

Standing orders

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Introduction

Since its foundation in 1982 many decisions and rules of the Alliance of European Voluntary Service Organisations were always based on the Constitution and the practical interpretation of the Constitution by its members.

EC developed the Standing Orders in 1993. The Standing Orders contain several procedures and unwritten rules in the Alliance and interpretations of the Alliance Constitution, which are frequently used. The Standing Orders are meant as a set of rules and guidelines to help the members and the Executive Committee at the GA and through the year.

According to article 4.12 of the constitution Alliance can have "Rules of Procedures" for all kind of activities which are not described in detail in the constitution.

The Standing Orders may be amended or replaced by a General Assembly. Any proposal from Members Organisations or Necessary Action Groups (NAGs) or Teams to amend the Standing Orders should be submitted in written form to the General Secretary and to the NAG organising the GA at least two weeks in advance of the General Assembly, which will consider the motion. The General Secretary in collaboration with the NAG organising the GA will circulate the received proposals to the members two weeks prior to the General Assembly. The amendments come into action after the rise of the General Assembly.

0. Rules of procedures

The General Assembly may decide on "Rules of Procedures" to accommodate for anything not being settled in this constitution (article 4.12).

"Rules of Procedures" will be decided upon by a two/third majority, abstentions counted (article 4.12).



Explanation article 4.12:

- the "Rules of Procedures" of the Alliance constitution will be named Standing Orders.
- there has been a vote on new proposals and amendment for the Standing Orders at the GA.
- to accept the Standing Orders two/third of the members have to vote in favour of the proposals.



The **abbreviations** in the Standing Orders being used are:

GA = General Assembly

GC = General Conference

T-REX = Teams Representatives EXpo

NAG = Necessary Action Group

Col = Community of Interest

P= President

GS= General Secretary

T = Treasurer

M&E = Monitoring and Evaluation

1. Teams and Secretariat

1.a. Tasks of the members of the Teams

Teams definition

The role of the Alliance Teams members is to supervise the implementation of the Alliance Plan of Action and Strategic Direction. They are responsible for the sustainability of the network.

- represent the Alliance in meetings, and insure feed back into the Alliance
- co-ordinate non-Team members involved with the point of Plan of Action
- co-ordinate working groups appointed by the General Assembly
- confer with hosting organisations on preparation of events
- insure accurate production of the GA minutes or other constitutional meetings
- stimulate strategic developments of the Alliance
- collect the proposals for constitutional changes
- encouraging new membership
- ensure the continuity of respective position in the Teams by recruiting and preparing new members to carry the duties after new entries to the Teams.
- recruit, hire, support and supervise the Alliance staff

Their mission is to underpin the work of the NAGs in implementing the yearly PoA and of the Col's in bringing forward the priorities of the Strategic Direction. They have a support, monitoring and evaluation role towards NAGs and Col's, and in this sense they are key to the capacity building of people involved in the Alliance. They also implement some permanent tasks that require a longer term commitment and more specific expertise. They are in charge of providing the GA with adequate means and information in order to make informed decisions regarding the yearly Plan of Action, the Strategic Direction, Teams composition, membership issues and all other topics the GA is dealing with. They can use whatever means they want in order to achieve their missions: they don't have to ask the permission of the General Assembly for every single action they want to take, as long as it helps to fulfil their missions without endangering the Alliance financial or other situation.

Teams must suggest/call the creation of NAGs and Col's in order to ensure the survival and the development of the Network. They have as few tasks to deal with on a regular basis as possible, as their main mission is to provide support for the NAG's and Col's. On the other hand, they have a specific field of expertise the NAG's and Col's can count on in case of need.

The President, General Secretary and Treasurer are elected directly by the General Assembly through a separate procedure. All full member organisations can candidate individuals for one of the three positions, whether they are already Team members or not. Once the GA elects P, GS and T for a two-year mandate, they automatically enter the 3 following teams.

The three positions of President, General Secretary and Treasurer have the role of external legal representation of the network towards institutions, donors, and banks. For internal procedures, the role of these three positions is to validate and formally ensure that basic constitutional aspects of Alliance life are taking place as foreseen in the constitutional documents.

It is recommended to appoint candidates to these positions as following:

- President from Monitoring & Evaluation Team
- General secretary from Internal Affairs Team
- Treasurer from Financial Management Team

The President, General Secretary, Treasurer have to represent 3 different member organisations. Their specific role is detailed in Art. 6 of the Constitution.

Team Monitoring & Evaluation

i Responsible for overseeing the on-going processes, suggesting improvements based on the reflections and evaluations of the PoA, NAGs, Cols, Projects. The elected President automatically becomes part of this Team.

- Support the Internal Affairs and the Financial Management Team in the finalization of the terms of reference and job description of the staff.
- Organise the Teams Representatives Expo (T-REX)
- Launch the Call for NAGs, coordinate, connect and mentor the NAGs, in collaboration with the other Teams
- ▼ Reports to the GA about the lessons learnt, process-oriented achievements and challenges from NAGs and Teams, in cooperation with the concerned bodies:
 - A report on the actions of Alliance bodies during the past year
 - A report on the past Plan of Action the achieved results and indicators of success for the entire PoA
 - A Plan of Action for the next year
 - A list of persons legally representing the Alliance
 - A list of persons participating in each Team
- Monitor the PoA during the year
- ▼ Ensure there is a process of developing a Vision of the network:
 - articulated in the Strategic Direction
 - to be endorsed by its members at the General Assembly
- Ensure the development of a strategic planning for the network and a continuous improvement process
- Develop guidelines for Monitoring and Evaluation at every level of the network

Team Internal Affairs

i Responsible for the internal procedures of the Network, ensuring smooth coordination and communication among the members, partners and guests of the Network. The elected General Secretary automatically becomes part of this Team.

- Coordinate, connect, mentor guests, partners and members (from application stage till full/associate membership, partner and guests evaluation).
- Handle membership applications and resignations and inform the General Assembly about it
- Encourage participation of members to the governance and life of the network
- Establish and implement effective conflict resolution procedures for issues arising within the Alliance network among organisations.
- Distribute information to the members about Assemblies, events, internal life of Alliance throughout the year, in between GAs (e.g. e-vote, membership issues, constitutional issues etc.)
- Produce the monthly newsletter for the members (staff)
- Manage the main Alliance email address, answering directly or forwarding all messages to the relevant bodies/positions.
- Keep the contact details of member, partner and guests updated along the year + invitation list for Alliance events
- Involvement of new IVS organisations to the network.
- ▼ Coordinate the hiring process and supervise the staff:

- ▷ decide on the terms of reference and job description in the event of the employment of a staff, with the support of Monitoring and Evaluation Team and Financial Management Team. The other Teams, particularly those that are directly related to the job description of the position, must be consulted in the process;
- ▷ coordinate the recruiting and hiring procedure of new staff. The Team(s) that are directly related to the specific staff position must be consulted in the recruitment process.
- ▷ supervise the Alliance staff by nominating one of its members for this task. Supervision implies taking care of the staff well being and keeping in contact with the other Teams that work on daily or weekly basis with the staff.

Team Financial Management



Responsible for the financial aspects and processes of all levels in the Network. The elected Treasurer automatically becomes part of this Team.

- Practical arrangements of the administrative grant applications (E+ admin, EYF structural grants), supervision of the NAG in charge.
- Support the NAG's in the area of preparing contracts/agreements for projects and events hosts
- If needed, to support the NAG's and Col's when preparing the financial and administrative part of their grant applications
- Ensure that the admin and Financial reports on implementation of the E+ admin, EYF structural grants are prepared (supervision of the NAG in charge)
- Ensure the Communication with the donors (E+, EYF, etc) connected to the received grants
- Administer the membership fees and contributions
- Make all investments necessary according to the budget for the achievement of the objectives of the Alliance and shall give an account of such investments at the following General Assembly
- ▼ Reports to the GA:
 - Past year Budget
 - Ensure that the internal and external auditor reports are ready
- Budget for the next year and possible statement about proposals to change the size of the annual subscription
- Collect/receive the membership fee intime and before the organisations can vote at the next General Assembly
- Keep track of the financial aspects of the activities of the network and report it during the T-REX
- Be responsible for the day to day finances: to supervise the day to day accounts, to keep the accounts of the Alliance, to accept and make payments on behalf of the Alliance
- Bookkeeping, preparation of accounts, collection of Financial evidence, payments, monitoring cash flow and cash box, financial conditions, reimbursement procedures, hosting standards (staff)
- Preparing contracts for the Staff together with M&E and Internal Affairs Teams.

Team External Affairs



Responsible for the external relations and connections of the network. Managing the relevant memberships (such as YFJ and CCIVS).

- To support Col's and NAG's in anything related to External Affairs topics

- ▼ Represent Alliance - or ensure that someone is going - to events considered important by the Team.
 - IVS: CCIVS (GMIVS, GA), GMLTV
 - YFJ: (GA, COMEM)
 - SALTO: Advisory Group of the ESC Resource Center
 - EU: E+ info sessions, etc.
 - CoE: AC, PC, EYF
 - Fill in surveys from CCIVS, YFJ or other institutions (staff)
- Coordinate external relations activities, e.g. ensure preparation of Alliance representatives
- Support advocacy, lobby, external affair actions connected to Alliance events
- ▼ Be the general contact point for:
 - membership: CCIVS, Youth Forum Jeunesse (YFJ)
 - external relations: sister networks (NVDA, SCI, ICYE, IBO, AVSO, SEEYN)
 - donors and stakeholders: Council of Europe, European Commission, UNESCO, CEV, etc.
- Share communication with members coming from external partners, such as project proposals, participation on events, campaigns, news, etc.
- Share communication externally towards the important stakeholders

Team Knowledge Hub



Establish an effective and accessible knowledge management system and maintain it. Ensure that existing knowledge and/or previous experience can be easily reused, avoiding extra work done because of reinventions or parallel procedures. Facilitate the exchange of information between the Alliance bodies and members.

- ▼ Manage Alliance archives
 - ▷ Collect and archive the outcomes and reports from official Alliance events and meetings
 - ▷ Keep up-to-date and allow proper flow of information within the network
 - ▷ Provide information and documents from the archives upon request
- ▼ Manage the website (www.alliance-network.eu)
 - ▷ update the website www.alliance-network.eu with the latest developments and documents from the network
 - ▷ Be responsible for the content
- Ensure proper flow of information, sharing results, organize learning events/meetings by keeping in touch with the Teams, NAGs, CoIs and members
- Get in touch with the newly formed bodies to pass the lessons learnt and existing knowledge to them (in order to avoid double work and enhance efficiency)
- Promote the existing Alliance tools
- Maintain and update the online and offline knowledge management systems
- Ensure proper registration of official Alliance's documents, they are saved and accessible

- Ensure coherence between Constitution and Standing Orders, when amended
- Prepare the Decision List and minutes of the General Assemblies
- Ensure that GDPR rules are applied throughout all procedures
- ▼ Maintain the Central Archives at the administrative address of Alliance
 - ▷ [Keeping hard copy documents until it is legally bound \(e.g. E+ 3-5 years\)](#)
 - ▷ [Presenting it to interested parties ensuring international standards](#)
 - ▷ [Regular updating of the files](#)

Team Education



Implementing and ensuring high quality of the educational aspects of the network by following the Alliance Educational Framework.

- Provide an educational reference person to each Alliance events (JM, TM, GA, etc.)
- Encourage the Alliance bodies for the use of non-formal educational methodologies in Alliance events
- Ensure that the needs of the members are taken into account at the level of education within the network, for example by using the Alliance Educational Framework
- Ensure that the capacity building takes place within the network at the different levels mentioned in the Alliance Educational Framework
- Make sure the projects' content are connected to the Alliance Strategic Direction and plan of Action
- If needed, support the NAG's in creating the pedagogical and strategic content of the grant applications (E.g. E+ admin, EYF structural grants, etc.) and Cols in preparing other project applications.

Team Data



Gathering, organizing and communicating data that is provided by the members and groups. Mostly works with the statistics, impact measurement and the Alliance Placement Tool.

- Collect the yearly statistics from the members through the e-statistic tool and make the yearly statistics report
- Establish an effective impact measurement process, a way to extract the information gathered
- Managing and maintaining e-tools (APT, e-statistics, Google Workspace, email lists, newsletter tool, etc.)
- Take care of the interoperability of the placement tools
- Make sure to involve needed level of IT expertise, either by the Team members or externally
- Investigate for new tools and development related to digitalization

Team Interface



Maintain the “brave space” of the Network by involving, connecting and enabling members’ – especially young peoples’ - ideas and initiatives aiming to contribute and improve Alliance. Channelling it into Community of Interests. Mentor the existing Cols, ensure their voices are heard during the GA.

- Coordinate, connect and mentor and reference point for the Cols
- Inform about Alliance and possibility of Cols and makes sure it is distributed within the organisations as wide as possible, beyond the people who are usually attending Alliance meetings
- Explain and promote the Strategic Direction and its priorities and make it accessible
- Outreach, connect and motivate people to implement their ideas connected to Strategic Direction
- Keep track of the new ideas which arise in different Alliance meetings in any level, encourage the key people to create Cols and implement the ideas
- Promote, receive and evaluate the applications and reports of the Cols
- Inform the GA about the Cols’ activities and put proposals forward on behalf of the Cols

1.b. Tasks of the Alliance Secretariat

Staff

The role of Alliance Staff is to **support the Teams, NAGs and the member organisations**.

Concrete tasks and duties will be defined by **contracts**, signed either with the member organisations responsible for providing their functions or directly with the Alliance. The Alliance Staff are included in the Teams and ensure a long-term stability of these bodies.

1.c. Alliance Team Members Candidatures

Alliance Team Members candidatures have to follow **deadlines and mandate forms**.

Intentions for Team positions should be submitted **prior to the GA** until the given deadline on the designated form, accessible to the related Teams and transparent to all the member organisations.

In case there is no candidate by the deadline for open Team positions until GA, Member organisations must put forward candidates before the approval of the composition of the Team members. The **GA stays open until there is at least 1 member for 2 years in each Team**.

In case a team member's support is withdrawn by their mandating organization, the team member must either secure a mandate from another organization or resign from the team at the next General Assembly. Any replacement or new nomination by the organization that withdrew support can only be made at the subsequent General Assembly.

2. Membership

2.a. Application for membership

Specific criteria for candidate membership

To become a **candidate member** of the Alliance all general criteria and specific criteria for candidate membership have to be met:

- The organisation has carried out international voluntary service in its **own country for at least two years** and has had an

exchange relationship with Alliance members for at least two years (📌 article 3.5).

- the organisation needs to have had an **exchange with other Alliance members**; i.e. the organisation has sent people to volunteer projects of Alliance members and the members have sent people to the volunteer projects of the organisation.
- the organisation can have **any national identity** (European or non-European).

The applying organisation will be sent **information** of the Alliance on:

- the Constitution of the Alliance.
- the general information (brochures and annual report) of the Alliance and the voting procedure (see: 5. Voting procedure).

Specific criteria for associate membership

To become an **associate member** of the Alliance all general criteria and specific criteria for associate membership have to be met:

- The organisation is situated in a Non-European country 📌 (article 3.4.ii).
- The organisation has carried out international voluntary service in its own country for at least two years and has been a candidate member of the Alliance for at least the two years before applying for associate membership 📌 (article 3.4.i).

The applying organisation will be sent information of the Alliance on:

- The Constitution of the Alliance.
- The general information (brochures and annual report) of the Alliance and the voting procedure (see: 5. Voting procedure)

Specific criteria for full membership

To become a **full member** of the Alliance all general criteria and specific criteria for full membership have to be met:

- the organisation is situated in a **European country** 📌 (article 3.3).
- the organisation has carried out international **voluntary service in its own country for at least two years** and has been a **candidate member** of the Alliance for at least the two years before applying for full membership 📌 (article 3.3).

Application

Written applications for membership have to reach the **Team Internal Affairs at least six weeks** in advance of the date of the General Assembly 📌 (article 3.6).

Team Internal Affairs must **inform** the member organisations of the Alliance at least **four weeks in advance** of the General Assembly about the organisations that are applying for membership 📌 (article 3.5).



Explanation of Article 3.5

The application for membership must contain the following items:

- request for membership
- which type of membership
- name of the organisation, name of the country, legal status
- activities of the organisation
- description of the organisation's general activities for youth
- description of exchange activities with Alliance members:
- activities concerning sending people abroad for the last two years,

- activities concerning receiving people in own projects for the last two years
- constitution of the organisation
- evidence of the legal recognition of the organisation in the country

This **has to be done** by the organisations, which apply for **candidate membership**, as well as the organisations, which apply for **associate or full membership**. Although Alliance members will know the organisation, which applies for associate or full membership the organisation has the **obligation to define its activities** during the period of candidate membership.

Organisations, which want to apply for membership, have to **fill in the Alliance application form** (Appendix 1: Alliance questionnaire for membership).

If **candidate** members want to obtain **associate or full membership**, they have to apply for It **after 2 years within a 5-year period of membership**; this means, there will be a voting on the request for associate or full membership.

Candidate members will **not automatically** become associate or full members after two years of candidate membership.

Team Internal Affairs will **discuss** the application of an organisation and **check** if the application of the organisation is susceptible. Team Internal Affairs **cannot refuse an application by itself**. Every application has to be **discussed in the GA**, apart from the advice and ideas of the Team Internal Affairs.

The Team Internal Affairs may **formulate an (oral or written) explanation** towards the member organisations of the Alliance if, and how, the organisation **meets the criteria** for membership.

The Team Internal Affairs will always **invite the candidate** for the General Assembly, even if the Team Internal Affairs has formulated a negative opinion.

If the Team Internal Affairs thinks that **more information is needed** to make a decision at the GA, the Team Internal Affairs can **request** an organisation to send more detailed information, especially if there is doubt whether the organisation meets the criteria.

2.b. Beginning for membership

The **period of membership** for organisations begins following the General Assembly ^{❗ (article 3.7)}. These organisations may stand for the positions open to their acquired status during the General Assembly.

Financial implications of membership come into effect on the **1st of January of the year following** the General Assembly ^{❗ (article 3.7)} Organisations, which have applied for candidate membership, have to be informed about the result of the voting after the General Assembly.

The Team Internal Affairs will inform the organisation in writing.

2.c. Loss of membership

Following ^{❗ Art. 3.9} a **member can be dismissed** from the Alliance, if it does not respect the rules and regulations set up in the Constitution or the Standing Orders.

It means that all items on the list “**responsibilities of the members**” (^{❗ Art. 3.3.5}, ^{❗ 3.4.4}, and ^{❗ 3.5.5}) can be reasons for dismissal (for full, associate or candidate members).

1/4 of all full and associate members can make a **proposal to review the membership** of an organisation.

The proposal is to be sent with an **explanation of the reasons** to the Team Internal Affairs at least **twelve weeks** before the General Assembly.

After a **first written request** from the Team Internal Affairs to the concerned member, the proposal is **discussed by the General Assembly** and a **vote by a majority of ¾** (three quarters) of the full and associate members present is necessary for the dismissal to come into action (^{❗ Art. 3.9}).

A **candidate** member **loses its membership** automatically, if it does not apply for (📌 Art. 3.5.3) or does not obtain the full or associate membership after five years.

An **excluded member** cannot apply for candidate membership within a **two-year period**.

2.d. Status request change

A full member or associate member organisation can request a status change to downgrade their status to a partnership. After submitting the request, the organisation that forfeited its membership status may apply to become a partner at the next General Assembly.

(See the procedure for becoming a partner).

2.e. Application procedure

Acceptance of new members

New members will be admitted by an absolute majority vote of the full and associate members of the Alliance present at the General Assembly (see 📌 article 4.10) (📌 article 3.6).

Explanation of Article 3.6

- An **absolute majority** in favour is **more than 50% of the full and associate members**, which are present at the General Assembly and use their right to vote.
- The **total number** of votes in favour is calculated by counting all the **full and associate** members, which are **present at the General Assembly**. This means that the full and associate members, which are **absent**, and the members which do not use their right to vote, are **excluded**.
- See for an example of the calculation of the **absolute majority** (Appendix 2).

Procedure for voting on membership application

The procedure of the voting for membership goes as follows:

- the Team **Internal Affairs** will **give an introduction** to the application of the applicant organisations.
- the applicant organisation(s) can give a **short presentation**.
- the members can ask **questions**.
- the applicant organisation(s) will be given the opportunity to **answer the questions** of the members.
- the **applicant** organisation(s) will **leave the room**.
- the members will **discuss** the application of the applicant organisation(s), which will be led by the President.
- the **Team Internal Affairs** may express the **opinion** of the EC and advise the members.
- the members may say their **opinion** about the applicant.
- the full and associate members will **vote on the applicant(s)** according to the rules explained by the Voting Committee.
- the voting for the **membership** application will be done by **ballot** (Appendix 5: Ballot form for membership).
- when **two or more organisations** have applied for membership, there will be a vote on the organisations all **at the same time**.
- the **Team Internal Affairs** will announce the **voting results to the GA**.
- the **Voting Committee** will show the applicants in.
- the **Team Internal Affairs** will **inform and explain** the results of the vote to the applicant after coming in.

3. Membership fee

Annual Subscription

An annual subscription shall be payable by the members of the Alliance (🔔 article 8.5) as decided by the General Assembly.

As the annual subscription is based on the figures of exchange all members are responsible to **send the statistics** to the Alliance Secretariat until the 15th of February.

The amount is to be fixed by the Team Financial Management before the Technical Meeting for each member and must be **paid before the beginning of General Assembly** of the same year (🔔 article 8.5).

The annual subscription for new elected members is due on the 1st of January following the General Assembly (🔔 article 8.5).



Explanation of article 8.5:

- All Alliance members must pay the inscription fee.
- The annual subscription system can only be decided by the General Assembly.
- The proposal to change the size of the subscription can be made at the GA.
- The rights and obligations of the Team Financial Management: Team Financial Management can make a statement about proposals to change the size of the annual subscription.
- Team Financial Management has to accept the change of the annual subscription if decided by the General Assembly.
- A new elected organisation will be member after the closing of the General Assembly.

They do not pay the membership fee in the year the organisation has been elected but in the next year following the General Assembly, if the GA takes place after 1st of June.

Failing to pay the annual subscription

Any member who fails to pay the annual subscription in full forfeits its voting rights at the following General Assembly (🔔 article 8.6).



Explanation of article 8.6:

- Normal practice is to pay **during the Technical Meeting**.
- If the organisation did not pay during the Technical Meeting, **Team Financial Management** will send a **reminder** within one month after the Technical Meeting.
- Members which have **not paid before the beginning of the General Assembly** do **not** have the **right to vote** at a General Assembly.
- It is the task of **Team Financial Management** to **receive the membership fee in time** and before the organisations can vote at the next General Assembly.
- Team Financial Management must **inform an organisation** in writing when an organisation has not been paying for a whole year. If an organisation has not paid for a whole year, the treasurer will send a **formal warning in January of the second year**.
- Team Financial Management is responsible to **inform the members** in every General Assembly about an organisation which has not paid its membership fee.

Forfeiting membership

Any member who is in two years or more in arrears with their subscription payments automatically forfeits its membership at the following General Assembly (📌 article 8.7).



Explanation of article 8.7:

- Membership will be forfeited when the subscription fee has not been paid for two years, counting from the date when the annual subscription begins, i.e. January.
- Team Financial Management is responsible to inform the members at the first coming General Assembly about an organisation which has forfeited its membership.

Exceptions

A General Assembly may make exceptions to article 📌 8.6 and 📌 8.7 (📌 article 8.8).



Explanation of article 8.8:

- The General Assembly can decide to let the organisation which has forfeited its membership, stay a member of the Alliance.
- The General Assembly has to vote on the continuation of membership if an organisation has not paid the subscription for two years.
- In this case, there will only be voting about the continuation of membership, if an Alliance member or the Team Internal Affairs makes a proposal.
- The proposal for continuation of membership of a member which has forfeited its membership can be made before and at the General Assembly.

4. Constitutional changes

→ Amendments

- The constitution can be amended or replaced by a General Assembly (article 10.1).
- Any motion from full members in force must be submitted in writing to the General Secretary (article 10.1) at least six weeks in advance of the GA (article 10.1).
- The GA will consider the motion (article 10.1).
- The General Secretary, in collaboration with the NAG organizing the GA, will circulate the received motions to the members four weeks prior to the GA (article 10.1).
- The amendments come into action after the rise of the General Assembly (article 10.1).



▼ Explanation of article 10.1

- The motion has to be written, by e-mail or by mail.
- The General Secretary has to receive the amendment six weeks in advance by e-mail or mail.
- Associate members cannot make any amendments.
- After having received the proposals from the General Secretary, the members can make an amendment to the proposal before the General Assembly, i.e. four weeks in advance of the GA.

- Amendments to the motion have to be sent in writing to the General Secretary by e- mail or mail.
- The motion cannot be amended during the General Assembly.

5. Voting procedure

→Voting Committee

If there will be a voting, the Chair will compose a Voting Committee after the agenda of the General Assembly has been accepted. The Voting Committee will carry out the voting procedure. The Voting Committee will consist of three members: one member of the NAG GA; two full members of the Alliance, which are not any Teams Member.

→Voting procedures

▼ By show of hands

- The Voting Committee will explain the procedure;
- The voting will be checked and followed by the Voting Committee;
- A clearly visible paper will be handed out to the members which want to vote;
- The Chair will ask every member if they want to vote;
- The total numbers of voting members will be counted;
- The Chair will ask who is in favour of the motion;
- The Voting Committee will count the number of votes in favour;
- The Chair will ask who is against the motion;
- The Voting Committee will count the number of votes against;
- The Chair will ask who abstains;
- The Voting Committee will count the number of abstentions;

▼ By ballot

- The Voting Committee will explain the voting procedure and the ballot.
- Before the voting, the Voting Committee will ask every member if they want to vote.
- The Voting Committee will hand out a predefined form to the members which want to vote (Appendix 4: Ballot form for proposals).
- The Voting Committee will collect the results.
- The Voting Committee will count the votes.
- The Voting Committee will count the votes for a second time carried out by another person.
- The formulation of the motion and the counts of votes will be written at the form of voting results by the Voting Committee (Appendix 3: Voting result form).
- The Voting Committee will announce the results in the GA.

▼ By electronic vote

- The Voting Committee will explain the procedure;
- The voting will be checked and followed by the Voting Committee;
- The Chair will ask every member if they want to vote;
- The total numbers of voting members will be counted;
- The Chair will ask who is in favour, against or abstains from the motion;

- The Voting Committee will get the numbers of votes in favour, against and abstention;

▼ By e-vote

In exceptional cases when regular Assemblies cannot take a decision, or a decision needs to be taken between the regular Assemblies voting shall be done by e-vote. All issues, including constitutional issues, may be decided by e-vote.

However, the Teams or an Assembly may only propose a motion for such a vote.

All organisations with voting rights valid at the time of the vote are entitled to vote.

Voting is conducted by the Voting Committee of the previous Assembly.

The previous Chair or a member of the NAG GA disseminates the voting form and list of voting rights to all the members, indicating the deadline for submission of votes (date and time CET).

The Voting Committee collects the votes, counts the votes, and announces the results including the detailed results by every organisation of such a vote within 3 working days.

▼ Voting at the GA

The votes during the GA voting are formally counted when:

- Votes on Constitution are made
- Votes on Standing Orders are made
- In any case when absolute majority is required
- Any election is taking place
- When the proponent requests it
- When the GA chairperson requests it
- When a delegate requests it at any time during the voting procedure

▲ For any other vote during the GA the chairperson will make a visual judgement of majority for taking a decision. Any delegate can contest this judgement and demand a formal counting on the votes.

Any formal counting of the votes will be done by the appointed Voting Committee.

→Motions

All motions shall be settled by vote by a show of hands or an electronic voting system, but the Chairperson of the Assembly may impose vote by ballot and shall do so if more than one of the present full and associate members so demand (article 4.10).

Each full member shall have one vote only and unless otherwise stated in the constitution all resolutions shall be passed by a simple majority of the full and associate members present (article 4.10).

▼ Explanation of article 4.10

- Voting by ballot can be proposed by every full member of the Alliance.
- If two or more full members propose to vote by ballot, the voting will be done so.
- A simple majority means more than 50% of the total number of full members present, which have voted in favour and which have voted against. This means that the members which have abstained are left out in the calculation of the simple majority.
- For the voting by ballot a special form will be used (Appendix 4: Ballot form for proposals).
- See for an example of the calculation of the simple majority Appendix 2.

→Procedure for constitutional changes

The procedure for constitutional changes at the GA goes as follows (reference to article 10.1 and article 4.10):

- The full member which has put forward a motion, has the right to clarify the proposal.
- The full member which has made an amendment to a motion, has the right to clarify the amendment.
- Members are allowed to ask questions to this organisation.
- Before voting the Chair may give every organisation the possibility to voice its opinion.
- Before discussion the chair may propose to make a list of speakers. This means that organisations which want to clarify or to make a statement have to list themselves beforehand.
- The Chair can decide if discussion about the motion between members will be allowed. If the members agree more than one motion and amendment to a motion to change the constitution may be made.



- In case of two or more motions to the same part of the constitution, there will at first be a voting on the motion which proposes the greatest change in the constitution, followed by a voting on the motion which contains a smaller change. The motion which proposes the smallest change will be voted on last.
- If an amendment to a motion is made, there will be a voting at first on the amendment to the motion, and then a voting on the motion itself.
- In case of more than one amendment to the same motion, there will be at first a voting on the amendment to the motion which proposes the greatest change, followed by a voting on the amendment which proposes a smaller change of the motion. The amendment which proposes the smallest change to the motion will be voted on last.

→Procedure for non-constitutional changes and decision voting

The procedure for non-constitutional changes and decision voting at the GA goes as follows (reference to article 4.10):

- The member or the NAG or Team which has put forward a proposal, has the right to clarify and present shortly the proposal;
- Members are allowed to ask questions regarding crucial details;
- Before voting the Chair may give every organisation the possibility to voice its opinion and to briefly comment the point;
- The Chair checks the need for further discussion (need to exchange on the issue or to amend the proposal considering received comments and feedback);
- If needed, the Chair can ask the GA to assign specific time and method later, prioritizing the ones with more need/importance within the network. If not, voting follows directly after the final discussion in plenary.

6. Guidelines for decision-making outside of scheduled T-REX (Team Representatives EXpo) meetings

→Introduction

Due to the Alliance being better recognized and with an increased membership, the need arises more often to make a quick decision (regarding an invitation, for example, or a grant). However, we do not have many T-REX (because of a lack of time and money) and we want to maintain both internal democracy and our control of information. Therefore, clear guidelines are needed.

→Standing orders for decisions which cannot wait for the next T-REX or GA

- 1 For each decision taken outside of the scheduled T-REX, any Team member must contact the M&E Team.

2 The M&E Team then informs all the Team members by e-mail containing:

- The subject
- The decision which must be taken
- A possible alternative decision

3 The M&E Team sets a fixed deadline for the reply to this e-mail.



Each Team member answers the question even if he has no opinion on the matter, giving both his reply and the reasons for this reply.

If an EC member has not replied, the M&E reaches out by any other means (phone, personal contacts etc.) for each Team to confirm whether they received the initial e-mail.

4 After gathering the decisions, the M&E Team will do the following:

- If all the Teams agree on the decision. the M&E Team takes no further action.
- If all the Teams do not agree, but a majority is in favour of the decision, then the motion is approved.
- If there is an equal number of members for and against the decision, the M&E Team compiles a résumé of the arguments and e-mails this to all Teams, in order to arrive at another decision.



If the decision is still split, the procedure has to be repeated until the motion reaches majority. Finally, the M&E Team sends the text of the final decision, perhaps accompanied by the reasons leading to this decision, to each member.

7. Guidelines for management and resolution of conflicts within Alliance

7.1 Alliance is a cooperative network

Alliance is a cooperative network of independent organisations and does not interfere in internal affairs of its members. Nevertheless, members have the responsibility to comply with adopted regulations and respect Alliance's constitutional documents. In case of violation or risk of violation of those the Alliance could contribute to solve conflicts between members regarding issues that touch internal regulations of the network.

7.2 Mediation Pattern



Members are entitled to involve the Internal Affairs Team when seeking solutions to conflicts with other members or partners and guests.

The following process provides a mediation pattern which aims at supporting members and preventing situations that could lead to the violation of the network's regulations and members' dismissal (ref. Art. 3.9, Alliance's Constitution).

- In case of a conflict between members member **has a right to turn to the Internal Affairs Team for the support**. The Internal Affairs Team should evaluate whether the conflict concerns the Alliance and its functioning.
- In such case the Internal Affairs Team should first invite parties to solve the conflict bilaterally. If the conflict is not solved at bilateral level the Internal Affairs Team will apply the conflict resolution procedure as following :
 - The Internal Affairs Team is responsible to mediate between the organizations in conflict seeking the suitable solution and to submit recommendations based on the Alliance Constitution, Standing Orders and existing policies to the parties

of conflict and to the members.

- The conflict parties should follow the recommendations of the Internal Affairs Team.
- The Internal Affairs Team reports to the members and GA about the follow up and result of the mediation.
- Team members who belong to the same organisation as the subject matter are not allowed to participate in the conflict resolution procedure.

8. Financial regulations

T-Rex (Team Representatives EXpo)

In each annual budget plan GA decides on the maximum amount which can be spent on Team meetings. All expenses below must be within this limit.

a. Travel refund

All Team members who participates an offline T-REX receive 100% travel refund. Guests who have been invited by the M&E Team can receive up to 100% of their travel costs, as long as there is no other source to cover these costs.

All travel costs are refunded on the basis of cheapest means of transportation. In the case of use of expensive means, permission of the Financial Management Team should be requested prior to purchase of the ticket.

b. Board & lodging

During T-REX, board and lodging is covered of every Team member and the invited guests. In case of exceptionally high costs, the Team members may be requested to contribute to these costs.

Technical Meeting

Support fund requests for travel or participation fees

In case of emergency, members or invited guests for the TM may apply for funds to cover the costs for one delegate. In case no member can contribute to this request, Alliance's budget funding may be requested.

All applications should include the total cost of travel and/or participation with an explanation, why an additional fund is necessary. Non-members should explain why they want to take part in the meeting. Organisations, which send more than one delegate should be aware that there will not be any support funding. GA makes decision about such requests. If applications are made in the period between the GA and the TM, the Financial Management Team will decide on the basis of the Alliance budget, approved by the GA.

Granted Alliance Events

a) Travel refund

The host organisation makes a proposal on travel refund and participation conditions to the Financial Management Team and the members, in accordance with the grant provisions.

b) EYF (and other) grants (if applied for in the name of the Alliance)

All applications for grants in the name of the Alliance are prepared by the host organisations and signed and submitted by the Treasurer.

In case of approval of the grant, upon request to the Financial Management Team, the host organisation may receive advance payment on the grant (unless impossible).

General Assembly

a) Travel refund

In case there is no T-REX prior to the GA, all Team members who participate receive 100% travel refund for one delegate. Guests who have been invited by the M&E Team can receive up to 100% of their travel costs, as long as there is no other source to cover these costs.

b) Board and lodging

In the above situation, board and lodging is covered for Team members participating and invited guests.

c) Participation fees

In case there are any (i.e. if there no funding possibilities for the GA), contribution of member organisations or guests can be requested to cover the costs of the GA.

Necessary Action Groups

Each Necessary Action Group is responsible to secure the fundings for the completion of its task (for example to have internal physical meetings), unless the General Assembly decides that they can use Alliance own resources. In this last scenario, all actual expenses should not be higher than the estimated budget, approved by the General Assembly. Budget and accounts should be prepared in co-operation with the Treasurer.

External contacts

a) Travel refund

Team members or nominated delegates, participating in the non-Alliance meetings on behalf of the Alliance, may receive 100% travel refund, as long as there is no other source to cover these costs.

b) Other costs

If the Alliance decides to send delegates to the non-Alliance meetings, board & lodging and participation fees may be covered, as long as there is no other source to cover these costs. In case of high costs, a contribution of the delegate can be asked.

Office supplies/Secretariat

The Alliance will employ staff, who will become part of the Secretariat, according to the budget available for this purpose, as decided by the General Assembly. The staff can be hired through a member organization or directly by Alliance by decision of the Teams Financial Management, Internal Affairs, M&E.

All work implemented by the Secretariat during their employment will belong to the Alliance and be coordinated by the Internal Affairs Team.

Team members and members with specific tasks within the Alliance may be refunded for offices supplies or miscellaneous expenses, which are directly related to their tasks and which are not covered by other sources.

The Financial Management Team decides about those refunds from the budget.

9. Establishment of central archives for the Alliance

The Establishment of Central Archives is vital for a number of reasons:

- To reflect the 'life' of the Alliance - to chart its development, activities and demonstrate the conditions within which it works.
- To be a source of reference material for any interested parties including individuals, organisations and institutions.
- To ensure a continuity of common knowledge amongst those involved with the Alliance.

i The technical aspects of maintaining the archives should conform with International standards for organisations of a similar type / character and reflects the resources and needs of the Alliance.

9.1 Location

- The archives should be located at the official, administrative address of the Alliance.
- Its location should be early displayed on all documents, letters, forms and official documentation of the Alliance.
- All incoming mail and copies of all outgoing mail of the Alliance should be directed to the archives for storage purposes. Regular updating of the files should be carried out as appropriate.
- This address should be as permanent as is possible in practical terms.
- Contact with the Archives and its workforce can be made through its official address.
- Although there may be initial "teething troubles" these will gradually be overcome as the archives system becomes established. At the end of the term of the respective mandate the Team members should send all related documents to the Archives. All member organisations of the Alliance should send their most relevant archival material to these central Archives.

9.2 Framework

The essential framework of the Archives is divided into 2 parts:

a) Documentation resulting from the activities of the Alliance itself acting as an umbrella organisation for voluntary work.

Duration of Storage in the Archives (as a legal minimum) 3

Documentation of the Alliance	Duration of storage in the archives (legal minimum)
• Reports of the General Assemblies • Externally audited Financial Reports for each consecutive year.	Stored indefinitely
• Reports of the General Conferences • Minutes of T-REX	Stored for 10 years
• Reports of the Technical Meeting • Reports of the Post Camp Events	Stored for 5 years

- Responsibility for assuring the smooth running of the Archives and ensuring its continuing existence should be with the Knowledge Hub.
- Financial provision for the Archives should be made in the annual budget of the Alliance. It is therefore submitted that a decision should be taken by the Alliance concerning the establishment of Central Archives taking into account the political, financial and organisational aspects of doing so.

b) Documentation produced by the individual organisations who are members of the Alliance, in carrying out their activities.

10. Working methods between the TEAMS, the NAGs and the meeting hosts.

The following section outlines the different kinds of meetings that may be organised and hosted by Alliance members and states the respective roles and obligations of the Alliance and host organisations for each.

Alliance meetings that are hosted by an Alliance member organisation remain an Alliance meeting and thus under the authority of the Alliance bodies that are responsible for them (Teams, Necessary Action Groups - NAGs), if:

- The meeting is one of the annual events decided by the General Assembly and included in the Plan of Action
- The meeting is grant-aided in the name of the Alliance



Composition of the NAG responsible for an Alliance event:

The host organisation, once appointed by the General Assembly, automatically becomes a member of the NAG. Any other representatives of Alliance member organisations, Team members, staff and other Alliance bodies can become a member of the NAG, by replying to the call that is launched after the General Assembly.

The obligations of the host organisation and the Alliance are the following:

The grants are sought in the name of the Alliance, thus applications should always be sent through the Financial Management Team. In order to avoid cash flow problems, the Alliance can make an advance, if its own cash situation permits. Otherwise, as soon as the first part of the grant is received, the Alliance must transfer the money to the host organisation. For grant-aided meetings, 10% of the total grant should be allocated to the Alliance, in order to cover general administrative costs.

Host organisation responsibilities.

- Invitation should be sent by the meeting host (their contents may be studied together with the NAG)
- In charge of the practical logistics, co-ordinating and leading the meeting (except for the GA), but it can ask the rest of the NAG for support, if necessary.
- Send a financial report and the balance sheet to the Financial Management Team no later than two months after the meeting, on headed notepaper, dated, signed and stamped, for inclusion within the Alliance accounts. For grant-aided meetings, this financial report should also include copies of all the receipts for expenses for the meeting and should, once approved, be sent by the Financial Management Team, to the funding institution.

NAG responsibility

- The invitation list. Decide the contents of the invitation letter (that will be sent by the host)
- Assist if there is any change concerning the meeting (programme and other)



Of course, Alliance members are free to organise other meetings inviting all or some member organisations. This is not an Alliance meeting and therefore the Alliance has no right to intervene at all, nor is responsible at any level in the organisation of the meeting.

11. Partners

11.1. According to the Alliance Constitution Art. 3.11. the **Alliance has Partners**. A partner is an organisation involved in International Voluntary Service, implementing workcamps, currently working with Alliance members and well known by the Alliance because they have already joined events they were invited to; they already respect and follow Alliance Quality Charter. There are no geographical criteria, but the focus should be on European countries, where we don't have any members.

11.2 Partner organisations have the following rights

- Partner organisations have permanent invitations to take part in certain Alliance Events (TM, evaluation event, and GC).
- They can have as many partnerships as they like (and Alliance members wish).
- They use the standard exchange system of the Alliance, as described in the Alliance Guidebook.
- They can propose update on all technical matters.

11.3 Partner organisations have the following responsibilities

- Partner organisations are responsible to follow and respect the Alliance philosophy (explained in the preamble of the Constitution), the Alliance Quality Charter, and follow the rules of the host organisations (before, during, and after the events).
- They have to pay not later than Technical Meeting the Partnership Fee to the Alliance budget.
- In case the partnership fee is not paid, the same rules than for the membership fees applies.
- They have to provide all necessary documents (program, evaluation, statistics, questionnaire, report, financial aspects, etc.) when requested.
- They have to inform the Internal Affairs Team of any change in their addresses and contact persons.
- In case the partnership fee is not paid, the same rules than for the membership fees applies.
- They have to provide all necessary documents (program, evaluation, statistics, questionnaire, report, financial aspects, etc.) when requested.
- They have to inform the Internal Affairs Team of any change in their addresses and contact persons.

11.4 **After three years in a guest status, an organisation should apply to become an Alliance partner.** In order to obtain this status it has to send a letter to Internal Affairs Team, and this application is brought for voting at the next GA. An absolute majority of the members present is necessary for approval of such an application. The organisations requesting the partner status are not invited to the GA. After the GA the Internal Affairs Team sends a letter to the organisation to inform them if they are accepted or not.

11.5 **The partnership status has to be reconfirmed every 5 (five) years** by a simple majority of the members present at the GA. If the partnership status is not reconfirmed, the partner organisation enters a one-year evaluation process as described in Article 11.6.

11.6 **The evaluation of the partnership** status should be initiated if the request of at least 5 (five) Alliance members is submitted to the Internal Affairs Team, this team identifies a specific need and/or the partnership status is not reconfirmed by the GA as described in Article 11.5. Alliance members are responsible for the evaluation of the cooperation with partners and the reconfirmation of their Partner status. Based on the outcomes of the evaluation, the partnership status is reconfirmed by a simple majority of the members present at the GA. If the partnership status is not reconfirmed in the first year, the partner organisation is contacted to get support by the network and its member organisations. The following year a new evaluation is

conducted. In case the partnership requirements are not met, the process of losing partner status may be initiated. This motion has to be supported by a simple majority of the members present at the GA.

11.7 After **losing the partnership status**, an organisation may apply for becoming a guest (see the procedure for becoming a guest). The organisation benefits from the same procedure as organisations renewing their Guest status.

12. Guests and guest organizations

12.1. **A guest organisation is a new organisation**, organising, or planning to organise, international voluntary service activities, which Alliance members would like to meet to start or develop partnership. Guest status entitles organisations to one-year participation to Alliance events. The main criteria for guest organisations must be the quality of the work and the potential of co-operation within the Alliance.

12.2. **The Internal Affairs Team and the host organisation can invite individuals and networks as guests** to the Alliance events. The Internal Affairs can invite organisations according to the membership policy paper.

12.3. **Guest organisations have the following rights:**

- A guest organisation has a one-year invitation (from GA to GA, including the TM), which consists of the preparation phase, co-operation and evaluation phases. This should be led by the tutor organisation.
- It can start as many partnerships as it likes (and Alliance members wish), and it is not limited to organisations which have supported its participation.
- To be supported to organize international voluntary service activities of a good quality in accordance to the Alliance Quality charter.
- An organization can be accepted as guest for a maximum of three years. It is expected that, after three years of being guest, an organization applies for partner status if it fulfils the criteria (see procedure for Partners).

12.4. **Guest organisations have the following responsibilities:**

- The guest organisations must follow the rules of the event,
- Be prepared for participation in the events (with assistance of the supporting members and/or Teams),
- Respect and follow the Alliance Quality Charter,

12.5. An **organisation interested in being invited to the Alliance events as a guest shall** contact at least five member organisations that will act as supporting members and provide the guest application form (Appendix 12) at least three weeks before the GA. Supporting member should send the "letter of support" to the Internal Affairs Team at least three weeks before the GA. The content of the message should contain the information as in Appendix 13. The organisation giving the "letter of support" should take responsibility to ensure that the guest is following the Alliance Quality Charter. As an exception, a new organization that wants to be invited to an Alliance event for the first time can be introduced by at least one supporting member to the Internal Affairs Team which shall decide using the provision of [Art. 12.2](#).

12.6. **At the General Assembly the members take a decision about the guest** applications one by one for the following year by absolute majority vote. One of the supporting members has to take the function of tutor of the guest for the following year. If there is no organization willing to take on this task, the organization can't be accepted as a guest.

12.7. **A guest organisation automatically loses this status after 1 (one) year** (from GA to GA). The organisation can apply to become a guest again and should provide data on exchanges with Alliance members and partners; if necessary the Tutor should provide additional feedback. At the General Assembly the members take a decision about the renewal. If the Guest organization doesn't show interest in renewing its status for at least two years the procedure stated in [12.5](#) applies.

13. Necessary Action Groups (NAGs)

A NAG is a temporary, self-organized group with a clear, time-limited and specific task to prepare, implement and complete. When an activity is essential for the existence of the network, it becomes a task for a NAG. These tasks can be either recurrent events that are necessary for the life of the network (GA, TM, Joint Meeting etc.) or **specific actions that the Alliance considers essential for its survival in the following year**.

Each NAG receives clear guidelines by the General Assembly, in order to complete its task. All this information is outlined in the **yearly Plan of Action** (output - expected outcomes/impact, success indicators to measure progress) and, in the case of events, also in the Standing Orders. The Plan of Action contains only the activities to be implemented by NAGs.

A NAG is responsible to secure the fundings for the completion of its tasks (for example to have internal physical meetings), unless it is decided by the GA that they can use Alliance own resources, therefore a budget is allocated to its task. It communicates regularly to the Alliance members.

The NAG is aiming for high quality, therefore the members are experienced on the topic and cover all the expertise needed to **complete the task on high quality**. It receives the support of other Team members that are not part of the NAG, when and if needed.

All individuals mandated by member organisations can form part of a NAG. Its composition depends on the expertise needed to complete the task. Members of the Teams and staff can also be part of a NAG. After the General Assembly and the approval of the Plan of Action, a call is sent out for the needed NAGs. There is no minimum or maximum number of members, nor there is a selection process. If during the year a NAG needs more expertise in the group in order to complete the task, new members can join based on the specific need.

The NAG dissolves once the task is completed.

14. Communities of Interest (Cols)

COLs are the fertile soil for new ideas and try-outs, with the aim to **develop the Alliance network** and at the same time **motivate new people to start** engaging and take more responsibility and ownership through tasks, projects, activities, campaigns, training, etc.

The reference document for the creation of a COL and for the development of its work, is the Strategic Direction: this document sets the priorities of the Alliance for the following 6 years and is adopted by the General Assembly of members. COL's projects are not part of the Plan of Action. In case they raise an issue or develop an initiative that is considered fundamental for the network, they can be translated into tasks of the next Plan of Action, where a NAG will be assigned.

For COLs there is space to make mistakes, incompleteness and failures. They can fail without putting in danger the survival of the network. An online platform allows members to see the existing COLs and their contact e mail. COLs can ask support from the Teams and other network bodies, but they are responsible for their activities, i.e.

COLs cannot impose responsibility on the Teams. COLs do not have a pre-set budget from the Alliance and they cannot as such request for financial resources to the network, unless they propose a task for the Plan of Action to be implemented by a new NAG in the following year.

Creation:

- They are formed respecting the Strategic Direction defined by the GA
- COLs can be created at any time along the year by individuals mandate by Alliance member organisations
- The Interface will crosscheck that the proposed COL is in line with the Strategic Direction and if yes, approve its launch
- There is no minimum or maximum number of members
- The possibility to join the COLs is promoted continuously by the member organisations in their own events as well as at Alliance and other IVS events, in a grassroot youth work approach.

Monitoring:

- The Interface is responsible for the COIs and it represents them at the General Assembly and other meetings
- COIs as such cannot make proposals to the General Assembly
- The Interface is supporting the COIs to preserve their results within the Alliance structures as well as to facilitate their members moving to NAGs and Teams positions.
- Interface makes a report to the GA about the last year's activities of the COIs Dissolution:
- COIs are not accountable, therefore if they stop doing their activities they dissolve naturally
- Completion of a COI means that all the actions are done, the results are evaluated and published (a report presented to the GA, the result is recorded in the Alliance archives).

COIs are the fertile soil for new ideas and try-outs, with the aim to **develop the Alliance network** and at the same time **motivate new people to start** engaging and take more responsibility and ownership through tasks, projects, activities, campaigns, training, etc.

The reference document for the creation of a COI and for the development of its work, is the Strategic Direction: this document sets the priorities of the Alliance for the following 6 years and is adopted by the General Assembly of members. COI's projects are not part of the Plan of Action. In case they raise an issue or develop an initiative that is considered fundamental for the network, they can be translated into tasks of the next Plan of Action, where a NAG will be assigned.

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