

Transition Plan for L'Arche International

V4 (final)



Foreword: This is a final version after consultation with the International Stewardship Board (ISB), the International Leadership Team (ILT), the International Support Team, the confirmed country Chairs and the International Nomination Committee. This transition plan should be approved by the Federation Assembly in June. In the coming weeks, there will be 4 open calls to answer questions and comments on this transition plan.

I. Introduction

In March 2023, the Federation's leadership meeting was held in Rome. This meeting included the International Leaders, the ISB, the ILT, the International Support team, the country leaders. Three members of the Nominating Committee were also with us. Some of the elements that met with broad consensus were presented in the report sent by Alison Lindsay-Cross on April 6. Here they are:

1. There will be no nominations for new international leaders at the Federation Assembly in June.
2. We are entering an interim period that has yet to be defined.
3. The ISB will lead the Federation during this interim period and will work on a transition plan with the International Leadership Team. The support team will also contribute to this process.
4. The work of the Nomination committee will continue with respect to the new mandate and nominations for the ISB and that it will prepare a written report for the Assembly
5. The Nomination Committee will suspend its work on the appointment of the International Leader and the Vice International Leader. The nomination process will be restarted and will be part of the transition plan.
6. The ISB will send regular communications and updates to all concerned.
7. The Constitution remains our reference point.



II. Goals

1. Review and relaunch the process for appointing two international leaders
2. Set the ground for the work of the International Leadership Team and the new International Leaders to achieve the new mandate for the Federation
3. Maintain "core" services and support the life of the Federation during the transition period.

III. Timeline

We anticipate a timeline extending from 6 to 12 months. Ideally, we would have two new international leaders for a possible Federation Extended Leadership meeting in March 2024.

IV. Authority during the interim period

The final authority in the Federation is held by the Federation Assembly. (Art. 10)

The Federation Assembly delegates its authority to the International Leaders and the International Stewardship Board. (Art. 13)

In the exceptional absence of two International Leaders, the International Stewardship Board will carry the authority in the Federation and also exceptionally, the Chair of the International Stewardship Board will be the reference person, internally and externally, and will act as the "interim Executive Director" of the Federation during the transitional period. During this transition period, the ISB Vice Chair will serve as acting Chair and lead the ISB. The ISB will work in collaboration with the International Leadership Team and the International Support Team. The Interim Executive Director reports to the ISB Vice President (Acting Chair).

At the end of the transition, the role of Interim Executive Director will no longer exist and the ISB Chair and Vice Chair will resume their roles.

V. Three goals

Goal 1: Review and relaunch the process for appointing two international leaders

In the current environment, the nomination committee has expressed its difficulty in being able to propose candidates for the international leaders' roles. At this point in our history, we will certainly need to revisit how we work with the nomination committee. There was a consensus to take a pause and review our procedure with the nomination committee and to re-launch the process with the possible help of an international recruitment firm.

Prerequisite: Verify that the Nomination Committee is willing to proceed with a modified process. Verify the possibility of an ISB member joining the Committee for this phase of the work.

Here are 3 proposals to achieve this goal. Goals 1 and 2 will be addressed simultaneously:

1. Clarify and prioritize some areas of focus for the next mandate. (Timeline: September 2023)
 - a. Discussion with nominating committee member(s) and ISB member in 3 one-hour online meetings.
 - i. Meeting with ILT
 - ii. Meeting with Support Team
 - iii. Meeting with ISB
 - b. Survey: Circulate role description and measure what will be important to prioritize. Survey sent to extended leadership of the Federation.
 - c. The Nomination Committee finalize role description for publication. It is submitted to ILT for consultation and to ISB for approval.
2. Engage a firm that specializes in international recruitment. The ISB will hire this firm to work with the Nomination Committee. This would likely be a simultaneous internal and external call for applications.
 - a. Exploratory process to find a firm (May-July 2023)
 - b. Preparatory work with Nominating Committee (Sept.-Oct. 2023)
 - c. Recruitment and selection period (Nov. 2023-Feb. 2024)
 - d. Special online General Assembly to appoint international officers (March 2024)
 - e. Presentation (attendance) at the Federation's Extended Leadership Meeting (March 2024)
 - f. Taking office as soon as possible and the end of the interim period.

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3. In light of this experience, to document and possibly review our nomination process for the 2028 Federation Assembly.

Goal 2 : Set the ground for the work of the International Leadership Team and the new International Leaders to achieve the new mandate for the Federation

It seems that the work of the International Leadership Team with the International Leaders has been difficult for various reasons, including the vision of L'Arche International, the agreement on the 2012 Constitution, the way of making decisions, the different needs and realities of the confirmed countries and the other countries and communities represented by the international delegates.

The International Leadership Team needs to do some upstream work to facilitate the transition and welcome of new international leaders. Here are some suggestions for topics to be addressed: Review the data from the reports made during the present mandate concerning the work of the team, leadership and governance, analysis of the needs, desires (fulfilled or not) of each person in order to be able to carry out the mission of L'Arche in the entities for which they are responsible, how to ensure unity within the Federation, how to combine the particular role (country) with the leadership role for the Federation, articulation of the activities of the international support team with the different support roles elsewhere in the Federation, especially in the confirmed countries, decision-making within the constitution, guidelines for working with the Director of Operations, etc.

Prerequisite 1: Accept that this is not the time to address governance issues in the mandate.

Prerequisite 2: Work with the 2012 Constitution as a frame of reference.

We suggest using an external coach, to assist us in this process.

- September 2023: Online ILT meeting to agree on the elements on which we would like to move forward.
- October 2023: Online ILT meeting with coach to begin work.
- November 2023: In-person meeting of ILT for regular meeting where two days could be dedicated to the process. Time with ISB on this topic.
- A meeting with the coach when the new leaders take office.
- Other meetings as needed.

Goal 3 : Maintain "core" services and support the life of the Federation during the transition period.

The different work teams will be on the ground in the work of guidance, support and even development. Life goes on and we are not putting the Federation and L'Arche International on pause. Here are some interim provisions that will be put in place.

A. International Leadership Team

The aim is to support the work for the confirmed country leaders and international delegates. The interim Executive Director will coordinate the facilitation of the team.


1. Monthly online team meeting (duration 3 hrs. to be adjusted as needed). The content of the meetings in the fall will be about the teamwork. The aim is to deal with issues that arise and require a response and coordination in its application.
2. Individual online meeting with each member every 6 weeks or as needed.
3. Monthly online meetings with international delegates for their specific questions
4. International delegates: working meetings with each other as needed. The interim executive director validates decisions and approves expenses when necessary.
5. Welcoming a new National Leader for the USA (Fall 2023).
6. Face-to-face meetings in November 2023 and March 2024 are maintained.
7. Interim lead from the International Support Team will attend ILT meetings to link with other support team members until the appointment of a Director of Operations (see below).
8. Some meetings with the Chairs of the confirmed and other countries are to be expected.
9. Transition meetings with confirmed countries: Online meetings with each confirmed country (National Leader and National Chair) with the International Leaders and the future ISB Chair (June 2023).

B. Support Team

The international support team works with all the bodies to provide the various services for the Federation and for the operation of L'Arche International.

1. Process for appointing a Director of Operations

The first need expressed by the team and agreed upon at the Rome meeting was the appointment of a Director of Operations to coordinate and oversee the work of



the Support Team and to be the link with the International Leaders and the International Leadership Team. The ISB is of the view to move forward with the appointment of a Director of Operations by fall 2023.

- a. Revision of the job description and formation of a selection team (May 2023)
- b. Opening the position internally and externally (June 2023). Possible use of an external recruitment firm
- c. Ideally starts in October 2023.

2. Appointment of an interim lead for the support team (May 2023)

The interim lead for Support Team will ensure that the work of the Support Team continues in line with the strategic priorities established and confirmed in dialogue with the interim executive director. The interim lead will be the point of reference/link between the Support Team and: the international delegates, the ILT and the interim executive director. The Interim Lead will work closely with the Finance Director. This role ends with the appointment of a Director of Operations.

Responsibilities of this interim role:


- Lead the coordination of Support Team calls.
- Be available to members of the Support Team to support the operation of established workstreams and assist in addressing questions and needs emerging in the interim period.
- Lead the coordination and execution of Support Team meeting in September 2023.
- Meet monthly with the International Delegates to ensure alignment and coordination with work of Support Team.
- Meet at least once a month with the Interim Executive Director to review the situation and address emerging concerns and issues.
- Participate in monthly ILT meetings.

C. International Stewardship Board

The International Stewardship Board, in addition to its regular operations, will ensure the proper functioning of the transition during this interim period. Some Board members will be asked to serve on various committees during the transition period and beyond if necessary.

1. Role of the ISB Chair

Exceptionally, the Chair of the International Stewardship Board will be the person of reference, both internally and externally, and will act as the "Interim Executive Director" for the Federation during the interim period. This is a temporary role of



supervision, validation, and decision-making. This executive director role ends with the arrival of new international leaders in office. Financial compensation approved by the ISB is provided during this period. The responsibilities include:

- Support Team :
 - Coordinate close work with the interim leader of the support team and eventually with the Director of Operations
 - As needed, validation and decisions in certain areas (human resources, budgets, short-term actions, calendar of events, etc.)
 - Attend the Support Team meeting in September 2023
 - Supervision of the Interim Lead for the Support Team, the Finance Director and the Communications Director of L'Arche International.
- International Leadership Team
 - Coordination of team meetings
 - Supervisory calls (support, coaching) with team members and chairs
 - Work planning with a possible coach (Goal 2)
 - As needed, validation and decisions in certain files (human resources, budgets, short-term actions, etc.) mainly for international delegates
- External relations
 - Be the reference person if there are steps to be taken with external persons or organizations (partner, complaint, representation). Possibility of delegation depending on the situation.
 - Request for representation of L'Arche International.
- Reference person for certain committees as needed. Other ISB members may be delegated as needed.:
 - International Regulatory Committee
 - Safeguarding
 - Financial Allocation Committee: 1 ISB member to be determined
 - Use of the emergency fund
 - Membership Committee: ISB member to be determined
 - International calendar of meetings and trainings
 - Fundraising/Grants
 - Twinning Committee - PAUSE
 - Church Representatives - PAUSE
- Some issues to follow up
 - Work on some international policies, especially on conflict management - processes
 - Intellectual property cases (Austria, Belgium, Germany, Hungary)
 - The archives of the Study Commission and the Commission of Inquiry
 - Follow-up of study commission, next steps.

2. Appointment of an Administrative Assistant to the ISB and the interim Executive director (temporary)

The ISB believes that it is necessary to create a temporary full-time position during the transition to provide direct and exclusive support to the ISB and the Interim Executive Director. This person will be part of the administrative support team and will be responsible for organizing meetings, following up, making contacts, drafting documents mainly for the Interim Executive Director and the ISB. This person will be supervised by the Interim Executive Director.

Federation Extended Leadership Meeting

In the current context, the ISB has scheduled the March 2024 meeting to be a meeting of the Federation's extended leadership, including the ISB, the ILT, the support team, international envoys, national and regional country leaders, national board chairs. We hope to hold this meeting in Montreal (Canada) in the week of 18 March 2024. To be confirmed.

