



International Fellowship of Reconciliation

Internationaler Versöhnungsbund
Mouvement International de la Réconciliation
Movimiento Internacional de la Reconciliación

*Spoorstraat 38, 1815 BK Alkmaar
The Netherlands / Pays-Bas
tel (+31) 72 512 3014 fax (+31) 72 515 1102*

Process Document for 2006 IFOR Council

This Council Process Document is based on the Quito (1992) process document as revised for the 1996, 2000, 2002 and 2006 Councils.

It was approved at the International Committee meeting in May 2005 in accordance with the procedure laid down by the Executive Committee in respect of approval by the Representative Consultative Committee.

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INTRODUCTION

The IFOR constitution outlines the tasks and role of the International Council. It also outlines the main responsibilities regarding organizing and preparing for the Council.

The process to be used at the Council is outlined in the “Process document for IFOR Councils”. The RCC (Representative Consultative Committee) has the task to determine the process and procedure for the Council.

1. PREPARATION:

The IFOR International Committee (ICOM) and staff are responsible for the preparation of the Council, in liaison with the local people/group of the Council venue and with the advice of the branches. International Committee and staff may, however, ask for help from and delegate tasks to others and a Council Preparation Committee may be formed to help the work.

The IFOR International Committee and the IFOR President continue to exercise their responsibilities and functions until the appointment during the Council of the newly chosen leadership body and President. Before the Council ends a meeting shall be held with new and old International Committees to ensure a smooth transition of duties and responsibilities. If so deemed necessary a representative (normally the President) from the old International Committee may be invited to the first meeting of the new International Committee to support its work.

2. PARTICIPATION:

All efforts should be made to make the IFOR Council as representative of our movement worldwide as possible. Therefore, participation in the Council will have to be limited and the sessions of the Council itself closed to a wider public. However, an open seminar or conference may be organized before, during or after the Council, in which wider participation may be possible.

Events organized directly before the Council are open for all Council participants. Events organized for only a certain category of participants (for instance youth, women, non-violent trainers etc) should be organized to follow directly after the Council.

People taking part in the Council itself will be:

- a) those representing IFOR branches, affiliates, and IFOR groups;
- b) representatives from active IFOR international working groups;

3.3 IFOR GROUPS

Each IFOR group is entitled to one representative at the Council. These representatives may take part fully in the selection process of the various Council Committees and the deliberations of Council, but may not sit on the Nominations Committee or block consensus or take part in any necessary voting. Representatives of IFOR groups accepted as new branches at Council participate from that point on with the same rights as representatives from other branches.

3.4 INTERNATIONAL COMMITTEE AND IFOR PRESIDENT

The sitting International Committee members and the President continue in their responsibilities for Council until such time as the new International Committee is elected. Its members are therefore entitled to attend and take part in the deliberations but not the decision making of Council. With the exceptions noted below (see Coordinating Committee and Nomination Committee), International Committee members may take part fully in the selection process of the various Council Committees.

3.5 STAFF

Current staff (whether serving in the international secretariat or elsewhere), in addition to their duties in servicing the Council, are entitled to take part in the deliberations but not the decision making of Council. With the exception of the Council Coordinating Committee staff may not participate in the selection processes, nor serve on the various Council committees.

3.6 INVITED GUESTS, REPRESENTATIVES OF PARTNER ORGANIZATIONS, RESOURCE PEOPLE and REPRESENTATIVES OF ACTIVE IFOR INTERNATIONAL WORKING GROUPS

The sitting International Committee may invite to Council guests (who will be representing partner organizations) or resource people (who will be persons with a specific contribution to make to the Council) or representatives of active IFOR international working groups. Guests should not make up more than 10% of the total numbers at the Council. Guests and resource people may take part fully in the deliberations of Council but not in the decision making nor in the selection process of the various Council Committees. They may not sit on the various Council Committees, block consensus or take part in any necessary voting.

4. PROPOSALS TO COUNCIL

4.1 Proposals

Proposals shall be sent to the International Secretariat not later than 4 months before the Council. Proposals are:

- constitutional amendments
- proposals for future direction of IFOR work
- nominations to the International Committee
- resolutions

Applications for IFOR branch or affiliate membership should be received not later than six months before Council

The proposals will be sent out to branches, groups, affiliates and Council participants not later than six weeks before the Council starts, to allow for deliberations at the BGAs. The International Committee may attach comments or recommendations if they wish to do so.

4.2 Definition on who can make proposals

Proposals for deliberations at the Council can only be made by branches, affiliates, groups, the International Committee or the Representative Consultative Committee.

IFOR working groups can make proposals for the future direction of IFOR work and propose resolutions. They may not propose constitutional amendments or make nominations to the International Committee.

Invited guests, representative of partner organizations, resource people and staff may not send in official proposals for Council deliberations.

If in doubt whether a proposal or resolution is allowed the Council Coordinating Committee will decide upon this at the start of the Council.

4.3 Constitutional amendments

At the beginning of the Council any proposals for constitutional amendments will be presented and the reasons why. Questions for clarification will be asked and answered early to allow for careful deliberation around any necessary constitutional amendments.

4.4 Acceptance (or rejection) of new branches and affiliates

Council participants will have received in advance the relevant papers coming from the group(s) asking to be granted the status of IFOR branch, group or affiliate. There is a time for clarification and discussion. This process should take place early on in the Council to allow for further discussions, should problems arise or further clarification be needed.

Council proceeds to a decision on these applications using the consensus method. As soon as a new group, branch or affiliate has been accepted they may take part in the decision-making process with the same rights and duties as other representatives of groups, branches and affiliates.

5. COUNCIL COORDINATION

The monitoring and guiding of Council is undertaken by a Council Coordinating Committee, which exists for the duration of the Council only. It is accountable to the Council as a whole.

5.1 The main task of the Council Coordinating Committee:

- Agenda: to review the agenda according to needs and propose necessary agenda changes to the Council at appropriate times;
- Process: to monitor the pace and procedures of the Council to ensure that the business of Council is being completed and that all participants are able to take part fully in the proceedings;
- Chairing: to plan and ensure good chairing of the Council deliberations; ensure that the chairpersons are well-briefed and guide them in the consensus decision-making process.

Sessions of the Council are chaired by people proposed and approached before the Council by the International Committee or its Council Preparation Committee or appointed by the Council Coordinating Committee.

Two persons will be asked beforehand to take on the main responsibility for the chairing of the Council. They will be called the Chair and Vice-Chair of the Council.

It is recognized that the success of the Council in completing its business depends very much on the quality of chairing and that persons being asked to chair need to be well briefed and comfortable with the consensus decision-making process.

- Coordination: to coordinate the various workshops, meetings, events, etc., taking place during the Council; to ensure facilitators for workshops, etc., are well-briefed.
- Proposals: to ensure that all proposals, resolutions etc sent in advance to the Council are dealt with during the Council. If doubt exists, decide which proposals are allowed to be presented to Council. If deemed necessary at the start of the Council a Proposals Committee can be set up.
- Liaison: to liaise with those (IFOR staff, host group, conference center staff) who are responsible for the following practical aspects of the Council: transport, meals, accommodation, Council on-site Secretariat, photocopying, medical help, etc.; interpretation requirements; room allocation and distribution of materials, etc.
- Evaluation: to help Council participants to evaluate their time together, the results achieved and see what improvements can be made for the following time.

Composition of the Council Coordinating Committee.

The Council Coordinating Committee is composed of eight members:

- 3 members from the Council Preparation Committee, chosen by International Committee, with at least one staff member (these three names are circulated ahead of time in the Council preparation documents and their nomination

ratified by the Council)

- 3 members from amongst the Branch representatives.
- The Chair and Vice-chair of the Council
- One person amongst the members (not staff) will be asked to chair the committee.

5.3 Choosing the Council Coordinating Committee

- The three members from amongst the branch representatives at the Council are chosen by the following procedure:
 - explanation to the Council of the tasks of the CCC and the criteria for its members, as well as the process of selection;
 - representatives in each region to exchange rapidly ideas for nominations and approach people;
 - nominations put forward and listed; a given region may agree on one name, or nominate two or more people.
- if there is more than one name for one or more region, the Council as a whole decides who from each region will sit on the CCC; this decision is taken by a simple vote (see point 6.6).
- ratification of International Committee members and staff member of CCC;
- ratification of chair and vice-chair of the Council

6. DECISION-MAKING BY CONSENSUS

6.1 Consensus is the base of decision-making

The decision-making procedure for the Council is based on consensus, a process for making group decisions without voting. Consensus differs from other kinds of decision-making because it stresses the cooperative development of a decision, with group members working together rather than competing against each other. The goal of consensus is a decision that is consented to by all group members. The emphasis in practicing consensus is on listening to everyone's ideas and taking all concerns into consideration in an attempt to find the most universally acceptable decision possible at a particular time.

6.2 Processes of consensus

Consensus does not necessarily mean unanimity. A group can proceed with a decision and course of action without having total agreement. In the event that one or more individual(s) cannot agree with a given proposal, the facilitator may ask if the individual(s) agree to stand aside and allow the group to act. If the individual(s) agree to stand aside, the disagreements can be noted in the minute of the meeting, and the group as a whole is free to act on the decision. If the individual(s) are not willing to stand aside, action is blocked unless a substitute agreement can be found. The group may agree to postpone the decision until a later time so that more information can be gathered, people have a chance to discuss the issues in more detail, tempers can cool, participants have a chance to reflect on the options before them, or a compromise can be worked out by the major disagreeing factions.

6.3 Preparation of participants

The International Committee upholds consensus decision-making as the form of decision-making most compatible with the principles of nonviolence on which IFOR is based. In the preparation papers for the Council, an elaborated explanation of the method should be sent to all representatives and time should be given at the start of the Council for representatives to familiarize themselves with the method and feel a commitment to it.

6.4 Consensus to be applied in main areas of decision

The Council will seek to employ the consensus process in the main areas of the work of the Council where decisions are sought:

- the acceptance (or rejection) of new branches and affiliates
- the acceptance (or rejection) of proposed constitutional changes.
- the setting of priorities and directions for the work to be undertaken over the next four years
- the selection of the IFOR President and the other International Committee members and the ratification of the three IFOR Stichting members

6.5 If consensus cannot be reached

Where consensus cannot be reached the Council will vote on the issue, in which case the decision would be made by a simple majority of those entitled to vote and voting. However, a three-quarters [75%] majority is required for constitutional changes. [Clause 10 of the constitution]

In the case of the selection of the new President and the new International Committee, a final decision is required of

Council, and a procedure for acting in the case consensus is blocked is outlined below (see point 9: "Procedure for the Selection of the International Committee and IFOR President").

6.6 If voting is required

In the case where a vote is to be held, there can be either a "simple vote" (Council participants are asked to raise their hands to be counted as voting for or against or abstaining); or a "secret ballot vote" (Council participants are given a piece of paper on which to indicate their vote and fold; these pieces of papers are then gathered and counted by appointed persons.)

7. MINUTES

7.1 Minute taking

It is essential that the deliberations and decisions of the Council are well documented. The International Committee will appoint at least two minute takers to share this task. The people asked to do this should be familiar to the IFOR structure and with all the documentation used at the Council. Being a time consuming task these people cannot undertake to serve on any other committee. Rather than asking an external note-taker, participants from BGAs or staff members might be asked to undertake this task.

The International Secretariat will support the minute takers in their work through guiding how the minutes should be done, setting up a format before the meeting, providing computers, space for writing minutes etc.

A summary of decisions taken during each Council working day will be provided each morning.

7.2 Approval of the accuracy of the minutes

Two people from within the participants at the Council will be asked by the Council to be the official proof readers of the minutes. These two people need to be present during the whole Council. Their task will be to verify the accuracy of the minutes together with the chair and vice-chair of the Council.

The minutes will be completed within 2 months after the Council has taken place. They will be signed as accurate by the official proof readers and the two chairs of the Council.

8. IFOR COUNCIL NOMINATIONS COMMITTEE

One of the most important tasks of Council is to select the person who will serve as the President of IFOR and the persons who will serve as the leadership body until the next Council. The Council Nominations Committee has a vital role to play in this selection process. Its task is to consider and select a name for President and a slate of names for the leadership body to be proposed to the Council (see point 9).

8.1 Composition of the Nominations Committee

The Nominations Committee is composed of six members, four from among the branch representatives at Council and two members nominated beforehand by the International Committee from outside its own members. One of the two persons approached in advance will serve as Convener of the Nominations Committee. The names of the two persons chosen beforehand will be circulated beforehand to the branches.

8.2 The task of the Nomination Committee

The task of the Nomination Committee being a difficult one, its members need to generate confidence, have confidence in their own ability to listen with intelligence and sensitivity and then reach clear judgments, coming from a real grasp of what is needed (knowledge of the nature and international work of IFOR). They have to be prepared for possible criticism--open but not too vulnerable to it--and able to hear quiet voices as well as loud ones. At the same time, it is vital that other Council participants be supportive and helpful towards the people who undertake this task. Only those branch representatives who do not themselves wish to stand for office and who consider themselves to have the necessary qualities and the will to undertake the task should serve on the NC.

8.3 Procedure for appointment of the Nominations Committee

The procedure for the appointment of the 4 members of the Nominations Committee to be chosen at Council is as follows: the presentation of the tasks of the NC should be carefully laid out, followed by a presentation of the role and

function of leadership body and the President and any criteria to be used in making these selections. Small groups then meet to exchange ideas and approach possible members for the Nominations Committee. These nominations are then put forward and listed. The people listed are then asked to leave the room. Time is then given for questions regarding the suitability of any of the names listed. If consensus is blocked on any name/s, then this/these name/s is/are removed from the list. Once the list is complete (a regional balance may be sought at this stage) a choice is made by branch representatives by simple vote, in case there are more than five names on the list.

9. PROCEDURE FOR THE SELECTION OF THE INTERNATIONAL COMMITTEE AND IFOR PRESIDENT

9.1 Nominations to be made before the Council

Nominations shall be made before the Council. Only in exceptional cases will new nominations be accepted during the Council itself. Nominations can be only be made by branch members. Individuals are not allowed to nominate themselves.

Nominations are to be sent to the Convener of the Nominations Committee not later than five months before the Council. Each branch will receive a letter from the two people nominated beforehand to be part of the NC, asking for nominations for the International Committee as well as for the Presidency. The letter will outline the tasks and the responsibilities of the International Committee and the President. It will also outline the various competencies and expertise needed to form a good International Committee.

Nominated persons will be asked to write a small presentation of themselves and this will be circulated in advance to the branches before the Council.

The two persons asked to prepare elections before the Council will actively listen and contact branches to hear their suggestions and concerns regarding future International Committee membership.

9.2 Criteria for proposed slate

The Nominations Committee need to keep in mind the following criteria with regard to the slate of names it might put forward for International Committee. The International Committee composition needs to be balanced, as far as possible, in terms of sex, religion, age, interests and skills, areas and regions of work, and time availability of the people appointed. The factors of accessibility to the location of the International Secretariat, easy means of communication, and financial costs should also be borne in mind in the selection of the International Committee and the President.

Once appointed, the NC will work on putting together a slate for the International Committee, based on the nominations received before the Council. By listening and talking to the participants at the Council, as well as the nominees, a slate will be formed to be proposed to the Council. If a nominee is not present at the Council, one of the representatives should have authority to speak on his/her behalf at Council.

9.3 Selection process

In a Council plenary session (early enough so that it can allow further NC deliberations, but late enough to have given enough time for the work to be done), NC will present the "slate".

- a) NC presents its recommendations for IFOR President and its recommended slate for International Committee, with a full presentation of its reasons for its decisions.
- b) Opportunity is given for questions and objections. In the case of the slate for the International Committee, objections should be made to the qualities of the list as a whole, and not on the exclusion/inclusion of any single individual, as there will have been ample time for this to have happened during the deliberation process of NC.
- c) If there is consensus, the recommendation for President/International Committee slate is accepted.
- d) If there is not consensus (i.e. a branch representative(s) feels s/he must block consensus), NC will reconvene to reconsider. At this stage NC may decide to meet with the person/s presenting objections.
- e) NC will then present the results of its further deliberations and the process continues.
- f) If consensus is reached, the recommendation is accepted.

g) If consensus is again blocked, the NC can reconvene to reconsider its recommendations and go through the consensus process once more or, in consultation with the CCC, it can decide to go to a vote. In this latter case a vote by secret ballot takes place, on the president in stage I; on the "slate" as a whole in stage II.

h) If the vote results in a two-third majority of those eligible to vote and voting for the President/the slate, then these are selected.

i) If there is no two-thirds majority, a new vote takes place--separately for President and International Committee if needed--on the total list as presented with each voting branch representative having one vote to cast for the president and each voting branch representative choosing six names out of the list for International Committee. Then a simple majority decides.

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APPENDIX A - RIGHTS OF PARTICIPANTS

IFOR COUNCIL 2006								
RIGHTS OF PARTICIPANTS								
	Branches		Groups	Affiliates	Current ICOM members and President	Staff	IFOR Working Groups	Partner organizations resource people, guests
	Voting representatives	Representatives without voting right						
Lead workshops or groups; Take part in Council deliberations;	YES	YES	YES	YES	YES	YES	YES	YES
Chair Council Sessions	YES	YES	YES	YES	YES	YES	YES	YES
Take part in Council decision making	YES	no	no	no	no	no	no	no
Make proposals to Council	YES	YES	YES	YES	YES	no	YES ¹	no
Block consensus/ vote on IFOR policies and priorities	YES	no	no	no	no	no	no	no
Block consensus/ vote on changes in constitution; accepting new Branches and Affiliates	YES	no	no	no	no	no	no	no
Vote for the Nominations Committee	YES	no	no	no	no	no	no	no
Sit on the Nominations Committee	YES	YES	no	no	no	no	no	no
Be chosen as ICOM member or IFOR President	YES	YES	no	no	YES	no	no	no
Block consensus/ vote for ICOM slate and IFOR Pres.	YES	no	no	no	no	no	no	no

¹ However not proposals concerning constitutional amendments or nominations to the International Committee.

APPENDIX B – AGENDA ITEMS

1. Opening of the Council
2. Introduction
 - 2.1. of participants and role of participants
 - 2.2. of Council process and role of various Council Committees
3. Introduction and approval of Council agenda
4. Appointment of Council Co-ordinating committee
 - 4.1. Appointment of Chair and vice-chair for the Council
 - 4.2. Ratification of members chosen by the International Committee
 - 4.3. Appointment of 3 members to CCC from the participants
5. Appointment of Nominations Committee
6. Review of the work done since the last Council
 - 6.1. Report from the International Committee through the IFOR presidents report
 - 6.2. Report from IFOR treasurer
 - 6.3. Report from the International Co-ordinator
 - 6.4. Report from Working groups
 - 6.5. Report/information from branches, groups and affiliates (can take form of exhibition or other means)
7. Acceptance (or rejection) of new branches and affiliates
8. Priorities and directions for the future IFOR work
 - 8.1. Proposals by the International committee
 - 8.2. *Listing of any proposals sent in advance*
9. Constitutional amendments
 - 9.1. *Listing of any proposals sent in advance to be discussed*
10. Election of International Committee, IFOR President and Vice-President
 - 10.1. Presentation of slate
 - 10.2. Acceptance (rejection) of slate
11. Ratification of the appointment of the IFOR Treasurer
12. Ratification of the appointment of the IFOR Stichting board members
13. Council resolutions
14. Council Evaluation
15. Closing of the Council