



The Way Forward

A New Governance Model for
IFATSEA



Part 1 – Background

IFATSEA
REPORT ON
STRATEGIC PLANNING SESSION
Amsterdam
March 8-10, 2012

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March 2012 – Executive Board Meeting

- Obstacles - Organizational Roles and Structure
 - Outdated organization
 - IFATSEA not adjusted to growth in membership
 - Unclear responsibilities of Executive Board members



March 2012 – Executive Board Meeting

- Strategic Direction - Organizational Structure Roles and Responsibilities
 - Review, validate and redesign committee structure
 - Review working groups
 - Bring structural change recommendations to affiliates



May 2012 – Eurogroup Paper

- Expressed frustration of Eurogroup
- IFATSEA's operations
- Insufficient autonomy for regional groups
- Poor or non-existent communications from IFATSEA to the affiliates



September 2012 – 42nd GA (New Delhi)

- Executive Board instructed to continue work identified in Strategic Plan
- Goal was to present constitutional changes to 2013 GA



February 2013 to present

- Initial discussion paper posted on IFATSEA's temporary website (February)
- Discussion paper and feedback reviewed at Executive Board meeting (April)
- Executive Board report to affiliates through regional directors (May 1)
- First draft constitutional amendments, enabling resolutions and transition plan distributed to regional directors (July 19)



February 2013 to Present

- Executive Board / Regional Director teleconference to approve proposed constitution, resolutions and transition plan (August 13)
- Final package distributed to regional directors (August 15)
- Preliminary agenda posted on IFATSEA website and distributed to regional directors (August 20)



Part 2 – Implementation Plan

- Explain changes and process
- Time for delegate discussion and group meetings
- Opportunity for last minute refinements
- Executive Board report on feedback from delegates
- Approval of resolutions to enact proposed changes



Refinements

- Accepted on all subjects but consideration will be given to
 - The timing proposal received (before or after August 2)
 - The complexity of proposal
 - Relationship to changes already proposed
- Executive Board will make recommendations on this basis
- Delegates will make final decision



Work plan for GA

- Monday – explain the changes and the process
- Tuesday and Wednesday – informal group or regional meetings
- Wednesday 0900 – Plenary session for question and answer period regarding proposed changes
- Wednesday 1400 – Deadline for proposed changes to the resolution or other refinements



Work plan for GA

- Wednesday 1600 – Executive Board reports on proposed amendments (if any) and makes recommendations
- Friday 0900 – Deadline for nominations from Europe and Africa for regional director roles
- Friday 1400 – Plenary session to vote on changes and appoints members to new Executive Board



Questions?



Part 3 – Proposal Details

- Executive Board Composition
- Election Process and Terms of Office
- Create two key committees – operations and strategic
- Create new sub-committee structure



Executive Board Composition

- Reduce number of VP from three to one
 - Reduce number of VP to one thereby confirming VP roles and responsibilities: assist the President
 - Reducing VPs to one makes space for Regional Directors to participate more fully



Executive Board Composition

- New Board Composition
 - Make Regional Directors “Elective Officers” and full members of the Executive Board
 - Give regions greater input to the Board and IFATSEA's strategic direction
 - Ensures democratic selection of Regional Directors
 - Regional Directors accountable to all of IFATSEA rather than IFATSEA Executive Board



Election Process and Terms of Office

- Permit nominations from the floor
 - Common practice in many organizations
 - Little is gained by restricting the timing of nominations
 - Eliminates need to rule on legitimacy of nominations
 - Eliminates the need for complex rules around timing and communication of the nomination



Election Process and Terms of Office

- Restrict nominations of Regional Directors from within their region
 - Ensures that regional directors have the support of their regional constituents
 - Prevents members from one region interfering in the affairs of a different region



Election Process and Terms of Office

- Adjustment of officer election cycle
 - Continue with “50% rule” on election timing
 - Addition of Board members means some adjustment of terms of office
 - Ensure balance of turn-over in key positions and regions
 - Although President was elected until 2016, recommendation is have next election for President in 2014



Committee Structure – Executive Board committees

- Create two standing committees: Operations and Strategic
- Recognizes key functions of the Board
- Encourages individual accountability
- Clarifies role of Operations Committee to perform undertake day-to-day and routine business of IFATSEA
- Directors and VP can lead IFATSEA's strategic direction



Committee Structure – Sub-Committees

- Restrict membership sub-committee to affiliates
- Sub-committees primarily responsible for contributing to IFATSEA policy and direction
- Role should be limited to IFATSEA members who have the greatest stake in the outcome
- No cap on number of committee members BUT ...
 - For committees to operate efficiently the size must remain manageable
 - Executive Board feels that 10 is an appropriate number



Committee Structure – Sub-Committees

- Sub-committees elect their own chair and secretary
 - Executive Board free to perform other work during GA
 - Encourages member participation
 - Many members are capable of being effective chairs and providing proper secretarial support
- Sub-committees may create working groups and are responsible for managing working groups
 - IFATSEA's best work came from working groups
 - Sub-committees are in the best position to determine structure and size of working groups



Questions?



Part 4 – Resolutions

- Step 1 – Enact changes to constitution
- Step 2 – Appoint existing officers to new Executive Board
- Step 3 – Appoint or elect remaining roles



Resolution #1

- Enact proposed changes to Constitution and make them legal
- Set terms of office for new Executive Board
- Set effective date for new Constitution
- If Resolution 1 passes then Resolution 2 put to members



Resolution #2

- Create *pro temp* board with existing officers for continuity
- Officers appointed to past role (or most appropriate role under new structure)
- If Resolution 2 passes then Resolution 3 put to members



Resolution #3

- Appoint or elect remaining board members as required
- Requires that Europe and Africa nominate a single candidate as Regional Director for those regions
- If no consensus on single nomination for each region then put to a vote of the Assembly
- If no nomination put forward then Executive Board intervention may be required



Looking Forward

- Create an operations / procedures manual for Executive Board, committees and sub-committees
- Establish new sub-committees and/or confirm existing committees as sub-committees
- Formalize Terms of Reference for Permanent and Sub-committees
- Establish rules to fill sub-committee vacancies (election or appointment?)
- Provide systems or tools to enable communications outside of General Assembly
- And more ...



Factors for Success

- Greater member initiative, involvement and effort
 - Executive Board (no matter the structure) can't do it all
 - Executive Board role is to create an environment and structure for member involvement
- Clear and realistic expectations – IFATSEA mandate has boundaries
 - What it chooses to do it should do well
 - What it doesn't do, it should explain well
- Finances not an immediate concern yet but...
 - Greater demands necessarily cost more
 - So who pays?



The rest is up to you!



Questions?