
COMENSA Bylaw

Portfolio Committee Framework

1. Introduction

1.1 Background

This document formalises the roles and functioning of the Portfolio Committees within the defined, formal constitutional structure of COMENSA by:

- (a) defining and clarifying the objectives, activities and outputs of the Portfolio Committees in carrying out and supporting the internal (management) and external (professional development) functions of COMENSA; and
- (b) drawing a distinction between the roles of national Portfolio Committees (including Special Interest Groups) *versus* provincial Portfolio Committees.

1.2 Structure of this document

- (a) Section 2 summarises the general roles, composition and functioning of Portfolio Committees at national and provincial levels respectively.
- (b) Section 3 outlines the objectives, activities and outputs of specific national Portfolio Committees and Special Interest Groups.
- (c) Section 4 outlines the objectives, activities and outputs of specific provincial chapter Portfolio Committees.

1.3 Terminology

Constitutionally, national portfolio committees are referred to simply as 'Portfolio Committees', while portfolio committees of provincial chapters are referred to as 'Chapter Portfolio Committees'.

This Bylaw constitutes Special Interest Groups (SIGs) as a distinct sub-group of national Portfolio Committees. Their general roles, composition and constitution, and functioning are similar to those of Portfolio Committees, differing only in the ways explicitly defined in Section 2.2 below.

2. Aim and functioning of Portfolio Committees

2.1 National Portfolio Committees

Sections 2.1.1 to 2.1.3 collate and summarise the provisions of the COMENSA national Constitution relevant to Portfolio Committees.

2.1.1 General roles

The general roles of Portfolio Committees at national level are as follows:

- (a) To undertake activities involved in COMENSA's internal and external functions in support of the fulfilment of the Association's Mission and the achievement of its strategic objectives (Clause 8.3.1(a) of the Constitution).
- (b) The activities of national Portfolio Committees will be guided, supervised and co-ordinated by the duly-elected Executive Committee through the Vice-President, who will act as liaison officer between the national Portfolio Committees and the Executive Committee.
- (c) All recommended guidelines, frameworks, policies, codes, statements, reports and other documents drafted and otherwise produced by national Portfolio Committees must be explicitly approved by the Executive Committee before being distributed and/or implemented, and must be distributed and/or implemented only by the duly-authorised structures of COMENSA and in strict compliance with the explicit instructions of the Executive Committee.
- (d) In interacting with the Association's members, structures, stakeholders and any other persons or organisations as required to achieve their objectives, national Portfolio Committees may not in any way commit the Association to, nor associate it with, the adoption or implementation of any policy position or course of action, without the express prior approval of the Executive Committee.
- (e) In carrying out their roles, national Portfolio Committees are to provide technical support and assistance with the implementation of national policy and strategic plans by Provincial Chapters, to the extent determined to be feasible and practicable by the relevant national Portfolio Committee, and as requested by the Provincial Chairperson concerned (Clause 8.3.1(b)).

2.1.2 Composition and constitution

- (a) Portfolio Committees must have a minimum of two and a maximum of 12 members (Clause 9.3.1(a)).
- (b) Portfolio Committees must include the offices of:
 - (i) Portfolio Chairperson; and
 - (ii) Portfolio Secretary (Clause 9.3.1(b)).
- (c) Portfolio Committees may define other offices as desired to support their effective operation (Clause 9.3.1(c)).
- (d) Portfolio Committees will be reconstituted every two years in odd-numbered years. This will take place under the supervision of the Vice-President within one month of the AGM from members in good standing who volunteer to serve on one or more Portfolio Committees in response to a call for volunteers by the Vice-President (Clause 9.3.2(a)). The specific designations of the Portfolio Committees are as listed in the applicable bylaw (Clause 8.3.2).
- (e) The Chairpersons of the Provincial Chapter Committees are to ensure that at least one member from each of their respective provinces serves on each of the national Portfolio Committees (Clause 9.3.2(b)).

- (f) The Vice-President will arrange a first meeting of the members volunteering for each Portfolio Committee, being the first 12 members submitting their names to the Vice-President for that committee. In order to promote provincial representation on the national Portfolio Committees, a volunteer from a province not yet represented on a particular Portfolio Committee may be deemed by the Vice-President to have submitted her/his name prior to a member from a province already represented on that Committee. The Vice-President's decision in this regard will be final (Clause 9.3.2(c)).
- (g) The first meeting of each Portfolio Committee during the Association's financial year must be held within one month of COMENSA's national Annual General Meeting (AGM) (Clause 10.4.2(b)).
- (h) At the first meeting of each Portfolio Committee, the committee members must elect a Portfolio Chairperson and a Portfolio Secretary (Clause 9.3.2(d)).
- (i) A member of a Portfolio Committee will be deemed to have vacated their office if they become insolvent; are found to be lunatic or of unsound mind; resign their office by notice in writing to the Executive Committee (ExCo); are removed from any other office of trust on account of misconduct; are convicted of fraud, theft, forgery, perjury, or any other offence involving dishonesty; cease to be a member of COMENSA; are absent from three committee meetings annually without apology and good cause; or are removed from office by the ExCo (Clause 9.3.3(a)).
- (j) If a vacancy arises on a Portfolio Committee which in the view of the Chairperson reduces the size of the committee to an inadequate number, or in any case to less than two members, the Vice-President must call for a volunteer to fill that vacancy (Clause 9.3.3(b)).

2.1.3 Functioning

- (a) On being formally constituted, each Portfolio Committee must draft its own Terms of Reference for review and approval by the ExCo. These Terms of Reference must cover the Committee's composition; objectives, purpose and activities; delegated authority and extent of power to make decisions and/or recommendations; tenure; and reporting mechanisms to the ExCo (Clause 8.3.1(c)). This Bylaw should serve as the basis for such Terms of Reference.
- (b) Portfolio Committees must define their own rules of procedure during meetings, in compliance with the Constitution and this Bylaw (Clause 10.4.2(a)).
- (c) The Terms of Reference must be reviewed annually by each Portfolio Committee immediately after its reconstitution following the Association's AGM. Any amendments to the Terms of Reference must be approved by the ExCo (Clause 8.3.1(d)).
- (d) Responsibilities for Portfolio Committee activities shall be allocated as follows (Clause 10.4.1):
 - (i) Portfolio Chairperson:
 - schedules meetings in consultation with the other Portfolio Committee members;
 - prepares meeting agenda;
 - chairs meetings;
 - approves meeting minutes; and

- reports on committee activities and achievements to Vice-President.
- (ii) Portfolio Secretary:
- notifies committee members of meetings;
 - keeps meeting minutes and other committee records;
 - forwards meeting minutes to the Association's Secretary and Vice-President; and
 - assists the Portfolio Chairperson in drafting of annual report (and interim reports as required) on committee activities for submission to Vice-President.
- (iii) Committee members:
- participate in committee meetings; and
 - undertake portfolio work and activities under the supervision of the Portfolio Chairperson.
- (e) All recommended guidelines, frameworks, policies, codes, statements, reports and other documentary outputs produced by Portfolio Committees must be forwarded to the Vice-President on completion and tabled by the latter for consideration at meetings of the Executive Committee.
- (f) Each Portfolio Chairperson must compile an annual report on activities undertaken and progress achieved towards strategic objectives by their respective Portfolio Committees during the past financial year, and forward this timeously to the Vice-President for review by the Executive Committee and tabling by the Vice-President at the Association's Annual General Meeting (Clause 11.2.1(c)(ii)).

2.2 Special Interest Groups (SIGs)

This Bylaw constitutes Special Interest Groups (SIGs) as a distinct sub-group of national Portfolio Committees. Their general roles, composition and constitution, and functioning are similar to those of national Portfolio Committees (see Section 2.1 above), differing only in the ways explicitly defined in Sections 2.2.1 to 2.2.3 below.

2.2.1 General roles

The general roles of SIGs at national level are similar to those of national Portfolio Committees in general (see Section 2.1.1 above), except that:

- (a) SIGs will function specifically as forums for discussion of issues relevant to particular, clearly-defined groups of members.
- (b) SIGs will focus on COMENSA's external rather than internal functions.

2.2.2 Composition and constitution

The composition and constitution of SIGs are the same as those of national Portfolio Committees in general (see Section 2.1.2 above), except that:

- (a) SIGs must have a minimum of six members. Given that they are intended to function as discussion groups rather than committees *per se*, there is no maximum limit on the number of members who may participate in an SIG.

- (b) SIGs must include the offices of:
 - (i) SIG Chairperson; and
 - (ii) SIG Secretary.
- (c) The Vice-President will arrange a first meeting of the members volunteering for each SIG, being those members submitting their names to the Vice-President for that SIG.
- (d) At the first meeting of each SIG, the committee members must elect an SIG Chairperson and an SIG Secretary.
- (e) SIG members shall resign their membership of the SIG in writing to the SIG Chairperson. The other grounds for deeming a member of an SIG to have vacated their office shall apply as for national Portfolio Committees.
- (f) If a vacancy arises on an SIG which in the view of the Chairperson reduces the size of the committee to an inadequate number, or in any case to less than six members, the Vice-President must call for a volunteer to fill that vacancy.

2.2.3 Functioning

Responsibilities for SIG activities shall be allocated in the same way as for national Portfolio Committees (see Section 2.1.3 above), except in respect of the names of the offices of the SIG Chairperson and SIG Secretary.

2.3 Provincial Portfolio Committees

Sections 2.3.1 to 2.3.3 collate and summarise the provisions of the constitutions of the provincial chapters of COMENSA relevant to Chapter Portfolio Committees.

2.3.1 General roles

The general roles of portfolio committees at provincial level are:

- (a) To undertake each of two external functions in support of the fulfilment of the Chapter's Mission and the achievement of its strategic objectives, in co-operation with and support of the relevant national Portfolio Committees (Clause 7.2.1(a)). The two functions are:
 - support for and assistance with national efforts to market and promote COMENSA to prospective members; and
 - organisation of events within the province in support of the best-practice development of the coaching and mentoring professions (Clause 6.2.1).
- (b) The activities of the Chapter Portfolio Committees will be supervised and co-ordinated by the duly-elected Provincial Chapter Committee through the office of the Provincial Deputy Chairperson.
- (c) In carrying out its support role, each Chapter Portfolio Committee is to make use of the technical support, assistance and co-ordination provided by its counterpart national Portfolio Committee (Clause 7.2.1(b)).

2.3.2 Composition and constitution

- (a) Chapter Portfolio Committees must have at least two and not more than six members (Clause 8.2.1(a)).
- (b) Chapter Portfolio Committees must include the offices of:
 - (i) Chapter Portfolio Chairperson; and
 - (ii) Chapter Portfolio Secretary (Clause 8.2.1(b)).
- (c) Chapter Portfolio Committees may define other offices as desired to support their effective operation (Clause 8.2.1(c)).
- (d) Chapter Portfolio Committees will be reconstituted every 2 years, in odd-numbered years, by the respective Chapter Portfolio Chairpersons within one month of the Chapter AGM, from COMENSA members in the province who volunteer to serve on them in response to a call for volunteers by the Provincial Deputy Chairperson (Clause 8.2.2(a)).
- (e) The first meeting of each Chapter Portfolio Committee during the Association's financial year shall be held within one month of the Chapter annual general meeting (Clause 9.3.2(b)).
- (f) A member of a Chapter Portfolio Committee will be deemed to have vacated their office if they: are found to be lunatic or of unsound mind; resign their office by notice in writing to the Provincial Chapter Committee; are removed from any other office of trust on account of misconduct; are convicted of fraud, theft, forgery, perjury, or any other offence involving dishonesty; cease to be a member of COMENSA; or are absent from three committee meetings annually without apology and good cause (Clause 8.2.3(a)).
- (g) If a vacancy occurs on a Chapter Portfolio Committee which in the view of the Chairperson reduces the size of the committee to an inadequate number, or in any case to less than two members, the Provincial Deputy Chairperson will call for a volunteer to fill that vacancy (Clause 8.2.3(b)).

2.3.3 Functioning

- (a) On being formally constituted, each Chapter Portfolio Committee must draft its own Terms of Reference for review and approval by the Provincial Chapter Committee. These Terms of Reference must cover the Committee's composition; objectives, purpose and activities; delegated authority and extent of power to make decisions and/or recommendations; tenure; and reporting mechanisms to the Provincial Chapter Committee (Clause 7.2.1(c)).
- (b) Chapter Portfolio Committees shall define their own rules of procedure, in compliance with the provisions of the relevant provincial constitution and bylaws (Clause 9.3.2(a)).
- (c) The Terms of Reference will be reviewed annually by each Chapter Portfolio Committee immediately after its reconstitution following the Chapter AGM, and any amendments must be approved by the Provincial Chapter Committee (Clause 7.2.1(d)).
- (d) Responsibilities for Chapter Portfolio Committee activities shall be allocated as follows (Clause 9.3.1):
 - (i) Chapter Portfolio Chairperson:
 - constitutes the Chapter Portfolio Committee concerned;
 - schedules meetings in consultation with the other committee members;

- prepares meeting agenda;
 - chairs meetings;
 - approves meeting minutes; and
 - reports on committee activities and achievements to the Provincial Deputy-Chairperson.
- (ii) Chapter Portfolio Secretary:
- notifies committee members of meetings;
 - keeps meeting minutes and other committee records;
 - forwards meeting minutes to the Provincial Secretary and Provincial Deputy Chairperson; and
 - assists the Chapter Portfolio Chairperson in drafting the annual report (and interim reports as required) on committee activities for submission to the Provincial Deputy Chairperson.
- (iii) Committee members:
- participate in committee meetings; and
 - undertake portfolio work and activities under the supervision of the Chapter Portfolio Chairperson.
- (e) All recommended guidelines, frameworks, policies, codes, statements, reports and other documentary outputs produced by Chapter Portfolio Committees must be forwarded to the Provincial Deputy Chairperson on completion and tabled by the latter for consideration at meetings of the Provincial Chapter Committee.
- (f) Each Chapter Portfolio Chairperson must compile an annual report on activities undertaken and progress achieved towards strategic objectives by their respective Chapter Portfolio Committees during the past financial year, and forward this timeously to the Provincial Deputy Chairperson for review by the Provincial Chapter Committee and tabling by the Provincial Deputy Chairperson at the Chapter's Annual General Meeting (Clause 10.2.1(c)(ii)).

3. Portfolio roles: national Portfolio Committees and SIGs

Table 1 below clarifies and defines the roles of specific national portfolio committees in terms of:

- the objectives each committee is intended to achieve in fulfilment of COMENSA's mission;
- the basic activities each will need to undertake in order to achieve its given objectives; and
- the outputs each will need to produce in meeting its objectives.

Table 1 Objectives, activities and outputs of national Portfolio Committees		
<i>Objectives</i>	<i>Activities</i>	<i>Outputs</i>
Strategic Purpose Committee:		
<ul style="list-style-type: none"> • Ensure that COMENSA's strategic purpose remains clearly defined and appropriate. • Ensure that COMENSA's strategic purpose adequately addresses diversity issues. • Ensure that COMENSA's Vision, Mission and Objectives effectively serve its strategic purpose. 	<ul style="list-style-type: none"> • Review and re-assess whether COMENSA's definition of its strategic purpose remains relevant to requirements. • Review and re-assess COMENSA's understanding and implementation of its strategic purpose. • Review and re-assess the extent to which COMENSA's strategic purpose is supported by its Vision, Mission and Objectives. • Ensure that achievement of strategic purpose is prioritised in the objectives of relevant structures within COMENSA. • Ensure that COMENSA's strategic purpose is correctly expressed on marketing materials, membership documentation, etc. • Ensure that all members and stakeholders are aware of COMENSA's strategic purpose and its broader significance. • Provide useful support to members regarding appropriate practice when dealing with diversity issues. • Liaise closely with Portfolio Committees involved in strategic professional development of coaching and mentoring. • Meet at least four times per year, and more frequently as required to achieve the Committee's objectives. • Minute all meetings in reasonable detail. • Report regularly to the Vice-President on activities, outputs and progress towards Committee objectives. 	<ul style="list-style-type: none"> • Redefinition of COMENSA's strategic purpose if necessary. • Revision of Vision, Mission and Objectives if necessary. • Concise and clear statements of strategic purpose on relevant communications. • Concise and clear statements of Vision, Mission and Objectives where relevant. • Detailed minutes of all meetings of the Committee. • Annual report on activities, outputs and progress towards objectives.

Table 1 (continued) Objectives, activities and outputs of national Portfolio Committees		
<i>Objectives</i>	<i>Activities</i>	<i>Outputs</i>
Ethics Committee:		
<ul style="list-style-type: none"> • Promote ethical practice in coaching and mentoring by developing and implementing a Code of Ethics. • Ensure that the Code of Ethics remains appropriate to and supportive of ethical professional practice. • Investigate feasibility of implementing disciplinary procedures for ethical transgressions by members. 	<ul style="list-style-type: none"> • Ongoing monitoring of application of ethics in professional practice of coaching and mentoring. • Encourage feedback from members and stakeholders on ethical issues experienced in coaching and mentoring practice. • Regular review, reassessment and revision of the Code of Ethics informed by monitoring and member/stakeholder feedback. • Ensure accessibility of updated Code of Ethics to members and stakeholders via newsletter / updates and COMENSA website. • Investigate implementation of disciplinary procedures for Code infringements, and recommend appropriate strategy to ExCo. • Meet at least four times per year, and more frequently if required by rapidity of changes / volume of substantive feedback. • Minute all meetings in reasonable detail. • Report regularly to the Vice-President on activities and progress towards Committee objectives. 	<ul style="list-style-type: none"> • Revisions to the Code of Ethics as necessary and appropriate. • Summary version of Code of Ethics for use by members on their own documentation. • Recommendations to ExCo on disciplinary procedures as appropriate. • Detailed minutes of all meetings of the Committee. • Annual report on activities, outputs and progress towards objectives.

Table 1 (continued) Objectives, activities and outputs of national Portfolio Committees		
<i>Objectives</i>	<i>Activities</i>	<i>Outputs</i>
Supervision Committee:		
<ul style="list-style-type: none"> • Develop, maintain and implement supervision as best practice for coaches and mentors. • Ensure that supervision is available to all COMENSA members. 	<ul style="list-style-type: none"> • Regular review, reassessment and revision of COMENSA's policy on supervision for coaches and mentors. • Design and establish an NQF-compliant programme to develop coaches and mentors as supervisors. • Ensure that supervision is linked and aligned with ethics, standards and CPD. • Encourage and motivate all COMENSA practitioners members to be in supervision. • Meet at least four times per year, and more frequently as required to achieve the Committee's objectives. • Minute all meetings in reasonable detail. • Report regularly to the Vice-President on activities, outputs and progress towards Committee objectives. 	<ul style="list-style-type: none"> • Revisions to the policy on supervision as appropriate. • Programme for development of coaches and mentors as supervisors. • Detailed minutes of all meetings of the Committee. • Annual report on activities, outputs and progress towards objectives.

Table 1 (continued) Objectives, activities and outputs of national Portfolio Committees		
<i>Objectives</i>	<i>Activities</i>	<i>Outputs</i>
Membership Criteria and Standards of Competence Committee:		
<ul style="list-style-type: none"> • Define appropriate standards of professional competence for coaches and mentors. • Ensure that defined standards remain appropriate to and supportive of professional best practice. • Define membership categories and eligibility criteria for membership of COMENSA. • To ensure that coaches and mentors are appropriately trained. • To ensure that appropriate standards are defined for the training of coaches and mentors. • To investigate professional accreditation for providers of coach and mentor training. • Develop a framework for continuing professional development (CPD) of coaches and mentors. 	<ul style="list-style-type: none"> • Regular review, reassessment and revision of COMENSA's draft standards of professional competence. • Close liaison with Research Committee to build a body of knowledge that will improve standards of competence. • Stay abreast of best practice in the training and development of coaches and mentors. • Advise on procedures for assessment of coaches and mentors completing their training. • Develop a policy, procedures and criteria for the accreditation of training programmes, and link these to membership criteria. • Communicate coach and mentor practitioner standards and qualifications to members and stakeholders. • Liaise with CTASA and training institutions concerning the training of coaches and mentors. • Define and review membership categories and eligibility criteria based on standards of professional competence. • Draft, review, reassess and revise as necessary a framework for CPD of coaches and mentors. • Organise events with Events Committees to communicate importance of standards, training and CPD to members & stakeholders. • Meet at least four times per year, and minute all meetings in reasonable detail. • Regularly report to the Secretary on membership criteria. • Report regularly to the Vice-President on activities, outputs and progress towards Committee objectives. 	<ul style="list-style-type: none"> • Defined standards of professional competence for coaches and mentors. • Appropriate membership criteria based on standards of professional competence. • Policy for the professional accreditation of training courses and programmes • Procedures for the accreditation of training courses and programmes. • Effective liaison with CTASA and training institutions on coach and mentor training. • Advice on assessment procedures for coach and mentor training. • Framework for continuing professional development of coaches and mentors. • Detailed minutes of all meetings of the Committee. • Annual report on activities, outputs and progress towards objectives.

Table 1 (continued) Objectives, activities and outputs of national Portfolio Committees		
<i>Objectives</i>	<i>Activities</i>	<i>Outputs</i>
Research and Definitions Committee:		
<ul style="list-style-type: none"> • Collect, categorise and make available research for development of coaching and mentoring. • Develop a database of books, articles, and other materials for access by COMENSA members. • To define, develop and maintain appropriate terms and definitions in coaching and mentoring. 	<ul style="list-style-type: none"> • Collect, categorise and make available all research material by COMENSA members and others on coaching and mentoring. • Research, collate and make available information on national and international trends within coaching and mentoring. • Play an initiating and driving role in the creation of South African coaching and mentoring languages. • Advise and assist Marketing Committee with market research into needs of members and stakeholders. • Compile and publish regular newsletter articles on research, in collaboration with the Marketing and Membership Committees. • Meet at least four times per year, and more frequently as required to achieve the Committee's objectives. • Minute all meetings of the Committee in reasonable detail. • Report regularly to the Vice-President on activities, outputs and progress towards Committee objectives. 	<ul style="list-style-type: none"> • Database on research materials for access by COMENSA members. • Information on national and international trends in coaching and mentoring. • Library of research material for access by COMENSA members. • Advice and assistance to Marketing Committee on market research. • Regular newsletter articles on research issues and research materials • Detailed minutes of all meetings of the Committee. • Annual report on activities, outputs and progress towards objectives.

Table 1 (continued) Objectives, activities and outputs of national Portfolio Committees		
<i>Objectives</i>	<i>Activities</i>	<i>Outputs</i>
Constitution and Section 21 Company Committee:		
<ul style="list-style-type: none"> • Ensure that the Constitution of COMENSA remains appropriate to the Association’s requirements. • Ensure that the provincial chapter constitutions remain appropriate to COMENSA’s requirements. • Ensure that the Memorandum and Articles of the S21 company remain appropriate to requirements. 	<ul style="list-style-type: none"> • Annually review and re-assess the appropriateness of the provisions of COMENSA’s national Constitution. • Annually review and re-assess the appropriateness of the provisions of the provincial chapter constitutions. • Annually review and re-assess the appropriateness of the provisions of the S21 company Memorandum and Articles. • Consider all proposals for amendments to the Constitution and make recommendations on these to ExCo. • Consider all proposals for amendments to provincial chapter constitutions and make recommendations on these to ExCo. • Consider all proposals for amendments to the S21 company Memorandum and Articles and make recommendations to ExCo. • Meet at least three times per year, and more frequently as required to achieve the Committee’s objectives. • Minute all meetings in reasonable detail. • Report regularly to the Vice-President on activities, outputs and progress towards Committee objectives. 	<ul style="list-style-type: none"> • Draft amendments to the COMENSA Constitution, as required. • Draft amendments to provincial chapter constitutions, as required. • Recommendations to ExCo on constitutional amendments, as required. • Recommendations to ExCo on amendments to S21 company docs, as required. • Detailed minutes of all meetings of the Committee. • Annual report on activities, outputs and progress towards objectives.

Table 1 (continued) Objectives, activities and outputs of national Portfolio Committees		
<i>Objectives</i>	<i>Activities</i>	<i>Outputs</i>
Membership Administration Committee:		
<ul style="list-style-type: none"> • Implement membership categories and eligibility criteria for membership of COMENSA. • Effectively develop, maintain and implement the membership management systems of COMENSA. 	<ul style="list-style-type: none"> • Implement membership categories and criteria defined by Membership Criteria Committee in screening of applicants. • Process all membership applications received promptly and efficiently, and respond appropriately to applicants. • Maintain membership database with all relevant details of COMENSA members as stipulated by ExCo. • Forward necessary information to Treasurer to enable billing of membership fees to members. • Meet at least four times per year. • Minute all meetings in reasonable detail. • Regularly report to the Secretary on membership administration and implementation of membership criteria. • Report regularly to the Vice-President on activities, outputs and progress towards Committee objectives. 	<ul style="list-style-type: none"> • Effective membership application, administration and database systems. • Comprehensive and up-to-date details on COMENSA members. • Detailed minutes of all meetings of the Committee. • Annual report on activities, outputs and progress towards objectives.

Table 1 (continued) Objectives, activities and outputs of national Portfolio Committees		
<i>Objectives</i>	<i>Activities</i>	<i>Outputs</i>
Marketing and Membership Promotion Committee:		
<ul style="list-style-type: none"> • Market COMENSA to promote membership among providers of coaching and mentoring services. • Market COMENSA to promote membership among users of coaching and mentoring services. • Market COMENSA to promote membership among other interested stakeholders. • Promote the coaching and mentoring professions among prospective users. 	<ul style="list-style-type: none"> • Market research into stakeholder requirements and experience to develop appropriate membership benefits. • Develop incentives to encourage providers and users of coaching and mentoring to take up membership. • Channelling and reviewing feedback from members on their requirements and how best to serve them. • Develop a promotion campaign to educate prospective users about coaching and mentoring and their potential benefits. • Promote the value that COMENSA membership can have in assuring professional coaching and mentoring interventions. • Develop marketing and promotion strategies, initiatives and media, including website, blogs, newsletters, media releases, etc. • Develop standardised marketing package for the introduction of COMENSA to stakeholders, media and other professional bodies. • Meet at least four times per year, and more frequently as required to achieve the Committee's objectives. • Minute all meetings of the Committee in reasonable detail. • Report regularly to the Vice-President on activities, outputs and progress towards Committee objectives. 	<ul style="list-style-type: none"> • Implementation of effective marketing strategies, initiatives and media. • Effective marketing webpages, blogs, newsletters, media releases, etc. • Standardised marketing package to introduce COMENSA to stakeholders. • Detailed minutes of all meetings of the Committee. • Annual report on activities, outputs and progress towards objectives.

Table 1 (continued) Objectives, activities and outputs of national Portfolio Committees		
<i>Objectives</i>	<i>Activities</i>	<i>Outputs</i>
Website Committee:		
<ul style="list-style-type: none"> • Design, establish and maintain the COMENSA website. 	<ul style="list-style-type: none"> • Design and regularly review an appropriate logical structure for the COMENSA website, in consultation with ExCo. • Commission and regularly review the detailed design of the COMENSA website, in consultation with ExCo. • Draft and/or approve and upload appropriate material for the website in consultation with ExCo and the Secretary. • Regularly review and update material on the website as appropriate, in consultation with ExCo and the Secretary. • Meet at least four times per year, and more frequently as required to achieve the Committee's objectives. • Minute all meetings in reasonable detail. • Report regularly to the Secretary and Vice-President on activities, outputs and progress towards Committee objectives. 	<ul style="list-style-type: none"> • Professional-looking, user-friendly, helpful and up-to-date website • Detailed minutes of all meetings of the Committee. • Annual report on activities, outputs and progress towards objectives.

Table 2 below clarifies and defines the roles of specific Special Interest Groups in terms of:

- the objectives each SIG is intended to achieve in fulfilment of COMENSA's mission;
- the basic activities each will need to undertake in order to achieve its given objectives; and
- the outputs each will need to produce in meeting its objectives.

Table 2 Objectives, activities and outputs of Special Interest Groups (SIGs)		
<i>Objectives</i>	<i>Activities</i>	<i>Outputs</i>
Corporate SIG:		
<ul style="list-style-type: none"> • Provide a forum for corporate members to discuss coaching and mentoring issues of interest. • Provide a channel for representing the views of corporate users of coaching and mentoring. 	<ul style="list-style-type: none"> • To liaise with COMENSA regarding standards, ethics and accreditation of coaches and mentors. • To discuss matters of common interest to corporate members of COMENSA in coaching and mentoring. • To share best practice on coaching in organisations. • Meet at least four times per year, and more frequently as required to achieve the SIG's objectives. • Minute all meetings in reasonable detail. • Report regularly to the Vice-President on activities, outputs and progress towards SIG objectives. 	<ul style="list-style-type: none"> • Detailed minutes of all meetings of the SIG. • Annual report on activities, outputs and progress towards objectives.

Table 2 (continued) Objectives, activities and outputs of Special Interest Groups (SIGs)		
<i>Objectives</i>	<i>Activities</i>	<i>Outputs</i>
Executive Coaching SIG:		
<ul style="list-style-type: none"> • Provide a forum for providers and users of executive coaching to discuss issues of interest. • Provide a channel for representation of the views of corporate users of executive coaching. 	<ul style="list-style-type: none"> • To liaise with COMENSA regarding standards, ethics and accreditation of executive coaches. • To discuss matters of common interest to corporate members of COMENSA in executive coaching. • To share best practice on executive coaching in organisations. • Meet at least four times per year, and more frequently as required to achieve the SIG's objectives. • Minute all meetings in reasonable detail. • Report regularly to the Vice-President on activities, outputs and progress towards SIG objectives. 	<ul style="list-style-type: none"> • Detailed minutes of all meetings of the SIG. • Annual report on activities, outputs and progress towards objectives.

Table 2 (continued) Objectives, activities and outputs of Special Interest Groups (SIGs)		
<i>Objectives</i>	<i>Activities</i>	<i>Outputs</i>
Mentoring SIG:		
<ul style="list-style-type: none"> • Provide a forum for providers and users of mentoring services to discuss issues of interest. • Support the development of the mentoring profession within South Africa. • Support the growth of mentoring within COMENSA. 	<ul style="list-style-type: none"> • To discuss and clarify the role and requirements of mentors as a distinct category of members within COMENSA. • To discuss matters of common interest to members of COMENSA in regard to mentoring. • To review existing COMENSA materials on coaching and adapt these as necessary for mentoring. • Meet at least four times per year, and more frequently as required to achieve the SIG's objectives. • Minute all meetings in reasonable detail. • Report regularly to the Vice-President on activities, outputs and progress towards SIG objectives. 	<ul style="list-style-type: none"> • Detailed minutes of all meetings of the SIG. • Annual report on activities, outputs and progress towards objectives.

Table 2 (continued) Objectives, activities and outputs of Special Interest Groups (SIGs)		
<i>Objectives</i>	<i>Activities</i>	<i>Outputs</i>
CTASA (Coach Trainers Association of South Africa) SIG:		
<ul style="list-style-type: none"> • To provide a forum for providers of coaching training to discuss issues of common interest. • To support the drafting and SAQA registration of NQF unit standards for coach and mentor training. 	<ul style="list-style-type: none"> • To discuss and clarify the role and requirements of coach trainers as a distinct category of members within COMENSA. • To discuss matters of common interest to members of COMENSA in regard to coach training. • Define, develop and regularly review standards, and assessment criteria and procedures, for coach and mentor training. • Provide input into the relevant SGB, if necessary, and support its drafting of NQF unit standards for coach and mentor training. 	<ul style="list-style-type: none"> • Clarification of the role and requirements of coach trainers as COMENSA members. • Effective support for the drafting of NQF unit standards for coach training. • Detailed minutes of all meetings of the SIG. • Annual report on activities, outputs and progress towards objectives.

4. Portfolio roles: Chapter Portfolio Committees

Table 3 below clarifies and defines the roles of specific Chapter Portfolio Committees in terms of:

1. the specific objectives each committee is intended to achieve in fulfilment of the chapter's mission;
2. the basic activities each committee will need to undertake in order to achieve its given objectives; and
3. the outputs each committee will need to produce in meeting its objectives.

Table 3 Objectives, activities and outputs of chapter Portfolio Committees		
<i>Objectives</i>	<i>Activities</i>	<i>Outputs</i>
Membership Promotion Committee:		
<ul style="list-style-type: none"> • Promote COMENSA membership among providers of coaching and mentoring services in the province. • Promote COMENSA membership among users of coaching and mentoring services in the province. • Promote COMENSA membership among other interested stakeholders within the province. 	<ul style="list-style-type: none"> • Consult with national marketing and membership portfolio committees on best ways to promote COMENSA membership. • Ensure that membership promotion efforts are congruent with COMENSA's Vision, Mission and Objectives. • Ensure that membership promotion efforts are fully supportive of national initiatives on membership promotion. • Liaise with Chapter Events Committee to organise membership promotion events among stakeholders in the province. • Channel feedback from stakeholders within the province to the national marketing and membership portfolio committees. • Make recommendations regarding marketing and membership promotion activities to national marketing portfolio committee. • Meet at least four times per year, and more frequently as required to achieve the Committee's objectives. • Minute all meetings in reasonable detail. • Report regularly to the Provincial Deputy Chairperson on activities, outputs and progress towards Committee objectives. 	<ul style="list-style-type: none"> • Implementation of well-organised and effective membership promotion initiatives. • Effective liaison with national marketing and membership portfolio committees. • Detailed minutes of all meetings of the Committee. • Annual report on activities, outputs and progress towards objectives.

Table 3 (continued) Objectives, activities and outputs of chapter Portfolio Committees		
<i>Objectives</i>	<i>Activities</i>	<i>Outputs</i>
Events Committee:		
<ul style="list-style-type: none"> • Organise and manage professional development and other events for members and stakeholders. • Organise and manage internal management events for COMENSA members and structures. 	<ul style="list-style-type: none"> • Organise events in consultation with the ExCo and the Provincial Chapter Committee to achieve the Chapter's strategic objectives. • Consult with relevant national portfolio committees on appropriate topic(s) and effective planning for particular events. • Obtaining ideas and needs the members might have and could best be served through these events. • Creating a database of topics and interesting people that would draw members and speak to their interest. • Use Special Interest Groups as opportunities to cater to requirements of specific membership categories. • Ensure that the venue and other costs of all events are covered through entrance fees levied and/or sponsorship secured. • Channel feedback on events from members and stakeholders to the national marketing portfolio committees. • Meet at least four times per year, and more frequently as required to achieve the Committee's objectives. • Minute all meetings in reasonable detail. • Report regularly to the Provincial Deputy Chairperson on activities, outputs and progress towards Committee objectives. 	<ul style="list-style-type: none"> • Implementation of well-organised and effective professional development events. • Implementation of well-organised and effective internal management events. • Effective liaison with national marketing and membership portfolio committees. • Detailed minutes of all meetings of the Committee. • Annual report on activities, outputs and progress towards objectives.