

Eurochild: Internal Rules¹

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¹ Incorporating the modifications adopted by the General Assembly of 17 June 2021 and amendments approved by the General Assembly of 16 November 2022

1. General

In accordance with article 18 of the Statutes, the Internal Rules may be drawn up and amended by the General Assembly upon proposal of the Management Board in order to implement and further detail the Statutes, to facilitate the regulation and management of the Association and to adopt internal proceedings to ensure the smooth functioning of the Association.

The most recent version of the Internal Rules dates from 17 June 2021.

The Internal Rules complete the Statutes and subordinate the latter. In the case of any contradiction between the Internal Rules and the Statutes, the latter shall prevail.

Unless set out otherwise in present Internal Rules, the definitions used in the Statutes shall apply *mutatis mutandis* in the Internal Rules.

2. Purpose and scope

The purpose of the present Internal Rules is to implement and further detail the Statutes of Eurochild with a view to ensure that Eurochild is equipped with the necessary tools to pursue and fulfil its Purpose and Object as set out in article 3 of the Statutes.

The present Internal Rules include amongst other (i) the Code of Ethics, (ii) Eurochild membership rules, (iii) practical rules governing the General Assembly, the Management Board, the President, the Vice-President, the Treasurer and the Secretary General of the Association, (iv) specific rules governing the Management Board Sub-Committees and the Working Groups and other Committees of the Association as well as (v) rules governing the involvement of children and young people in the working structures of Eurochild.

The Annexes to the present Internal Rules shall form an integral part of the present Internal Rules.

3. Code of Ethics

3.1 Purpose

Eurochild is a network of organisations and individuals working with and for children throughout Europe, striving for a society that respects the rights of children. Eurochild influences policies, builds internal capacities, facilitates mutual learning and exchanges practice and research.

Eurochild's work is underpinned by the United Nations Convention on the Rights of the Child (UNCRC) and guided by the principles of the best interests of the child.

In the framework thereof Eurochild has developed a Code of Ethics with the aim to reaffirm Eurochild's values as defined in Eurochild's Strategic Plan and to establish the general principles and operational standards which create a framework for the way in which Eurochild shall carry out its work.

The Code of Ethics is attached to the present Internal Rules under [Annex A](#).

3.2 Scope of application

The Code of Ethics will apply to the staff of the Secretariat, volunteers, interns, Members (when participating in the activities of the network or representing it) and the Management Board when carrying out its duties.

4. Eurochild membership

4.1 Membership categories

In accordance with article 4 of the Statutes, Eurochild has three (3) categories of members: (i) Full Members, (ii) Associate Members and (iii) Honorary Members (together referred to as "**Members**").

Each category of Members has the rights and duties as set out in article 4 of the Statutes.

Further details and practicalities on the rights and duties of Members are set out respectively in Annex B "Eurochild Members' Benefits" and Annex C "Eurochild Members' Commitments" of the present Internal Rules.

4.2 Membership types

In accordance with article 4.2.1.2. of the Statutes, the category of Full Members shall be subdivided into the following six (6) types of membership: National Partner Networks, National Organisations, International Organisations/Networks, Academic and Research Institutions, Public/Statutory Bodies and Child and Youth-led Organisations.

In accordance with article 4.3.1.2 of the Statutes, the category of Associate Members shall be subdivided into the following seven (7) types of membership: National Partner Networks, National Organisations, International Organisations/Networks; Academic and Research Institutions, Public/Statutory Bodies, Child and Youth-led Organisations and Individuals.

4.3 Membership fees

(a) Membership fee structure

In accordance with article 6 of the Statutes, the annual membership fees for Full and Associate Members are determined by the General Assembly on the basis of the size and the annual income (based on the most recent adopted annual accounts or financial report) of that Full Member or Associate Member.

Subject to the conditions laid down in article 6 of the Statutes and upon respective decision of the General Assembly, the annual membership fees can apply as a flat fee.

The level of membership fees for Full and Associate Members in each type of membership is reviewed regularly by the General Assembly on the recommendation of the Management Board.

The currently applicable membership fee structure that was approved by the 2013 General Assembly is the following:

I. Organisations in Full Membership, based on annual income	
< €100,000	€ 100/year
€100,000 - €250,000	€ 250/year
€250,000 - €500,000	€ 500/year
€500,000 - €1,000,000	€ 750/year

Over €1,000,000	€ 1,000/year
II. Academic and Research Institutions in Full Membership – flat fee	€ 250/year
III. Statutory bodies in Full Membership – flat fee	€ 500/year
III. Associate Members (including individuals and government department)	€ 100/year

(b) Membership fee payment

Membership fee payment will be requested annually by the Eurochild Secretariat with the means of a “Membership fee request for payment” document. They are sent at the beginning of each calendar year and Full Members or Associate Members are asked to pay within thirty (30) calendar days from the date of issue of the invoice.

If the payment of the membership fee is not received within three (3) months from the date of the issue of the invoice despite one (1) or several payment reminders, the amount will automatically be deducted from any outstanding expenses owed to the relevant Member (e.g. Travel expenses claims). If there are no out-standing expenses and no written explanation has been received within six (6) months from the date of the issue of the invoice, the Management Board will issue notification of, as the case may be, a final payment reminder giving an additional delay of thirty (30) calendar days to execute the payment. If, however, a Full Member or Associate Member is more than one (1) year in arrears with the payment of the membership fees as set out in article 6 of the Statutes in despite of the notification of a final payment reminder, an exclusion procedure may be initiated by the Management Board against that Full Member or Associate Member subject to the conditions laid down in articles 5.2.3 to 5.2.6. of the Statutes

(c) Fee compensation – Contribution in kind

The membership fee should not be a barrier for organisations to join or stay in membership of Eurochild.

If they are not able to pay the membership fee, Full Members or Associate Members can, under exceptional circumstances, make a contribution to Eurochild through commitment of time or resources to the annual work programme, which can compensate all or part of the fee. This is subject to agreement with the Secretariat at the beginning of the year and the approval of the Management Board.

These contributions can include work time, travel or other expenses that feed into Eurochild’s work programme, i.e. time spent for chairing a working group or for writing a report, making a translation, contributing to a publication, to a campaign, expenses for material, catering, accommodation that relate to a Eurochild event, publication, campaign (etc.) and were not covered by any grant.

Such contributions must always take the form of a special declaration and invoice sent to the Eurochild Secretariat and be accompanied by the necessary justifying documents (bills, time sheets, salary slips). All documents must be produced in adequacy with Eurochild ‘s financial standards.

(d) Fee reductions – exemptions

If any Full Member of Associate Member has difficulty in paying the membership fee and cannot compensate it as stated under this article 4.3. (c), the Secretariat can be contacted for a discussion about how to proceed. Only in exceptional circumstance the Management Board can consider to reduce or to exempt the membership fee on receipt of adequate written justification, submitted at the beginning of each calendar year (or at the point of application).

A reduction of twenty-five percent (25%) is granted to Full Member or Associate Members who are also in membership of a Eurochild National Partner Network. This reduction applies only to direct members of the National Partner Network.

New Full Members or Associate Members joining in the course of the calendar year may be granted by the Management Board a reduced membership fee or may be exempted from the membership fee depending on the number of months already elapsed that year on the day of approval of the admission by the General Assembly. Full Members and Associate Member will have access to their membership rights as set out in article 5.1.1. of the Statutes.

4.4 Admission of new Full and Associate Members

In accordance with article 5.1 of the Statutes, the admission procedure for incoming applications will be as follows:

- (a) Eurochild receives from the applicant **(i)** a completed and signed application form and **(ii)** the following accompanying documents (preferably in English or French):
- (A) if they apply for Full Membership:
- Current work Programme
 - Latest Annual Report
 - Most recent adopted annual accounts or financial report (to prove membership fee level)
 - Statutes of the applicant
 - Child protection policy of the applicant (if any)
 - A signed letter stating the organisation's commitment to the vision, missions, values and Purpose and the governing rules of Eurochild, including signing up for Eurochild's Child Protection Policy and Code of Ethics (following the Eurochild template)
 - A list of members and their addresses (if applicable)
- (B) if they apply for Associate Membership:
- Any available document from the above list;
 - CV (in case of individual applicants),

- and (iii) at least two (2) written references proving that the applicant is in "good standing" - these can be for example from peer or partner organisations, but preferably one (1) shall be from a current donor of the organisation (if applicable).
- (b) The Secretariat first checks the adequacy of the application and the accompanying documents (including required formalities and if at first sight the applicant meets the eligibility criteria). The applicant can be asked to resubmit the application with the required formalities or to submit further accompanying documents or material (for example video presentations of the applicant).
 - (c) The Secretariat gives its general recommendation to the complete application, not having responsibility of assessing the documents.
 - (d) The documents are sent to the Membership Sub-Committee of the Management Board or the membership reference persons appointed by the Management Board, at the latest two (2) weeks before the Management Board meeting. The Membership Sub-Committee or the reference persons prepare their recommendations for approval or rejection to the Management Board that should be circulated before the Management Board meeting. They can consult members of the Management Board (for example to have country-specific advice) or other Eurochild Members for ad hoc recommendation, or plan a virtual call or visits to the country of the applicant.
 - (e) Applications for Full or Associate Membership are assessed by the Management Board which prepares during its meeting a recommendation for decision by the General Assembly. As of this moment, the applicant shall be referred to as "candidate member". The Management Board submits the written application for Full or Associate Membership together with any accompanying documents or material and its recommendation for formal approval of the admission or rejection of the application to the next General Assembly.
 - (f) The applications submitted to the General Assembly include the written applications, accompanying documents or material and recommendations of the Management Board. Members can send their comments or questions on the applications to the Secretariat, prior to the General Assembly, within the deadline set in the convening notice. These will be answered or debated before or during the General Assembly, prior to the voting on the candidate members' admission, where possible with the input from the relevant candidate member.
 - (g) Candidate members whose membership admission is recommended are encouraged to participate in the General Assembly resolving upon their application. Depending on the format of the General Assembly, the Secretariat can propose other means to ensure that candidate members can introduce themselves and can receive questions from Members prior to the vote by the General Assembly on their admission.
 - (h) The General Assembly will review the applications and resolve on the formal approval of the admission of the candidate member as a Full or Associate Member of the Association or the rejection of their application. Once approved by the General Assembly the candidate members become Full or Associate Members. They are informed and:
 - (i) They receive a welcome letter and the request for payment of their annual membership fee. They are invited to follow Eurochild on the social media.

- (ii) Once the payment of their membership fee is received and subject to the conditions laid down in article 5.1.1 of the Statutes, they can benefit from all membership rights and services of their corresponding membership category (see also Annex B) and can engage in Eurochild activities.
- (iii) They are presented in a note in Eurochild newsletters about new Members recently approved by the General Assembly.
- (iv) They are committed to respect their responsibilities including committing to Eurochild values and membership fee payment.

In general, they shall have all rights and duties of their corresponding membership category as set out in the Statutes and in the present Internal Rules.

- (i) If the candidate member is rejected, a written explanation will be sent.

4.5 Membership upgrades

Except for the involvement of the membership reference persons appointed by the Management Board, articles 4.4. (a) to (h) of the present Internal Rules shall apply accordingly and with the necessary adaptations to the written request of an Associate Member for having its membership upgraded to Full Membership filed in accordance with article 5.1.2. of the Statutes.

4.6 End of Membership

Membership of Eurochild can only end in the situations and subject to conditions set out in article 5.2 of the Statutes.

5. The General Assembly

Without prejudice to articles 8.3 and 8.4. of the Statutes, the following practical formalities with respect to the registration to the General Assembly meetings shall apply.

The meetings are preceded by electronic pre-registration of all Members, guests and other participants, as detailed in the convening notice.

Immediately before the start of the meeting, Members, guests and other participants physically present are asked to sign the attendance list(s) at the registration desks set up at the location of the General Assembly meeting. The identity and attendance of Members, guests and other participants attending by electronic means shall be registered and verified electronically.

At the discretion of the Association, voting can take place by show of hand, by secret ballot, by electronic means in real time or via paper voting ballots.

If applicable, Full Member Voting Delegates receive the ballot forms for the Management Board election session, after signing the ballot distribution list. In addition, Full Member Voting Delegates holding proxies for other Full Member(s) need to sign the ballot distribution list (and shall receive the ballot forms) on behalf of each Full Member they represent. Full Members attending by electronic means can access their electronic ballot forms on the online meeting platform.

6. The Management Board

6.1 Role

The Management Board is the democratically elected governing body responsible for providing leadership and strategic direction to the Eurochild network, including holding periodic strategic planning processes, in addition to ensuring its proper management & administration. It is accountable to the membership and external stakeholders for delivery of the Association's Purpose and Objects as defined in the Statutes and Strategic Plan. Therefore, the Management Board has the responsibility for overseeing the work of the Secretariat and evaluating activities and their impact. In the same vein, it provides technical and substantive support to the Secretary General and other staff members of the Association. The Management Board is further responsible for ensuring a sound financial base and securing the Association's long-term financial sustainability. Accountability for Eurochild rests with the whole Management Board and it is their joint responsibility, independent of the position of each Management Board member.

The powers of the Management Board are set out in article 10.1 of the Statutes.

6.2 Composition

The rules on the composition of the Management Board are set out in article 10.2 of the Statutes. Without prejudice to article 10.2 of the Statutes, the composition of the Management Board shall reflect:

- (a) the geographical spread of the membership of Eurochild including representatives of Members from north, west, south and east Europe;
- (b) the diversity of the categories and types of membership (National Partner Networks, International Organisations/Networks, National Organisations, Academic and Research Institutions and Public/Statutory Bodies, Child and Youth-led Organisations, Individuals);
- (c) a good balance of knowledge, skills and experience among its members, including organisation management and development, child rights policy and practice, EU relations, fundraising and communication, among others. Detailed descriptions of specific roles within the Management Board are outlined in articles 7, 8, 9, 10 below; and
- (d) a diverse composition in terms of the gender, age, nationality, ethnic and religious background of its members. However, no additional quotas are imposed on the Management Board with respect to the aforementioned diversity criteria and this is left to the discretion of the Full Members.

To be eligible as a member of the Management Board, candidates must:

- (a) demonstrate a commitment to the values, vision and mission of Eurochild through his/her past individual achievements in the child rights sector in Europe and/or through his/her organisation's past involvement in Eurochild activities and events;
- (b) be available to attend meetings and to contribute time and energy to Eurochild's development;
- (c) meet the profile and skills for the vacancy or vacancies to be filled as established by the Election Committee (see also article 12 of the present Internal Rules).

6.3 Operational values

The Management Board and its members aim to apply the following operational values:

- (a) Effectiveness & efficiency: The Secretariat ensures effective communication tools / meeting organisation to support MB decision-making efficiency;
- (b) Transparency & accountability: Decision-making is transparent & documented;
- (c) Consensus oriented: Subject to article 10.6 of the Statutes, decisions will be taken by consensus wherever possible;
- (d) Participation: All Management Board members are expected to participate equally and actively in the Management Board and its decision-making process
 - (v) by attending the Management Board meetings on a regular basis having reviewed the supporting documents sent in advance of the meetings;
 - (vi) by chairing and participating in Management Board Sub-Committees;
 - (vii) by participating in the proposed decision-making processes including the written decision-making processes as laid down in the article 10.6.5. of the Statutes;
- (e) Rule of law: Belgian law applies in the governance of Eurochild;
- (f) Due care: all Management Board members shall at all times exercise their mandate with due care and act in the interest of the Association;
- (g) Responsive: The Management Board will endeavour to ensure decisions take account of the views & needs of Members & external stakeholders wherever possible.

6.4 Conflict of interest procedure

Article 10.7 of the Statutes sets out the conflict of interest procedure in case a Management Board member has a direct or indirect patrimonial interest or moral interest that is contrary to the interest of the Association.

For the purposes of article 10.7 of the Statutes a "patrimonial interest" means an interest of monetary value of a person who has directly or indirectly through business, investment or family: (a) an ownership or investment interest in any legal entity with which Eurochild has or plans to have a transaction or arrangement, (b) a compensation arrangement with Eurochild or with any entity or individual with which Eurochild has or plans to have a transaction or arrangement. Compensation includes direct and indirect remuneration as well as gifts or favours that are not insubstantial, such as any (1) consultancy, directorship, position in or work which attracts regular or occasional payments in cash or kind or (2) fee-paid work – any work commissioned for which the member is paid in cash or in kind.

For the purposes of article 10.7 of the Statutes a "moral interest" means: an interest based (a) on a person's values, political, philosophical and religious convictions or any other personal convictions, (b) on a persons' affective relationships or friendships.

7. The President

7.1 Role

Without prejudice to article 11 of the Statutes, the President shall:

- (a) provide overall leadership and direction to the organisation including developing and communicating the Association's culture, Purpose and Objects in accordance with the Statutes;
- (b) work in partnership with the Secretary General in delivery of organisational objectives. This includes support and advice regarding internal management of the Secretariat, setting appropriate goals for the resources available and ensuring Management Board members receive adequate and timely information for decision-making. With the Management Board the President is responsible for appraising the work of the Secretary General;
- (c) chair Management Board meetings & facilitate on-going communication between members of the Management Board and the Secretariat; plan the meetings with forward looking agendas; build an effective Management Board with complementary skills and experience; encourage the active engagement of all Management Board members;
- (d) chair General Assembly meetings and present the work of the Sub-committees to the General Assembly in accordance with article 13 of the present Internal Rules;
- (e) act as the principle spokesman/women of the Association;
- (f) participate in specific activities of Eurochild and the network of Eurochild, primarily on the request of Secretariat staff, or based on invitation addressed to him/her; and
- (g) ensure Eurochild's political representation, both in external relations and contacts with Members.

8. The Vice-President

8.1 Role

Without prejudice to article 12 of the Statutes, the Vice-President shall:

- (a) assist the President and replace him/her during his/her absence;
- (b) provide support and assistance to the President in carrying out his/her responsibilities; and
- (c) participate in specific activities of Eurochild and the network of Eurochild, primarily on the request of Secretariat staff, or based on invitation addressed to him/her.

9. The Treasurer

9.1 Role

Without prejudice to article 13 of the Statutes, the Treasurer shall:

- (a) support the Secretary General and Director of Finance in delivery of financial management;
- (b) ensure the highest standards in financial management and accountability of Eurochild are met;

- (c) ensure long-term financial planning with a view to Eurochild's ongoing development;
- (d) support the Secretary General in supervising the Secretariat's human resources in particular with regards to salary structures and annual appraisals.

10. Other responsibilities to be designated to individual Management Board members

Management Board members also play a role individually or in Management Board Sub-Committees (please see article 13 of the present Internal Rules) to support the overall development of Eurochild. Particular tasks include but are not limited to:

- (a) being an independent reference point for Secretariat staff in case of issues arising (policy or other);
- (b) being actively involved in the relevant Management Board Sub-committee; and
- (c) other tasks as necessary.

11. Secretary-General

In accordance with article 10.1.3. and 14 of the Statutes, the Secretary General in charge of (i) the daily management of the Association formally delegated to him/her by the Management Board according to article 10.1.3. of the Statutes and (ii) for any other special management or representation powers or tasks beyond said daily management powers regarding legal actions or legal acts involving the Association delegated to him/her according to article 10.1.2. of the Statutes.

Without prejudice to the legal definition of "daily management" included in article 10.1.3. of the Statutes, daily managing shall include amongst others:

- (a) to manage the Secretariat of Eurochild;
- (b) to prepare the agenda and convening notice of the Management Board meetings and General Assembly meetings with the support of the Secretariat and submit for approval to the President;
- (c) to hire and dismiss staff in accordance with the Association's staffing and HR policy and under the supervision of the Management Board;
- (d) to sign the daily correspondence;
- (e) to represent Eurochild in daily management matters vis-à-vis any public authority, administration or agency, including in particular the Legal Entity Register of the competent enterprise court, the Post Office, the telephony operator and any tax administration;
- (f) to sign any receipt for registered mail, documents or packages addressed to Eurochild through the Post Office, any express delivery service company or any other company;
- (g) to represent Eurochild vis-à-vis employers' organisations and trade unions;
- (h) to organise bids, call for tenders, consultancies and studies, sign contracts with service providers;
- (i) to manage the daily operations of the bank accounts of Eurochild and the relative saving accounts, and if required to open additional bank accounts;

- (j) to take any measure to run the general operations of Eurochild, including to sign contracts, deeds and commitments for goods, products and services necessary or appropriate to carry out the activities of Eurochild and its cost structure, in particular:
 - (i) those related to the arrangement, maintenance or repair of the premises and infrastructure and the general operation of Eurochild;
 - (ii) those related to information and communication activities;
 - (iii) those related to computer infrastructure, information systems and data processing;
- (k) to take any measure to run the operations of Eurochild including to sign contracts and manage tasks related to the management of funds allocated to strategic and policy activities of Eurochild, in compliance with the accounting and financial rules related thereto, in particular:
 - (i) grant Agreements, amendments and proceedings;
 - (ii) acts related to strategic activities;
 - (iii) acts related to publications; and
- (l) to take any action as may be necessary or advisable to implement the resolutions of the Management Board and of the General Assembly.

12. Appointment and election process

12.1 The Election Committee

(a) Role and purpose

An Election Committee shall be formed each time there is an election on the agenda of the General Assembly for the President, the Vice-President, the Treasurer or for ordinary members of the Management Board. It will review candidatures, make recommendations to the General Assembly and support the Secretariat with the election process in accordance with article 10.3 of the Statutes and this article 12 of the present Internal Rules.

(b) Composition

At the General Assembly of the year preceding an election, the General Assembly will appoint at least three (3) natural persons among the representatives of the Members, or if applicable, an Individual Member of Eurochild to constitute an Election Committee. These natural persons cannot be candidates or representatives of the same Member of a candidate to any of the positions for which the election will be held. Their mandate will last only for the elections at one (1) General Assembly. The composition of the Election Committee has to be renewed in advance of any election year.

If it appears that an Election Committee member is a representative of a Member who has also a representative running for election, the concerned Election Committee member is deemed to have resigned from its position in the Election Committee. If the number of the Election Committee members would after such resignation fall under the minimum number of three (3) Election Committee members, the remaining Election Committee members shall under these exceptional circumstances in

consultation with the Secretary General co-opt a replacement among the relevant representatives of the Members, or if applicable, an Individual Member.

(c) Working method

The Election Committee is not required to hold a formal meeting but can operate by e-mail and telephone or skype conferences. The members of the Election Committee should agree amongst themselves who of them will act as chair to initiate and establish communication in and meetings of the group, and liaise with the Secretariat for communication of decisions.

12.2 Election procedure

- (a) Bearing in mind the criteria for the composition of the Management Board as defined in article 10.2 and 10.3 of the Statutes and article 6.2 of the present Internal Rules, the Election Committee will determine the profile and skills for the vacancy or vacancies to be filled and communicate these to the Secretariat to be included in the call for candidates.
- (b) The call for candidates is open to:
- (i) representatives of Full or Associate Members, Associate Members that are Individuals or Honorary Members; and
 - (ii) representatives of candidate members for Full or Associate Membership, individuals that are candidate members for Associate Membership or candidate members for Honorary Membership, it being understood that (i) applicants for Full Membership or Associate Membership must already be recommended by the Management Board as a candidate member in accordance with articles 5.1.1. of the Statutes and (e) of the present Internal Rules and (ii) their eligibility for a Management Board position as laid down in articles 4.2.2.1, h), 4.3.2.1.,f) and 4.4.2.1.,f) of the Statutes will be effective from the moment the respective decision of admission as a Member of the Association is taken by the General Assembly. Such decision of admission will in any case take place prior to the vote on the election and hence the appointment of the President, Vice-President, Treasurer and/or of other ordinary Management Board members.
- (c) The Election Committee may approach potential candidates to submit their candidatures for the vacant Management Board position(s).
- (d) The Secretariat first checks the adequacy of the received candidatures and whether the accompanying and requested documents are relevant at first sight. Candidates can be asked to resubmit their application or send missing or additional accompanying documents, in order to fulfil the formalities of the candidature.
- (e) The Election Committee will receive a copy of all written candidatures for the vacant position(s) from the Secretariat, assess whether the candidates meet the criteria for eligibility and evaluate their credentials against the required profile and skills.
- (f) The candidatures for the vacant position(s) are assessed in complete independence by the Election Committee, which prepares its recommendations together with a list of the nominees for election as Management Board members for formal decision by the next General Assembly. Depending on the types and number of vacant positions open for elections and the number of nominees as well as in order to meet the rules

on the Management Board composition stated in article 10.2.1 of the Statutes and 6.2. of the present Internal Rules, the Management Board shall decide upon recommendation of the Election Committee on the ballot form(s) to be distributed in accordance with article 12.2. (i), (iv), (A) and/or (B) of the present Internal Rules .

- (g) Nominees for election that are recommended by the Election Committee are encouraged to participate in the General Assembly resolving upon their candidature for a vacant position.
- (h) Prior to the General Assembly, the Full Members shall receive all relevant documents related to the nominees for election as Management Board members and to the election process.
- (i) As the case may be, the General Assembly shall appoint the President, Vice-President, Treasurer or ordinary Management Board member as follows:
 - (i) The General Assembly will first resolve on the admission or rejection of new Members.
 - (ii) In a physical General Assembly meeting Full Members will receive their voting ballots on site upon registration at the General Assembly meeting.
 - (iii) Nominees for the position of President, Vice-President, Treasurer and/or ordinary Management Board members have the opportunity to introduce themselves during a short presentation, followed by a presentation by the Election Committee of their role, assessment process and recommendation.
 - (iv) The Full Members can vote on the nominees via the distributed ballot form(s), depending on the types and number of vacant positions open for elections and the numbers of nominees:
 - (A) on the ballot form(s) with the number of nominees less or equal to the number of vacancies open for election for the same position(s), the Full Member must indicate its vote (in favour (yes) / vote against (no) / abstain (abstention)) on the nominee(s) for each of the vacant position(s) of President, Vice-President, Treasurer and ordinary Management Board member individually;
 - (B) on the ballot form(s) for positions with more nominees than vacant places, the Full Member must indicate its vote on the nominee(s) by ranking the recommended nominees according to the Full Members' order of preference with 1 being the preferred nominee and the total number of nominees being the least preferred nominee. Nominees are ranked from 1 to the total number of nominees by inserting the respective number of preference against the name of each nominee. The ballot is only valid if the ballot form is fully completed and all nominees have been marked.
 - (C) The nominees with the lowest total voting score shall be appointed. In the event of a tie, the number of first preferences will be determining. If there remains still a tie, the number of second preference will be determining and so on.
 - (v) The ballot forms are dropped in a sealed ballot box provided for to that effect before the staff members and the tellers designated for this purpose leave the

room to count the voting ballots in a separate room. When available the voting results are announced by the person chairing the General Assembly meeting.

- (vi) After the election, the voting ballots are to held in a safe place at the registered office for period of sixty (60) days in a sealed envelope and can be inspected, on request of the nominees who stood for election. The voting results are also documented and kept electronically by the Secretariat.
- (vii) In a physical meeting and alternatively to the vote by ballot form, the vote can also be done by electronic means on site and in real time.
- (j) In case of a (semi)virtual General Assembly in accordance with article 8.3.4 of the Statutes a procedure complying with the voting principles as set out under this article 12.2.(i) above will apply. In such case, the Election Committee will oversee the electronic voting process. A certified voting report shall be prepared and annexed to the minutes of the General Assembly.

13. Management Board Sub-Committees

This article 13 of the present Internal Rules shall apply to all Management Board Sub-committees set up in accordance with article 10.1.1 e) of the Statutes (hereafter "**Sub-Committees**").

13.1 Role and purpose

The Sub-Committees support (i) the internal workings and the overall development of Eurochild and (ii) the delivery of the Management Board's obligations regarding governance and oversight as further set out in article 6 of the present Internal Rules.

Each year, the President shall produce a short statement on the scope and purpose of the Sub-Committee's work which will be presented during the General Assembly in order to inform the Members of Eurochild.

Sub-Committees shall, through its Chair, report directly to the Management Board on the Sub-Committee's work, discussions and recommendations at the Management Board meetings or by email between Management Board meetings if needed. Chairs of the Sub-Committees ensure proper communication and collaboration between the different Sub-Committees and between the Management Board meetings.

The purpose and tasks of each Sub-Committee set-up by the Management Board are further detailed in [Annex D](#) of the present Internal Rules and will be reviewed each year by the Management Board and updated as appropriate.

13.2 Composition

In accordance with article 10.1.1. e) of the Statutes, the Management Board has the power to set-up or dissolve Sub-Committees for an unlimited duration. The Management Board regularly reviews its existing Sub-Committees and has the power to dissolve the Sub-Committees at any time when it considers that these are no longer needed or desired.

The Sub-Committees consist of (i) members of the Management Board, of which one (1) is the Chair, (ii) Members and (iii) any other guests or experts upon receipt of an invitation. At least one (1) member of the staff is assigned by the Secretary General to assist the Sub-Committees' members, without that staff member or these staff members being a member of the respective Sub-Committee. The Secretary General oversees the work of the staff members

that are coordinating and supporting the work of the Sub-Committees and can at its own discretion participate in any of the Sub-Committees as appropriate.

The Sub-Committees may invite Members of Eurochild from outside the Management Board or other third party guests and observers, with a special interest or knowledge in the field of the Sub-Committee, as well as experts delegated directly by the President, from their own team, to participate and advise on their behalf.

13.3 Working method

Meetings are held virtually via electronic means (for example Skype, Zoom, Teams, etc.), by phone or by email. If possible, physical meetings can be held in connection to Management Board meetings or other Eurochild events. Each member of a Sub-Committee can ask for a meeting. A meeting should be called with one (1) week of notice unless circumstances indicate otherwise.

13.4 Conflict of interest

A member of a Sub-Committee cannot take part in Sub-Committee meetings in which that member is required to discuss, make a decision or to take a position on a matter on which that member has a patrimonial or moral interest that is contrary to the interest of the Association. Said member must inform the Chair of the relevant Sub-Committee and the President if such conflict of interest could arise.

13.5 Budget

The Sub-Committees have no separate budget, but can apply to the Management Board for funds to execute special tasks.

14. Working Groups and other Committees

14.1 Role and purpose

Working Groups support the internal workings of Eurochild in view of the implementation of work programmes or strategic plan. The duration and specific task(s) of the Working Group are defined by the Management Board (upon proposal by the Secretariat) in the terms of reference of such Working Group in accordance with the relevant work programme or strategic plan.

Committees support the internal working of Eurochild for specific areas or priorities related to the Association's governance and development. The duration and specific task(s) of the Committees are defined by the Management Board (upon the proposal by the Secretariat) in the terms of reference of such Committee.

14.2 Composition

In accordance with article 10.1.1. d) of the Statutes, the Management Board can set-up and dissolve Working Groups and Committees. The Management Board defines the need for a specific Working Group or Committee as well as its specific tasks and requests the Secretariat to launch the call or invite Members.

Working Groups and Committees are coordinated by the Secretariat and consist of Members. The Chair of a Working Group or Committee is appointed among its members. Working Groups and Committees may invite other third party guests with a special interest or knowledge in the field of the Working Group or Committee and experts, in an advisory or observer capacity.

14.3 Working method

Recommendations of a Working Group or Committee are recorded in minutes and reported to the Management Board.

15. Involvement of Children and Young People in Eurochild activities.

Based on the goals and structures outlined in Eurochild's Child Participation Strategy, applying the safeguards in Eurochild's Child Protection Policy and supported by Members, Eurochild involves children and young people directly in its work and activities. This involvement of children and/or young people may consist in the following:

- (a) participation in Eurochild events and activities;
- (b) participation in the General Assembly or the Management Board;
- (c) participation in Working Groups, Committees and Management Board Sub-Committees as members, guests;
- (d) contribution to Eurochild activities; or
- (e) external representation of the network.

16. Confidentiality

Members (including their representatives, Member Delegates and, if applicable, Full Member Voting Delegates), Management Board members (including the President, the Vice-President and the Treasurer), the Secretary General, the Secretariat, the members of Management Board Sub-Committees, Committees, Working Groups, Ethics Committee, Election Committee and any other staff member, external stakeholder, guest, expert or individual involved in the activities of Eurochild, shall be responsible for maintaining the confidentiality of confidential information (in particular information of personal or private character) sent to them in the framework of their duties or participation to activities, meetings or tasks of the Association and for returning, erasing or destroying all confidential information or files upon completing the duties or participation to activities, meetings or tasks, unless otherwise instructed.

17. Eurochild disclaimer

Eurochild Members commit, upon application, to Eurochild's vision, mission, goals and values as set out in its Strategic Plan.

Eurochild strives to ensure that its Members uphold Eurochild values and act in accordance with national and international legal standards. However, Eurochild cannot be held responsible for the positions or actions of any of its Members (or their employees).

The views and opinions expressed by individual Members, do not necessarily represent those of Eurochild unless officially endorsed.

Annex A: Eurochild Code of Ethics

1. FOREWORD

A message from Eurochild's Management Board

Every day, we at Eurochild strive to promote the rights and well-being of children and young people across Europe. To realise our vision of a society where children and young people can grow up as happy, healthy, confident and respected individuals, we engage in advocacy, membership exchange and research.

This Code of Ethics (the "**Code**") reflects our core principles and values that we wish to embody as an organisation. As such, our organisation is rights-based, membership-driven, learning-oriented, based on partnership and empowering. In order to achieve our Purpose, we attach special importance to the 7 Core Ethical Principles detailed in the Code.

As members of the Management Board, we promise to lead on the implementation of the Code across the organisation and to do our best to act as role models in everything we do.

We urge all of you, the membership, staff, interns and volunteers, to read, understand and comply with the obligations and standards set forth in the Code and all other Eurochild governing rules, materials, guidelines and policies. Our long term success will depend on how we accomplish our Objects and the trust we engender from our stakeholders and the people we serve.

We look forward to working with you in achieving our Purpose in full compliance with this Code and to build and grow our organisation together.

2. VISION, MISSION & CORE VALUES

Vision and Mission

Our vision is a society where children and young people grow up happy, healthy and confident and respected as individuals.

Our mission is to promote the rights and well-being of children in policy and practice through advocacy, membership exchange and research.

Core Values

Rights-based. Members have a shared commitment to the full realisation of the United Nations Convention on the Rights of the Child (UNCRC) as well as its associated Optional Protocols, General Comments and guidance.

A rights-based approach recognises the indivisibility and inter-connectedness of children's rights. It also requires that all rights are underpinned by 4 key principles: non-discrimination; the best interest of the child; right to life, survival and resources; and the right of the child to be heard in decisions affecting them.

Membership-driven. We are accountable to our Members through our governance structures. We use various membership engagement tools to ensure our work reflects members' expertise, needs and interests, and helps them achieve their goals. Members' engagement in our advocacy is especially important if we are to impact policies at EU and national levels. We also facilitate collaboration, networking and partnerships among Members.

Learning organisation. We are responsive to changing environments, be it in policy, research or the broader political or civil society sector. We are eager to learn from our mistakes and to change and adapt to new realities. We are committed to learning from the insight and experiences of children and young people, and adapting our work to reflect their ever changing realities and ensure maximum impact. We provide regular opportunities to reflect on and improve our ways of working in the Secretariat, governance structures and within the wider membership. We have a monitoring and evaluation framework which sets out our goals and expected outcomes.

Partnership. We seek to collaborate with other organisations and networks working towards the same goals and operating with similar values. We establish and participate in partnerships, alliances and umbrella networks where they bring added-value and we can contribute. We are transparent about our areas of interest and expertise, seeking to play to our strengths and to those of our partners. We regularly evaluate these external partnerships.

Empowering organisation. We aim to ensure Members have equal access to information and opportunities to participate fully in the network. This includes ensuring our outputs are accessible and understandable to a broad audience and finding more and better ways for Members to engage and, where appropriate, to take a leading role in implementing Eurochild's activities. Through our Child Participation Strategy, we will take account of the views of children and young people. We will build their capacity to engage meaningfully in our advocacy work and embed children's participation into our events and within our governance structures.

3. EUROCHILD'S CODE OF ETHICS

Introduction

Eurochild is a network of organisations and individuals working with and for children throughout Europe, striving for a society that respects the rights of children. We influence policies, build internal capacities, facilitate mutual learning and exchange practice and research.

Our work is underpinned by the United Nations Convention on the Rights of the Child (UNCRC) and guided by the principles of the best interests of the child.

This Code aims to reaffirm Eurochild's values as defined in Eurochild's Strategic Plan and establishes the general principles and operational standards which create a framework for the way in which we carry out our work.

The Code is not intended to provide an answer to every single ethical question which may arise in our work. Instead, it provides a set of guiding principles to follow when faced with an ethical dilemma which can help us to do the right thing. To help apply the Code, we have included a [guide to ethical decision making](#).

Before setting out the essential points of the Code, we want to address some of the questions that have arisen as we developed the Code.

Why create a Code?

Many organisations both in Europe and across the wider international community, have created ethical codes to guide them in their work. Like us, they see these codes as an important tool in creating shared values and principles which can unite and bring organisations and networks together to help fulfil a common purpose.

Why is ethical behaviour important for the Network?

Ethical behaviour or having a sense of integrity matters to us, as it is the key to develop and create trust in what we do and in our services and is the foundation for the long term sustainability of our network. Poor ethical behaviour will damage our reputation and risks our credibility with our stakeholders and the people we serve.

Who does the Code apply to?

The Code will apply to the staff of the Secretariat, volunteers, interns, Members (when participating in the activities of the network or representing it) and the Management Board when carrying out its duties.

How does the Code relate to our key procedures and processes?

The Code only provides the general ethical principles to follow when dealing with any matter. More detailed rules are laid out in the relevant procedures and internal regulations of Eurochild. These documents are referenced in the text of the Code with the relevant link.

How has the Code been developed?

The Code has been developed with the help of an external consultant, Berkley Associates, who worked closely with Secretariat staff and the Management Board. Its preliminary content has been discussed with members at General Assemblies in 2019 and 2020, and the draft Code has been circulated for written consultation with members. Eurochild's Children's Council has also been consulted on different aspects of the Code. Consequently, it is very much our Code - we all own it.

How is the Code organised?

The Code is organised in 8 key sections. Sections 1 & 2 deal with the Core Principles and how they apply to the structures we have established to manage the network. Sections 3-6 deal with our contacts and relationship with the outside world (external representation, professional relationships, dealing with sponsors and funders, working with children). Section 7 deals with how the Code will be implemented and covers the creation of an Ethics Committee, breaches of the Code and 'Speak-Up' provisions (voicing concerns). Section 8 covers how the Code will be approved and describes the review mechanism.

All provisions, statements, guidelines, principles and similar rules set out in this Code are without prejudice to the provisions of the Statutes and the Internal Rules other than this Code. In the case of any contradiction between the Code and the provisions of the Statutes or the Internal Rules other than the Code in this Annex A, the provisions of the Statutes or the Internal Rules other than the Code in this Annex A shall prevail in compliance with article 18.4. of the Statutes.

Section 1 – The Core Principles

This section covers the core ethical principles that govern the work of the network and apply to Members participating in the activities of Eurochild, members of the Management Board, staff members, interns and volunteers. These 7 Core Principles, inspired by the 4 behavioural norms detailed in [Eurochild's Strategic Plan](#), are not meant to constitute a closed list. Taken together, they make up our definition of ethics for the organisation, or to put it simply, they help us to do the right thing in any given circumstance, in accordance with our vision, mission and values.

We would also like to underline that the keystone of these principles is our commitment to the United Nations Convention for the Rights of the Child and to take action in line with the best interests of the child.

The 7 Core Principles are the following:

INTEGRITY: We share a common commitment to the values of Eurochild. We are respectful, courteous and act honestly and fairly towards each other, seeking to build trust and quality relationships within the network.

PROFESSIONALISM: We are committed to make a difference to the lives of children. We seek to apply and develop our professional skills in the best way possible to further the goals of Eurochild and our respective organisations.

COLLABORATION: We seek to find ways to reinforce each other's work and to create synergies between members and between members and the network as a whole, including staff.

NON-DISCRIMINATION: We treat everybody equally. We do not discriminate on any grounds. We will avoid any action or behaviour that might amount to harassment of any individual or group.

ACCOUNTABILITY: We take responsibility for our actions and understand and accept the consequences of them. We will always act in accordance with the law.

TRANSPARENCY: We are honest with ourselves either as individuals or as an organisation about the actions we are taking and whether those actions are consistent with Eurochild's Core Values and beliefs.

INDEPENDENCE: We shall act impartially and objectively in our work and make decisions based on the merits of each case, free from any outside influence. We shall always declare promptly any conflicts of interest² that might arise in our work in accordance with Eurochild's procedures on conflicts of interest.

Section 2 – The Core Principles and Our Operational Structures

This section deals with how the Core Principles described above, are applied to our operational structures namely, the Secretariat, the Management Board and the Membership.

2.1 The Secretariat

Our staff are a vitally important resource for the network to achieve its Purpose.

The Staff Handbook sets out the following operational and ethical values for the Secretariat: trust and respect, professionalism and commitment and a collaborative spirit and shared vision. These values are very much part of and are included in our Core Principles outlined above.

We expect Staff to observe in their work the following behaviours that put the above principles and values into practice. They will, in particular:

- Carry out their duties in good faith and to the best of their abilities. Staff shall be loyal to Eurochild and to do their best to promote its activities, as well as its vision, objectives and values.
- Act in accordance with the law and follow the procedures and processes that have been established by Eurochild for the proper management of its activities.
- Seek out the correct and ethical course of action with respect to any particular situation with which they are faced, in line with the values of Eurochild and the principles established in this Code.

² Defined as having a personal, family, financial or corporate interest which might conflict with your duties or obligations to the network.

- Support the management and each other and take responsibility and be accountable for their individual actions or decisions. Treat all persons whether inside or outside the network, with courtesy and respect.
- Build a service culture with the membership, supporting them in their work and communicating with them in an open and transparent manner. They shall ensure that all enquiries and requests for information from members are dealt with promptly in a professional manner.
- Be consistent and fair in the application of the rules and procedures of Eurochild that may apply to the membership. Staff shall treat all members the same regardless of the size, influence, status or resources of the organisation concerned.
- Act responsibly and not do, say or write anything that would harm or damage the good name or reputation of Eurochild. Promptly bring to the attention of the management any wrong doing or breaches of this Code in line with the provisions of Section 7 of this Code.

The above behaviours or standards apply to managers as well as to staff. Managers in addition, have a duty to treat their staff with respect, to provide a safe and supportive working environment (including respect for a healthy work-life balance), and to apply the personnel and human resources rules in a consistent and fair manner. Managers shall also listen to the concerns of their staff and promptly deal with any reports from them of illegal activities and wrong doing in accordance with the provisions of Section 7 of this Code.

All staff should be supported to put the principles and values into practice in their daily work, through individual supervision, team meetings, and internal Secretariat policies and guidance.

2.2 The Management Board

The role and function of the Management Board is governed by the Statutes, as well as by the Internal Rules. The latter defines the Management Board as “the democratically elected governing body responsible for providing leadership and strategic direction to the Eurochild network.” It is accountable to the membership and external stakeholders for the delivery of Eurochild’s Purpose and Object, as defined in the Statutes and Strategic Plan. The Management Board oversees the work of the Secretariat and ensures that the network has a sound financial base in order to secure its long term sustainability. The Management Board is elected by the General Assembly which also appoints its officers including a President, who provides its leadership and overall direction. However, independent of the position of each Management Board member, accountability rests with the whole Management Board and it is their joint and several responsibilities.

The Internal Rules established operational values³ for the Management Board which reflect the Core Principles, detailed in Section 1 of this Code. We expect that the activities and behaviour of the Management Board will comply with these values and principles. In particular, the Management Board and each Management Board member will:

- Perform their tasks and responsibilities with due care and attention in accordance with their mandate and Belgian law. They shall ensure that all the activities of Eurochild put the interests of the child first.
- Ensure that Eurochild has put in place the procedures and policies to properly govern and manage its activities in line with standard business practices. These procedures and policies

³ These cover; Effectiveness and Efficiency, Transparency and Accountability, Consensus Oriented, Participation, Rule of Law, Due Care, Responsive.

shall be in writing, clearly articulated and in an accessible format and in line with the mission and values of the network including this Code.

- Oversee the work of the Secretariat and ensure that it is properly evaluated and monitored. Where necessary or required by law, such monitoring shall be supported by the use of outside experts or auditors.
- Ensure that the network has the necessary human and financial resources to carry out its work and secure its future.
- Investigate and act decisively where problems or issues are revealed or reported to them. All decisions of the Management Board shall be made in a transparent manner and properly recorded.

2.3 The Membership

Eurochild would not be able to accomplish anything without the support and actions of its Members – they are the lifeblood of the organisation. The abiding principle and philosophy of the network is that all Members are equal regardless of status, influence, size and resources.

The rules, rights and duties of Members are set out in the Statutes and the Internal Rules. We expect that the behaviour of each Member will reflect these rules as well as the Core Principles described in Section 1 of this Code. In particular, each Member will:

- Commit to the vision, mission and goals of the network and wherever possible, participate in its activities including meetings.
- Promote their membership of Eurochild. Wherever possible, put the needs of the network first and not to influence decisions of the network on the basis of purely personal or corporate interests.
- Keep the Secretariat informed of the activities and developments in their organisation and ensure that all reports are submitted on time in order to meet the planning cycles of the network.
- Contribute to the financial sustainability and well-being of Eurochild by promoting its activities and events and ensuring that membership fees are paid on time.
- Respect each other and the staff of the Secretariat and not do anything that would bring the name and reputation of Eurochild into disrepute.
- To try to resolve conflicts and disputes between Members or between Members and the staff of the Secretariat, amicably in line with the Core Principles. In particular, in resolving disputes, it shall be guided by the principle of putting the needs and interests of Eurochild first.
- Commit to ensure child protection in all their work with children and young people, either by signing up to and complying with Eurochild Child Protection Policy, or by complying with their own existing child protection policy which is in line with that of Eurochild.

Section 3 - External Representation

Without any prejudice to the legal representation rules laid down in articles 15 of the Statutes, external representation covers representing Eurochild at events, conferences and seminars, participating in

meetings with other organisations or institutions or government bodies (for example, meetings at the European Commission, the European Parliament, United Nations working groups or committee meetings, national, regional or local government or bodies, etc). It may also cover participating in press conferences or interviews. External representation may be carried out by a staff member as part of their duties, by a Management Board member, or by a network Member who has been requested to represent Eurochild. If you are called upon to perform representative duties, you should bear in mind that the Core Principles of Integrity, Professionalism, Accountability and Transparency will apply. In particular, the following points should also be observed:

- Act in accordance with the mandate and any specific instructions or guidelines that you have been given. Check with the Secretariat where you are not sure whether what you are intending to do or say is in line with the official position of the network.
- Ensure that you represent the official viewpoint of the network and not only your own personal opinion or that of your organisation to which you belong.
- Do not do or say anything that would damage the good name or reputation of Eurochild.

Section 4 – Working with Others

In order to carry out the activities of Eurochild, it may be necessary to use outside experts, consultants, suppliers (including hiring hotels and conference centres and caterers), and service providers such as computer technicians, auditors and lawyers, etc. This section covers the general ethical principles that should be observed when dealing with these outside suppliers. In applying our Core Principles to these type of activities, it is important to underline that the good name and reputation of Eurochild matters and that our suppliers and service providers should also be treated ethically and correctly (with respect, politeness and courtesy).

The following points should be emphasised:

- Suppliers should be appointed in accordance with transparent procedures where the decision is based on the principles of objectivity, impartiality and equal treatment.
- Decisions on selection of suppliers or service providers should take into account their social responsibility principles and practices. Eurochild should not knowingly engage with third parties with unethical policies or practices.
- A staff member or network Member shall not take part in any decision relating to a supplier or service provider where he/she has a conflict of interest with respect to that organisation.
- Any supplier has the right to be treated fairly and equitably which includes receiving a contract or written confirmation of the work to be carried out or the service to be delivered. The supplier shall be paid on time in accordance with its contract or written arrangement unless there is a genuine dispute about the quality of the services delivered.
- The independence of decision-making of Eurochild should not be put into question by accepting gifts or hospitality from a supplier or service provider unless this is done with the express written authorisation of the management or in accordance with any rules on gifts and hospitality established by Eurochild.

Section 5 – Funders and Sponsors

In carrying out its activities, Eurochild may wish to seek funds from outside organisations whether as sponsorship or as a grant to cover the activities and expenses of the project concerned. This may

involve seeking funding from public bodies such as the European Commission or from corporate partnerships and philanthropy (foundations and trusts). Decisions on funding and sponsorship are governed by the Core Principles of Integrity, Transparency, Accountability and Independence. These principles are explained in the network document, Eurochild Fundraising Ethics. Decisions relating to sponsorship must be taken in an objective and impartial manner in line with Eurochild's mission, core values and the principles set out in this Code.

The following practical points should be born in mind when dealing with funders and sponsors, in particular Eurochild will:

- Only engage in partnerships with funding partners and sponsors who align with or share the mission and vision of the Association and help it to achieve its Purpose and Object.
- Not work with companies or institutions that are involved in activities that might damage its reputation or bring it into disrepute. Consequently, by way of example, without the intention of creating a limitative list, offers of sponsorships from tobacco, alcohol, gambling and the arms and defence industries (including foundations set up on their behalf), will be rejected.
- Not endorse or give the impression that it is endorsing any product of the sponsor or corporate donor. However, the sponsor may mention the fact that it is supporting the work of the network.
- Ensure that sponsorship or funding arrangements are covered by a written agreement which sets out clearly the terms of the sponsorship or grant arrangement. As a general principle, Eurochild will not accept money by cash or cheque from a sponsor although there may be exceptions to this rule to take account of local circumstances.
- Ensure that where the sponsor works with children or carries out activities involving children, it has in place adequate child protection policies similar to those of Eurochild, especially its Child Protection Code of Conduct.
- Abide by the terms of the sponsorship agreement and ensure that where reporting is required under the terms of any grant agreement, it is accurate and timely and reflects the activities and costs incurred.
- Review funding and sponsorship proposals on a case by case basis in line with the principles detailed in this Code. Existing arrangements will be reviewed on a regular basis to ensure that the requirements of this Code are being complied with.

Section 6 – Working with Children

Eurochild accords great importance to the direct participation of children and young people in its work. As a network underpinned by the UNCRC we are committed to ensuring that all children (defined as anyone under the age of 18) regardless of their background have the rights, information and space to be able to express their views and communicate effectively with other children and adults. This entails allowing children different ways of expressing themselves both offline and online. A special emphasis is put on supporting access for more vulnerable groups and ensuring diverse representation. Free from coercion and pressure, children are always participating completely voluntarily in all Eurochild activities.

To ensure no harm occurs in any situation to children and young people during their involvement in Eurochild activities, Eurochild has developed a [Child Protection Policy](#). Being regularly reviewed, it

ensures the highest standards of professional behaviour and personal practice when working with children. It includes a Code of Conduct to guide ethical and proper standards of behaviour of adults towards children, and also of children towards other children.

Eurochild Members working directly with children and young people are required to sign up to and comply with Eurochild Child Protection Policy, or demonstrate they have their own child protection policy which meets or exceeds the standards contained in that of Eurochild.

Eurochild will also ensure that any supplier or service provider that it uses which will have contact with children in connection with the services it shall deliver, agrees to abide by the terms of its Child Protection Policy, especially the Child Protection Code of Conduct.

Eurochild's Child Participation Strategy set out the network's commitment to embed child participation in its activities and decision-making. We recognise that children are the experts of their own experiences and, when being adequately supported are very capable of expressing their needs, concerns and ideas. The Child Participation Strategy outlines the structures and the activities in which children are involved and the goals we want to achieve. It also provides guidance regarding the selection of children, their training and preparation, recognition and certification, their involvement in communication activities, and how we monitor and evaluate our child participation work. It aims to make our work directly accountable to children and young people by facilitating safe, fun and meaningful participation throughout our activities.

Section 7 – Implementation of the Code

This section gives a brief description of how the Code will be implemented by Eurochild and covers the setting up of an Ethics Committee, dealing with breaches of the Code and Speak-Up provisions.

7.1 Ethics Committee

An Ethics Committee will be established by the General Assembly. Its role will be to oversee and review the implementation of the Code and to provide advice and guidance to the Secretary General and the Management Board about ethical issues as they may arise during the implementation of the activities of Eurochild. The Ethics Committee shall be comprised of up to a maximum of five (5) members to be appointed by the General Assembly for a period of three (3) years. Members of the Ethics Committee can be drawn from any category of membership and may include outside experts nominated by the Members or the Management Board. The precise definition of the tasks of the Ethics Committee and its operational procedures, shall be defined in a detailed document to be proposed by the Management Board and approved by the General Assembly. Such a document shall provide for an annual report of the Ethics Committee which shall summarise its activities throughout the year concerned.

The Ethics Committee is not a disciplinary body and will not be involved in deciding on penalties for breaches of the Code. However, it may be consulted by the Secretary General (for staff) or the President of the Management Board (for Members) for its advice on whether a particular case could amount to a breach of the Code.

7.2 Breaches of the Code

Breaches of this Code may involve sanctions or penalties which shall be set out in the Statutes and Internal Rules (for Members) and in the Staff Handbook (for the Secretariat staff). For Members, serious breaches of the Code may involve exclusion of the Member concerned. Breaches of the Code shall be investigated in accordance with the procedures established in the Eurochild Statutes, Internal Rules and other governing rules.

7.3 Speak-Up / Whistleblowing Procedures

Eurochild supports a Speak-Up culture and encourages Members as well as all staff, including interns and volunteers, to come forward to voice concerns, point out problems or just to suggest ideas for improvement. The first point of contact for staff (including interns and volunteers) will be their line manager, except when the conflict involves the line manager in which case they should contact the Secretary General, or a Management Board member, in case the Secretary General is concerned. For Members, the President of the Management Board will be the first point of contact, except when the conflict involves the President, in which case another member of the Management Board should be contacted.

We all have a responsibility to speak up if we see something happening in Eurochild which might be unethical, potentially harmful or which could damage the reputation of the organisation. Anybody raising a concern in good faith will not be subject to sanctions and the complaint will be treated as confidential by the person receiving the complaint - normally the persons indicated above.

Further information on this Code of Ethics may be obtained from the following persons:

For staff (including interns and Volunteers): Jana Hainsworth Secretary General
(jana.hainsworth@eurochild.org)

For the Membership: Membership Officer
(membership@eurochild.org)

Section 8 – Approvals and Reviews

This Code of Ethics was approved by the Management Board on the 12 April 2021 and by the General Assembly on 17 June 2021.

This Code of Ethics will be subject to a comprehensive review every five (5) years counted from the date of its approval by the General Assembly. Outside of such a review, it may be amended by the General Assembly upon a proposal of the Management Board or the Ethics Committee contained in their annual report.

Annex B: Eurochild Members' Rights and Benefits

1. Information services: access to newsletters and Members-only webpages, dissemination and promotion of Members' activities

Receive the Info Flash

Through the Info Flash (Members only newsletter), Eurochild members are notified about practical initiatives that have an impact on the implementation of children's rights, specific issues concerning children, as well as relevant events and calls.

Terms and Conditions of the use of the Eurochild newsletters and of its contents

Eurochild provides its Members newsletters on a regular basis. Although all information are thoroughly checked and analysed for accuracy, Eurochild cannot be held responsible should some information not be accurate.

Members are encouraged to disseminate public information provided by Eurochild. Internal news that can only be accessed through the Members-only webpages, can only be shared within the Eurochild network. In both cases the information must be credited.

Access to the Members' room

Members can access the Members' room in the Eurochild website that also offers a wealth of information on Eurochild's work and events, as well as calls, funding opportunities, information about all Members, access to previous newsletters and other resources.

Terms and Conditions of the use of the Eurochild Website

Members are permitted to download copy or print any part of the website, with the provision that it is solely for their own personal use or for the use in their organisation and with no commercial bearing.

Although all information are thoroughly checked and analysed for accuracy, Eurochild cannot be held responsible should some information not be accurate.

Each Member is given a login and password for access to the Member's only part of the website. This login and password is meant to be used only within the organisation or by the individual Member him/herself. It shall by no means be communicated to any other organisation or person.

The images used by Eurochild on its website are images that Eurochild has the right to use for its promotion following a copyright agreement with the individuals and companies having the authorship. Therefore, Members are entitled to use them only in a clearly stated Eurochild framework.

Promotion of Members' activities

By being part of Eurochild, Members enhance their experience and expertise both in policy and practice at European level and also promote their organisation towards the EU institutions.

Eurochild promotes its Members and their activities through its information services and advocacy work – including Members' lists published via the website and newsletter – to specific articles, spotlight on the website, exhibition stands at Eurochild Conferences, participation in external events... Members are invited to share their updates, events, publications and projects with the Secretariat. These news items will be published on the website, shared on social media and through the newsletters.

Translation of Eurochild documents

Eurochild does not have sufficient human resources in its Secretariat to take care of translating Eurochild's information into other European languages but can provide some funding for these translations if they can be taken care of by some of its Members whether internally or by subcontracting to another supplier.

The Members who will monitor the translation will be chosen according to their interest in carrying this out, and will conclude a signed agreement with Eurochild.

The translated texts, which will be chosen according to the interests of the Members of the same language group, will then be distributed.

2. Networking and exchange services: participation in Eurochild Working Groups and events, partnership searches etc.

Participation in Eurochild's activities and decision-making

Networking and exchange of information and good practice between Eurochild Members take place through

- Eurochild's Working Groups;
- The General Assembly: Full Members' participation is essential to reach the necessary quorum for decision-making;
- The Eurochild Conference, and the workshops and study visits organised on this occasion;
- Other in-person or online activities or events.

Members participate in Eurochild events at reduced cost and they may be given sponsorship for travel and accommodation for their participation under certain conditions, which are specified when the registration to each event is sent. Full Members have priority and sponsoring is granted on a first come first served basis.

Funding opportunities and partner searches

- Through newsletters, Members are notified of funding information and calls for proposals;
- Members are supported with finding partners and given advice on proposals for EU funding opportunities;
- Members can be invited to represent Eurochild at external events (travel expenses can be covered by Eurochild);
- The Members' room also offers members support for networking as it references the areas of activity of Eurochild Members and thus allows them to identify potential partners.

3. Influence policy: contribute to policy positions, access Eurochild materials, contribute to external events, consultations etc.

Members are encouraged to endorse and use the outputs and resources of the network and agree to participate in group discussions regarding the implementation of the outcomes of Eurochild's work with other Members.

- The advocacy Eurochild does at European level has repercussions at national level. Eurochild supports the national advocacy of its Members and aim at mirroring its EU advocacy and policy with the national priorities.
- Eurochild often consults its members when drafting their answers to consultations or other policy papers. Members are expected to provide feedback on these questions as often as

possible. This enables Eurochild to base its replies on practice at national level and echo Members' concerns within the European institutions in Brussels.

- Eurochild issues papers and policy briefings to support advocacy work at national level and produces regular policy briefings on specific areas of interest to Eurochild. Eurochild advises Members on influencing policy makers and produce draft letters to be translated and sent to relevant officials at national level.

All material is available on the Eurochild website or in the Members' room.

4. Training and capacity building: membership exchange seminars, training and capacity building activities

- Networking and exchange with other Members allows Eurochild Members to learn from each other, share good practice and thus strengthen their capacity in their work;
- Eurochild Members can be invited to participate in trainings, other capacity building activities, or study visits that allow them to evaluate how other practitioners work and learn from their good practice;
- Eurochild supports the creation and the development of the capacity of national networks through its National Partner Networks membership type and offers targeted support aiming at strengthening their work. This also reinforces the collective capacity of Members at national and European level.

Annex C: Eurochild Members' Commitments

1. Sign up and commit to Eurochild's vision, mission, values, Purpose and governing rules

When sending their application for membership, applicants sign up and commit to Eurochild's vision, mission, values and Purpose. Applicant Members should also submit their child protection policy or sign up to the Eurochild Child Protection Policy and commit to developing their own child protection policy. They also sign up to commit to Eurochild's Code of Ethics.

Eurochild Members comply with Eurochild's Statutes, Internal Rules and other governing rules and decisions.

2. Participate in Eurochild's working structures, events and activities, including participation in the General Assembly

Members are expected to participate:

- in Eurochild's Working Groups and Committees according to their areas of interest or expertise.
- in the General Assembly: Full Members' participation is essential to reach the necessary quorum for decision-making.
- in the Eurochild Conference or other flagship events of Eurochild.
- in Eurochild activities, providing feedback on how these bring added-value to their work and impact, or on what can be improved.

3. Contribute to Eurochild's financial sustainability and independence

Membership fees structure

The membership fee for each category of Members other than Honorary Members is in principle based on the Members' size and annual income or subject to flat fees, unless determined otherwise in accordance with article 6 of the Statutes and article 4.3. of the present Internal Rules.

When applicable, Full Members or Associate Members are asked to send the Eurochild Secretariat a copy of their most recent annual accounts when they are published, as well as a copy of their annual report by June of each year to membership@eurochild.org. This will be used to set the membership fee amounts of the following year

Payment of the membership fee

Membership fees are required:

- To ensure the credibility of Eurochild and to demonstrate the commitment of Full Members and Associate Members to the organisation;
- To contribute to Eurochild's financial independence thereby giving the organisation greater autonomy to define and implement its own priorities and activities.

Full Members and Associate Members have a responsibility towards the ongoing development of Eurochild's financial sustainability through the payment of their membership fees in compliance with article 6 of the Statutes and article 4.3 of the Internal Rules.

Contribute to Eurochild's financial sustainability

We encourage Members to give extra contributions to the Eurochild budget by giving staff cost, translation costs or other expenses (travel, accommodation). They are also encouraged to make donations and raise funds for Eurochild.

4. Promote their membership of Eurochild and contribute to the visibility of Eurochild's work and impact

Advertisement of their membership

Members are strongly encouraged to advertise their membership of Eurochild by displaying the "Eurochild member" logo on their website. National Partner Networks are also expected to display the National Partner Network logo on the website.

Representation of Eurochild at external events

Eurochild is regularly invited to external events. Members can be specifically mandated to represent Eurochild at some of these events. For this purpose, Eurochild will send them a briefing/ feedback note explaining the subject that will be discussed during the meeting and the position that Eurochild would like to take on this occasion. Members are expected to send their feedback on the meeting to feed in the information of Eurochild, as well as the details of the potential members met on this occasion.

Promotion of membership to Eurochild

Members are expected to encourage other organisations and individuals concerned with an interest in the rights and well-being of children in Europe to become Members of Eurochild. Details of organisations/individuals that are interested to apply for membership should be sent to the Secretariat. Eurochild provides tools for recruitment that are available in the Members only web pages and on request to the Secretariat.

5. Proactively inform the Eurochild Secretariat of their activities and provide their annual report and financial reports every year

Members send information on their activities to the Secretariat

All Members are asked to send information on their activities, partner searches, events etc. to the Eurochild Secretariat, at info@eurochild.org so the information can be circulated through Eurochild's information tools.

Members send their annual reports including annual accounts to the Secretariat

All members are asked to send the Eurochild secretariat a copy of their annual accounts when they are published, as well as a copy of their annual report by June of each year to membership@eurochild.org

6. Not knowingly or negligently act in a way that could discredit Eurochild or bring it into disrepute

Members must not, whether knowingly or negligently, act in a way that could discredit the Eurochild network or lead to a possible loss of public confidence in it.

Members should not use the Eurochild logo in a way or in a context that could discredit Eurochild.

Members should use the Eurochild logo only in documents/statements/information that are issued and approved by Eurochild or in the framework of an agreement with Eurochild (for joint event publicity, joint statements etc.) and on special agreement of the Secretariat.

7. Sign up to Eurochild's Child Protection Policy

As of the 2017 General Assembly, applicants for Eurochild membership will be asked to demonstrate the existence of their own child protection policy which meets, or goes beyond, that of Eurochild. If no child protection policy is in place, they will be asked to sign up to Eurochild's child protection policy and demonstrate their commitment to develop their own child protection policies and procedures, which reflect the local context and legal framework.

Existing Members will also be asked to send the Eurochild Secretariat their own child protection policy and/or sign up to Eurochild's child protection policy that reflects the local context and legal framework.

Annex D: Sub-Committees of the Management Board

Last updated on 16 November 2022

1. Finance and Fundraising Sub-Committee

Purpose and Tasks

The Finance and Fundraising Sub-committee has the responsibility to guide on adjustment and improvement of the Eurochild financial procedures and to provide guidance regarding the development and implementation of the fundraising strategy, supporting the needs of the network. The Sub-Committee's work supports the Management Board in ensuring a sound financial base securing the Association's long-term financial sustainability and monitoring financial risks. In accordance with the Statutes, Internal Rules and Strategic Framework the general tasks of the Sub-Committee includes:

- (a) review financial reports prepared by the Director of Finance and/or Secretary General on actual expenditures compared to budget and develop proposals for the Management Board in case of any issue/ need;
- (b) as appropriate develop proposals to the Management Board on Budget/Forecast adjustments when over-spend/under-spend are noted;
- (c) oversee development of Eurochild's policy on approval of expenses, submit its recommendations to the Management Board & monitor implementation of such policy on behalf of the Management Board;
- (d) inform on the needs and preconditions for setting up a successful fundraising strategy and implementation plan;
- (e) inform the Management Board about potential financial risks and help monitoring them;
- (f) support the development and implementation of the fundraising strategy by guiding staff members of the Secretariat with related responsibilities and developing proposals for the Management Board and by supporting fundraising activities as appropriate;
- (g) support staff members of the Secretariat with related responsibilities in setting priorities for funding in identified key areas;
- (h) provide guidance to the Secretary General and develop proposals to the Management Board related to salary scales and salary structure of the Secretariat, when necessary jointly with the Staff & HR Sub-Committee of the Management Board.

The Finance and Fundraising Sub-Committee is chaired by the Treasurer.

2. Governance Sub-Committee

Purpose and Tasks

The Governance Sub-Committee has the responsibility to support development of Eurochild's governance rules, procedures and processes, as well as delivery of the Management Board's related obligations as set out in Eurochild's Statutes and Internal Rules. It develops proposals for the Management Board and provides guidance to the Secretary General and Secretariat staff members with related responsibilities.

Without prejudice to the relevant provisions of the Statutes, Internal Rules and the Belgian Code on Companies and Associations, general tasks of the Governance Sub-Committee will include:

- (a) make assessments and develop proposals to the Management Board in order to ensure its compliance with all legal, financial and statutory requirements;
- (b) assess any compliance issues for Eurochild and develop proposals for the Management Board;
- (c) monitor the delegation of authority to the Secretary General and other staff;
- (d) provide guidance and develop proposals on Eurochild's governance policies and procedures in line with best practice and good governance principles;
- (e) regularly assess functioning and efficiency of the General Assembly and Management Board and develop proposals on improving procedures of these governing bodies;
- (f) ensure development of robust and effective organisation-wide conflict of interest and complaints procedures;
- (g) ensure development and monitor use of organisation-wide risk management procedures and develop related proposals for the Management Board;
- (h) develop proposals on implementation of Eurochild's Code of Ethics, including on the definition of the tasks of the Ethics Committee and its operational procedures;
- (i) collaborate with the Ethics Committee and support the delivery of the Management Board's related obligations regarding resolving conflicts between members and/or ethical issues;
- (j) provide guidance and develop proposals to the Management Board on organisational policies;
- (k) make recommendations to the Management Board on any changes to governance practices that the Sub-Committee regards as necessary or desirable.

The Governance Sub-Committee is chaired by the President.

3. Staff & HR Sub-Committee

Purpose and Tasks

The Staff & HR Sub-Committee has the responsibility to support development of the Secretariat staffing & HR policies & practices, as well as delivery of the Management Board's related obligations as set out in Eurochild's Statutes and Internal Rules. It develops proposals for the Management Board and provides guidance to the Secretary General and Secretariat staff members with related responsibilities.

Without prejudice to the relevant provisions of the Statutes, Internal Rules and applicable Belgian legislation, general tasks of the Staff & HR Sub-Committee will include:

- (a) provide guidance to the Secretary General on HR management and staffing, in particular in relation to staff well-being and Secretariat effectiveness;
- (b) provide guidance to the Secretariat, support the Secretary General in development of proposals and make recommendations to the Management Board regarding the Secretariat's staffing & HR policies and practices;
- (c) review and recommend updates to Eurochild's staff conflict resolution policy;

- (d) advise the Secretary General in case of conflict upon her request and appoint a staff liaison person from amongst its members, in accordance with the related policy;
- (e) provide guidance to the Secretary General and develop proposals to the Management Board related to salary scales and salary structure of the Secretariat, when necessary jointly with the Finance and Fundraising Sub-Committee of the Management Board;
- (f) make recommendations to the Management Board on any changes to HR policies or practices that the Sub-Committee regards as necessary or desirable.

Given the related responsibilities of the Treasurer outlined in the Internal Rules to support the Secretary General in supervising the Secretariat's human resources, the person elected to that position shall be invited to be member of the Staff & HR Sub-Committee, or to attend relevant meetings.

4. Membership Sub-Committee

Purpose and Tasks

The Membership Sub-Committee has the responsibility to guide review and improvement of Eurochild's membership strategy and policies and support their implementation in accordance with the Statutes, Internal Rules and Strategic Framework. This includes the following general tasks:

- (a) conduct first assessment of membership applications and membership upgrade requests and formulate recommendations for approval or rejection for the Management Board;
- (b) provide guidance to membership reviews and prepare proposals for the Management Board recommendations on the development of Eurochild's membership model and strategy;
- (c) upon request or its own initiative, develop proposals for the Management Board and/or provide guidance to Secretariat staff members with related responsibilities in relation to the implementation of Eurochild's membership policies.