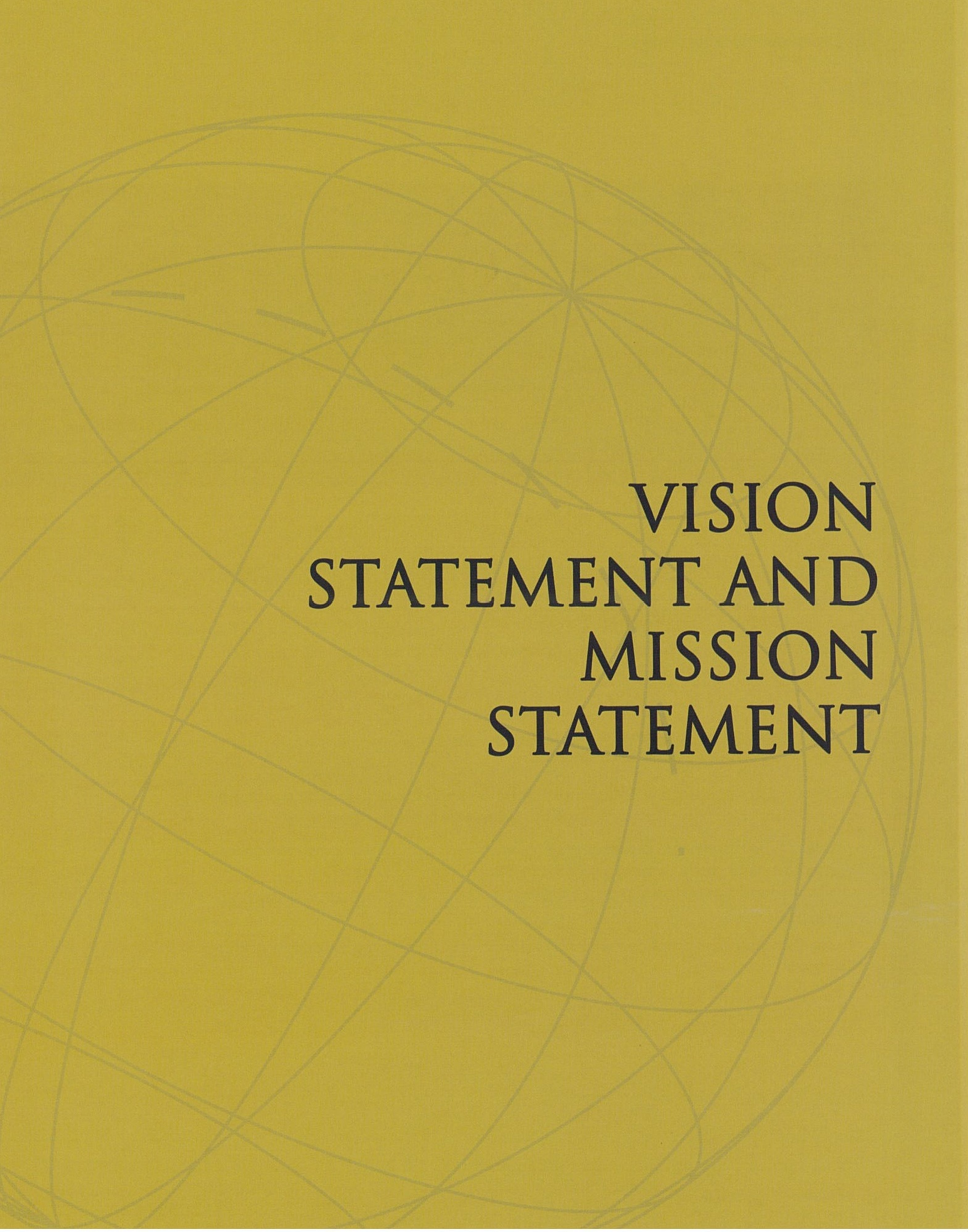
This three-step strategy formulation process can be viewed as determining where RISM is now, determining where RISM wants to go, and then determining how RISM can get there. These three aspects are the essence of strategic planning.

3.3 PHASE II: STRATEGY IMPLEMENTATION

- i. Allocation of sufficient resources (financial, personnel, time, technology support).
- ii. Establishing a chain of command or some alternative structure (such as cross functional teams).
- iii. Assigning responsibility of specific tasks or processes to specific individuals or groups among members of RISM.
- iv. Managing the process. This includes monitoring results, benchmarking and adopting best practices, evaluating the efficacy and efficiency of the process, controlling for variances, and making adjustments to the process as necessary.
- v. Acquiring required resources, developing the process, training, process testing, documentation, and integration with (and/or conversion from) legacy processes.

3.4 PHASE III: STRATEGY EVALUATION

Measuring the effectiveness of RISM strategy. The strategy must represent an adaptive response to the external environment and to the critical changes occurring within RISM.



**VISION
STATEMENT AND
MISSION
STATEMENT**



4.0 VISION STATEMENT AND MISSION STATEMENT

4.1 FUTURE TENSE: THE NEXT FIVE YEARS

The RISM Mission Statement defines the purpose or broader goal for being in existence. It serves as a guide in times of uncertainty or vagueness. It is like the guiding light and has no time frame. The mission can remain the same for decades if crafted correctly. On the other hand, the RISM Vision Statement is more specific in terms of objective and time frame for its achievement.

A vision for RISM is very important because it describes a desired future state for its members and stakeholders. Action without vision or doing things but getting lost into oblivion without directions is always a nightmare and must be avoided at all costs.

The following vision, mission and values statements are the outcomes of the discussions that have been endorsed to be adopted for RISM:

4.2 VISION

- To be recognised as an innovative and dynamic world-class professional surveying institution
- To provide quality, value-added and comprehensive services
- To be the centre of excellence in surveying

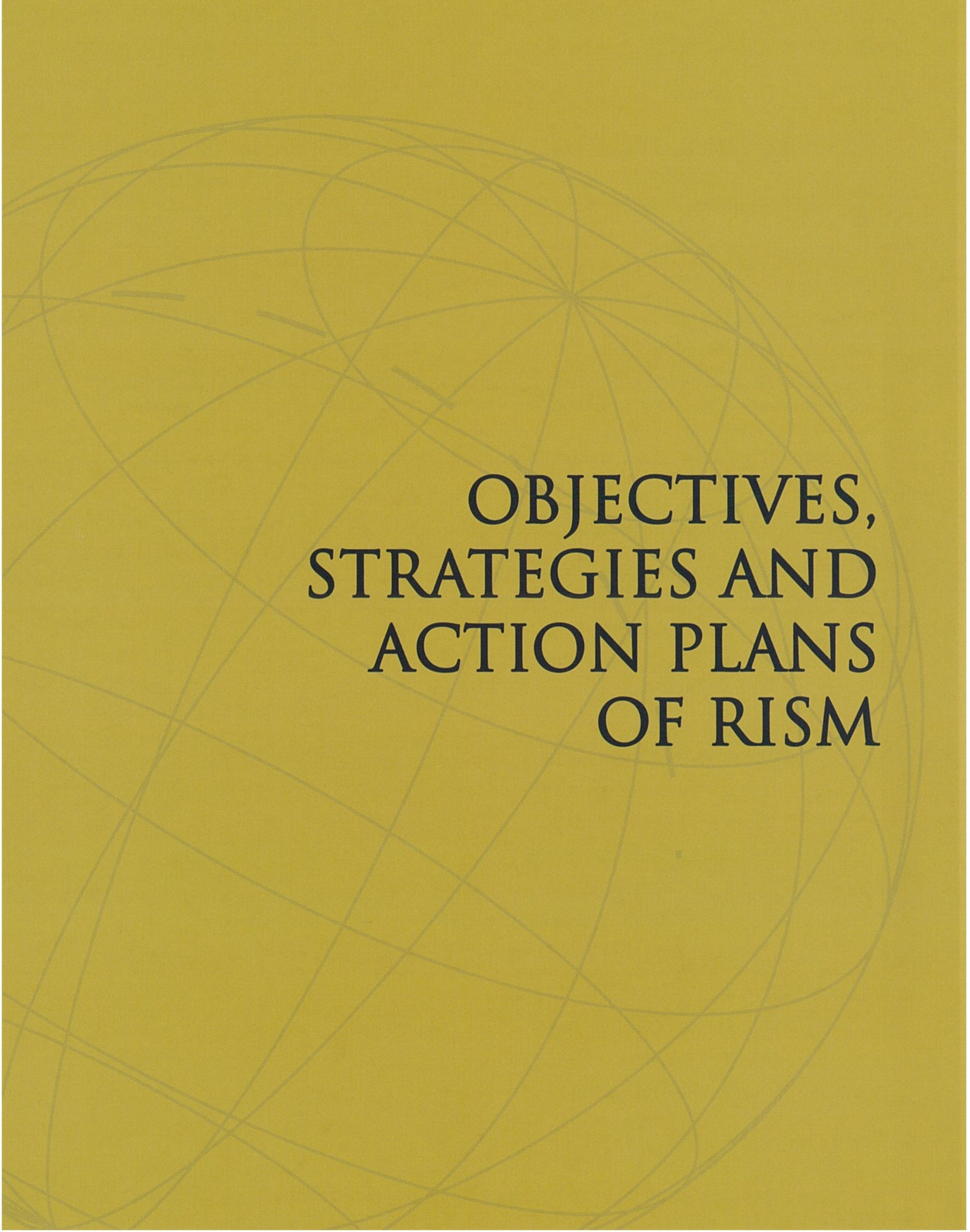


4.3 MISSION

- To continuously improve the standards of professional practice and ethics
- To promote the welfare and professional development of members
- To expand by incorporating related disciplines into our profession
- To continue to be relevant and of benefit to the public

4.4 VALUES

- We recognise the need to be honest and accountable in all undertakings
- We respect the equality of individuals on gender, cultures and beliefs and have a high sense of social responsibility
- We seek quality in technology, standards and services
- We pursue competence and integrity in professional practice



**OBJECTIVES,
STRATEGIES AND
ACTION PLANS
OF RISM**

5.0 OBJECTIVES, STRATEGIES AND ACTION PLANS OF RISM

Participants of the brainstorming session had in the initial stages of discussion identified the following as being the core issues, which need to be addressed by RISM:

- i) Administrative
- ii) Finance
- iii) Transformation of RISM
- iv) Technical and Professional

They were subsequently split into four working groups and tasked to produce details of action plans and persons responsible for them, time frame for monitoring or completing the action plans, as well as budget required for undertaking the concerned plans.

The following is the summary of the objectives and the action plans produced and endorsed for RISM for the year 2012 – 2017:

I. APPENDIX A: SUMMARY OF OBJECTIVES AND ACTION PLANS (2012-2017)

II. APPENDIX B: ADMINISTRATIVE WORKING GROUP

APPENDIX B1: ACTIVITY SCHEDULE FORM

- I) HUMAN RESOURCE
- II) PHYSICAL BUILDING MANAGEMENT
- III) GENERAL COUNCIL

APPENDIX B2: LOGFRAME FORM

- I) HUMAN RESOURCE
- II) PHYSICAL BUILDING MANAGEMENT
- III) GENERAL COUNCIL

APPENDIX B3: RESOURCE SCHEDULE FORM

- I) HUMAN RESOURCE
- II) PHYSICAL BUILDING MANAGEMENT
- III) GENERAL COUNCIL

III. APPENDIX C: FINANCE WORKING GROUP

APPENDIX C1: ACTIVITY SCHEDULE FORM

- I) FINANCIAL MANAGEMENT
- II) INCOME GENERATION
- III) MEMBERSHIP



APPENDIX C2: LOGFRAME FORM

- I) FINANCIAL MANAGEMENT
- II) INCOME GENERATION
- III) MEMBERSHIP

APPENDIX C3: RESOURCE SCHEDULE FORM

- I) FINANCIAL MANAGEMENT
- II) INCOME GENERATION
- III) MEMBERSHIP

IV. APPENDIX D: IMAGE TRANSFORMATION WORKING GROUP

APPENDIX D1: ACTIVITY SCHEDULE FORM

- I) BUILDING RENOVATION
- II) RELOCATION OF BUILDING
- III) DEVELOPMENT OF E-SERVICES
- IV) DIGITAL LIBRARY
- V) MEMBERS OUTREACH PROJECT
- VI) CERTIFICATION PROGRAMME
- VII) CSR PROGRAMME



APPENDIX D2: LOGFRAME FORM

- I) RISM BUILDING
- II) RISM STANDING
- III) OUTREACH
- IV) CUSTOMER AND MEMBERSHIP SATISFACTION

APPENDIX D3: RESOURCE SCHEDULE FORM

- I) IMAGE TRANSFORMATION

V. APPENDIX E: TECHNICAL AND PROFESSIONAL WORKING GROUP

APPENDIX E1: ACTIVITY SCHEDULE FORM

- I) PROFESSIONAL BRANDING
- II) PROFESSIONAL PATRIOTISM AND ETHICS
- III) NETWORKING
- IV) CAPABILITY AND CAPACITY BUILDING

APPENDIX E2: LOGFRAME FORM

- I) PROFESSIONAL BRANDING
- II) PROFESSIONAL PATRIOTISM AND ETHICS
- III) NETWORKING
- IV) CAPABILITY AND CAPACITY BUILDING

APPENDIX E3: RESOURCE SCHEDULE FORM

- I) PROFESSIONAL BRANDING
- II) PROFESSIONAL PATRIOTISM AND ETHICS
- III) NETWORKING
- IV) CAPABILITY AND CAPACITY BUILDING





I. APPENDIX A:
SUMMARY OF OBJECTIVES AND
ACTION PLANS (2012-2017)

APPENDIX A:

SUMMARY OF OBJECTIVES AND ACTION PLANS (2012-2017)

GROUP	SUB-TOPIC	OVERALL OBJECTIVES	SPECIFIC OBJECTIVES	ACTIVITIES
ADMINISTRATIVE	a) Work culture	Conducive and positive work culture amongst staff	Improved work rate and work culture	<ol style="list-style-type: none"> 1) Set KPIs for staff 2) Provide Terms of Reference 3) Establish Document Management System 4) Create SOP and Desk File 5) Review staff workload 6) Provide training to improve staff skills 7) Find right candidate for the post 8) Regular review of training needs for staff 9) Regular staff appraisal 10) Provide reward system for staff 11) Provide career advancement opportunity 12) Provide ICT training 13) Improve library and archiving system
	b) Work environment	Conducive working environment for the staff	Good building, offices and facilities	<ol style="list-style-type: none"> 1) Provide ICT facilities 2) Provide workstation and facilities 3) Development and implementation of health and safe workplace manual
	c) Leadership	Strong leadership from the Council	Councillors can manage organisation and operational matters	<ol style="list-style-type: none"> 1) Set KPIs for General Council 2) Establish Terms of Reference 3) Produce work pack for Councillors 4) Awareness on Council Ruling 5) Management of strategic plan 6) Conduct workshops
FINANCE	a) Financial management	To improve the financial position of the institution	<ol style="list-style-type: none"> 1) To reduce wastage and ensure yearly surplus 2) To make institution functions and activities lean 3) To instill accountability in the institution's handling of finances 	<ol style="list-style-type: none"> 1) Improve financial management 2) Monitoring of expenditure to be based on budgeting, and ensuring purchases made based on best value (procurement) for money (procedure) 3) Change financial reporting from July to June 4) Determination of bonus payment to be based on surplus for the year's performance 5) Reduce expenditure e.g. travel on economical flights

APPENDIX A:
SUMMARY OF OBJECTIVES AND ACTION PLANS (2012-2017) (Continued)

GROUP	SUB-TOPIC	OVERALL OBJECTIVES	SPECIFIC OBJECTIVES	ACTIVITIES
	b) Income generation	To generate sustainable income streams to finance the institution's expenditure and reinvestment for the future	<ol style="list-style-type: none"> 1) To maximise institution asset's investment return 2) To increase income generation activities 3) To explore and expand alternative sources of income 4) To strengthen institution's business division 	<ol style="list-style-type: none"> 1) Review rental and agreement 2) Organise revenue generating golf tournament/activities 3) Increase marketing for advertisements in RISM 4) Collaboration with data research/provider 5) Continue collaboration with other money generating organisations in conducting conferences/seminars/exhibitions 6) Increase rate of corporate membership 7) Identify investment in property using available resource (in FD) 8) Apply for government property/land leveraging on royal status 9) Divisions and Branches to organise more seminars, conferences and workshops to generate more income 10) Organise and uplift Annual International Survey Congress to congress and exhibition 11) Establish RISM Business Arm 12) Merchandising to advertise publications and souvenir items for sale
	c) Membership	Sustaining, attracting and opening up of membership	<ol style="list-style-type: none"> 1) Affiliate/open up new division 2) Facilitate to maintain existing membership 3) 5% increase per year membership source from existing group of surveyors who have yet to join RISM/affiliates 	<ol style="list-style-type: none"> 1) Review/amend Constitution 2) Carry out more effective membership drive activities 3) Undertake more beneficial activities for members 4) Cooperate with all Boards to make it mandatory to be a member of RISM in order to practice 5) Review entrance route for membership 6) Reinstate membership fees for students 7) Time frame for migration to higher levels of class of membership for students and graduates 8) RISM to offer/initiate transfer of member from graduate to full member 9) To work out with the Boards to make it mandatory for practitioners from overseas to be members of RISM 10) To allow instalment as a form of repayment for defaulters

APPENDIX A:
SUMMARY OF OBJECTIVES AND ACTION PLANS (2012-2017) (Continued)

GROUP	SUB-TOPIC	OVERALL OBJECTIVES	SPECIFIC OBJECTIVES	ACTIVITIES
TRANSFORMATION OF RISM				11) Increase reminders through other means (e-mails or sms) 12) Defaulter's information to be displayed on the website to check status online 13) Target zero defaulters
	a) RISM building and infrastructure	To upgrade RISM building and infrastructure	1) Upgrade building and amenities 2) Relocation of RISM HQ to new building 3) Upgrade facilities and infrastructure	1) Renovate RISM building, modernise library facilities and services, and improve meeting and conference facilities 2) Source for new location for the future direction of RISM 3) Develop new online services e.g. sales of articles, journals, merchandise, etc.
	b) RISM standing	To transform RISM in addressing current challenges and high expectation of the members, public and other stakeholders in line with the Royal status conferred	1) Improve RISM standing 2) "Wow" factor to attract members	1) Rebranding activities 2) Enhance and value-add benefits to members e.g. job vacancies for fresh graduates 3) Members' outreach and support activities, YAA 4) Technical competency through Certification Programme Programs (Certified Building Managers, Certified Property Negotiator, Certified Measurer, Certified Survey Technician, etc.)
	c) Outreach	To reach out to the public and serve as advisory capacity to the government	1) To reach out to the public 2) To improve public relation and to create synergy with other allied bodies 3) To establish RISM as think tank to advise government on survey and real estate matters	1) Conduct activities such as road shows (IPTA, IPTS, colleges, schools, etc.), open days, public forums, CSR programmes and sport programmes 2) Leveraging on strategic partnership, media relations, policy on public relations 3) Collaboration in R&D and CPD programmes, to link with universities and research institutions, identify top-down and bottom-up research projects, and look out opportunities for research grants

APPENDIX A:
SUMMARY OF OBJECTIVES AND ACTION PLANS (2012-2017) (Continued)

GROUP	SUB-TOPIC	OVERALL OBJECTIVES	SPECIFIC OBJECTIVES	ACTIVITIES
	d) Improve delivery system	To improve RISM delivery system towards customer and member satisfaction	Reinforce stewardship through good governance practice (establish SOP) and to improve delivery system: 1) Improve communication (internal and external) 2) Improve feedback mechanism 3) World-class secretariat 4) e-RISM (e-service, e-payment, e-membership, etc.)	1) Streamline roles and responsibilities, and review job descriptions 2) Benchmark against local and international allied bodies 3) Set targets and KPIs for all levels of management 4) Establish a good reporting system 5) Obtain and update latest emails and mailing addresses 6) Dispatch mails on the same day 7) Email birthday 8) Set up video conferencing at all branches for e-meetings 9) Hotlines, Complaint/Suggestion Box 10) Collect, scan and archive information 11) Update website regularly 12) Minutes of meeting out within 48 hours
TECHNICAL AND PROFESSIONAL	a) Professional branding	To improve professional branding	1) Membership is perceived as part of the career ladder to achieve the status of Fellow starting as member: a) Fellow (reserved to those with fully developed career and contribution to RISM) b) Fellowship related to recognition to professional career development (status symbol in one's professional career) 2) Public awareness and publicity to highlight and promote RISM 3) Merchandising	1) Publicise names and brief description of achievement of new Fellows 2) Gauge the opinion of members on their perceptions before and after publicising 3) To limit the number of Fellow to 0.1% 4) To achieve Fellow status, academicians must be full Professor and government servants of the same grade (or other grades to be decided) 5) To inform the public and government agencies of the status of Sr 6) Participation in popular slots in media, TV and radio (Review cost benefit of Eric Pringles) 7) To design questionnaires on membership satisfaction 8) Minimum CPD credits for participations in activities - two points 9) Brochures, publication and review items for sales

APPENDIX A:

SUMMARY OF OBJECTIVES AND ACTION PLANS (2012-2017) (Continued)

GROUP	SUB-TOPIC	OVERALL OBJECTIVES	SPECIFIC OBJECTIVES	ACTIVITIES
	b) Networking	Enhancement in inter-profession networking within RISM and among other professions both at national and international levels	<ol style="list-style-type: none"> 1) Joint conference on common topics in at least two Divisions 2) Dialogues between Divisions 3) International Membership for government and private sectors 	<ol style="list-style-type: none"> 1) Involvement in MTEN/ETP Programmes 2) Creating Standing Committee to look into matters 3) Courtesy visits Allied Professional i.e. ACEM and MBAM 4) Inter-division sports events
	c) Capability and capacity building	Enhance capability and capacity building	<ol style="list-style-type: none"> 1) More compulsory CPD events including annual lectures on ethics and professionalism 2) Encouraging multidiscipline practices 3) Establish a training centre for Professional Development to members 4) Encourage more members to present papers internationally 5) To promote membership benefit 6) To enhance partnering universities initiatives 7) To publish journals, papers and materials related to research 8) To promote and publish research activities in the website 9) To collect, disseminate and archive materials related to research 	<ol style="list-style-type: none"> 1) Divisions and Branches to organise eight to ten talks and one seminar within a session 2) Facilitate the formation of at least one multidiscipline practice in a session 3) To establish training centre by year end 2012 4) To enhance the present RISM Research and Resource Centre 5) To create guidelines for travel grants to attend seminars 6) To develop guidelines for scholarships and loans. Already been a member for at least one semester 7) To provide accessibility to online proprietary resources 8) To link with research institutions and universities 9) To create President's column in the website and <i>The Malaysian Surveyor</i> to highlight RISM events 10) To enhance RISM Research and Resource Centre 11) To identify the institutional bodies/Divisions

APPENDIX A:
SUMMARY OF OBJECTIVES AND ACTION PLANS (2012-2017) (Continued)

GROUP	SUB-TOPIC	OVERALL OBJECTIVES	SPECIFIC OBJECTIVES	ACTIVITIES
	d) Professional patriotism and ethics	Instill patriotism and professional work ethics	<ol style="list-style-type: none"> 1) To create patriotism 2) Increase benefits to members 	<ol style="list-style-type: none"> 1) To ensure Building Cost Information Centre (BCIC) is working well to serve QS members 2) To review current awards system, revitalise the President's Award for RISM members who are active in committees and to introduce the new award - Young Surveyor Award 3) Sense of belonging of RISM secretariat staff
	e) Provider of professional examination/standards		<ol style="list-style-type: none"> 1) To be represented in various Standards Committees e.g. SIRIM 2) Export professional services 	<ol style="list-style-type: none"> 1) Dialogues with standards agencies e.g. SIRIM 2) To conduct twinning degree programmes with universities 3) Continue conducting examinations 4) Export model examination and syllabus 5) Serve on various panels - examination, syllabus/curriculum
	f) Promote welfare and professional development of members		<ol style="list-style-type: none"> 1) Sports activities 2) Motivate and promote unity 3) Social and community service activities 4) Technical visits 5) Job search 6) Advertisements 	<ol style="list-style-type: none"> 1) To organise inter-division, inter-branch, inter-professional games and contests 2) Family day, festive gatherings 3) To organise talks on financial planning and as many other activities as possible 4) To provide PA Insurance to members 5) To organise technical visits locally and overseas

II. APPENDIX B: ADMINISTRATIVE WORKING GROUP

APPENDIX B1: ACTIVITY SCHEDULE FORM

- I) HUMAN RESOURCE
- II) PHYSICAL BUILDING MANAGEMENT
- III) GENERAL COUNCIL

APPENDIX B2: LOGFRAME FORM

- I) HUMAN RESOURCE
- II) PHYSICAL BUILDING MANAGEMENT
- III) GENERAL COUNCIL

APPENDIX B3: RESOURCE SCHEDULE FORM

- I) HUMAN RESOURCE
- II) PHYSICAL BUILDING MANAGEMENT
- III) GENERAL COUNCIL

APPENDIX B2: LOGFRAME FORM

1) HUMAN RESOURCE

NARRATIVE	INTERVENTION LOGIC	OBJECTIVE VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATIONS	ASSUMPTIONS
Overall Objectives	Positive work culture amongst staff	1) Cohesive and efficient staff 2) 10% increase in productivity 3) Reduction in the number of complaints by 10% 4) Reduce staff turnover 5) 10% increase in activities 6) 20% increase in profit 7) 20% increase in membership	1) Office record 2) Complaint record	Regular monitoring by the Council
Specific Objectives	Improve work rate and delivery system	Zero complaint from members	1) Office record	Regular monitoring of the system and procedure set
Results Levels	1) Document Management System 2) System and procedure for other tasks 3) A custodian to manage the system set (including Branches)	1) Create the system within six months 2) Establish the system and procedures 3) Appointment of a staff/Council member as custodian	1) Maintain Management Document, System and Procedure 2) Custodian to report every four months	Regular maintenance of Management Document, System and Procedure
Activities	1) Set KPIs for staff 2) Provide Terms of Reference 3) Establish Document Management System 4) Create SOP and Desk File 5) Review staff workload 6) Provide training to improve staff skill 7) Find right candidate for the post 8) Regular review of training needs for staff 9) Regular staff appraisal	1) KPIs 2) TOR 3) DM System 4) SOP and Desk File 5) Amount of workload 6) Efficiency and work rate 7) CEO 8) Competency 9) Performance	1) Office records 2) Complaint record	Allocation made available to all activities

APPENDIX B2: LOGFRAME FORM
 I) HUMAN RESOURCE (Continued)

NARRATIVE	INTERVENTION LOGIC	OBJECTIVE VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATIONS	ASSUMPTIONS
	10) Provide reward system for staff 11) Provide career advancement opportunity 12) Provide ICT training 13) Improve library and archiving system 14) Streamline roles and responsibilities, and review job descriptions 15) Benchmark against local and international allied bodies 16) Set targets and KPIs for all levels of management 17) Establish a good reporting system 18) Obtain and update latest emails and mailing addresses 19) Dispatch mails on the same day 20) Email birthday 21) Set up video conferencing at all branches for e-meetings 22) Hotlines, Complaint/Suggestion Box 23) Collect, scan and archive information 24) Update website regularly 25) Minutes of meeting out within 48 hours			

APPENDIX B2: LOGFRAME FORM
 II) PHYSICAL BUILDING MANAGEMENT

NARRATIVE	INTERVENTION LOGIC	OBJECTIVE VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATIONS	ASSUMPTIONS
Overall Objectives	Conducive working environment	1) Cohesive and efficient staff 2) 10% increase in productivity 3) Reduction in the number of complaints by 10% 4) Zero staff turnover	1) Office record 2) Complaint record	Regular monitoring by the Council
Specific Objectives	Good building, office and facilities	Zero complaint from members	Office record	Regular monitoring of the building, office and facilities
Results Levels	Improve building, office and facilities	Zero complaint from Staff	Building, office and facilities maintenance records	Regular improvement of building, office and facilities
Activities	1) Provide ICT facilities 2) Provide workstation and facilities 3) Development and implementation of health and safety procedures at work place	1) ICT equipment and peripherals 2) OSH documents for staff	1) Office record 2) Complaint record	Allocation available to all activities

APPENDIX B2: LOGFRAME FORM

III) GENERAL COUNCIL

NARRATIVE	INTERVENTION LOGIC	OBJECTIVE VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATIONS	ASSUMPTIONS
Overall Objectives	Strong leadership from the Council	<ol style="list-style-type: none"> 1) Correct decision making 2) Decision within two months 3) Cohesive and efficient staff 4) 10% increase in productivity 5) 10% increase in activities 6) 20% increase in profit 7) Reduction in the number of complaints by 10% 8) Zero staff turnover 9) 20% increase in membership 10) Minimum 60% attendance 	<ol style="list-style-type: none"> 1) Office record 2) Complaint record 3) Feedback from stakeholders 4) Self-assessment report 	Regular monitoring by the Council
Specific Objectives	Councillors can manage organisation and operational matters	Zero complaint from members	Office record	Regular monitoring of the operational matters
Results Levels	Manual for Councillors in place	Zero complaint from staff	Maintain manual for Councillors	Regular improvement of the manual
Activities	<ol style="list-style-type: none"> 1) Set KPIs for General Council 2) Establish Terms of Reference 3) Produce work pack for Councillors 4) Awareness on Council Ruling 5) Management of strategic plan 6) Conduct workshop 	<ol style="list-style-type: none"> 1) KPIs for General Council 2) TOR documents 3) Work pack for Councillors 4) Briefing sessions by CEO 5) Regular report on SP implementation 6) Number of workshops organised 	<ol style="list-style-type: none"> 1) Office record 2) MCM and GC minutes 3) Reports 	Allocation available to all activities

APPENDIX B3: RESOURCE SCHEDULE FORM

I) HUMAN RESOURCE

NO.	ACTIVITIES	UNIT	QUANTITY	COST/UNIT (RM)	FUNDING SOURCE	RECURRING COST	TOTAL (RM)
1)	Set KPIs for staff	Lump Sum	1	1,000.00	Internal	-	1,000.00
2)	Provide Terms of Reference	Lump Sum	1	1,000.00	Internal	-	1,000.00
3)	Establish Document Management System	Lump Sum	1	1,000.00	Internal	-	1,000.00
4)	Establish SOP and Desk File	Lump Sum	1	1,000.00	Internal	-	1,000.00
5)	Review staff workload	-	-	-	-	-	-
6)	Provide training to improve staff skill	Pax	5	800.00	Internal	-	4,000.00
7)	Find right candidate for the post	-	-	-	-	-	-
8)	Regular review of the training needs	-	-	-	-	-	-
9)	Regular staff appraisal	-	-	-	-	-	-
10)	Provide reward system for staff	-	-	-	-	-	-
11)	Provide career advancement opportunity	-	-	-	-	-	-
12)	Provide ICT training	Lump Sum	1	10,000.00	Internal	2	20,000.00
13)	Improve library and archiving system	Lump Sum	1	2,000.00	Library Fund	5	10,000.00
	TOTAL						RM 54,000.00

Note: Budget estimates are for a year's activity and are indicative. Care should be taken in using the figures.

APPENDIX B3: RESOURCE SCHEDULE FORM
 II) PHYSICAL BUILDING MANAGEMENT

No.	ACTIVITIES	UNIT	QUANTITY	COST/UNIT (RM)	FUNDING SOURCE	RECURRING COST	TOTAL (RM)
1)	Provide ICT facilities	-	-	-	Included in HR budget	-	-
2)	Provide workstation and facilities	Lump Sum	5	5,000.00	Internal	-	25,000.00
3)	Development and implementation of health and safety procedures at work place	Lump Sum	1	1,000.00	Internal	-	1,000.00
	TOTAL						RM 26,000.00

Note: Budget estimates are for a year's activity and are indicative. Care should be taken in using the figures.

APPENDIX B3: RESOURCE SCHEDULE FORM
 III) GENERAL COUNCIL

No.	ACTIVITIES	UNIT	QUANTITY	COST/UNIT (RM)	FUNDING SOURCE	RECURRING COST	TOTAL (RM)
1)	Set KPIs for General Council	Lump Sum	1	1,000.00	Internal	-	1,000.00
2)	Establish Terms of Reference	Lump Sum	1	1,000.00	Internal	-	1,000.00
3)	Produce work pack for Councillors	Lump Sum	1	1,000.00	Internal	-	1,000.00
4)	Familiarisation for incoming Council on Council Ruling	-	-	-	-	-	-
5)	Management of strategic plan	-	-	-	-	-	-
6)	Conduct workshop	Lump Sum	1	18,000.00	Internal	5	90,000.00
	TOTAL						RM 93,000.00

Note: Budget estimates are for a year's activity and are indicative. Care should be taken in using the figures.

III. APPENDIX C: FINANCE WORKING GROUP

- APPENDIX C1: ACTIVITY SCHEDULE FORM
- I) FINANCIAL MANAGEMENT
 - II) INCOME GENERATION
 - III) MEMBERSHIP

- APPENDIX C2: LOGFRAME FORM
- I) FINANCIAL MANAGEMENT
 - II) INCOME GENERATION
 - III) MEMBERSHIP

- APPENDIX C3: RESOURCE SCHEDULE FORM
- I) FINANCIAL MANAGEMENT
 - II) INCOME GENERATION
 - III) MEMBERSHIP

APPENDIX C2: LOGFRAME FORM
 I) FINANCIAL MANAGEMENT

NARRATIVE	INTERVENTION LOGIC	OBJECTIVE VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATIONS	ASSUMPTIONS
Overall Objectives	To improve the financial position of the institution	Income/expenditure > 1.0	Secretary General/membership Committee/CEO and Treasurer General financial reports	All check and balance in place
Specific Objectives	1) To reduce waste and ensuring yearly surplus 2) To make institution function and activities lean 3) To instill accountability in the institution spending and income/expenditure by 15%	1) Income/expenditure = 1.15 (15%) 2) Quarterly financial report to show increase and annual financial report to show increase of 15%	Income/expenditure and annual financial reports	Regular monitoring by Hon. Treasurer General and General Council
Results Levels	Institution income increase by about 5% per year	Monthly income/expenditure report	Annual financial report	Regular monitoring by Hon. Treasurer General and General Council
Activities	1) Improve financial management 2) Change financial reporting from July to June 3) Monitoring of expenditure to be based on budgeting 4) Ensuring purchases made based on best value (procurement) for money (procedure) 5) Determination of bonus Payment to be based on surplus for the year performance 6) Reduce expenditure; "Go Greener" 7) Travel more on economical flights	1) Income/expenditure by 15% 2) Implementation in 2013 3) Reports furnish quarterly end of March, June, September and December 4) Minimum three quotations for every purchase of more than RM3,000. 5) Bonus based on surplus > factor 1.2 6) Postage savings by 15%; reduce use of paper by 10%	1) Treasurer, Divisions and Branches financial reports 2) President/Secretary General/CEO 3) Quarterly financial statement endorsed report by Treasurer/CEO 4) Treasurer General monthly report 5) President/Secretary General/Treasurer General ruling 6) CEO and Division/Branch Chair	Implementation of change in financial reporting in 2013 (with consent by General body)

APPENDIX C2: LOGFRAME FORM

II) INCOME GENERATION

NARRATIVE	INTERVENTION LOGIC	OBJECTIVE VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATIONS	ASSUMPTIONS
Overall Objectives	To generate sustainable income streams to finance the institution's expenditure and reinvestment for the future	Overall income to be increased by 15% every year	Secretary General/membership Committee/CEO and Treasurer General Financial Report	Favourable world economic condition
Specific Objectives	<ol style="list-style-type: none"> 1) To maximise institution asset's investment return 2) To increase income generation activities 3) To explore and expand alternative source of income 4) To strengthen institution's business division 	<ol style="list-style-type: none"> 1) Rate increment and diversify investment 2) Increase number of income generation activities such as professional workshops 3) New business 4) Additional staff and training 	<ol style="list-style-type: none"> 1) MCM reports 2) CEO, Branch/Division Chairs 3) CEO reports 4) Business Division reports 	General Council Ruling and available resources
Results Levels	Institution income increase by about 5% per year	Increment of annual income	Treasure and Chairs of financial reports	Report updated regularly
Activities	<ol style="list-style-type: none"> 1) Review rental 2) Organise revenue generating golf tournament/other activities 3) Increased marketing for advertisements in RISM 4) Collaboration with data research/provider 5) Continue collaboration with other money generating organisations in conducting conferences/seminars/exhibition 6) Increase rate of corporate membership 7) Identify investment in property using available resource (in FD) 8) Apply for government property/land leveraging on royal status 9) Divisions and Branches to organise more seminars, conferences and workshops to generate more income 10) Organise and uplift Annual International Survey Congress 11) Establish RISM Business Arm 12) Merchandising to advertise publications and souvenir items 	<ol style="list-style-type: none"> 1) Rate revision between 5-10% every two years based on tenancy agreement 2) Golf tournament/other activities 3) To increase about 5% on-going 4) To increase about 3% once in a year 5) One-off upon signing of agreement 6) Corporate membership rate increment 7) To increase about 3% once in a year 8) Land applications 9) One seminar minimum yearly 10) One congress in middle of the year 11) Establish and register Business Arm 12) Immediate, short-and long-term 	<ol style="list-style-type: none"> 1) Treasurer General/CEO reports 2) RISM secretariat 3) Division Chair/Branch Chair 4) Division Chair/Branch Chair 5) RISM secretariat 6) Treasurer General/CEO 7) President/Secretary General/CEO 8) Division Chair/Branch Chair 9) Treasurer General/CEO 10) RISM secretariat 11) CEO/COO 12) IT Committee 	Favourable business conditions

APPENDIX C2: LOGFRAME FORM

III) MEMBERSHIP

NARRATIVE	INTERVENTION LOGIC	OBJECTIVE VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATIONS	ASSUMPTIONS
Overall Objectives	Sustaining, attracting and opening up membership	Overall income to be increased by 5% every year	Secretary General/ membership Committee/CEO	Regular monitoring by the Council
Specific Objectives	1) Affiliate/open up membership 2) To maintain existing membership 3) 5% increase per year 4) Membership source from existing group of surveyors who are yet to join RISM/affiliates	Number of new members and affiliates	Membership Committee reports	Regular monitoring of the system and procedure set
Results Levels	1) 200 new members per year	Number of new members	Membership Committee reports	Regular maintenance of Management Document, System and Procedure
Activities	1) Review/Amend Constitution 2) Carry out more effective membership drive activities 3) Undertake more beneficial activities for members 4) Cooperate with all Boards to make it mandatory to be a member of RISM to practice 5) Review membership entrance route and reinstate membership fees for students 6) Time frame for migration to higher levels of class of membership for students and graduates 7) RISM to offer/initiate transfer of members from graduates to full members 8) To work out with the Boards to make it mandatory for practitioners from overseas to be RISM members 9) To allow repayment for defaulters by instalment 10) Increase reminders through other means (e-mails or sms) 11) Defaulter's information to be displayed on website (to check status online)	1) Reviewed within a year 2) Three times in a year 3) On-going efforts 4) Immediate action 5) Immediate action 6) Migration within a year of eligibility 7) Transfer within a year of eligibility 8) Immediate action 9) Immediate action 10) Online checking of membership status 11) Online checking of membership status	1) Secretary General/ Membership Committee/CEO Divisions/Branches 2) President/Sec. General/CEO 3) Membership Review Committee and CEO 4) Membership Review Committee and CEO 5) Membership Review Committee and CEO 6) Membership Review Committee and CEO 7) Membership Review Committee and CEO 8) Membership Review Committee and CEO 9) Membership Review Committee and CEO 10) Membership Review Committee and CEO 11) CEO/RISM secretariat	Allocation available to all activities

APPENDIX C3: RESOURCE SCHEDULE FORM

I) FINANCIAL MANAGEMENT

NO.	ACTIVITIES	UNIT	QUANTITY	COST/UNIT (RM)	FUNDING SOURCE	RECURRING COST	TOTAL (RM)
1)	Improve financial management	Course	1	2,000.00	Internal	4	8,000.00
2)	Change financial reporting from July to June	ROS/EGM	1	2,500.00	Internal	-	2,500.00
3)	Monitoring spending to be based on budgeting	-	-	-	-	-	-
4)	Ensuring purchase/procurement made based on the best value for money (procedure)	-	-	-	-	-	-
5)	Payment to be based on surplus for the year of performance	-	-	-	-	-	-
	TOTAL						10,500.00

Note: Budget estimates are for a year's activity and are indicative. Care should be taken in using the figures.

APPENDIX C3: RESOURCE SCHEDULE FORM

II) INCOME GENERATION

NO.	ACTIVITIES	UNIT	QUANTITY	COST/UNIT (RM)	FUNDING SOURCE	RECURRING COST	TOTAL (RM)
1)	Divisions and Branches to organise more revenue generating seminars and workshops	Seminar/ Workshop	1	20,000.00	Internal	9	180,000.00
2)	Organise and uplift Annual International Survey Congress	Congress	1	1,000.00	Internal	-	1,000.00
3)	Review of rental	-	-	-	-	-	-
4)	Organise revenue generated golf tournament and other social/sports activities	Event	1	50,000.00	Internal	2	100,000.00
5)	Collaboration with data research/provider	-	-	-	-	-	-
	TOTAL						RM281,000.00

Note: Budget estimates are for a year's activity and are indicative. Care should be taken in using the figures.

APPENDIX C3: RESOURCE SCHEDULE FORM

III) MEMBERSHIP

NO.	ACTIVITIES	UNIT	QUANTITY	COST/UNIT (RM)	FUNDING SOURCE	RECURRING COST	TOTAL (RM)
1)	Committee meetings	Meeting	4	400	Internal	10	16,000.00
2)	Road shows	Trip	1	1,000	Internal	13	13,000.00
3)	Social activities	Event	1	1,000	Internal	9	9,000.00
4)	Visit to the Boards	-	-	-	-	-	-
5)	Review meetings	Meeting	1	100	Internal	3	300.00
6)	Reinstatement of students' fees	Meeting	1	100	Internal	3	300.00
7)	Meeting on membership	Meeting	1	100	Internal	3	300.00
	TOTAL						RM 38,900.00

Note: Budget estimates are for a year's activity and are indicative. Care should be taken in using the figures.

IV. APPENDIX D:

IMAGE TRANSFORMATION WORKING GROUP

APPENDIX D1: ACTIVITY SCHEDULE FORM

- I) BUILDING RENOVATION
- II) RELOCATION OF BUILDING
- III) DEVELOPMENT OF E-SERVICES
- IV) DIGITAL LIBRARY
- V) MEMBERS OUTREACH PROJECTS
- VI) CERTIFICATION PROGRAMME
- VII) CSR PROGRAMMES

APPENDIX D2: LOGFRAME FORM

- V) RISM BUILDING AND INFRASTRUCTURE
- VI) RISM STANDING
- VII) OUTREACH
- VIII) CUSTOMER AND MEMBER SATISFACTION

APPENDIX D3: RESOURCE SCHEDULE FORM

- II) IMAGE TRANSFORMATION

APPENDIX D2: LOGFRAME FORM
 I) RISM BUILDING AND INFRASTRUCTURE

NARRATIVE	INTERVENTION LOGIC	OBJECTIVE VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATIONS	ASSUMPTIONS
Overall Objectives	To upgrade RISM Building and infrastructure	1) Customer satisfaction index 2) Reduction in number of defaulters 3) Increase in membership	Members and partners (e.g. partnering universities)	Activities and budget approved and financial resources are made available
Specific Objectives	1) Upgrade building and amenities 2) Relocation of RISM HQ to new building 3) Upgrade facilities and infrastructure	1) 100% completion of upgrading work and facilities are fully operational such as: a) ICT b) Modernised library c) Meeting and conference facilities d) Amenities e.g. security (CCTV), surau e) Membership card e.g. smart card 2) Upon relocation of premises	1) Board of Building Management 2) Committee of New Building 3) IT and Library Committee	Financial resources made available
Results Level	1) To conduct members' satisfaction survey 2) Monitoring members' satisfaction level	1) Six monthly reviews to assess members' satisfaction level 2) Record increase in member's visit to RISM HQ or website through number of hits	Monthly progress reporting by CEO	
Activities	1) Renovate RISM building: a) Develop new online services e.g. sales of articles, journals, merchandise, etc. b) Modernise library facilities and services c) Improve meeting and conference facilities d) Source for new location for the future direction of RISM	1) Completion of renovation within the budget allocated and time frame a) Number of e-services available such as online b) Increase the number of online library resources made available 2) 5% increase in members' satisfaction	1) Board of Building Management 2) IT and Library Committee 3) Committee of new building	Adequate human resources available or to outsource

APPENDIX D2: LOGFRAME FORM

II) RISM STANDING

NARRATIVE	INTERVENTION LOGIC	OBJECTIVE VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATIONS	ASSUMPTIONS
Overall Objectives	To transform RISM to address the current challenges and high expectation of the members, public and other stakeholders in line with the Royal status conferred	<ol style="list-style-type: none"> 1) Customer satisfaction index 2) Reduction in number of defaulters 3) Increase in membership 	Members and partners (e.g. partnering universities)	Activities and budget approved and financial resources are made available
Specific Objectives	<ol style="list-style-type: none"> 1) Improve RISM standing 2) "Wow" factor to attract members 	Increase in member enrolment	Membership Review Committee to monitor and report the completion	
Results Level	<ol style="list-style-type: none"> 1) To include PR as part of CEO portfolio 2) Regular marketing and communication activities 	<ol style="list-style-type: none"> 1) At least four times media coverage per year 2) 5% improvement from 2011 AGM 	CEO	
Activities	<ol style="list-style-type: none"> 1) Rebranding activities 2) Enhance and value-add benefits to members e.g. job vacancies for fresh graduates 3) Members' outreach and support activities 4) Technical competency through Certification programmes (Certified Building Managers, Certified Property Negotiator, Certified Measurer, certified Survey Technician, etc.) 	<ol style="list-style-type: none"> 1) Public engagement 2) Mark increase in attendance in activities 3) Number of certification courses conducted 4) Mark increased in level of awareness by members 	<ol style="list-style-type: none"> 1) Publicity and Promotion Committee to oversee PR officer's activities 2) Education and Accreditation Board 3) CEO 	Availability of in-house or outsource resources

APPENDIX D2: LOGFRAME FORM
 III) OUTREACH

NARRATIVE	INTERVENTION LOGIC	OBJECTIVE VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATIONS	ASSUMPTIONS
Overall Objectives	Membership satisfaction: Transform RISM to address the current challenges and high expectation of the members, public and other stakeholders in line with the Royal status conferred	1) Customer satisfaction index 2) Reduction in number of defaulters 3) Increase in membership	Members and partners (e.g. partnering universities)	Activities and budget approved and financial resources are made available
Specific Objectives	1) To reach out to the public 2) To create synergy with other allied bodies 3) To establish RISM as think tank to advise government on survey and real estate matters 4) To improve public relations	Mark increase in public exposure	Divisional Chairman/COO	
Results Level	To ensure that proper management of publicity and public relation	Four press release per year (e.g. participation in Budget commentary (pre- and post-budget announcement, survey, real estate matters, announcement of new installation of Council members, etc.)	Promotion and Publicity Committee	
Activities	1) Conduct activities such as road shows (IPTA, IPTS, schools, etc), open day, public forum, CSR and sports programmes 2) Media relations 3) Collaboration in R&D and CPD programme 4) Leveraging on strategic partnership 5) YAA	1) Increase in number of events annually 2) Road shows every year 3) One CSR programme at RISM and branch levels per year	1) Promotion and Publicity Committee 2) Social and Sports Committee 3) Partnering universities 4) YAA Organising Committee	1) Able to outsource the organising of the activities 2) Availability of financial resources

APPENDIX D2: LOGFRAME FORM
 IV) CUSTOMER AND MEMBER SATISFACTION

NARRATIVE	INTERVENTION LOGIC	OBJECTIVE VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATIONS	ASSUMPTIONS
Overall Objectives	Customer and membership satisfaction Transform RISM to address the current challenges and high expectation of the members, public and other stakeholders in line with the Royal status conferred	1) Customer satisfaction index 2) Reduction in number of defaulters 3) Increase in membership	Members and partners (e.g. partnering universities)	Activities and budget approved and financial resources available
Specific Objectives	1) Reinforce stewardship through good governance practice (Establish Standard Operating Procedure (SOP)) 2) Improve internal communications	Completion of SOP documents and commencement of compliance	Internal Audit Committee	Strong commitment from the council members and appointment of knowledgeable internal audit committee
Results Level	Set up Internal Audit Committee	Percentage of compliance	Internal Audit Committee	
Activities	1) Streamline roles and responsibilities, and review job descriptions 2) Benchmark against local and international allied bodies 3) Set targets and KPIs for all levels of management 4) Establish a good reporting system for close monitoring 5) Training for secretariat (External and internal)	1) Completion of SOP documents 2) Achieve KPIs set against benchmark and target 3) Comprehensive report for decision making 4) Completion of training needs analysis and increase in competency level	1) Management Committee endorsement 2) CEO to report on six monthly bases 3) Report on CEO 4) Report on CEO	1) Good management practice 2) High commitment from all levels 3) Proper KPIs and clear SOP in place 4) Training budget approved and financial resources made available

APPENDIX D3: RESOURCE SCHEDULE FORM

I) IMAGE TRANSFORMATION

NO.	ACTIVITIES (IMAGE TRANSFORMATION)	UNIT	QUANTITY	COST/UNIT (RM)	FUNDING SOURCE	RECURRING COST	TOTAL (RM)
1)	i. Relocation of HQ ii. Moving Cost	Lump sum	1	3,500,000.00 30,000.00	Internal	-	3,500,000.00 30,000.00
2)	i. E-services ii. Digital library	Lump sum	1	50,000.00 50,000.00	Internal	-	50,000.00 50,000.00
3)	i. Board room (Inclusive of furniture, fixture and fittings, AV and finishing)	Lump sum	1	150,000.00	Internal	-	150,000.00
	Upgrading of facilities and amenities:	Lump sum	1	30,000.00	Internal	-	30,000.00
	i. Upgrade finishes and sound system for resource centre			5,000.00			5,000.00
	ii. Heritage corner			5,000.00			5,000.00
	iii. Hall of fame			10,000.00			10,000.00
	iv. CCTV			180,000.00			180,000.00
	v. Lift upgrading			80,000.00			80,000.00
	vi. Toilet upgrading			5,000.00			5,000.00
	vii. Surau			5,000.00			5,000.00
	viii. Upgrade main entrance			10,000.00			10,000.00
	ix. Replacement of new logo						
4)	i. Facade exterior cleaning	Lump sum	1	20,000.00	Internal	-	20,000.00
5)	ii. Certification courses iii. Trainers	Lump sum	1	50,000.00 2,000.00	Internal	-	50,000.00 2,000.00
6)	Outreach programmes: i. Marketing and promotion materials (brochures, collaterals, banners, merchandise, etc.) ii. Road show	Lump sum	1	50,000.00 100,000.00	Internal	-	50,000.00 100,000.00
7)	i. CSR programme	Lump sum	1	10,000.00	Internal	-	10,000.00
8)	ii. Car park reservation (2 bays)	Lump sum	1	6,000.00	Internal	-	6,000.00
	TOTAL						4,358,000.00

Note: Budget estimates are for a year's activity and are indicative. Care should be taken in using the figures.

V. APPENDIX E:

TECHNICAL AND PROFESSIONAL WORKING GROUP

APPENDIX E1: ACTIVITY SCHEDULE FORM

- I) PROFESSIONAL BRANDING
- II) PROFESSIONAL PATRIOTISM AND ETHICS
- III) NETWORKING
- IV) CAPABILITY AND CAPACITY BUILDING

APPENDIX E2: LOGFRAME FORM

- I) PROFESSIONAL BRANDING
- II) PROFESSIONAL PATRIOTISM AND ETHICS
- III) NETWORKING
- IV) CAPABILITY AND CAPACITY BUILDING

APPENDIX E3: RESOURCE SCHEDULE FORM

- I) PROFESSIONAL BRANDING
- II) PROFESSIONAL PATRIOTISM AND ETHICS
- III) NETWORKING
- IV) CAPABILITY AND CAPACITY BUILDING

APPENDIX E2: LOGFRAME FORM
 I) PROFESSIONAL BRANDING

NARRATIVE	INTERVENTION LOGIC	OBJECTIVE VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATIONS	ASSUMPTIONS
Overall Objectives	To improve professional branding	All members feel proud to be members of RISM (Opinion Survey)	Measurement by questionnaires to RISM members and public	80% responds
Specific Objectives	1) Membership is perceived as part of career ladder to achieve status of fellow starting as member: a) Fellow (reserved to those with fully developed career and contribution to RISM) b) Fellowship awarded in recognition to professional career development 2) Public awareness and publicity to highlight and promote RISM	1) Fellowship is to be recognised as part of the promotion and award criteria in public service/universities: a) To have less than 3% from the total number of members b) Expecting increase in perceptions by at least 10%	Promotion and Publicity Taskforce report	1) Amendment to the Constitution and Bye-laws on "contribution" criteria
Results Levels	RISM more recognised	Public opinion survey	Promotion and Publicity Taskforce report	
Activities	1) Publicise names and brief description of achievement of new Fellows 2) Gauge members' opinion on their perception before and after publicising 3) To limit the number of Fellows to 0.1% 4) To inform the public and government agencies of the status of Sr 5) Participation in popular slots in media (TV and radio) (Review cost benefit of Eric Pringles) 6) To design questionnaires on membership satisfaction 7) Minimum two CPD credits for participations in activities	Public opinion survey and liaison with media	Membership review committee report, Promotion and Publicity Taskforce report, survey and liaison with media	

APPENDIX E2: LOGFRAME FORM
 II) PROFESSIONAL PATRIOTISM AND ETHICS

NARRATIVE	INTERVENTION LOGIC	OBJECTIVE VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATIONS	ASSUMPTIONS
Overall Objectives	Professional patriotism and ethics	Pride indication through survey	CEO and Committee	
Specific Objectives	1) To create patriotism 2) Increase benefits to members	Volunteers	Various committee reports	
Results Levels	Members' keenness in providing services free of charge	Number of volunteers in activities	Committee reports	
Activities	1) To ensure Building Cost Information Centre (BCIC) is working well to serve the QS members 2) To review current awards system, revitalise the President's award for RISM members who active in committees and to introduce the new award – Young Surveyor Award 3) Sense of belonging of the RISM secretariat staff	1) To introduce associate membership especially to RISM secretariat staff	1) To settle this issue within six months 2) Award of Excellence Committee to come out with proposed of new award 3) To settle this issue within six months	Council's approval and amend Constitution and Bye-laws

APPENDIX E2: LOGFRAME FORM

III) NETWORKING

NARRATIVE	INTERVENTION LOGIC	OBJECTIVE VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATIONS	ASSUMPTIONS
Overall Objectives	Enhancement in Inter profession networking within RISM and among other professions both at National and International levels	The Standing Committee on Networking to be formed within six months	CEO and General Council	Funding available for networking
Specific Objectives	1) Joint Conferences on common topics in at least two Divisions 2) Dialogues between Divisions	Number of conferences and dialogues held	CEO report	Funding available
Results Levels	New affiliates and MOU	Number of affiliates and MOU	CEO and Membership Review Committee report	
Activities	1) Involvements in MTEN/ETP Programmes 2) Creating Standing Committee to look into matters 3) Courtesy visit Allied Professional i.e. ACEM and MBAM 4) Sports	1) Establish contact within six months 2) Committee formed within six months 3) Visit schedule made and execute 4) Sports event organised once a year with any professional body	1) Memorandum Committee 2) Council 3) Promotion and Publicity 4) Sports Committee	

APPENDIX E2: LOGFRAME FORM
IV) CAPABILITY AND CAPACITY BUILDING

NARRATIVE	INTERVENTION LOGIC	OBJECTIVE VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATIONS	ASSUMPTIONS
Overall Objectives	Enhance capability and capacity building	Work rate (amount of work done) Efficiency (time taken)	1) Office record 2) Complaint record 3) Feedback from stakeholders 4) Self-assessment report	Funding available for training
Specific Objectives	Competency	Number of problems resolved	As above	
Results Levels	Subject matter expert	Number of problems resolved	As above	
Activities	1) More CPD events including compulsory CPDs 2) Encouraging multidiscipline practices 3) Establish a training centre for Professional Development to its members 4) Encourage more members to present papers internationally 5) To promote membership benefits 6) To enhance partnering universities initiatives 7) To publish journals, papers and materials related to research 8) To promote and publish research activities in the website 9) To collect, disseminate and archive materials related to research 10) To organise annual lecture on ethic and professionalism	1) Divisions and Branches organise eight to ten talks and one seminar within a session 2) Facilitate the formation of at least one multidiscipline practice in a session 3) By year end 2012 4) To enhance the present RISM Research and Resource Centre 5) To create guidelines for travel grant to attend seminars 6) To develop guidelines for scholarship and loans. Already been a member for at least one semester 7) To provide accessibility to online proprietary resources 8) To link with research institutions and universities 9) To create President's column in the website and the Malaysian Surveyor to highlight RISM events. 10) To enhance RISM Research and Resource Centre 11) To identify the institutional bodies/Divisions	1) Division and Branches to report one month after the event 2) External and Liberalisation Committee 3) Professional Development Committee to report 4) Divisions/Branches to report to Council 5) Scholarship Committee to report every six months 6) IT and Library Committee 7) Partnering Universities Committee 8) Digital Library 9) Professional Development Standing Committee to report every six months.	1) Council's approval 2) Council's approval on the formation of this committee

APPENDIX E3: RESOURCE SCHEDULE FORM

I) PROFESSIONAL BRANDING

No.	ACTIVITIES (IMAGE TRANSFORMATION)	UNIT	QUANTITY	COST/UNIT (RM)	FUNDING SOURCE	RECURRING COST	TOTAL (RM)
1)	To publicise to the public, government agencies and universities on the scope of services and contribution of the profession and RISM	Event	2	10,000.00	Internal	2	40,000.00
2)	To design questionnaires on membership satisfaction and public awareness on the profession and RISM	-	-	-	-	-	-
3)	To upgrade fellowship stature so that it is being sought after by all RISM members	-	-	-	-	-	-
4)	To publicise names and brief description of achievements of new fellows and get feedback from members	-	-	-	-	-	-
5)	To participate in popular slots in media (newspaper, TV and radio)	Event	5	2,000.00	Internal	-	10,000.00
	TOTAL						50,000.00

Note: Budget estimates are for a year's activity and are indicative. Care should be taken in using the figures.

APPENDIX E3: RESOURCE SCHEDULE FORM

II) PROFESSIONAL PATRIOTISM AND ETHICS

No.	ACTIVITIES (IMAGE TRANSFORMATION)	UNIT	QUANTITY	COST/UNIT (RM)	FUNDING SOURCE	RECURRING COST	TOTAL (RM)
1)	To enhance members' benefits such as improving the Building Cost Information Centre (BCIC)	-	-	-	-	-	-
2)	To review current awards system, revitalise the President's Award for RISM members who are active in committees and to introduce the new award – Young Surveyors Award	Event	1	20,000.00	Internal	-	20,000.00
3)	To instill the sense of belonging of RISM secretarial staff (to rotate administrative activities)	Training	1	10,000.00	Internal	-	10,000.00
	TOTAL						30,000.00

Note: Budget estimates are for a year's activity and are indicative. Care should be taken in using the figures.

APPENDIX E3: RESOURCE SCHEDULE FORM

III) NETWORKING

NO.	ACTIVITIES (IMAGE TRANSFORMATION)	UNIT	QUANTITY	COST/UNIT (RM)	FUNDING SOURCE	RECURRING COST	TOTAL (RM)
1)	To participate actively as an advocate and technical advisor in all government policy programmes such as MTEN/ETP	-	-	-	-	-	-
2)	To organise courtesy visits and dialogues with allied professional bodies i.e. ACEM and MBAM	-	-	-	-	-	-
3)	To organise sports activities with other professional bodies	Event	1	20,000.00	Internal	2	40,000.00
4)	To engage mutual recognition of agreements (MRAs)	-	-	-	-	-	-
	TOTAL						40,000.00

Note: Budget estimates are for a year's activity and are indicative. Care should be taken in using the figures.

APPENDIX E3: RESOURCE SCHEDULE FORM
 IV) CAPABILITY AND CAPACITY BUILDING

NO.	ACTIVITIES (IMAGE TRANSFORMATION)	UNIT	QUANTITY	COST/UNIT (RM)	FUNDING SOURCE	RECURRING COST	TOTAL (RM)
1)	To organise more CPDs events	-	-	-	-	-	-
2)	To organise Surveyors Congress	-	-	-	-	-	-
3)	To encourage multidiscipline practices	Event	1	20,000.00	Internal	2	40,000.00
4)	To establish a Professional Development Training Centre for members	-	-	-	-	-	-
5)	To encourage more members to present papers internationally	-	-	-	-	-	-
6)	To enhance partnering universities initiatives	-	-	-	-	-	-
7)	To publish journals, papers and materials related to research	-	-	-	-	-	-
8)	To promote and publish research activities in the website	-	-	-	-	-	-
9)	To collect, disseminate and archive materials related to research	-	-	-	-	-	-
10)	To organise annual lectures on ethics and professionalism	Event	1	2,000.00	Internal	2	4,000.00
TOTAL							44,000.00

Note: Budget estimates are for a year's activity and are indicative. Care should be taken in using the figures.



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