

## International Committee (ICOM) Structure

### Paragraph 5 and 6 from the constitution

#### 5. INTERNATIONAL COMMITTEE

5.1 The International Committee serves as the principal decision-making body for the International Fellowship between International Councils. Its members are responsible for translating the directions and recommendations decided upon by the International Council into a program of work for the International Secretariat, monitoring the undertaking of this program of work, monitoring the work of regions and working groups and the coordination of that work, and determining and approving the budget each year for the work of the Secretariat. It decides on the size and shape of the IFOR staff and the setting of guidelines concerning staff conditions of employment, although legal responsibility for the employment of staff rests with the 'Stichting IFOR' (see below).

5.2 The members of the International Committee are chosen by the International Council. The International Committee remains in office until such time as a new International Committee is chosen by the next International Council. It is composed of seven members, including the President, Vice-President and Treasurer. At least one member of the International Committee will be from each region. No more than three will be from any one region. The International Committee is authorized to fill any vacancy that may occur. The International Committee usually meets once a year.

#### 6. EXECUTIVE COMMITTEE

6.1 The principal officers of the International Fellowship of Reconciliation are the **President, the Vice-President, and the Treasurer**. These three officers form the IFOR Executive Committee and are also members of the International Committee.

6.2 The **President** coordinates the work of the International Committee and is the chief representative of the International Fellowship in its external relations.

6.3 The **Treasurer** exercises the responsibility for the administration of IFOR funds. He/she therefore works in close cooperation with both the IFOR staff and the International Committee on all matters involving finance. The treasurer is responsible to the International Committee and is an ex officio member of International Committee and Representative Consultative Committee and the Stichting. 6.3 The International Council selects the **Vice-President**. The Vice-President assists the President in her/his tasks.

6.4 The **Executive Committee** is empowered to act on behalf of the International Committee between International Committee meetings. It is responsible to the International Committee. It should keep the International Committee fully informed of all business in progress and takes account of any views expressed by International Committee members.

#### Duties of the Committee

1. To keep records and minutes including accounts etc.
2. To elect officers
3. To make standing orders and committee rules incl. *quorum* rules etc.

#### Duties of Committee Members :

1. Commitment to IFOR's aims and loyalty to meetings
2. Continuous improvement of contributions to the committee
3. Accept corporate responsibility for committee decisions

4. Respond to correspondence from Committee Secretary
5. Read all committee papers before meetings
6. Inform Secretary in advance of any proposals to be raised
7. Be prepared to correct errors in minutes, and raise matters arising
8. Obey Chairs rulings and follow committee procedures
9. To support the International Coordinator in his/her work of management and offer advice.
10. Not to approach any of IFOR's staff directly but through the International Coordinator if necessary.
11. To declare any conflict of interest to the committee on any matter under discussion

### **Qualifications**

1. No specific academic or professional qualifications required
2. Selflessness is expected in order to act in the best interests of IFOR
3. Integrity is essential so that members are not under an obligation to any outside interest that could influence their decisions
4. Objectivity is important in making any appointments, decisions strictly on merit without any prejudice or discrimination
5. Members must accept accountability for their actions and be open to scrutiny
6. Members must be able to give reasons for their decisions that are open
7. Honesty is essential by declaring any conflict of interest
8. Leadership qualities are important by showing an example to others.
9. Ability to work as part of a team on the committee
10. Sensitive to the needs of other members and able to resolve inner conflicts.
11. Specialist knowledge is welcome in the areas of IFOR's activities and concerns

### **The Chair Duties**

1. Responsible for the performance of the Executive Committee in the governance of IFOR in close cooperation with the International Coordinator through a thorough preparation before the meeting in writing the agenda and Chairs notes.
2. To be the line manager of the International Coordinator who evaluates the work of the International Coordinator and offering leadership and support.
3. Managing the line between the governance work of the Executive Committee and the management role of the International Coordinator. This will happen by keeping the focus of the Committee on strategic and developmental issues and protecting the staff from committee members who are eager to do the micro-management. Remind the Committee that their work is to ensure the accountability of managers to them rather than do the management work themselves.
4. Ensure the succession planning of committee members and ensure rotation over the years of service. To develop new committee members into their role
5. Represent IFOR on key public occasions.
6. To supervise and monitor the work of any sub-committees of the Executive Committee to ensure they deal with their terms of reference and do not stray into other areas. Resolve conflict of interest between sub-committees. Ensure they report back to the Executive Committee.

### **The Staff**

#### **Duties to the Committee Members**

1. Staff are expected to inform, guide and make recommendations to the Executive Committee.
2. Staff support the International Coordinator in managing IFOR and servicing the committee.
3. Staff may be invited to attend committee meetings when their expertise and advice is required, or to present a report, with the agreement of the International Coordinator.
4. Normally the International Coordinator will attend all committee meetings and report back to the senior management team.
5. All staff may be asked to leave the Executive committee meetings when private discussions are required e.g. when discussing reward

## The Line between Governance and Management

### Definitions:

**Governance** provides insight, wisdom and good judgement to IFOR. It is about ensuring that IFOR has a clear mission and strategy, and is the responsibility of the Executive Committee. It is about giving guidance on the overall allocation of resources, and of ensuring good management, but is less concerned about precise numbers or detail of performance

**Management** is responsible through the staff to implement and develop the strategies agreed by the Executive Committee. The staff are responsible for turning the Committees intentions into action and administrating the systems and procedures needed to get results.

### The Governance Roles

#### 1. Contextual

Understanding the values and beliefs of IFOR. Shaping and periodically redefining IFOR's mission, which is the fundamental purpose of IFOR. Creating IFOR's vision which is it's desired view of the future. Clarify distinctive features and competences that distinguish IFOR from others in the same field.

#### 2. Educational

Ensuring that all members are well informed about IFOR and it's role, performance and responsibilities. Recruiting and inducting new members to meet present and future needs of IFOR. Providing training and support to meet members development needs.

#### 3. Inter-personal

Fostering a sense of cohesiveness in IFOR. Appointing, supporting and monitoring the performance of the International Coordinator through a delegated sub-group e.g. Personnel Committee.

#### 4. Analytical

Drawing upon the different perspectives to find appropriate solutions to issues IFOR faces. Influencing the overall allocation of resources through the budget setting process. Ensuring the financial security of IFOR and establishing financial management systems.

#### 5. Political

Developing healthy relationships with key constituencies. Creating strategic partnerships with other organisations. Building coalitions around IFOR's priorities with shared visions. Identification of future trends, opportunities and threats to IFOR. Balancing competing demands on resources through agreement or consensus seeking.

#### 6. Strategic

Ensure a strategic approach to IFOR's future. Agreeing long term strategic objectives and strategic plans for IFOR, on achieving those things that are most critical to its success. Determining it's own agenda and priorities. Establishing broad policies e.g. Financial or Ethical or Personnel polices through a sub-group e.g. Personnel Committee