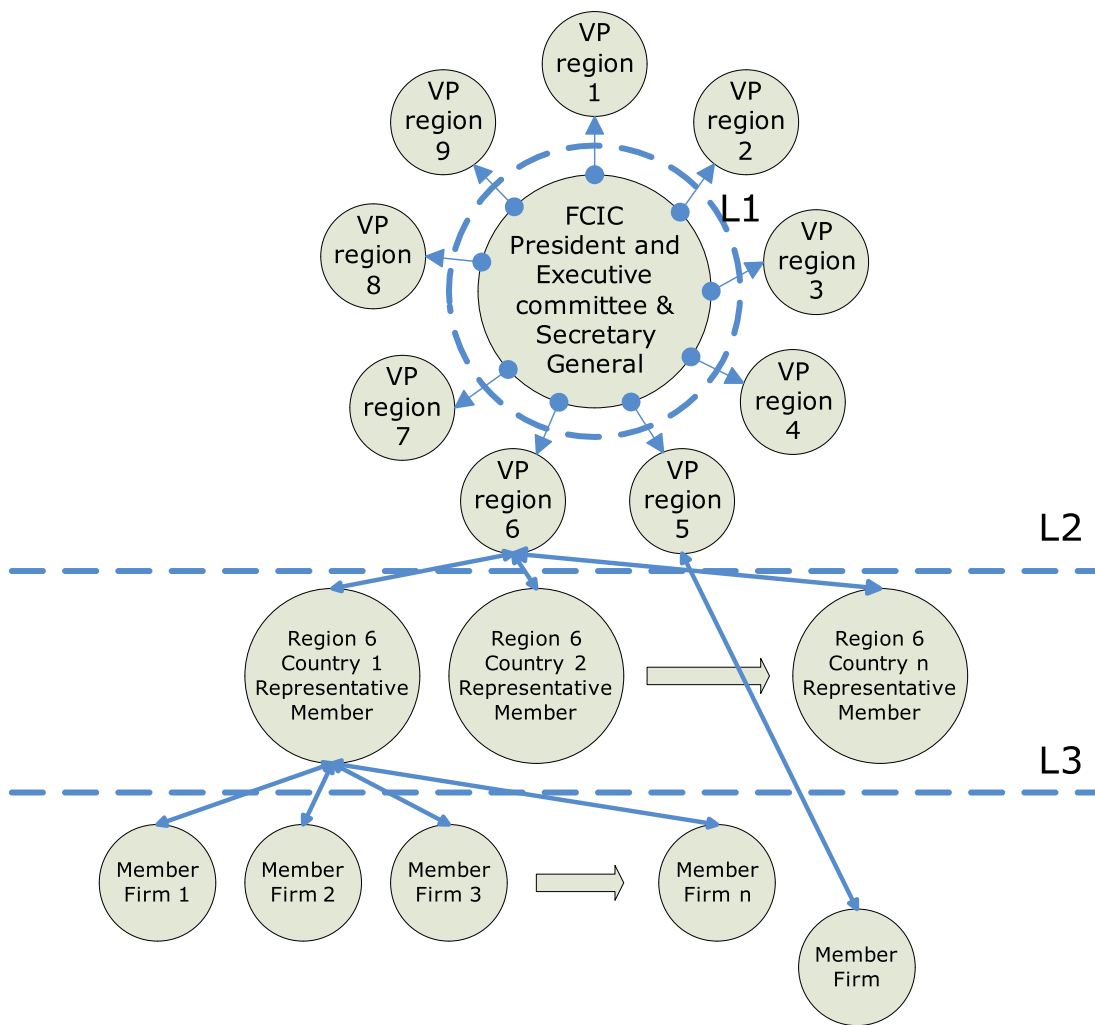




## PROPOSED OPERATIONAL STRUCTURE OF THE FCIC





The operational structure above is proposed as it identifies relationships between the member firms and the FCIC through different conduits. The following assumptions are made in the premise to its development.

1. FCIC members are growing in number and at any one stage could become a huge burden for the Regional Vice President.
2. FCIC needs to understand the needs of its members
3. FCIC needs to be close to the members in a systematic and sustainable manner
4. FCIC services have grown to the extent that they are viewed as of great value to the members and the members are continuously demanding more.

The operational structure is broken into the following

1. The core of FCIC with the President, Executive committee, Secretary General and the rest of the staff
2. The Regional Vice Presidents in their capacity as Regional VP's
3. Country specific Representative Members (CRMs)
4. Member Firms.

Accordingly, three interface lines are defined as follows:

1. L1 between the Core and the Regional Vice Presidents
2. L2 between the Regional Vice Presidents and the CRMs
3. L3 between the member firms and the CRMs

The application of the structure can commence immediately and FCIC can start developing a manual that sets the criteria and standards of the responsibilities of the CRMs.



The benefit of having these CRMs is the following:

1. They become a focal point of the member firms and thus be able to generate information and needs assessments that are unique to each country.
2. They become focal points for advocacy in each country
3. They alleviate the pressure from the Regional Vice President and help in identifying a clearer role for him.
4. They are elected from member firms and thus gets members active in the operation of the Federation where it counts the most (On the ground and not the board room)
5. They are able to develop country specific programs and activities for their members and thus enhance the local experiences
6. They represent a number of member firms and accordingly, each regional VP will be responsible to meeting with one representative from each country as opposed to numerous member firms each with specific requirements.
7. They become responsible for realizing the vision of the FCIC in each country, which when realized collectively will result in the success of the FCIC on the overall scale.
8. They will become empowered as a group and not as individual firms and will be viewed as working for the benefit of the collective rather than individual firms.
9. They will help in the development of a growing and strong member base for the FCIC and will support the FCIC actions in each of the countries it operates in.

In short these CRM's will simply represent the congregation of member firms and will have detailed operational procedures in order to be better supported by the Federation as collective rather than fragmented individual firms. To that effect, the



responsibilities of these CRMs would be simply stated as the following:

“To act as a focus between the member firms and the FCIC in order to maximize their mutual benefit”

Accordingly, the flow across L3 will consist of the following: (Not conclusive)

From Regional VP to CRM	From CRM to Regional VP
Request for information	Supply of information
Request for data	Supply of data
Supply of funding	Request for funding
Supply of marketing material	Request for marketing material
Request of membership fees	Supply of membership fees

