



A WORLD BODY WORKING GROUP REPORT

World Body Constitutions
A STARTING POINT
KEY ISSUES

by
Sarosh Collector
Khorshed Jungalwala (Chair)
Farrokh Mistree
Gev Nentin
Rohinton Rivetna

August 9, 2003

PREAMBLE

On August 1, 2003 the FEZANA World Body Working Group issued a document titled *World body Constitutions – A Starting Point*.

Over the years, a few key issues have been deal-breakers and thwarted the creation of a World Body for our community. In this document, the WG highlights these key issues in the expectation that the deal-breakers of the past are not present in the One World Model presented by the WG.

For a copy of the complete report please visit <http://www.fezana.org>.

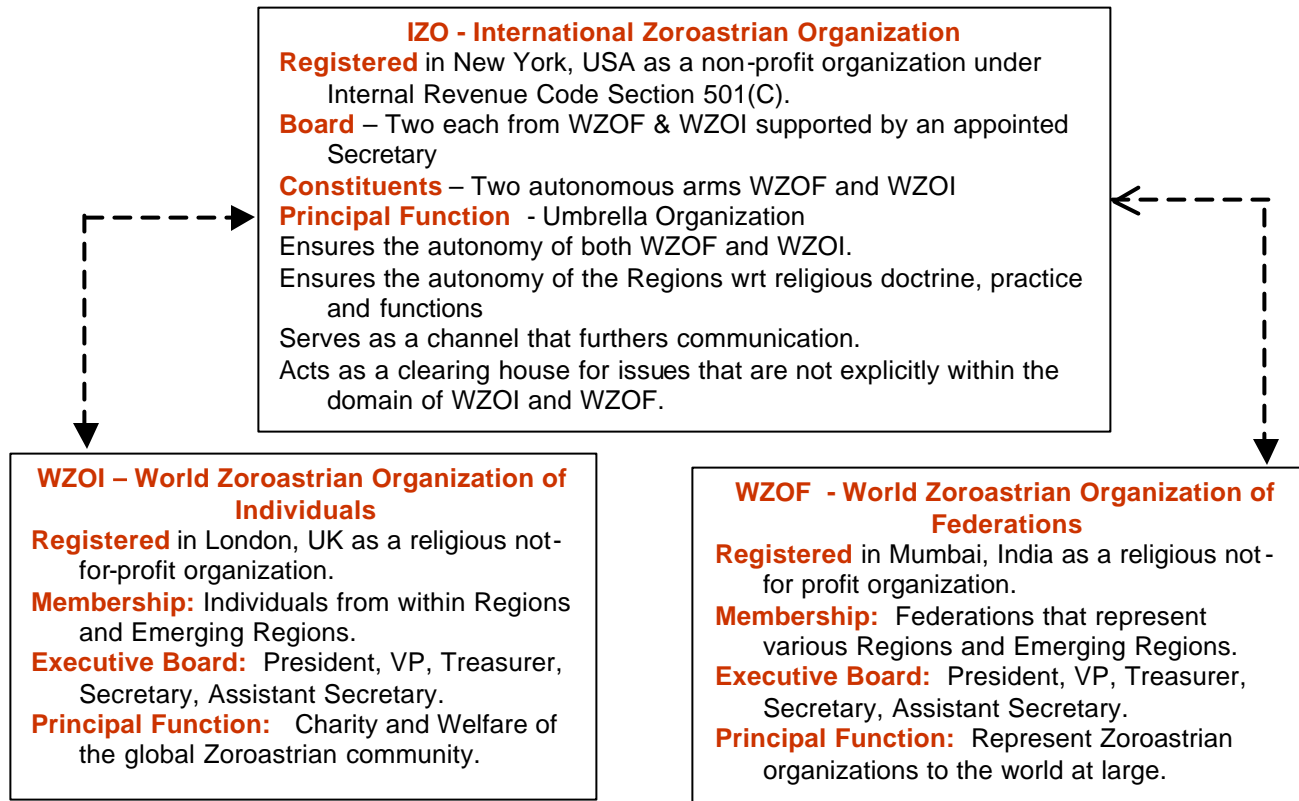
For clarification please contact:

?? Khorshed Jungalwala. Chair of the FEZANA World Body Working Group (2001-2003). <kayj@ziplink.net>

OR

?? Firdosh Mehta. President of FEZANA. <firdosh.mehta@primus.ca>

WORLD BODY STRUCTURE AND OVERVIEW OF FUNCTIONS ONE WORLD BODY WITH TWO INDEPENDENT ARMS



Note: This structure is in keeping with the Sense of the Mumbai Meeting of January 2001 and the subsequent structure offered by Rustom Dubash of WZO. The Constitution and By-Laws documented in the WG Report titled *World Body Constitutions – A Starting Point* instantiates the preceding in the form of Constitutions and By-Laws for the three entities.

WZOF & WZOI – COMPARISON OF KEY FEATURES

	WZOF	WZOI
REGISTRATION LOCATION	Mumbai, India	London, UK
TYPE	Non-Profit	Non-Profit
PURPOSE	<p>A. Serve as a formal coordinating and communications body for Federations and Associations world wide.</p> <p>B. Represent the religious, social, cultural, educational, legislative, political and other interests of Zoroastrians in Governmental and non-Governmental International forums and Regional forums, through its Member Regions.</p>	<p>A. Serve as a formal world body for aiding and encouraging Zoroastrians to build a strong base of social and economic stability through financial, medical and human assistance.</p> <p>B. Providing welfare, social uplifting and aid to Zoroastrians all over the world.</p>
AUTONOMY	Nothing in this Constitution shall be construed to impair the administrative and religious autonomy of participating Regional Federations and Associations, which is the foundation upon which the WZOF has been formed. The IZO or WZOI will in no way supercede, restrain, or nullify any activities undertaken or decisions made by WZOF.	Nothing in this Constitution shall be construed to impair the religious autonomy of individuals Zoroastrians of any Region, which is the foundation upon which the WZOI has been formed. The IZO or WZOF will in no way supercede, restrain, or nullify any activities undertaken or decisions made by WZOI.
FOUNDING MEMBER REGIONS	<p>A. India Represented by FPZAI</p> <p>B. Europe Represented by ZTFE</p> <p>C. North America Represented by FEZANA</p> <p>D. Emerging Regions – to account for Zarathushtis living in places that are not covered by the preceding.</p>	
MEMBERS	<p>A. Regions represented by Federations or Associations.</p> <p>B. Emerging Regions – as described above.</p>	<p>From within a Region</p> <p>Individual Members (including Grand Patrons, Patrons, Life Members, Ordinary Members, Family Members and Honorary Members).</p> <p>A. The following can become Individual Members of the WZO, either as Ordinary or Life Members or Grand Patrons and Patrons, as hereinafter provided:</p> <p>(a) persons born into and/or professed professing into</p>

	WZOF	WZOI
		<p>the Zarathushti faith in keeping with the prevailing guideline within a Region;</p> <p>(b) non-Zarathushti spouses married to Zarathushtis;</p> <p>(c) A family consisting of individuals as set out in (a) and (b) above can become Family Members each of whom shall have one vote, together with their children under the age of eighteen, who will have no votes. This membership shall be known as "Family Membership".</p> <p>(d) Children of marriages described in (a) and (b) above, over the age of eighteen who are full-time students.</p> <p>(e) Persons together with their family members as described in sub paragraph 3.4 (c) above who have been registered as individual members of The World Zoroastrian Organisation prior to the incorporation of WZO 2001.</p> <p>B. On recommendation, the Individual's Council may elect, by not less than three-fourths majority, as Honorary Member, any Zarathushti who may have rendered meritorious services to the community in religious, social, economic or intellectual advancement of the community or whose public services and achievements may have reflected exceptional credit on the community.</p>
<p>FUNCTIONS - UNIQUE</p>	<p>The WZOF is incorporated under the law of the State of Maharashtra, and Government of India, for religious, social, cultural, legislative and political purposes with no capital stock. Without limiting the generality of the foregoing and with a commitment to honor and respect the administrative and religious autonomy of all participating Federations, Associations (or Association when there is only one in a Region), the WZOF will</p> <p>A. represent Zoroastrian interests in Governmental</p>	<p>The WZOI is incorporated under the law of UK, for social, welfare, cultural and economic purposes with no capital stock. Without limiting the generality of the foregoing and with a commitment to honor and respect the administrative and religious autonomy of all participating Individuals Regions), the WZOI will:</p> <p>A. undertake activities deemed necessary for the social amelioration or welfare of Zoroastrians in need;</p> <p>B. provide financial assistance or other support for the relief of sickness and medical treatment or care of</p>

	WZOF	WZOI
	<p>and non-Governmental International forums and Regional forums, through its Member Regions;</p> <p>B. work with governments and international organizations to protect the assets, rights and interests of Zoroastrians anywhere in the world by partnering with governments and international organizations;</p> <p>C. encourage and assist the formation of global networks between not-for-profit Zoroastrian organizations to further entrepreneurship and charitable giving among Zoroastrians;</p> <p>D. coordinate a census of Zoroastrians throughout the world once every ten years;</p> <p>E. ensure that the World Zoroastrian Congress operates within the published and accepted Terms of Reference and work with the congress organizers to achieve success.</p>	<p>Zoroastrians;</p> <p>C. encourage and assist the formation of networks within Regions between Zoroastrian communities to further entrepreneurship and charitable giving among Zoroastrians;</p> <p>D. encourage and assist Zoroastrian youth to achieve their potential through education and entrepreneurship;</p> <p>E. develop, maintain and publish an inventory of projects to uplift the economic, medical and educational needs of families and small communities.</p>
<p>FUNCTIONS COMMON</p>	<p>In fulfillment of the following functions, the WZOF will avoid conflict or competition with other Zoroastrian and non-Zoroastrian organizations; and ensure that there is no infringement of the autonomy of any Member Regions. <i>At the request of the affected Region or emerging Region and recognizing the autonomy of Regions:</i></p> <p>A. deal with matters pertaining to assets of defunct Zoroastrian organizations anywhere in the world;</p> <p>B. develop, promote and implement Zoroastrian well-researched and scholarly viewpoints on critical issues such as the environment, war, peace, human rights, human dignity, etc. that face humankind in the 21st century and centuries to come;</p> <p>C. promote educational, social, economic, cultural, and activities of importance to Zoroastrians;</p>	<p>In fulfillment of the following functions, the WZOI will avoid conflict or competition with other Zoroastrian and non-Zoroastrian organizations; and ensure that there is no infringement of the autonomy of any Member Regions. <i>At the request of individuals or people who are not members of any Zoroastrian organization and recognizing the autonomy of Regions:</i></p> <p>A. deal with matters pertaining to assets of defunct Zoroastrian organizations anywhere in the world;</p> <p>B. develop, promote and implement Zoroastrian well-researched and scholarly viewpoints on critical issues such as the environment, war, peace, human rights, human dignity, etc. that face humankind in the 21st century and centuries to come;</p> <p>C. promote educational, social, economic, cultural, and activities of importance to Zoroastrians;</p> <p>D. preserve houses of worship and learning, and other</p>

	WZOF	WZOI
	D. preserve houses of worship and learning, and other facilities relevant to Zoroastrianism, Zoroastrian communities, and the Zoroastrian priesthood.	facilities relevant to Zoroastrianism, Zoroastrian communities, and the Zoroastrian priesthood.
MEMBER REGIONS		
DEFINITION	<p>A Region is defined as an entity where there is clear evidence of a Zarathushti presence and activity.</p> <p>Presence is demonstrated through the identification and verification of a minimum number of Zoroastrians within a Region. The minimum number of Zoroastrians needed to form a new region is a percentage of Zoroastrians represented in the World Body at the time of application.</p> <p>Activity may be demonstrated through the formation of Associations and a Federation of Associations.</p>	
TYPES	<p>A. Member Region – A Region represented by a Federation or an Association.</p> <p>B. Emerging Regions – Structure to allow representation of Zarathushtis who are yet to organize themselves.</p>	
NUMBER OF REPRESENTATIVES	<p>Reps to WZOF Council</p> <p>The number of representatives and votes afforded a Region is independent of the population residing within it. Based on this principle the following schedule is adopted:</p> <p>A. Region represented by a Federation: Three Representatives. Each with voice, one vote and responsibility.</p> <p>B. Region represented by an Association: Two Representatives. Each with voice, one vote and responsibility.</p> <p>C. Emerging Regions: One Representative with voice, one vote and responsibility.</p>	<p>Reps to WZOI Council</p> <p>There are two ways in which the WZOI could structure itself, namely,</p> <p>?? through Regions in a manner similar to the WZOF, or</p> <p>?? through Representatives elected by the individual membership with each Representative being elected by franchise of individual members world wide.</p> <p>Both approaches are sound in theory and embody varying degrees of practicality. In what follows the WG has provided a broad outline for the model embodying Regions as defined in the WZOF Constitution and By-Laws.</p>
NUMBER OF VOTES ON WZOF/WZOI COUNCILS	<p>A. One Representative can only have one vote; there is no proxy vote.</p> <p>B. A Region represented by a Federation 3 votes.</p> <p>C. A Region represented by an Association or equivalent 2 votes.</p> <p>D. Emerging Regions 1 vote.</p>	

	WZOF	WZOI
FINANCES		
FISCAL YEAR	The fiscal and membership year of the WZOF shall be the Calendar Year.	The fiscal and membership year of the WZOI shall be the Calendar Year.
ANNUAL SUBSCRIPTION	<p>A. The minimum annual subscription for each Member Region shall be the equivalent of US \$500, (or based on the Zoroastrian population of the Member Region).</p> <p>B. The above is the minimum annual subscription. Member Regions are however, urged to pay increased subscriptions voluntarily, in accordance with their capacity.</p> <p>C. Annual subscription shall be paid within 90 days of the beginning of each fiscal year.</p> <p>D. It shall be the duty of the Member Regions to source the initial funding necessary, for the establishment of the WZOF and its initial operation.</p> <p>E. In furtherance of its objectives, the WZOF's work shall be financed principally through annual dues, contributions and donations. In addition to payment of the annual dues, Member Regions are encouraged to contribute to the WZOF's funds to the best of their abilities and to encourage contributions and donations for this purpose from their own members, from individual Zoroastrians, Zoroastrian foundations and trusts, as well as non-Zoroastrian benefactors. (To be explored by tax experts and attorneys).</p> <p>F. For development of funds, the WZOF may also explore avenues such as the creation of "Zoroastrian Capital Investments" for the WZOF to invest in, real estate and other investments requiring insubstantial attention, whose income may generate additional funds for the WZOF's</p>	<p>A. As per the schedule of the current WZO.</p> <p>B. The above is the minimum annual subscription. Members are however, urged to pay increased subscriptions voluntarily, in accordance with their capacity.</p> <p>C. Annual subscription shall be paid within 90 days of the beginning of each fiscal year.</p> <p>D. It shall be the duty of the Members to source the initial funding necessary, for the establishment of the WZOI and its initial operation.</p> <p>E. In furtherance of its objectives, the WZOI's work shall be financed principally through annual dues, contributions and donations. In addition to payment of the annual dues, Member Regions are encouraged to contribute to the WZOI's funds to the best of their abilities and to encourage contributions and donations for this purpose from their own members, from individual Zoroastrians, Zoroastrian foundations and trusts, as well as non-Zoroastrian benefactors. (To be explored by tax experts and attorneys).</p> <p>F. For development of funds, the WZOI may also explore avenues such as the creation of "Zoroastrian Capital Investments" for the WZOI to invest in, real estate and other investments requiring insubstantial attention, whose income may generate additional funds for the WZOI's needs. The majority of the WZOI's funds and endowments shall always remain deposited in interest-bearing government backed secure investments. A smaller percentage, not greater than 35% of the WZOI's funds, may be invested in low to moderate risk investments with</p>

	WZOF	WZOI
	needs. The majority of the WZOF's funds and endowments shall always remain deposited in interest-bearing government backed secure investments. A smaller percentage, not greater than 35% of the WZOF's funds, may be invested in low to moderate risk investments with safety of capital invested. (To be explored by tax experts and attorneys).	safety of capital invested. (To be explored by tax experts and attorneys).
GOVERNANCE		
GOVERNING LAWS & COMMITTEES	<p>A. The business and activities of the WZOF shall be governed by the Articles of Incorporation under the laws of the India and by this Constitution and its By-Laws.</p> <p>B. The powers of the WZOF and its activities and duties in the conduct of its affairs shall be limited by the laws of the India in which it is incorporated, and by this Constitution and its By-laws.</p>	<p>C. The business and activities of the WZOI shall be governed by the Articles of Incorporation under the laws of UK and by this Constitution and its By-Laws.</p> <p>D. The powers of the WZOI and its activities and duties in the conduct of its affairs shall be limited by the laws of the UK in which it is incorporated, and by this Constitution and its By-laws.</p>
MANAGEMENT	<p>A. The business and affairs of the WZOF/WZOI shall be managed by the elected Representatives of the Regions. The Representatives will form the WZOF/WZOI Council. Each Member Region will designate the Primary Representative to facilitate the procedure at the meetings. The term of the Representatives will be determined by the Member Regions. General guidelines for procedure for the election will be provided by WZOF/WZOI.</p> <p>B. The Member Regions shall collectively exercise all the powers normally exercised by the Board of Directors or Trustees of a not-for-profit religious corporation and delegate certain business to the Executive Officers specifically as stated in this Constitution and additionally in the future by a 2/3 majority of all eligible votes.</p> <p>C. Member Regions of the WZOF/WZOI shall be responsible for all the business, affairs, activities and undertakings of the WZOF/WZOI, including admission of new Members, suspension or expulsion of a Member or changes in the Constitution and By-laws. In undertaking such responsibilities, it shall have the powers and duties as prescribed by statute of India, which is the country of incorporation and in this Constitution and its By-laws. It may adopt supplemental procedural and operating rules as may be considered appropriate by a 3/4 majority of all eligible votes for handling such responsibilities but these shall never be inconsistent with this Constitution and By-laws. Procedural and Operating rules shall be reviewed by the President or his designee and the Secretary at least once each year and amendments proposed to the WZOF/WZOI Members for adoption.</p> <p>D. Member Regions shall be responsible for implementing in their respective geographical jurisdictions. the</p>	

	WZOF	WZOI
	<p>decisions of the WZOF/WZOI as made by the Member Regions jointly, by mail ballot as long as they are not in conflict with the Region’s viewpoint.</p>	
Executive Board	<p>The WZOF/WZOI will elect from the Representatives an Executive Board, the President, Vice President, Secretary, Assistant Secretary and Treasurer by a 2/3 majority of the votes cast of the WZOF/WZOI Council.</p> <p>Treasurer – Two three year terms maximum.</p> <p>Vice President – One three year term followed automatically by one three year term as President.</p> <p>Assistant Secretary – One three year term followed automatically by one three year term as Secretary.</p> <p>Immediate Past President – Ex-Officio / voluntary for three years.</p> <p>Only one Officer may be elected from the Regional Representatives of any Region. A new representative will be elected from a Region to replace the one elected to the Executive Board.</p> <p>Timing – Simultaneous for both WZOF and WZOI</p> <p style="padding-left: 40px;">Year 1 – Vice President</p> <p style="padding-left: 40px;">Year 2 – Treasurer</p> <p style="padding-left: 40px;">Year 3 – Assistant Secretary</p> <p>Sitting members of the three Executive Boards are prohibited from canvassing for any candidate for election to any of the Executive Boards.</p>	
DUTIES OF MEMBERS OF COUNCIL	<p>A. All Members of the WZOF/WZOI shall have the obligation to uphold the principles of the Zoroastrian faith and this Constitution and its By-laws.</p> <p>B. No Member of the WZOF/WZOI shall receive any financial remuneration from the WZOF/WZOI for services rendered, nor shall they be reimbursed for expenses of attending any meetings, unless the WZOF/WZOI determines that the allowance of such expenses of attendance, in a given instance, will advance the interest of the WZOF/WZOI.</p> <p>C. No Member of the WZOF shall use the position for personal gain; infractions may be grounds for removal from the WZOF/WZOI.</p> <p>D. Each Member of the WZOF/WZOI is obligated to brief his/her constituency.</p> <p>E. Bring to the attention of WZOF /WZOI for discussion and solution the issues that affect one’s own or other Member Regions.</p>	
DUTIES OF THE EXECUTIVE COMMITTEE	<p>A. The President shall be the Chief Executive Officer and shall exercise general supervision over the interests, welfare and business of the WZOF/WZOI. The President shall oversee the activities of all other Officers. The President shall preside at meetings of the WZOF/WZOI. The President shall appoint Committees to process the business of the WZOF/WZOI, not otherwise provided for in this Constitution and shall be an ex-officio member of all Committees of the WZOF/WZOI. The President shall perform such other functions as the Member Regions may designate from time to time.</p>	

	WZOF	WZOI
	<p>B. The Vice-President shall assist the President and perform all other functions designated to him/her by the President and the Member Regions, and in the absence of the President at a meeting, he/she shall preside over the meeting. The Vice -President will also represent the interest of his/her Region.</p> <p>C. The Treasurer shall be the Chief Financial Officer of the WZOF?WZOI. The Treasurer shall have custody of all funds; hold and maintain all financial records of the WZOF?WZOI; implement the investment position as affected by Member Regions; prepare and submit financial reports as required by law and this Constitution, and other such financial reports as requested by the President or Member Regions; have all accounts available for inspection by any Member Region upon reasonable request; and shall perform such other functions as the Member Regions may designate from time to time; and shall represent the interest of the Member Region served.</p> <p>D. The Secretary shall hold and maintain all books and records of the WZOF/WZOI other than financial records of the WZOF/WZOI; keep a permanent record of all correspondence, all WZOF/WZOI and committee minutes, policy statements, reports and other pertinent data; produce and publish reports as required in this Constitution; prepare and circulate the agenda and minutes of all WZOF?WZOI meetings; and perform such other functions as the President and the Member Regions may designate from and shall represent the interest of the Member Region served. The Secretary shall also summon WZOF/WZOI meetings at least once each year, giving a minimum of 90 days advance notice.</p> <p>E. The Assistant Secretary shall assist the Secretary and perform all other functions designated by the WZOF?WZOI. In the absence of the Secretary, one may act as the Secretary. He/she may also represent the interest of the Member Region served.</p> <p>F. Committee Chairs shall be appointed by the President after appropriate consultations. The Chairs shall develop their Terms of Reference and seek approval of the Terms of Reference from the President and Member Regions by a 2/3 of all eligible votes, prior to effecting Committee operations. They shall annually report to the President on their effectiveness and progress. Committee Chairs may appoint a reasonable number of Committee Members for a specific period of time not exceeding three years, to transact the business of the Committee. The term may be renewed for additional three-year periods as necessary.</p>	
<p>MEETING OF COUNCILS</p>	<p>A Meeting of the WZOF?WZOI Council may be held for any purpose it deems fit. There will be three kinds of meetings:</p> <p><i>The Ordinary Meeting:</i> The President shall instruct the Secretary to summon an Ordinary Meeting to transact the ordinary business of the WZOF/WZOI at least once each year; and give at least 90 days advance notice. The notice shall specify the business to be transacted which will include but not be limited to: the adoption of the Annual Report; approval of the audited accounts for the previous fiscal year; appointment of auditors; and such other business which the statute or the provisions of the Constitution require or permit to be considered.</p> <p><i>The Extra-Ordinary Meeting:</i> The President shall instruct the Secretary to summon an Extra-Ordinary Meeting to transact any business of the WZOF/WZOI which requires the immediate attention of the WZOF/WZOI. The</p>	

	WZOF	WZOI
	<p>Member Regions will be given at least 30 days advance notice. The notice shall specify the business to be transacted which will include but not be limited to: the adoption of the Annual Report; approval of the audited accounts for the previous fiscal year; appointment of auditors and such other business which the statute or the provisions of the Constitution require or permit to be considered.</p> <p><i>Emergency Meeting:</i> The President shall instruct the Secretary to summon an Emergency Meeting if requested to do so by the four Founding Member Regions. The meeting may be called with short notice provided all the Member Regions have been notified and acknowledge receipt of the notice of the meeting and agree to participate.</p>	
ADOPTION OF RESOLUTION	<p>A. Any resolution passed or an action taken at a meeting of the WZOI Council shall become binding upon approval by a 2/3 majority of votes cast by Member Regions, by mail ballots received by the Secretary, by the due date, except where a higher percentage is specifically required under any Article of this Constitution and By-laws.</p> <p>B. No resolution of any special relevance to a specific Member Region shall be passed unless a written consent of the concerned Member Region is received and recorded.</p>	
CONSENT IN WRITING	<p>C. Action may be taken at any one of the three meetings.</p> <p>D. Any action may also be taken without a meeting if consent in writing jointly or separately from all the Member Regions or its appointees is obtained setting forth the action so taken or so to be taken, by a 2/3 majority of votes cast except where a higher percentage is specifically required under any article of this Constitution and By-laws.</p>	

SCHEDULE OF REPRESENTATIVES AND VOTES

Member Regions	Number of Votes	Number of Representatives
India	3	3
Iran	2	2
North America	3	3
United Kingdom/Europe	2	2
Emerging Regions	1	1
Pakistan / Middle East		
Australia/New Zealand		
Far East		
...Africa		
Etc.		
Total	11	11

IZO – KEY FEATURES

<p>INDEPENDENCE OF WZOF AND WZOI</p>	<p>A. The International Zoroastrian Organization will in no way arbitrarily restrain, supercede, or nullify any activities undertaken or decisions made by the WZOF or WZOI, thus allowing for complete autonomy of WZOF and WZOI.</p> <p>B. In case WZOF or WZOI does not adhere to the guidelines established in the Memorandum of Understanding the IZO will have the authority to bring both world bodies to the table for discussion to arrive at an amicable solution.</p>
<p>FUNCTIONS</p>	<p>A. Serve as a channeling and communications body for the World Zoroastrian Organization of Federations and the World Zoroastrian Organization of Individuals.</p> <p>B. Provide a forum for frequent, formal and effective communication between the leadership of the WZOF and the WZOI; facilitate continuing dialog between the leadership of both the WZOF and WZOI.</p> <p>C. Receive and distribute information and requests to the two respective World Bodies – the WZOF and the WZOI.</p> <p>D. Serve as a repository of information.</p> <p>E. Organize and facilitate periodic reviews.</p> <p>F. Facilitate the admission and dissolution as per the agreed to guidelines by the WZOF and the WZOI.</p>
<p>MEMORANDUM OF UNDERSTANDING</p>	<p>The IZO is incorporated under the law of the State of New York, NY, USA, exclusively as a channeling and coordinating entity between the WZOF and the WZOI for religious, social and charitable purposes. The IZO will:</p> <p>G. Serve as a facilitating body for coordinating and communicating with Federations, Associations, Anjumans and Individuals worldwide.</p> <p>H. Serve as an impartial body in bringing about an equitable understanding in case of disagreement between WZOF and WZOI. (Comment: If the IB is allowed to manage the affairs of the IZO, rather than a managing committee of individuals not connected to either WZOF or WZOI, they cannot by definition be impartial. Thus the IB should only step in, in case of a dispute and their decision should be unanimous.)</p> <p>I. Serve as a fair and just arbiter.</p> <p>J. Serve to preserve, protect and maintain the legitimate rights and autonomy of WZOF and WZOI.</p> <p>K. Will not act as a representative body for presenting or protesting on religious, political, social, cultural, educational issues in the Zoroastrian or non-Zoroastrian domain. If any issue comes to the (W)IZO it will forthwith be forwarded to the WZOF or WZOI as the issue warrants.</p>

	<p>L. All issues of political/communal interest should be presented to WZOF and all issues of social amelioration/charity should be presented to WZOI.</p> <p>M. The Board will scrupulously follow the broad format of charitable and social causes to be in the domain of the WZOI and the political issues to be in the WZOF arena.</p> <p>N. Will not publish any material on its own behalf, and give interviews or make statements to the media as representatives of IZO. However, individual members of the IZO may do so in their capacity as representatives of their respective world bodies, if those organizations may choose to assign them as spokespersons¹.</p> <p>O. As an entity, the IZO will not attempt to influence legislation or participate actively in any political campaign.</p> <p>P. Will maintain the highest standards of conduct in implementing the Operating Guidelines laid down in the Memorandum of Understanding.</p> <p>Q. Will avoid conflict and competition with other Zoroastrian and non-Zoroastrian organizations.</p> <p>R. All members of the International Board of Directors will maintain and distribute material to all other members of the Board.</p> <p>S. A possibility may arise for the benefit of a cause where both World Bodies may be activated. The IZO will help bring about the combined activity with prudence for all concerned.</p>
FINANCES	<p>A. All administrative expenses for IZO will be shared equally by WZOF and WZOI upon submission of a budget presented by IZO.</p> <p>B. The accounts and budget will be sent to the WZOF and WZOI for approval.</p>
INTERNATIONAL BOARD	<p>The International Board will comprise of 4 Directors. Two Directors elected by the WZOF and two elected by the WZOI. . The elected Directors may be or may not be Officers of WZOF or WZOI. The four directors will unanimously appoint the fifth Director.</p> <p>The five member International Board will be the final decision making body, should the need arise. All decisions made by the IB must be unanimous, not by a majority of the directors. If a unanimous verdict is not possible, the issue at hand will remain unresolved.</p>

¹ Again if the IZO is made up of the President and VP of the respective organizations, each Director will push for his/her own agenda. It would be better if the IZO is made up of individuals, and not Officers, whose sole job will be to be impartial with NO powers to decide who should do what. This will be a true umbrella and an innocuous body.

MANAGING COMMITTEE

The day to day affairs of the IZO will be run by five individuals on the Managing Committee. Two members will be elected by WZOF and two by WZOI. They will NOT be office bearers or employees of the WZOF or the WZOI. The Secretary will be unanimously selected by the four elected members. The Secretary may be a paid employee. The Managing Committee, not the IB, will be responsible for the day-to-day working of the WZOI.

They will conform to the guidelines set forth by WZOF and WZOI. Any deviation or any dispute will be brought to the attention of the International Board.