



AMSEP WAPES AMSPE

Minutes of the Managing Board meeting

**Istanbul, Turkey
4 May 2015**

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1 Meeting opened by the President

1.1. Introduction, registration and a word of welcome from the President

Ms. Elisabet Arp, President of WAPES, welcomed all the participants to this last Managing Board meeting before the end of the term of office. The presence of 14 PES members out of 16 is a sign of commitment and attachment to their Association, WAPES.

For the President, this meeting is special, for not only is it the last meeting of this Managing Board, but it is above all an opportunity for the members to see in detail the programme for the two important events planned this week, i.e. the General Assembly and the World Congress.

All the participants were invited to use this meeting to firstly assess their achievements during this term of office and then to try to identify the main challenges to be passed on to the next Managing Board.

In addition to the 14 PES members, the President of Honour, Camille Mouté à Bidias from Cameroon, the Auditors, Martin Fitches from the United Kingdom and Feixia Li and Huang Jumei from China, Azita Berar Awad from the ILO and her two colleagues, Aurelio Parisotto and Michael Mwasikakata, were present at the meeting.

After the presentation of all the participants, the floor was given to the Director General of Iskür, Mr. Nusret Yazici, who in turn welcomed the members of the Managing Board and all the participants expected for the General Assembly and the World Congress.

1.2. Approval of the agenda (see document "2015 EN 1.2 Agenda MB")

The agenda of the Managing Board meeting was unanimously approved.

2.1. Agenda of the General Assembly of 05 May 2015 (See document 2015 EN 1.3 Agenda GA)

The agenda of the General Assembly was presented by Ms. Lenka Kint, Executive Secretary of WAPES. She summarised how the meeting would progress in three parts: the overview of achievements using different reports, the elections for the new management team and, lastly, the members' thoughts on the future of the organisation. The day will be brought to a close with regional meetings with the new Vice-Presidents.

One of the items on the Agenda of the General Assembly is the exclusion of members who have not paid their membership fees over the last three years. The Managing Board meeting held in Paris on 18 November 2014 had already approved this document, however Brazil has sent a request for non-exclusion by the General Assembly of 05 May 2015. After discussions, the members decided to comply with the provisions of the Articles of Association on this matter.

Decision: To propose during the General Assembly of 05 May 2015 the exclusion of all the members mentioned in document 1.3., Brazil included, and facilitate new membership for it in the event that it makes such a request.

2.2. WAPES World Congress programme (see document 2015 EN 2.2 Programme_WWC 2015 final)

Mr. Emrullah Uludag from Iskür presented the latest updates to the World Congress programme. Approximately 260 participants have registered. The press is also invited to this important event.

3 **Reflections on WAPES' strategy for 2015-2018** (see document 2015 EN 6 Reflections on the WAPES strategy 2015-2018 final)

The President summarised the background of the strategy, from the discussions of the last meeting of the Managing Board in Paris to today. These issues will be presented to the General Assembly in order to raise members' awareness of the situation of secondment of support personnel to the Secretariat and also to listen to what members expect from WAPES.

During this meeting, the President proposed that members concentrate more on the way in which this subject will be presented to the General Assembly. She reminded those present that it is an important approach that may serve as a basis for the 2015-2018 strategy.

The President is willing to introduce this point and initiate discussions, even in the event that the results are taken charge of by the new President.

The Executive Secretary presented her proposal with regard to the composition of the discussion groups: Four groups shall be formed and led by: Martin Fitches from the United Kingdom, Pam Gerassimides from the United States of America, Ruth Rodriguez from the Philippines and Philippe N'Dri Kouakou from Côte d'Ivoire.

The four persons provided by WAPES members (Miguel Peromingo, Margareta Olsson Dahlgren, Christine Malecka and Lenka Kint) shall form part of the groups in order to provide more comprehensive information if necessary and to take note of the results.

The groups will discuss the following questions:

1) Do the members want to see WAPES develop further or would they prefer to put a brake on the activities?

In the event that the members opt for development, two questions will be posed:

a) How can the Consultants' capacity be replaced, it being understood that WAPES will lose one or two consultants in late 2015 - early 2016?

b) Would your PES be willing to provide capacity for the next three years?

2) How can WAPES' income be increased, given that today the association has its own personnel and expenses are beginning to exceed income?

The President advised that the discussions should not be too technical in nature and that the members should have the opportunity to present their views on the added value of WAPES.

4. Elections

Given that several regions have more candidates than seats, the President encouraged all regions to review their list during their regional meetings planned for the evening of 04 May 2015, in order to facilitate the process.

The President reminded those attending of the provisions of Article 18c of the internal rules and regulations "*The list of candidates for the posts of Vice-President for each region, duly drawn up before the election within the regions, is submitted to the vote of all the members of the General Assembly on a region by region basis*".

After this brief introduction, the floor was given to Ms. Azita Berar Awad, of the ILO, who is to chair the elections. She took time to explain the whole process. This point raised quite a few questions from members of the Managing Board. To conclude, the participants agreed the following:



- ✓ The General Assembly of 05 May will firstly elect the President, then the 16 Managing Board members, including one Vice-President for each region. Two Internal Auditors will also be appointed by the members.
- ✓ Each of the three candidates for the Presidency will have five minutes to present their motivations for candidacy to the General Assembly.
- ✓ As provided for by Article 18C of the internal rules and regulations, and to facilitate the elections, each region shall come together to discuss its list of candidates for the Vice-Presidency. This new list must reach the Executive Secretariat by 04 May before 9.00 pm.
- ✓ For the regions that have more than one candidate for the Vice-Presidency, each Vice-President will be entitled to three minutes to present his/her motivations to the General Assembly.

Who can vote?

- ✓ Each present or represented member is entitled to one vote.
- ✓ Only Director Generals can vote.
- ✓ Any absent Director General may be represented by proxy by a colleague from his/her PES or another Director General from another PES.
- ✓ A Director General is entitled to three votes, his/her own vote and two proxies.
- ✓ The list of voting members who are present and represented by proxy will be publicised before the elections.
- ✓ The number of votes will be represented by the colour of wristbands worn by persons entitled to vote: green for a single vote, orange for two votes and purple for three votes.
- ✓ The ILO will monitor the whole process.
- ✓ The quorum will be reached when there is an absolute majority (50+1 votes) of the present or represented members.
- ✓ The candidate will be elected by simple majority (50+1) of the present or represented members. The vote of the former President will be decisive in the event of equal votes (deciding vote).
- ✓ If a member requests a secret ballot, his/her request must be accepted by a simple majority vote of the present and represented members.
- ✓ Failing this, voting will be conducted by a show of hands.

During the elections

- ✓ The voting members will occupy the front rows of the room to facilitate the counting of votes in the event of voting by show of hands.
- ✓ In the event of **a secret ballot**
 - The elections will be carried out in the same room.
 - There will be two ballot boxes and two polling booths as well as
 - Two tables where the personnel of the ILO and of the WAPES Secretariat will distribute the ballot papers in accordance with the number of votes for each member
 - The voting members will be called in twos in alphabetical order based on their country. Each time, Ms. Berar Awad of the ILO will announce the

number of proxies for each member and the ballot box in which he/she must vote.

- Upon leaving the polling booth, the personnel of the ILO and the WAPES Secretariat will check the number of votes that the person places in the ballot boxes in accordance with the colour of his/her wristband.
 - The counting will be carried out by the ILO personnel in the room before the General Assembly.
 - Each candidate is entitled to appoint an assessor to supervise the counting of votes.
 - The results of the votes will be announced by Ms. Azita Berar Awad.
- ✓ For **votes by show of hands**
- The voting members will be provided with green, red and white cards, which they will raise for a yes (green), no (red) and abstention (white).

Ms. Azita Berar Awad reassured the members that the ILO will ensure that these elections are carried out under conditions of transparency and democracy. She proposed that WAPES consider making the internal rules and regulations with regard to elections more formal for the future.

The President asked the Executive Secretary to put this proposal on the first agenda of the next Managing Board meeting in the event that the proceedings of these elections demonstrates the need for this.

5. **The list of candidates** (See document 2015 EN 4. Candidates for the elections 2015)

The Executive Secretary presented the list of candidates and the number of seats for each region.

For the post of Treasurer, only Senegal expressed an interest. It remains to be seen whether it will be elected member of the Managing Board, given that the Africa region has more candidates than seats.

No candidates for the Auditors' posts.

Conclusion: The new members of the Managing Board will elect the Treasurer together.

With regard to the Auditors, the Managing Board proposed that the General Assembly choose two Auditors from among the candidates that are not elected, given that they will have already shown their interest in active participation in WAPES.

6. **Presentation of the reports**

As these reports are part of the work carried out by this Managing Board, the President invited the Auditors to present an overview to the members so that they can get an idea of the content before the report is presented to the General Assembly.

Auditors' report (see document 2015 EN 2.4. Audit report)

Martin Fitches of the United Kingdom presented the background and the methodology followed to draw up this report. The audit concerned two principal aspects:

- The financial aspect and the accounting, which was led by the internal audit team of the British DWP. It spent three days at the Executive Secretariat of



WAPES in order to carry out a detailed financial analysis of the accounts.

- The strategic and qualitative focus led by Martin Fitches of the British DWP with Li Feixia of the Chinese PES. This part of the report is based on face-to-face interviews with personnel and a survey carried out among a cross-section of the members.
- Martin Fitches and Li Feixia also assessed the implementation by WAPES of the recommendations of the previous audit report.

Main results

- ✓ With regard to the financial aspect, this period was marked by significant improvements, in particular thanks to the introduction of electronic accounting. The Auditors found nothing irregular in the finances. They even reassured the members that WAPES' finances are in good hands.
- ✓ The Auditors expressed their satisfaction with regard to the satisfactory progress of WAPES, in particular concerning the implementation of the previous recommendations, the execution of the 2012-2015 strategy, cooperation with other international players such as the ILO and the OECD and the prioritisation of the communication strategy demonstrated by the recent appointment of a communication specialist, to list just a few examples.

Some recommendations

- ✓ A more determined approach is necessary in relation to the collection of membership fees.
- ✓ WAPES has significant cash reserves and it must be determined whether this level of reserves should be conserved or returned in part to the members.
- ✓ The drawing-up of the budget and of the monitoring process should also take into account the identification of emergency activities which can be financed, even if they are not included in the activities plan.
- ✓ Future strategies should be more results-based. Consider measuring the tangible impact of WAPES' activity in the field, especially the technical cooperation funds;
- ✓ In terms of cooperation, a specific partnership strategy must be drawn up with regard to the way in which WAPES works and cooperates with other international organisations;
- ✓ Examine the relationship between the regional consultants and the Vice-Presidents by placing the emphasis on the definition of the roles and responsibilities of each person;
- ✓ Members should be widely consulted on the way in which the WAPES website can become a relevant and useful tool that meets their priorities.
- ✓ See how to further secure the continued commitment of all the members of the Managing Board.

- ✓ Evaluate different models of financing and identify the potential international organisations for financing the Executive Secretariat.
- ✓ WAPES should invest in the improvement of its personnel's skills or consult a financial expert, not only to keep the accounts, but also, and in particular, to provide strategic financial guidance for WAPES operations.

Participants' questions and comments

- ✓ The participants thanked the Auditors for the quality of their report.
- ✓ They will use this report as a tool that can serve as a starting point for the future of WAPES.
- ✓ The participants proposed that, in the future, WAPES should consider professionalising the post of Auditor.
- ✓ A table would have to be created monitoring the implementation of the recommendations.

6.1 Observers' report

Ms. Azita Berar Awad presented the Observers' Report on behalf of the ILO and the EC (European Commission).

The ILO values the strategic partnership with WAPES and is keen to develop it and to further strengthen it. She promised that they will effectively perform the role that has been entrusted to them of chairing the elections planned for the General Assembly of 05 May 2015.

She congratulated WAPES for its development and progress during the term of office that is coming to an end. WAPES has become a benchmark global organisation for employment services, a partner engaging with the main stakeholders, a platform for the exchange of information and of good practices and a driving force for strengthening the skills of its members.

Ms. Azita Berar Awad highlighted some observations on the achievements of WAPES during this term of office:

- ✓ In 2012, WAPES demonstrated the main challenges of the labour market affecting the world of work but with different accents in different regions and set out a far-reaching strategy to alleviate this problem.
- ✓ The organisation of study visits to learn specific subjects such as the use of ICT in employment services, services for employers, management performance, etc. Intra-regional cooperation in terms of benchmarking, peer assessment and learning has been impressive in certain regions. Inter-regional cooperation has also become increasingly visible. The creation and strengthening of the Cooperation Fund has played a role in this respect.
- ✓ WAPES has adopted the principle of a learning organisation. Some of the immediate outcomes include the development of training modules and courses for employment advisers in the Americas, Asia and Africa.
- ✓ WAPES has also extended and strengthened its strategic partnerships with the ILO, the EC and other international organisations, as well as with other stakeholders, not forgetting private employment agencies such as CIETT, etc.

Ms. Azita Berar Awad thanked the outgoing team for doing such a good job and wished the new Managing Board great success over the next three years. She guaranteed that the ILO will be committed to and will assist the new team.

Meeting closed

Before closing the meeting, the President wanted to know whether the expectations of the participants before this meeting had been satisfied.

She asked the participants to reflect on the way in which the General Assembly will proceed, what questions could be raised by the members during the General Assembly and how to manage the discussions and direct the ideas of over 100 persons in the room.

The members believe that a good introduction will be the key to guiding the subsequent discussions.

They insisted on the matter of the added value of WAPES.

The way in which the auditor will present the results will limit the number of questions coming from members.

Summary of the points discussed during this meeting

The President presented a summary of what was discussed during this meeting.

- ✓ The aim of this meeting was to clarify the agenda of the General Assembly and the World Congress.
- ✓ The participants were asked to assess the results obtained during this term of office.
- ✓ The Executive Secretary presented in detail the programme of the General Assembly which will bring together over 120 participants, including more than 50 voting members.
- ✓ Iskür provided an update of what is planned for the World Congress meeting, which is to take place on 06 and 07 May 2015 and which will bring together more than 260 participants, in addition to the media.
- ✓ With regard to the discussions on the new strategy of WAPES, the General Assembly will be split into four groups in the afternoon to discuss two important questions, namely: the added value of WAPES and support for the capacity of the WAPES Secretariat.
- ✓ The results of the groupwork will be sent to the new President as a starting point for the formulation of the strategy of the next term of office.
- ✓ The item concerning the elections was discussed at length vis-à-vis procedures.
 - There are more candidates than seats.
 - After the meeting, each region must review its list of candidates for the Vice-Presidency. The new list must reach the Secretariat before 9.00 pm the evening of 04 May 2015.
 - The President will be elected first with a five-minute presentation of motivations to the Assembly.
 - The ILO will chair the elections. It will call the countries in alphabetical order and announce the number of proxies for each voting member. The assistants in the elections are the personnel of the ILO and the Executive Secretariat. The ILO is responsible for the counting.
 - The list of proxies will be public before the meeting.
 - No presentation of Vice-Presidents for single-candidate regions; in the event of more than one candidate, three minutes will be granted for presentation of motivations.

- The new Treasurer will be elected by the new Managing Board.
- The new Managing Board will issue a decision with regard to the Auditors.
- The Auditors' report is very positive and gives an encouraging message. It will be used as a starting point for the new WAPES strategy.
- The ILO presented a positive observers' report and underlined the way in which WAPES has improved its capacities to respond to the demand of its public as well as the importance of working on the future of the organisation.

The meeting, which had started at 2.15 pm, was closed by the **President** at 6.06 pm.

Meeting venue and room: Hilton Istanbul Bomonti Hotel & Conference Center, Silahşör Caddesi No.42 Bomonti Şişli, İstanbul, Turkey

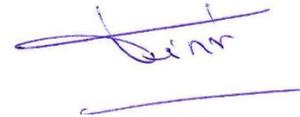
Approved by:



Elisabet ARP,
WAPES President



(on behalf of)
László MODORI,
WAPES Treasurer



Lenka KINT,
WAPES Executive Secretary



AMSEP WAPES AMSPE

**Managing Board
Istanbul, Turkey
4 May 2015**

The following representatives took part in the Managing Board meeting:

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