

Document No 8

CONSOLIDATED PROPOSALS ON GOVERNANCE

Introductory remarks

1. The present document brings together proposals related to governance and staffing, included in the following **documents of the governing and consultative bodies**:

- **CC Feb. 2008/GEN 06_REV 2:** "Constitution and Rules – Nominations Committee"
- **CC Feb. 2008/GEN 06_ADD** "Proposed additional revision to Rule XII"
- **CC Feb. 2008/GEN 07:** "Functions of the Governing Bodies"
- **ExCom Sept. 2008/Doc 13:** "Towards a Working Group on Governance, Accountability and Staff Policy: A discussion starter"
- **ExCom Sept. 2008/Doc. 19:** "Search Committee – Discussion on Issues to be forwarded to Executive Committee"
- Report of the Programme Committee Core Group Meeting held in Geneva, 17-19 May 2008
- **Presidents' report**, as presented to the executive committee, Lübeck, September 2008

2. The sequence of the WCC Rules is followed only as an already existing tool; not all proposals will necessarily lead to amendments to the WCC Rules (they may concern the WCC Staff Rules, or simple procedures).

3. Some very preliminary indications are offered about the action needed in each case. Obviously, it will be the task of the Group on Governance to define the nature of action and formulate the content of each intervention.

RULE	PROPOSED ACTION	ISSUE RAISED BY/IN :	ACTION INVOLVED/NEEDED	SUGGESTIONS ALREADY MADE
VI. Central Committee				
1. Membership				
	Governing bodies of the WCC to be envisaged smaller, more flexible, adapted to the needs of a modern management	Specialized Ministries' suggestion recorded in: ExCom09.08/Doc 13	Constitutional amendment (assembly)	
	Membership/participation in the governing bodies of the WCC be extended beyond representation of the member churches	CWCs' suggestion recorded in: ExCom09.08/Doc 13	Constitutional amendment (assembly)	
2. Officers				
	There is nothing in the Constitution or Rules that sets out the role of Moderator or Vice- Moderators of the Central Committee. The respective tasks and responsibilities of the Moderator and Vice- Moderators, and their relation to the General Secretary, should be clearly delineated and set out in the Rules of the WCC. The specific role of the Moderator and the joint responsibility and close co-operation of the Moderator with the Vice- Moderators must be addressed.	Presidents' report , as presented to the executive committee, Lübeck, September 2008	Amendment to the Rules	
		CC Feb 2008/GEN 07		The officers are elected by the central committee. They are the moderator, two vice-moderators and the general secretary (ex-officio). The tasks of the officers are not specified in the Rules – the following are tasks which emerge out of customary practice: - Take decisions as authorized by the

				<p>executive committee</p> <ul style="list-style-type: none"> - Officially represent the WCC as requested - Function as the business committee for the central and executive committees - Monitor the life and work of the WCC and accompany the general secretary in his/her role as chief executive officer giving support and advice - Receive interim reports on programmes and finance and offer advice to the staff - Make public statements in accordance with stated policies of the WCC - Prepare the agenda of the executive committee.
2.1. The Moderator				
		CC Feb 2008/GEN 07		<ul style="list-style-type: none"> - Moderates the central and executive committees and the officers meetings - Ensures collegiality among the officers - Stays in close contact with the general secretary who keeps him/her informed and updated about developments in the life of the WCC. The moderator shall in turn inform the two vice-moderators - Together with the general secretary plays a reconciling role as required - Makes public statements on his/her own authority
	The relationship between the Moderator and the General Secretary needs to be made more explicit (cf XII.2) To whom is the General Secretary responsible and how should he/she be held accountable, for example, in matters of finance and	Presidents' report , as presented to the executive committee, Lübeck, September 2008		

	travel? A system of appraisal by appropriate person/s needs to be set in place.			
3. Meetings				
	Return to annual meetings of central committee, and if that proves inappropriate, develop a reporting cycle for programmes, committees and commissions that is designed fully to match the 18 month pattern	CC02.08/PRO ExCom09.08/Doc 13	- Frequency of meetings needs decision of the CC, mainly related to availability of human and financial resources - Reporting cycle should be dealt with in the context of any amendments to the Rule on the Programme Committee.	
4. Functions	More precision is needed with regard to the division of labor, role and authority of the executive and central committees	ExCom09.08/Doc 13		
	The Central Committee needs to be given sufficient information to make judgements it is called upon to make. It is all too easy to assume that processes are fully understood and that people have all the relevant information they require to make decisions.	Presidents' report , as presented to the executive committee, Lübeck, September 2008		
V. Presidents				
	The Presidents are elected by the Assembly as Presidents and not as honorary Presidents. There is nothing in the Rules that sets out the concrete tasks in the structure for the Presidents. What is the relation of the Presidents to the Moderator and Vice-Moderators of the Central Committee and what is their role in relationship to the Central and	Presidents' report , as presented to the executive committee, Lübeck, September 2008		

	Executive Committees?			
	Until Harare, the Presidents were members of the Executive Committee.	Presidents' report , as presented to the executive committee, Lübeck, September 2008		
	Since the role of the Presidents is at times to take on a special task for the Central Committee then this should be set down in the rules of the WCC.	Presidents' report , as presented to the executive committee, Lübeck, September 2008		
VII. Nominations Committee of the Central Committee				
	The mandate and role of the nominations committee of the central committee, as spelled out in the rules, does not seem to correspond to the real functions of the committee	ExCom09.08/Doc 13		
		CC Feb 2008/GEN 07		- Proposes to the central committee lists of names for commissions etc – respecting all the balances as per approved policies - Proposes to the central committee names for the appointment of staff.
VIII. Executive Committee				
2. Functions				
	The Executive Committee needs to be helped to understand the processes it is responsible for and for there to be greater transparency in the difficult items on the agenda.	Presidents' report , as presented to the executive committee, Lübeck, September 2008		
		CC Feb 2008/GEN 07		- Prepares decisions for the central

				<p>committee and makes decisions as authorized by the central committee</p> <ul style="list-style-type: none"> - Receives interim reports and oversees the work - Approves the agenda of the central committee - Supervises the operation of the budget - Makes public statements in accordance with stated policies of the WCC - Appoints staff and reports to the central committee - Reports to the central committee - In a calendar year in which the central committee does not meet, acts as the delegate of the central committee in appointing auditors, ratifying annual financial reports - When the central committee does not meet in the third quarter of a year, acts as the delegate of central committee in adopting the budget for the following year.
IX. Permanent Committee				
		CC Feb 2008/GEN 07		<ul style="list-style-type: none"> - Reports to the central committee and to the executive committee - Continues the authority, mandate, concerns and dynamic of the Special Commission - Gives advice and makes recommendations to the WCC governing bodies during and between assemblies in order to contribute to the formation of consensus on matters proposed for the agenda of the WCC - Facilitates improved participation of

				<p>the Orthodox in the entire life and work of the council</p> <ul style="list-style-type: none"> - Offers advice and provides opportunity for action in matters of common interest - Gives attention to matters of ecclesiology.
X. Programme Committee				
	The distribution of tasks between the programme and the policy reference committees needs particular attention (particularly since the mandate of the policy reference committee is not spelled out in the rules)	ExCom09.08/Doc 13		
		CC Feb 2008/GEN 07		<ul style="list-style-type: none"> - Ensures that policy decisions of the central committee are adhered to in deciding programmes - Prepares for decisions of the central committee on programmes within approved budgets; proposes evaluation of all programmes - Meets with the finance committee to ensure programme recommendations are being considered in the context of the available budget, and to ensure coherence in recommendations arising from the committees - Proposes to the nominations committee the formation of commissions/their mandate, size, composition etc.
		Core Group of the Programme Committee		<p>The Programme Committee as follows:</p> <p>a) holds the team of programme directors accountable for fulfilling the remit given by the Central Committee. It is the team corporately, under the</p>

			<p>leadership of the AGS for Programmes, who are accountable to the Committee, not the individual programme staff. Hence there should be a single report highlighting due diligence in carrying out the Central Committee's instructions and responding to its advice. The Programme Committee should not be scrutinizing the detail of implementation.</p> <p>b) provides guidance to the Central Committee on the overall strategic direction of the programme work. In doing so, it primarily takes a long-term view, seeking to shape the future priorities of the organisation towards which programme staff should work. To enable it to do so, it asks the programme staff to map options and describe possible scenarios.</p> <p>c) responds to governance level questions and choices regarding programme work identified by any or all of the following:</p> <ul style="list-style-type: none"> - The programme directors - The members of the Central Committee - The consultative bodies - The churches - The funding partners <p>In doing so, the Programme committee makes clear when it is making recommendations to the Central Committee which will then, if approved, become instructions to staff, and when it is offering advice that staff are required to consider but might for good reason reject.</p>
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				d) prioritizes immediate programme work to enable additional resources to be effectively deployed when available and spending cuts to be made when resources fall short, remembering that staff negotiate with funders on the basis of governing bodies' priorities.
XI. Finance Committee of the Central Committee				
	The mandate and role and the finance committee of the central committee seems to be gradually expanded (particularly with the inclusion of staff policy matters) so as to become de fact a “management” committee.	ExCom09.08/Doc 13		
	What is the oversight role of the governing bodies in terms of human resources? Which committee deals with this issue? Sometimes it is Finance Committee, sometimes Staffing and Nominations, sometimes Executive Committee and it is not clear.	Search Committee, in: ExCom09.08/Doc 19		
		CC Feb 2008/GEN 07		<ul style="list-style-type: none"> - Prepares for the central committee’s consideration recommendations on policy matters concerning finance, services and administration, including in particular income development strategies, policies concerning membership contributions, general reserves and investments - Proposes to the central committee the budget for the following calendar year, and the framework budget for the subsequent year

				<ul style="list-style-type: none"> - Works with the programme committee to ensure that programme recommendations are considered within the context of the available budget - Appoints members of the audit committee - Presents to the central committee the annual financial report, issues raised by the auditors, or by the audit committee, and, if significant, the results of stewardship reviews conducted by staff - Proposes to central committee the audit firm to be appointed for the calendar year.
XII. Staff				
2. The General Secretary				
	Process and criteria for evaluation of the general secretary – when/how is the person to be evaluated if they choose to seek a second term? What would the timeline and process be?	Search Committee, in: ExCom09.08/Doc 19 Cf. also Report of the Presidents to the CC and ExCom		
	Guidelines or structures of accountability should be in place for the monitoring and assessing of the performance of the General Secretary.	Presidents’ report , as presented to the executive committee, Lübeck, September 2008		
	There need to be guidelines in the rules of the WCC for both the process and the time line for reviewing the extension of a contract of a General Secretary and clear guidance on proper process.	Presidents’ report , as presented to the executive committee, Lübeck, September 2008		
3. Leadership staff				
	For those staff who are appointed by the	Presidents’ report , as		

	governing bodies, where are they accountable? There are no clear guidelines spelled out for how evaluation of the senior management is to be carried out.	presented to the executive committee, Lübeck, September 2008		
4. All WCC Staff				
	The staff, the Officers, the central committee and the executive committee need to understand their particular responsibilities and the time lines involved in any particular appointment or extension of contract under review.	Presidents' report , as presented to the executive committee, Lübeck, September 2008		
	Each body needs to be given the appropriate information for making the decision it is asking to take.	Presidents' report , as presented to the executive committee, Lübeck, September 2008		
	In any staff appointment, including that of the General Secretary, or any discussion of an extension of contract, the relationship between the role of the Executive Committee and the Central Committee should be clearly understood. The Central Committee, as well as the Executive Committee, should have sufficient information in order to make an informed judgment.	Presidents' report , as presented to the executive committee, Lübeck, September 2008		
Public issues committee				
	In the Rules there is no explicit mention of this committee: <i>Rule VI.4. a) 6) stipulates that committees are appointed as needed.</i>			

			CC Feb 2008/GEN 07	<ul style="list-style-type: none"> - Provides the central committee with a analysis of the general political situation in the world - Prepares for the central committee policy decisions on international affairs - Proposes connections between programmes and international affairs when applicable - Prepares for public statements by the central committee.
Policy reference committee				
	In the Rules there is no explicit mention of this committee: <i>Rule VI.4. a) 6) stipulates that committees are appointed as needed.</i>			<ul style="list-style-type: none"> - Prepares for the central committee policy decisions on membership matters
			CC Feb 2008/GEN 07	<ul style="list-style-type: none"> - Prepares for the central committee decisions on institutional strategies on relationships with ecumenical partners - Proposes connections between programmes and relationships.
BROADER ISSUES (not referring to Rules)				
	There needs to be a review of the internal mechanisms of financial controls for all staff, including for the General Secretary, with clear lines of accountability for expenditure and stronger mechanisms of financial control.	Presidents' report , as presented to the executive committee, Lübeck, September 2008		