



November 2020

TERMS OF REFERENCE

History

The ICAM (International Companion Animal Management) Coalition was formed in 2006 as a forum for discussion on companion animal population management globally. The impetus for this coalition came from the realisation that several of the main funding bodies for companion animal population management internationally had similar views on how this management could be most effectively run, but there was no common forum where any differences or developments could be discussed nor collaborative guidance provided. This coalition hence allowed for an exchange of views and collaborative work, to improve understanding of our common goals and methodologies. ICAM exists to add value to the work of its members by bringing them together to achieve agreement on companion animal population management issues and providing support in the production of joint positions on these issues, thereby improving the efficiency and effectiveness of companion animal population management through collaboration.

ICAM Vision: A world where companion animal and human populations live together harmoniously.

ICAM Mission: To act as one voice providing effective and evidence-based guidance to promote the humane management of companion animal populations worldwide.

Goals

The goal of the ICAM coalition is to improve the efficiency and effectiveness of humane companion animal population management globally by exchanging views, experiences and data on the basis of accountability, confidentiality, trust and mutual respect.

Activities

ICAM activities are guided by our strategic objectives and may include, but not be limited to:

- Production of publications and fact sheets available via the ICAM website
- Focused workshops with invited speakers to facilitate discussion
- Regional or international scientific meetings to promote excellence, science and professionalism of the companion animal management field
- Collection, review and dissemination of data relating to companion animal population management
- Assistance to member or outside groups in applying ICAM recommendations in the field
- Communication regarding ICAM mission and goals via public presentations, workshops, participation in working groups and/or public statements

Structure and finances

ICAM does not have legal status as a group, nor an income, we are an informal membership organisation. Activities requiring financial input will be funded via a membership fee paid by the Steering Committee members, percentage input of finances is to be ideally equal among members, although it will be at the discretion of the Steering Committee to make exceptions. The membership fee will be underpinned by a Memorandum of Understanding outlining the agreement between the ICAM members for the work to be undertaken during the calendar year and following agreed strategic objectives, workplans and budgets. Memoranda will be reviewed on an annual basis or as specified in the agreement itself. Commitment to fund ICAM work will be made annually. If an organization chooses



to remove itself from ICAM, that organization may still be required to meet its financial obligations under the Memoranda of that year. No refunds will be possible once the year has begun.

The membership fee will be administered by an agreed ICAM member organization which will assume the financial administrative burden associated and may assume a small administrative fee for doing so. From 2020, RSPCA assumed this role.

Members and governance

Governance of ICAM is undertaken by the Steering Committee, which consists of one voting member per member organization. The Steering Committee makes all structural decisions. It sets the long-term strategic objectives for the coalition. The Steering Committee is coordinated by the ICAM Chair and Secretariat who are seconded to the roles on a part-time basis from one of the member organizations or fulfilled by the ICAM Director, as needed. These roles are rotated between ICAM members every 2 years. The Chair and Secretariat of the Steering Committee are proposed and elected by the full members of the Steering Committee before the end of the 2 year term. Chairs work closely with the ICAM Secretariat and Director to ensure that each year a work plan for the Committee is developed and delivered, and that meetings run effectively and efficiently.

Sub-groups of the Committee may be convened to work on short-term or more narrowly focused agendas.

Decision making processes within ICAM

- Sub-groups of the Committee may be convened to work on short-term or more narrowly focused agendas.
- Policy decision should be made by the Steering Committee members based primarily on consent. Administration decision should be majority (2/3), except for funding decisions which need the assent of any funding organization. Members may choose to abstain from administrative decisions, but may still be bound by those decisions according to the Code of Conduct (Annex A).
- Non-response, when decisions are taken electronically, may be considered abstentions after reasonable attempts by the Chair and Secretariat to elicit a response.

Steering Committee Membership Role and Responsibilities

The Steering Committee is comprised of several of the main funding bodies for companion animal population management globally and key specialist groups. The team is kept at a restricted size for efficiency. Responsibilities of the Steering Committee include:

- Overseeing the strategic direction of the Coalition
- Final editorial panel for publications and associated documentation, following consideration of comments from selected scientific experts, non-voting members and other relevant individuals
- Final decision on work plan and subjects to be reviewed, including financial aspects of these projects and agreeing on suppliers on the basis of receiving at least 3 quotations.
- Deciding membership of the Steering Committee and roles within it
- Considering and approving invitations for non-voting member status
- Considering and approving applicants for Steering Committee membership
- At least one representative of the organisations that constitute the Steering Committee is expected to attend every meeting (in person or via teleconference)- failure to attend two consecutive meetings will result in future membership to the Steering Committee being reconsidered by the other members
- Financial contribution divided equally amongst Steering Committee members for collaborative projects, as agreed under separate Project Agreement/MOU.



- Contribution to the goals and aims of ICAM, including active participation in ICAM projects such as reviewing written documents, identifying opportunities to share ICAM work and positions, and active participation in the organization of ICAM-led events.
- Members are expected to aim to incorporate ICAM principles into their field projects, and to share and disseminate ICAM topics of discussion, goals and outputs within their own global teams. ICAM members are expected to make an effort to incorporate and adhere to ICAM principles, as outlined in ICAM documents, whenever possible. As we recognize, however, that ICAM members may not have full control over all the projects with which they are associated in their global networks, divergence from ICAM principles may occur and offer valuable learning. It is to be expected that ICAM members will want to explore reasons for the divergence and members should ask and respond to related questions in the spirit of ICAM's Code of Conduct (Annex A). If divergences from the principles appear to be purposeful, unchallenged and frequent, membership of ICAM will be reviewed and voted upon by the steering committee.
- Members are expected to adhere to the ICAM Code of Conduct (Annex A).

The current Steering Committee includes the following organisations:

- World Animal Protection (WAP)
- The Royal Society for the Prevention of Cruelty to Animals (RSPCA) International
- VIER PFOTEN International (FOUR PAWS)
- International Cat Care
- Dogs Trust Worldwide

Membership Criteria

Applications for Steering Committee membership are through the ICAM Coalition secretariat. The Steering Committee will consider applications at each Steering Committee meeting.

Criteria for membership:

- Full and active support of the ICAM approach to companion animal management as set forth in published ICAM documents. Specifically:

The ICAM Coalition believes that companion animal management is an integral part of healthy community planning. It is essential that it is achieved in a humane manner and ultimately leads to acceptable welfare of the dog and/or cat population as a whole. As NGOs, we also believe it is important that population management is achieved as efficiently and cost effectively as possible due to limitations on resources and our responsibility to our donors.

ICAM aims to provide best-practice guidance on how to assess population management needs and how to decide upon the most effective and resource-efficient approach to managing the population humanely. We are aware that the status, composition and size of dog and cat populations can vary significantly between and within countries, and that there is no single intervention that will work for all situations. Therefore, we strongly advocate the need for initial assessment and consideration of all potential relevant factors before deciding on a programme design. The only concept we consider universal is the need for a comprehensive programme that is focused on causes and not solely on treating the symptom (i.e. the roaming dog or cat population).

- Add value to the work of the coalition in terms of expertise, experience and motivation to promote ICAM goals.
- Invited by a current member
- Represent international work (as determined by the Steering Committee at the time of application, as national borders may change which may or may not represent a multicultural perspective in the work undertaken).

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- Commitment to the ICAM Code of Conduct (Annex A)
- Application and attendance of one introductory ICAM Steering Committee meeting, at invitation of the Steering Committee.

New Members

The Steering Committee makes decision on committee membership by consensus. Final editorial decisions on key guidance are also by consensus.

On joining ICAM, each member assigns a representative (rep) from their organization to act as the main point of contact for ICAM. The ICAM rep will be provided with all details of Steering Committee meetings and communications. The ICAM rep is responsible for the way in which their organization engages with ICAM, ensuring that it is represented at key ICAM meetings and for raising the profile of ICAM within their organization. The ICAM rep is also the first point of contact whenever the ICAM Secretariat needs assistance or information about the member organization. It is therefore recommended that the ICAM rep be a member of staff who is able to pass on issues of importance quickly within their organization to ensure that these are dealt with in a manner appropriate to the organization.

When new members join the ICAM Steering Committee, they will be offered the opportunity to have their Logo added to the old documents via re-design of the front cover at the expense of the joining member. However, changes to the body of the document will wait until the next revision of the document/product in question.

New members are expected to join in the development and financing of ongoing ICAM projects. This may affect the Project Agreement, which should be revised to reflect new membership and total financial contribution of all members to the project as determined by all project partners at the point of new membership.

Non-voting Membership

Specialist bodies which are unable to fulfil the criteria or demands of full Steering Committee membership may, in special cases, be invited to share in ICAM discussions and activities. These situations are at invitation only, and ICAM will not accept applications for non-voting members as these should be special case situations only. Current non-voting members include:

- The World Small Animal Veterinary Association (WSAVA) Non-voting member
- Global Alliance for Rabies Control (GARC). Non-voting member
- Decisions on committee membership are made by consensus among existing voting members
- Non-voting members will automatically be included on the review panel for any publications or fact sheets being produced by the coalition.
- Non-voting members will have the opportunity to put forward subjects to be reviewed by the coalition.
- Non-voting members will be invited to all meetings of the Steering Committee
- Non-voting members, as with other Steering Committee members, are expected to fund their own costs for travel to/from ICAM meetings. Exceptions may be agreed by consensus of the Steering Committee.
- All expectations of Steering committee members, including the Code of Conduct (Annex A), with the exception of shared costs, apply to non-voting members.



Meetings

There are two types of meetings held by the ICAM coalition: Steering Committee meetings, and focused workshops.

Steering Committee meetings are held, at minimum two times per year and usually four times a year, in person or via teleconference. In advance of each meeting the Secretariat liaises with the Chair to draw up an agenda which is distributed in advance of the meeting. The Secretariat is responsible for preparing minutes of Steering Committee meetings and these are provided to the group for approval within 2 weeks of the meeting.

Focused workshops are usually held to inspire debate and discussion at the outset of commencing a new subject (hence are likely to occur once per year). These are attended by the Steering Committee and invited speakers and attendees from both the non-voting members and externally.

Reporting on ICAM Coalition

All members, voting and non-voting of the ICAM Coalition have the freedom to state they are a member of ICAM, but only text/positions that have been agreed and published by the Steering Committee can be publicly stated as the opinion of the ICAM Coalition. ICAM documents are prepared on the principle of consensus on key points.

No Party may use the name and logo of another Party without the express prior approval of that other Party. All Parties must obtain the prior written approval of the licensing Party to all publicity and promotional materials which bears that Party's name and logo.

Representing the ICAM Coalition

ICAM may be asked to nominate representatives from the membership to participate in external advisory groups, conferences or other stakeholder events. When these invitations are received they will be put to the Steering Committee for a decision on who can best represent ICAM views at the meeting. Generally only those who are regular attendees of ICAM meetings should represent ICAM externally. At any such meetings the ICAM representative should make clear to the attendees in what capacity they are attending and, if relevant, when they are speaking on behalf of ICAM and when they are speaking on behalf of their own organization. ICAM representatives have a responsibility to report back to the ICAM Secretariat after such meetings, alerting the Secretariat, and thereby ICAM members, to any urgent matters that may have arisen

Termination

All parties may terminate this agreement immediately, in writing, with immediate effect if it determines that association with the Coalition will adversely affect its status, name, reputation or neutrality, or bring any of these into disrepute or is no longer in its best interests.



Signed on behalf of:

World Animal Protection:

Pankaj KC

SIGNATURE PRINT NAME DATE

The Royal Society for the Prevention of Cruelty to Animals International:

Alexandra Hammond-Seaman

18 Nov 2020

SIGNATURE PRINT NAME DATE

International Cat Care:

CLAIRE BESSANT

24/11/2020

VIER PFOTEN International (FOUR PAWS):

SIGNATURE PRINT NAME DATE

Gerald Dick

27/11/2021

Dogs Trust Worldwide:

SIGNATURE PRINT NAME DATE

Karen Reed

11/11/20

The World Small Animal Veterinary Association (Non-voting member):

SIGNATURE PRINT NAME DATE

Dr Siraya Chunekamrai

International Companion Animal Management Coalition

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SIGNATURE

PRINT NAME

DATE

Global Alliance for Rabies Control (Non-voting member):

Kim Doyle

16/11/2020

SIGNATURE

PRINT NAME

DATE



ANNEX A: ICAM MEMBER CODE OF CONDUCT

ICAM Vision: A world where companion animal and human populations live together harmoniously.

ICAM Mission: To act as one voice providing effective and evidence-based guidance to promote the humane management of companion animal populations worldwide.

The goal of the ICAM coalition is to improve the efficiency and effectiveness of companion animal population management globally. In this forum we exchange views, experiences and data on the basis of accountability, confidentiality, trust and mutual respect.

ICAM strives to provide guidance as a collegial and cohesive group and the actions of individuals and each member organization affects the perception of the coalition and its mission. It is therefore required that members of ICAM conform to the following Code of Conduct:

- Members must conduct themselves in a professional manner at all ICAM events and meetings.
- Members shall engage in constructive discussion and debate and avoid invective. Disputes shall be resolved amicably and professionally, with respect for the individual and their organizational mission.
- We should assume best intentions of one another, even while we debate the means to achieve our goals.
- It is of utmost importance that members attend ICAM steering group meetings. Missing more than two consecutive meetings (in person or via teleconference) may result in the termination of the membership. In-person attendance is always encouraged, although it is recognized that this can pose challenges and therefore attendance by teleconference will be facilitated when needed. Costs of travel to/from ICAM meetings are borne by the member organization.
- Members should designate up to 2 representatives to attend ICAM meetings and functions. Consistent representation aids in the maintenance of camaraderie and trust, and is encouraged. Where representation changes, all efforts should be made by prior representatives to fully brief their successor.
- Members should strive to incorporate ICAM guidelines into their field work and will be expected to share progress and learning at ICAM meetings and other times with ICAM members.
- Members shall share key ICAM meeting points within their organization(s) and encourage discussions.
- Members acknowledge that ICAM provides information on how to develop a euthanasia policy, recognizing that this can be one of the most challenging and divisive decisions animal welfare organizations may have to make. ICAM does not have an official ICAM euthanasia policy. Member organizations may not reference ICAM when discussing their personal or organizational euthanasia policies, other than use of the process to develop a policy as outlined in the ICAM guide.
- No member organization may officially represent ICAM, on paper or in person, without prior consensus of the Steering Committee as described in the section “Representing ICAM” in the ICAM Terms of Reference.



- Members are encouraged to promote ICAM, its principles and recommendations, where appropriate and beneficial to their work and the goals of ICAM. Members need not seek prior approval to do so, as ICAM is intended to be a benefit to its members and to support their animal welfare activities. Members should however be careful not to represent policies and recommendations which are their own, and not covered under current ICAM documentation, as ICAM positions.
- No member may use the name or logo of another without consensus or prior approval.
- Members agree to give reasonable advance notice to other ICAM members when their organization takes a position or issues a policy statement that is likely to be controversial among other organizations or contrary to their position.
- ICAM policy and position decisions are based on consensus and administration/business decision are based on majority (2/3). Members have the option of abstaining from voting in exceptional circumstances (as described in ICAM Terms of Reference), which might have implications on whether their logo will be included on related material.
- Many confidential details and positions may be shared within the confidential environment of ICAM meetings. It is the responsibility of all to maintain confidentiality and trust where it is requested.

Breaches of this code of conduct as well as any other activities that frustrate the goals and objectives of ICAM may result in the termination of the membership of an organization, upon consensus of remaining ICAM members.

(Dated January 2017)