

# Guidelines for Partnership2Gether (P2G) Steering Committees & Subcommittees

## The Joint Steering Committee

The Partnership's Steering Committee is the entity authorized to determine the content and character of the P2G's activities and allocate budgets for the programs to be implemented through P2G. The Steering Committee's agenda is advanced by subcommittees, established in order to promote a programmatic agenda reflecting the P2G's vision and strategic directions.

## Responsibility and Role of the Steering Committee

- **Shape** the Partnership's overall policy and formulate its strategic objectives. The objectives should, on the whole, reflect the strategic objectives of the Jewish Agency for Israel.
- **Define** focused areas of activity for the Partnership and to establish subcommittees to achieve these goals.
- **Decide** when to discontinue a subcommittee, if it is no longer relevant to the Partnership's area of activity.
- **Identify** principles for the allocation of the Partnership's budget to promote its defined objectives.
- **Authorize** projects for implementation based on subcommittees' recommendations.
- **Oversee** implementation of Partnership policy and projects.
- **Receive** status reports from the subcommittees concerning their area of activity and the implementation of projects under their purview.

## Principles Underlying the Work of the Steering Committee

The Steering Committee should operate in accordance with the following principles:

- **Identification:** Steering committee members should act out of a commitment and dedication to the principles of Partnership2Gether.
- **Consensus Decision Making:** The Steering Committee will strive to adopt decisions by consensus of all members.
- **Regional-Global Perspective:** The Steering Committee will strive to define policies that address the needs of all of the partners represented in the Partnership, and will not focus on the needs of only one particular partner.
- **Reciprocity:** The Steering Committee will strive to foster reciprocal and mutual relations between the communities in Israel and the Diaspora.
- **Maximum Impact:** The Steering Committee will strive to focus on a limited number of high-impact programs, as opposed to implementing a larger number of “small” programs (in accordance with the P2G budget).
- **Significance and Relevance:** The Steering Committee will assess the Partnership’s activities on an ongoing basis, including:
  - the degree to which the activities advance the Partnership’s objectives;
  - the degree to which the Partnership’s objectives reflect needs in the field;
  - satisfaction of all of the partners with the Partnership’s operation and the performance of the Steering Committee and subcommittees;
  - expectations among members of the Steering Committee and subcommittees;
  - and, assessment of the programs and their implementation in the field.
- **Expanding Circles of Engagement:** Members of the Steering Committee will strive to expand the circle of participants in the Partnership’s activities, in Israel and abroad.

## Composition of the Steering Committee

Every Partnership will have one 'Joint' Steering Committee comprised of representatives of both the Israel communities and the overseas communities. Throughout the year, the Steering Committee will convene in different configurations: the full joint Steering Committee; the Israeli members of the Steering Committee; and the overseas members of the Steering Committee.

The Joint Steering Committee will strive to have equal representation of members from the overseas communities and the Israeli communities (under no circumstances should one side enjoy representation of less than 40%). The number of members of the Steering Committee shall not exceed 25 participants (including Chairpersons).

The following are recommended options regarding the make-up of Steering Committee membership.

- **Option A: Steering Committee comprised only of volunteers/lay leaders.** *The Steering Committee will strive to have equal representation of volunteers from the overseas communities and the Israeli communities (no less than 40% for any one side).*

In regard to the subcommittees, the following are two options:

- All Subcommittee members will be volunteers.
  - The Subcommittee may also include professionals from the municipality and overseas community.
- **Option B: Steering Committee comprised of volunteers/lay leaders and professionals.** *The Steering Committee will strive to have equal representation of volunteers from the overseas communities and the Israeli communities (no less than 40% for any one side).*
    - At least 80% of the committee's members will be volunteer representatives from the partner communities abroad and the partner communities in Israel.
    - Each municipality and overseas community may be represented on the Partnership Steering Committee by one or two professional representatives who are relevant to the Partnership's activities (totaling not more than 20 percent as indicated above).

## Appointing Steering Committee Chairpersons and Members

**The Steering Committee will be headed by two chairpersons**, one from the Partnership community(s) abroad and the other from the Partnership community(s) in Israel. Likewise, members of the Steering Committee will represent the partner communities abroad and the local community in Israel.

### Steering Committee Chairperson from Israel

- As a rule, there will be one Israeli chair, who will be a volunteer. Heads of Local Authorities, members of municipal council, and any elected official holding a municipal portfolio, and members of their respective immediate families will not Chair the Steering Committee.
- The Jewish Agency for Israel will appoint the Israel Chair in consultation with Heads of Local Authorities in Israel and representatives of the Overseas Communities.
- The appointment will be made a minimum of six months before assumption of the position to allow adequate time for training and familiarization with the Partnership.
- The Chairperson of the Steering Committee will serve a two year term, with an option for a second two year term. The second term is contingent upon approval of the Director of the Partnerships Unit.
- Steering Committee Chairpersons will receive an official letter of appointment (stating the term of the appointment), signed by the Director of the Partnerships Unit. Likewise, an official letter of gratitude will be sent out upon completion of term of office.

### Steering Committee Chairperson from the Partnership Community Abroad

- The Steering Committee Chairperson from the Partnership community abroad shall be appointed by the overseas community.
- In Partnerships with more than one overseas community, the overseas communities will choose one Chairperson representing the overseas communities.
- It is recommended that the Chairperson be appointed a minimum of six months before assuming chairmanship, in order to train and expose him/her to the Partnership's activities.
- It is recommended that the Chairperson of the Steering Committee serve a two year term, with an option for a second two year term.
- The Chairperson will receive a letter of congratulations from the Director of the Partnerships Unit. Likewise, an official letter of gratitude will be sent out upon completion of term of office.

### Appointing Steering Committee Members from the Local Community in Israel

- The Israeli Steering Committee Chair and Partnership Director will formulate a proposal regarding the composition of the Steering Committee, in consultation with the local authority heads.
- Subcommittee Chairs will be appointed in conjunction with their appointment to the Steering Committee.
- The Partnership Director will submit a final proposed list of Steering Committee candidates to the Partnerships District Director.



- Members of the Steering Committee will serve for a term of three years, with an option for a second three-year term.
- It is recommended that a rotation system be implemented, such that one-third of the members are changed each year.

### **Appointing Steering Committee Members in the Overseas Communities**

- Members from the partner communities abroad will be selected within accepted due process in the community.
- Any subcommittee chairperson will be appointed as a member of the Steering Committee upon entering office.
- It is recommended that the term for each Steering Committee member be three years, with the option of an additional three year term, contingent upon the consent of the chairperson of the overseas Steering Committee.
- It is recommended that a rotation system be implemented, so that approximately one-third of the members are changed each year.

### **Termination of Steering Committee Membership**

Membership of a Steering Committee representative may be terminated with the consent of the Steering Committee Chairs.

### **Profile of the Committee Chairperson**

The Israeli chairperson of the Steering Committee will be a volunteer/lay leader and resident of the local Partnership region. The office of chairman of the Steering Committee cannot be fulfilled by the local authority head or any of his close family members, by a council member or any elected official holding a municipal portfolio.

The person appointed to serve as Steering Committee Chairperson should be an outstanding individual from the local community, involved in voluntary activity in the public sphere, committed to strengthening the connection between Israel and the Diaspora, and committed to the Partnership's values and its methods of activity.

## Work Procedures of the Steering Committee

- The P2G Director is responsible for convening the Steering Committee, in coordination with the communities overseas and in Israel:
  - The Joint Steering Committee will convene at least once a year.
  - The Steering Committee may, if it decides, convene overseas once every few years.
- The Israel and Overseas members of the Steering Committee will hold separate meetings in preparation for the Joint Steering Committee meeting.
- The Chairpersons of the Steering Committee will conduct, either together or separately, monthly work meetings with the Partnership Director in order to receive ongoing reports on implementation of the Partnership's objectives and to discuss policy issues.
- If the overseas community has a representative in Israel, that person will be invited to committee meetings.
- The Steering Committee's Chairpersons and the Partnership Director will periodically update the Heads of Local Authorities as to development in the Partnership.

## The Steering Committee Meeting

- The meeting will be lead by one of the Chairpersons.
- The Partnership Director will prepare an agenda in coordination with the Chairpersons, and will brief them in advance as to the topics to be discussed.
- The Chairpersons will make every effort to reach consensus decisions. In cases where this is not possible decisions will be made by a simple majority.
- The Partnership Director or staff member, will record the minutes of the meeting:
  - Steering Committee decisions will be recorded in the opening section of the minutes.
  - The minutes will be translated into the language of the partner community.
  - The minutes will be approved by the Steering Committee chairpersons prior to distribution, within 40 days of the meeting, and at least 30 days prior to the beginning of the budget year.
  - The Partnership Director will distribute the minutes within 40 days of the meeting to all Steering Committee members, to the Partnerships Unit, to the Jewish Agency Finance Unit, to the Jewish Agency Partnerships Regional Director, to the community representatives in Israel and to other relevant individuals.

## Subcommittees

Subcommittees shall advance the goals and areas of activity reflected in the Partnership's vision and strategic directions.

Subcommittees may consider including municipal professionals where relevant.



## Responsibility and Role of the Subcommittee

- Carry out the Steering Committee's policies in its defined sphere of responsibility (i.e., the education subcommittee on educational matters, etc.).
- Assess and evaluate projects and programs within its sphere of responsibility and to recommend their approval or rejection to the Steering Committee.
- Report to the Steering Committee on the implementation of projects in its area of responsibility.
- Call upon implementing agencies/NGO's and other relevant bodies to present activities and/or programs to the subcommittee in order to increase opportunities in the region, promote cooperation and advance new ideas.
- Invite experts and professionals from the local authorities, or from any other agency, to express their professional opinion regarding any matter that relates to the subcommittee's area of responsibility.

## Composition of the Subcommittees and Appointment of Members

It is recommended that each subcommittee will have one chairperson from the overseas community and one chairperson from the local community in Israel. Likewise, subcommittee members should be from the overseas and the Israeli communities.

### Subcommittee Chairperson from the Local Community in Israel

- The subcommittee Chairperson is a volunteer representative and shall be appointed, upon his selection, to serve on the Partnership's Steering Committee. Heads of Local Authorities and members of their immediate family shall not Chair the subcommittee.
- The subcommittee Chairperson shall be selected by the Israel chairperson of the Steering Committee together with the Partnership Director.
- The subcommittee Chairperson shall serve a two year term, with an option to serve an additional two year term, with the approval of the Israeli Steering Committee Chairperson and Partnership Director.

### Subcommittee Chairperson from the Overseas Community

- The subcommittee Chairperson from the overseas community will be appointed by the Partnership community within accepted due process of that community.
- It is recommended that the subcommittee Chairperson serve a two year term, with an option to serve an additional two year term.

### Subcommittee Members

- The Partnership's subcommittees may consist of public representatives (volunteers) and relevant professional appointments.
- Israeli members of the subcommittee will serve a three year term, with an option for a second three year term, contingent upon the agreement of the subcommittee Chairperson. This term of office is also recommended for members of the subcommittee in the overseas community.
- The membership of a subcommittee representative may be terminated with the consent of the Steering Committee Chairpersons.



### **Work procedures of the Subcommittee**

- The subcommittees will meet regularly throughout the year (a minimum of three times).
- In cases where there are parallel subcommittees in Israel and the overseas community, the Partnership Director will coordinate the work of the subcommittees in Israel and abroad.
- A subcommittee member should participate in meetings regularly, in order to play an informed role in the decision-making process. If a member misses more than 30 percent of annual meetings, his/her membership should be reviewed.

### **Conducting Subcommittee Meetings**

The P2G Director will prepare an agenda for the subcommittee meeting in cooperation with the subcommittee Chairperson, and will brief him in advance of the topics to be discussed.

The P2G Director, or someone on his behalf, will record the minutes of the meeting:

- Subcommittee decisions will be recorded in the opening section of the minutes.
- The minutes will be translated into the language of the partner community.
- The minutes will be approved by the Steering Committee Chairpersons before being distributed.
- No later than 14 days prior to the next Steering Committee meeting, the minutes will be distributed to all Steering Committee members, the Jewish Agency District Partnership Director, community representatives in Israel and other relevant individuals.

## Avoiding Conflicts of Interest

- An employee, paid member of the executive/board of directors, or chairperson of any entity (other than the local authority) supported by P2G funds may not serve on the Steering Committee (whether as chairperson or member).
- Partnership2Gether will not finance or budget any entity whose employees, paid members of its executive/board of directors, or chairperson serve on the Steering Committee (other than the local authority).
- In the event a conflict of interest arises after an appointment is made, the committee member or Chairperson who is in conflict of interest shall submit his/her resignation from the Steering Committee within 30 days. During this 30 day time period, the committee member will not participate in any discussion related to the conflict in question.
- Members of P2G committees who are unpaid members of boards of public or private entities, will submit written declarations to this effect to the Chairperson of the Israeli Steering Committee and the P2G Director immediately upon their appointment to the Steering Committee or to the relevant board, and shall excuse themselves from participating in discussions that have any relevance to the entity in which they are a board member.