

## IR Internal Rules of Procedure

Organization: CDN

Resolution date: 12.12.2024

Agenda item: 3. Organisational and Internal Documents

### Motion text

#### 1. Introduction:

1. These rules of procedure are supplementary and subordinate to the Statutes of Cooperation and Development Network Eastern Europe, hereinafter referred to as CDN.
2. These rules of procedure regulate the implementation of the Statute.
3. In case of contradiction between the Statute and the Rules of Procedure, the former shall prevail.

#### 2. General Assembly Rules of Procedure:

1. The rules of procedure for the efficient realization of the General Assembly (GA) shall be shown and explained at the beginning of every General Assembly.
2. GA announcement and preparation:
  1. The location of the General Assembly is to be decided by the Executive Committee based on an open call for the host organisation of the CDN General Assembly.
  2. The open call for the host organisation has to be sent at least 120 days before the General Assembly by the Secretariat.
  3. If the capacity allows, the study visit for potential host organisation should be organised at least 45 days before General Assembly.
  4. The open call for amendments on the documents of CDN, open call for new Member organisations and the open call for new Executive Committee members have to be sent at least 60 days before the General Assembly by the Secretariat.

- 25 5. These open calls are to be sent together with relevant  
26 applications and other relevant information included.
- 27 6. The collection of all open calls, applications, working group  
28 reports and other internal documents needed during the  
29 preparation of the General Assembly is included in the file  
30 called CDN General Assembly preparation – internal documents,  
31 available in the Secretariat.
- 32 7. Changes of these internal documents from 2.2.6 are subject to  
33 the EC decision and all of these changes should be presented  
34 to the following General Assembly.
- 35 8. Application procedures for membership, and observership:  
36 ■ The Executive Committee has to formulate a report on the  
37 membership application. This report must be written  
38 along the membership criteria.
- 39 ■ The membership application has to be put on the agenda  
40 of the General Assembly.
- 41 ■ Representative of a candidate which is running for  
42 membership, or observership has to present the  
43 application. If no one to present the organisation is  
44 present on the GA, someone from the EC has a mandate to  
45 do it.
- 46 ■ After the presentation of the application, one EC member  
47 has to report from the Executive Committee on the  
48 application membership to the General Assembly
- 49 9. The draft agenda has to be decided by the Executive Committee.
- 50 10. The announcement of the date and location of the General  
51 Assembly has to be sent out by the Secretariat to all member  
52 organisations 90 days in advance of the General Assembly. The  
53 official invitation to the General Assembly including a draft  
54 agenda has to be sent out 90 days in advance.
- 55 11. Each member organisation shall inform the Secretariat of the  
56 names of their representatives at 45 days before the General  
57 Assembly. Each Member and organisation can send as many  
58 representatives as it can afford.
- 59 12. Every second delegate of MOs and POs has to pay participation  
60 fee of 10 EUR, unless they are younger than 25.
- 61 13. Any member organisation may propose changes on the agenda. If  
62 the proposal is sent five days before GA it has to be  
63 circulated through the Network.

- 64 14. Amendments to the documents of CDN and resolutions can be  
65 submitted by the Executive Committee, any Member organisation  
66 or working group 15 days prior to the GA.  
67 1. In case of amendments to amendments as well as  
68 amendments to the resolutions the compromise can  
69 be  
70 reached between the proposers during the GA and a  
71 new  
72 version/alternative can be suggested.
- 73 2. Emergency resolutions can be submitted after the  
74 deadline but no later than the opening of the General  
75 Assembly. The Executive Committee should decide if  
76 the  
77 resolution is eligible to be discussed and voted on.
- 78 15. Applications for new Member, and Observer organisations and  
79 applications for new Executive Committee members have to be  
80 submitted according to the Open call latest 30 days prior to  
81 the GA.
- 82 16. If the minimum criteria from the Statutes are not met, the  
83 Open call will be extended till the first day of the GA.
- 84 17. Amendments on the documents of CDN, applications for new  
85 Member and organisations and applications for new Executive  
86 Committee members (together with other necessary documents  
87 requested in the call) will be sent to the Network at least 10  
88 days before the General Assembly if sent to the Secretariat  
89 until that point.
- 90 18. The legal fulfilment of all obligations of the General  
91 Assembly described in Statutes and the IRPs has to be  
92 validated by 2/3 majority of the present organisations before  
93 the start General Assembly. This is verification that GA is  
94 entitled to make valid decisions according to the quorum  
95 prescribed by the Statutes and IRPs.
- 96 19. At least 30 days before the General Assembly Presidency,  
97 consisting of at least 3 and maximum of 6 persons, is to be  
98 selected by the EC of CDN and ratified by the GA. The main  
99 responsibilities of the Presidency is to:  
100
- chair the meeting;
  - give word to the presenters;
  - read out the amendments;
  - moderate the discussions;

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- 101                   ■ make the call for voting;
- 102                   ■ count votes after each voting;
- 103                   ■ make sure that voting and elections are taken according  
104                   to the IRPs and Statutes
- 105                   ■ take down the minutes of the GA
- 106           20.   The presidency members cannot be running for any positions, or  
107           be members of organisations that are running for membership of  
108           CDN, they should be unbiased and cannot make content-related  
109           comments regarding any of the candidates or amendments.
- 110           21.   The General Assembly has to approve the final agenda before  
111           any further proceedings can take place.
- 112           22.   Once approved, the agenda can be modified during the General  
113           Assembly by 2/3 majority.
- 114           23.
- 115                   EC recommends the number of members to be elected for the new  
116                   EC. This recommendation should be announced in the call for  
117                   the EC candidates. The General Assembly confirms the decisions  
                  by 2/3 majority.
- 118   3.   Voting and elections:
- 119           1.   Every Member organisation has two votes on the General  
120           Assembly. Votes can be distributed between one or two  
121           delegates attending General Assembly. Candidates for the  
122           Executive Committee do not have voting rights.
- 123           2.   Unless otherwise determined, votes are taken by showing the  
124           voting card. If any of the delegates propose secret voting it  
125           should be put on vote and if passes by simple majority, secret  
126           voting should take place
- 127           3.   Each delegate entitled to a vote shall have a voting card.
- 128           4.   Elections for EC and candidate MOs, POs and OOs must be by  
129           secret voting.
- 130           5.   The quorum can be questioned at any time by any delegate.
- 131           6.   Definition of voting majorities:  
132                   ■ Present votes at the General Assembly: all registered  
133                   votes at the beginning of a General Assembly;

- 134                   ■ Supermajority : At least 2/3 of present votes;
- 135                   ■ Absolute majority: 50% plus one vote of present votes;
- 136                   ■ Simple majority: the highest number of all present
- 137                   votes.
- 138           7.    In principle, all decisions must be made with an absolute
- 139                   majority of vote, unless determined otherwise. Only final
- 140                   adoption of the organisational documents (IRPs, Political
- 141                   Platform, Statutes) require 2/3 majority.
- 142           8.    For the membership in CDN as a MO/OO a 2/3 majority in favour
- 143                   of the present votes at the General Assembly is required.
- 144           9.    For the election of the Secretary-General, a candidate must
- 145                   secure a majority of all present votes at the General
- 146                   Assembly. In the event that no candidate achieves an absolute
- 147                   majority in the first round, a second round of voting will be
- 148                   conducted. If, after the second round, no candidate secures a
- 149                   majority, the candidate with the highest number of votes will
- 150                   be selected for the position of Secretary-General. In the case
- 151                   of a tie among candidates in the second round, subsequent
- 152                   rounds of voting will occur until one candidate obtains a
- 153                   majority.
- 154           10.   For becoming member in the CDN Executive Committee a 2/3
- 155                   majority in favour of all present votes at the General
- 156                   Assembly is required.
- 157           11.   If more candidates secure a 2/3 majority of votes in favor
- 158                   than there are available seats, the candidate with the highest
- 159                   number of votes in favour will decide.
- 160           12.   If one or more candidates get less than 2/3 majority in favour
- 161                   of all present votes at the General Assembly,

162    4.    **Minutes:**

- 163           1.    The Minutes are to be written by members of the presidency.
- 164                   The Minutes are to be passed on from the Secretary General
- 165                   within 21 days after the end of the General Assembly to all
- 166                   Member and organisations.
- 167           2.    The Minutes of the General Assembly has to include all
- 168                   resolutions, decisions, motions and votes together with the
- 169                   necessary explanatory information.

170 3. The list of the delegates is annexed to the minutes of the  
171 session.

172 **3. Executive Committee rules and procedures:**

173 1. After the end of the General Assembly, the new Executive Committee  
174 shall have its first meeting together with the members of the former  
175 Executive Committee.

176 2. The summary of the minutes of the live EC meetings has to be  
177 published latest 30 days after the EC meeting, unless there are  
178 justified circumstances and accompanied by an explanation by the  
179 Secretariat.

180 3. On every Executive Committee Meeting the last meeting's minutes  
181 should be checked and approved.

182 4. Each physical meeting should be announced to the Network at least 15  
183 days prior to the meeting and regular e-meeting time should be  
184 published at website

185 5. Comments, suggestions and proposals can be sent by any MO and these  
186 motions have to be discussed during the meeting.

187 6. Each Executive Committee Meeting has a standard form for the Agenda  
188 of the Meeting. This form should be completed and sent to the EC  
189 list at least five days prior to the meeting.

190 7. The Agenda should be annexed by documents and information needed to  
191 further explain points of the Agenda.

192 8. The list of issued calls and report of official correspondence  
193 should be prepared for every Executive Committee Meeting.

194 9. The Executive Committee can make decisions on a non-objection basis  
195 between the meetings, unless requested otherwise by one of the EC  
196 members or by the Sec-Gen and in that case this issue has to be on  
197 the Agenda on the following Executive Committee Meeting.

198 10. In case of EC member's unnotified absence for over 30 days, the rest  
199 of the EC has a right to co-opt a new person until the end of their  
200 mandate upon:

201 ■ exhausting the means of reaching out to the missing EC member;

202 ■ informing the Member Organisations about it.

203 1. The new EC member should be co-opted by consensus of all the  
204 remaining EC members after a dedicated discussion. When  
205 possible, the new EC member will be elected in a democratic  
206 way, via online election of registered delegates. This person  
207 should be satisfying the EC candidate criteria stated in the  
208 previous GA calls.

- 209 11. In case of EC member's notified absence for more than 45 days, the  
210 EC has right to co-opt a new person based on the same principles as  
211 in the previous point. Exceptions can be made for force majeure  
212 situations like war, etc.
- 213 12. In case of SS violation or harm to the organisation by an EC member,  
214 their continuation or termination of mandate can be decided by a 2/3  
215 majority vote within the EC. If SS violator is a member of the  
216 secretariat, their contract may be terminated by a 2/3 majority vote  
217 from EC. The person who is subject to vote does not participate in  
218 the voting, and the 2/3 majority is defined by the number of members  
219 in the EC with a voting right.
- 220 13. The procedure for decisions on non-objection basis:  
221 ■ A deadline shall be set by the Secretary General for the EC  
222 members to give their vote on the issue concerned.
- 223 ■ In case one of the EC member does not give their vote in due  
224 time, their vote will be automatically counted as positive  
225 (approval).
- 226 ■ Derogation from this is accepted only if the respective EC  
227 member has announced in advance to the rest of the EC and  
228 Secretariat that they will not be available for communication  
229 for a certain period of time that coincides with the decision-  
230 making period.
- 231 ■ In this case the decision is either postponed until all EC  
232 members are available or the vote of the absent EC member will  
233 be counted as they specify in their note of absence
- 234 14. The Executive Committee can establish financial regulations  
235 concerning travel expenses for participants at any CDN activity or  
236 meeting of CDN bodies within the confines of the Financial Plan.  
237 Unless other financial regulations are decided upon by the EC the  
238 general rule for all CDN events is that participants who are subject  
239 to reimbursement can only get reimbursed for their travel costs only  
240 in the case of 85% of their attendance of official programme  
241 (exceptions can be made under adequately justified circumstances).
- 242 15. These financial regulations have to be transparent to all which are  
243 subject to that.
- 244 16. The Executive Committee should comprise of 5-7 people with different  
245 responsibilities::  
246 ■ Chairperson
- 247 ■ Treasurer
- 248 ■ Secretary

249 ■ eventually Vice-Chairperson

- 250 17. Further responsibilities and tasks are defined by Internal  
251 Delegation Order, which outlines the authority granted to one or  
252 more individuals to make decisions on behalf of CDN, as well as the  
253 procedures involved, where applicable. It is adopted by the  
254 Executive Committee on an annual basis with 2/3 majority, detailed  
255 procedres are defined within the document.
- 256 18. The Treasurer is obliged to make a financial update to the EC at  
257 every physical meeting (including general expenditures and incomes).  
258 The treasurer also presents a detailed annual financial report to  
259 the MOs and POs at the General Assembly at the end of their mandate.
- 260 4. These Executive Committee positions are to be chosen by Executive  
261 Committee members from amongst themselves and this decision, alongside  
262 adopted delegation order, has to be published after the first in-person EC  
263 meeting.
- 264 5. In case of the lack of capacities, the Executive Committee has a right to  
265 delegate a person outside of the EC (member of MO, OO, alumni, WG member,  
266 etc.) to represent CDN on certain occasions. A written report has to be  
267 presented to the Executive Committee during 10 days after the end of the  
268 event.
- 269 6. All EC members should be coming from the countries of Central and Eastern  
270 Europe and located in the countries of Central and Eastern Europe, or the  
271 neighbouring regions (EU/EEA, North Africa, Middle East, Central Asia)  
272 during the whole mandate. An exception can be made if EC member travels to  
273 different region for a maximum of 2 months period. In case this is not  
274 satisfied, the EC has the right to replace this EC member according to  
275 point 3.1.10.
- 276 7. All Executive Committee Members are obliged to respect and represent the  
277 wider interests of CDN and not solely represent the interests of their  
278 organisation.
- 279 8. Executive Committee tasks include the following:
- 280 ◦ Making strategic and political decisions concerning the organisation  
281 during their term - based on the strategy and CDN's best interest;
  - 282 ◦ Contribute to the implementation of Activity Plan, shaping and  
283 adhering to the political direction while ensuring alignment with  
284 the strategy;
  - 285 ◦ Maintaining close and continuous communication with Member  
286 organisations;
  - 287 ◦ Monitoring work-flow of CDN structures;;
  - 288 ◦ Representing and promoting CDN during its and partners' activities;



- 289           ◦ Actively participating in the regular online and in-person EC  
290           meetings .
- 291           ◦ Keeping track of the well-being of CDN's Office
- 292 **9. Study visits**
- 293   1.    The study visit is the tool to get an overview of an organisation.
- 294   2.    The EC mandates one or several persons to perform the study visit.
- 295   3.    Project study visit is obligatory for every international project  
296       and activity of CDN and it must gather all necessary information  
297       concerning the activity, capability and ability of an organisation  
298       especially concerning their obligations as a host organisation  
299       (including the preparation, facilities, local circumstances and  
300       hosting environment of the activity).
- 301   4.    At the end of the study visit, the appointed persons have to send  
302       the report on the study visit to the members of the EC, not later  
303       than 45 days after the study visit. The report has to provide clear  
304       and objective picture of the situation so that, based on that  
305       Report, the EC members can make relevant decisions.

306 **10. Member, and Observer organisations:**

- 307   1.    The definition of Member and organisation is explained in detail in  
308       the Statutes.
- 309   2.    Observer organisations have the right to fully participate in CDN's  
310       events and Working Groups. Furthermore, observer organisations have  
311       the right be present at the General Assembly. Reimbursement of  
312       travel costs to statutory meetings will be done according to CDN's  
313       financial possibilities. Observer organisations are not necessarily  
314       bound to Eastern Europe geographically but express interest in the  
315       political and topical issues of the region and want to get involved  
316       and contribute to CDN.
- 317   3.    Criteria for becoming a Member, or Observer organisation:
- 318       1.    General criteria:
- 319           1.    Youth organisation (NGO, Youth wing of Green party,  
320               youth movements, youth of organisations that are  
321               dealing  
              with issues applicable with CDN aims)
- 322           2.    Do not need to be registered, but statutes needed

- 323 2. Sustainability criteria:  
324 1. Not one project-based organisation
- 325 2. Democratic structure (as understood by the GA on an  
ad  
326 hoc basis)
- 327 3. Value and issue criteria:  
328 1. Compatible with CDN Political Platform
- 329 2. Open for Green values as a whole, even if actions are  
330 streamed towards specific issues
- 331 4. All Member, and Observer organisations must name one contact  
332 person from their organisation and provide contact details to  
333 the Secretariat.
- 334 5. Member, and Observer organisations can send comments,  
335 suggestions and proposals to the EC or Secretariat at any  
336 time. EC or Secretariat has to reflect to this motion latest 7  
337 days after receiving.
- 338 6. Dismissal and suspension of Member, or Observer organisations  
339 is explained in detail in the Statutes.

340 **11. Working groups and Action teams:**

- 341 1. The Executive Committee may set up a Working Group if the following  
342 conditions are fulfilled:
- 343 ■ The initiative working group is active for one year and had at  
344 least two meetings;
- 345 ■ Working on a specific topic or goal to achieve that is  
346 according to the Political Platform of CDN and its objectives;
- 347 ■ It has its own aims, goals and has activity plan for the  
348 following year;
- 349 ■ It consists of at least 3 members from different Mos, OOs or  
350 other organisations or interested individuals from different  
351 countries;
- 352 ■ The Executive Committee is keeping the right not to set up the  
353 Working Group even if the conditions above are fulfilled. In  
354 that case is EC has to formulate and published the reasons for  
355 that;

- 356 ■ It is recommended that one EC member is a member of the  
357 Working Group. If there is no EC member in the Working Group  
358 EC has to choose one of its members to follow its work. The EC  
359 has to follow the main developments in the WG and be always  
360 able to update the rest of EC regarding changes in the WG.
- 361 2. The Working Group should have at least one meeting per year.
- 362 3. Working Groups are obliged to send a report on their activities and  
363 plans to the General Assembly.
- 364 4. Working Groups can propose project ideas to the EC and develop them  
365 further with the consultative role of the Project Coordinator and  
366 the EC responsible. CDN will then can apply for the project in the  
367 WG name, the project coordinator will be selected by the Executive  
368 Committee.
- 369 5. Executive Committee can terminate the Working Group if there is  
370 violation of CDN Statutes, IRPs, or Political Platform, if there is  
371 no activity for a year and no initiative for the following year, or  
372 on the wish of the Working Group itself.
- 373 6. Each WG has a right to propose to the GA a social media campaign  
374 that should last a maximum of 2 months. In case the campaign becomes  
375 part of the CDN activity plan, the videos, pictures, texts and any  
376 other materials that will be uploaded on CDN social media, should be  
377 sent to the EC for comments at least 2 weeks before the start of the  
378 campaign and the whole campaign, including the visual identity and  
379 content, should be reviewed and confirmed by the EC and/or  
380 Secretariat.
- 381 7. Action Teams are comprised of three or more people who collaborate  
382 to accomplish specific aims or objectives within the organisation.  
383 These teams are formed to initiate and execute projects, actions, or  
384 campaigns aimed at advancing CDN's mission and goals. Action Teams  
385 operate under the guidance and approval of the Executive Committee,  
386 ensuring alignment with the organisation's Political Platform.

## 387 12. Prepteams:

- 388 1. Prepteams are temporary bodies for the planning, organisation and  
389 follow- up of specific projects.
- 390 2. Prep team members are selected by the EC via an open call. In case  
391 of prep team member opting out, EC can co-opt a new prepteam member.
- 392 3. At least one EC member should be part of the prepteam and be a  
393 communication person between prepteam and EC.

- 394 4. Prepteam can take decisions regarding the project independently and  
395 can consult EC for a support or in case of internal problems.

396 **13. Office rules and procedures:**

- 397 1. The daily work of the Network is carried out by the  
398 Office/Secretariat under the responsibility of the Secretary  
399 General.
- 400 2. The Secretary General is elected for a two-year term by the General  
401 Assembly. Pre-selection of candidates is carried out by Executive  
402 Committee in accordance with the delegation order. Candidates not  
403 selected by the Executive Committee can still run for the position  
404 and present themselves at the General Assembly minding that they  
405 will not have support of the Executive Committee. Final decision is  
406 made by the General Assembly. The term of the Secretary General may  
407 be extended once but cannot exceed two terms in total. The duration  
408 served as an "interim Secretary General" does not count toward the  
409 official mandate duration.
- 410 3. The Secretary General is responsible for the legal representation of  
411 the organisation; managing the secretariat; coordinating the work of  
412 the Executive Committee; supervising the HR processes; supervising  
413 statutory activities; overseeing finances with the relevant employee  
414 and a treasurer; overseeing external communication; keeping good  
415 communication with partners and relevant stakeholders; representing  
416 the organisation to 3rd parties; tracking and monitoring major  
417 political and social developments throughout Eastern Europe.
- 418 4. The Secretary General has to be selected by the 2/3 majority of the  
419 Executive Committee.
- 420 5. All members of the office are appointed by the Executive Committee  
421 based on the proposal by the Secretary General. EC cannot dismiss  
422 any member of the office without the consultation of the Secretary  
423 General.
- 424 6. The office is responsible for:  
425 ■ Daily Management of the organisation;
- 426 ■ Supervising of development and responsibility of all formal  
427 contract obligations of projects towards funders;
- 428 ■ External communications with 3rd parties (administrative  
429 responsible contacts) i.e. fundraiser, organisations;
- 430 ■ Coordination and facilitation of the CDN Activity Plan and  
431 Strategy Statement;

- 432                   ■ Support of the EC work and facilitation of EC meetings;
  - 433                   ■ Reporting of all of its responsibilities to the EC;
  - 434                   ■ Other duties and responsibilities of the office are explained
  - 435                   in the internal documents of CDN and secretariat contracts.
- 436       7.       The detailed explanation of the work and responsibilities of the
  - 437       members of the office are written and described their contracts.
  - 438       8.       The Executive Committee has to publish an open call for candidates
  - 439       for any paid position longer than 3 months.
  - 440       9.       Short term employees for up to 3 month can be excluded from the open
  - 441       call.
  - 442       10.      The selection criteria for an employee will be decided by the
  - 443       Executive Committee.

#### 444 14. **Age limitations in events and structures:**

- 445       1.       Participants of CDN events can't be older than 35 at the moment of
- 446       applying, while only 15% can be older than 30;
- 447       2.       Prep Team members can't be older than 35 at the moment of applying
- 448       for PT, while only 1/4 can be older than 30;
- 449       3.       EC members can't be older than 35 in at the moment of applying for
- 450       EC, while only 1/4 can be older than 30
- 451       4.       Office members can't be older than 35;
- 452       5.       WG members should not be older than 35;
- 453       6.       Members of temporary structures (presidency, electoral committee,
- 454       etc.) can't be older than 35 years old;

#### 455 15. **CDN Events**

- 456       1.       In order to minimise the environmental impact of our events, all
- 457       participants, PT members, EC, office, guests and trainers should be
- 458       travelling by land to CDN events, in case their trip would last less
- 459       than 15 hours. An exception can be made for people that have health-
- 460       related issues, or urgent obligations that do not allow them to have
- 461       long travels (e.g. work, exams, etc.).
- 462       2.       At events CDN and LPT should strive for participants to have
- 463       sustainable and nutritiously balanced vegan or vegetarian diet,

464 unless they require different nutrition based on their medical  
465 requirements.

## SP Safe Space Policy

Organization: CDN

Resolution date: 12.12.2024

Agenda item: 3. Organisational and Internal Documents

## Motion text

### 1 Introduction

2 Cooperation and Development Network Eastern Europe is a capacity-building  
3 network comprised of different youth and green-minded organisations from Eastern  
4 and Central Europe. Fighting for a Green movement is our common goal but at the  
5 same time, we acknowledge that we differ a lot based on the diverse cultural  
6 environments we come from. In addition, patriarchy/sexism/ nationalistic  
7 discourses are highly embedded in our societies, therefore the creation of a  
8 safe space is a crucial component for CDN activities in helping to dismantle  
9 existing power structures and challenge oppressive mechanisms. This way we  
10 ensure the creation of a welcoming environment where participation is equalised  
11 for all despite the ethnicity /religion/ sexual orientation/gender identity/  
12 class background and different abilities of all (participants, Executive  
13 Committee, Prep Teams and Office).

14 In general, Safe space policies are the rules by which a community agrees to  
15 behave. They help in guaranteeing that everyone feels free to express themselves  
16 and help prevent some of the problems common in our societies (such as racism,  
17 sexism, transphobia, etc.) from becoming part of the community.

18 This document provides an overview of what safe spaces are, the definition of  
19 inappropriate behaviour, and what key principles/mechanisms should be followed  
20 when establishing such spaces in CDN's activities and structures (CDN Executive  
21 Committee and Office, Prep Teams and Working Groups). This document is developed  
22 by a Working team comprised of some of the members of CDN Executive Committee/  
23 Secretariat/ Gender Working Group, and adopted by the General Assembly as an  
24 internal document of CDN in 2021. CDN aims to create a respectful, understanding  
25 and open space, and we encourage everyone, from organisers to participants, to  
26 be pro-active in creating an atmosphere where the safety of everyone is  
27 validated.

28 This document is a result of consecutive meetings of the Working team throughout  
29 the period between November 2020 - February 2021. The document refers to  
30 experiences documented by previous CDN EC members and Secretariat, who have  
31 recorded cases where safe space was breached at CDN activities. Guidance has  
32 also been taken from other similar youth-oriented organisations, which have  
33 documents in establishing safe spaces, and we are grateful towards all the  
34 organisations who shared with us their resources (see more on page 12).

35 This document is just a set of mechanisms/ techniques for constructing a safe  
36 space environment but is not a definitive document. We welcome you all to give  
37 us feedback and further suggestions for ensuring safe space at the following  
38 email address: [office@cdnee.org](mailto:office@cdnee.org).

## 39 Types of unacceptable behaviour

40 In this chapter, we will explain the types of behaviours that violate the safe  
41 space as a whole and which we aim to prevent. In case of recognizing some of  
42 these behaviours, please report to Safe Space Persons (SSP). We are aware safe  
43 space is an individual perception, and this list contains general behaviours,  
44 whilst other violations are not excluded. Any other situations that are not  
45 mentioned here but would lead to someone feeling uncomfortable, unsafe or  
46 excluded will be assessed as a violation of safe space and people are welcomed  
47 to voice them out.

48 Disclaimer: This chapter contains examples of unacceptable types of behaviour  
49 which some readers might find triggering. Examples are listed for the purpose of  
50 better understanding of these types of behaviour. The following behaviours can  
51 vary from moderate to severe violations of safe space, and the measures are  
52 taken accordingly (elaborated further in the last chapter).

### 53 Physical:

#### 54 Breaking personal boundaries

55 Indicating personal boundaries, whether physical or emotional should be a basis  
56 prior to interaction and should be respected at all times. The boundaries are  
57 often defined internally and presented with body language and verbal statements.  
58 These need to be observed, recognized (or verbalized) and respected.

59 Example: Person X has said they do not want to be touched, and person Y teases  
60 them and “jokingly” touches the person X, and gets within their personal space  
61 without their consent.

#### 62 Physical assault

63 Inflicting physical harm or unwanted physical contact upon someone. Any kind of  
64 physical violence or touching without consent is completely unacceptable. Any  
65 kind of touching between people has to be consensual and thoroughly  
66 communicated. Physical assault can also be sexual harassment and is a severe  
67 violation of safe space and personal boundaries. In the physical form of sexual  
68 harassment, assault can be anything from inappropriate touching and teasing to  
69 severe sexual assault and rape (further explained in point Sexual harassment).

70 Example: Person X punches person Y because of a disagreement of their opinions  
71 during an intense informal discussion about some topic.

#### 72 Usage of hate/disrespectful symbols

73 Carrying (jewellery, clothing, accessories) or physically presenting (writing,  
74 drawing, mimicking) disrespect and/or hate symbols connected to religious,  
75 national and extreme ideological beliefs. List of international recognized hate  
76 symbols (link: <https://www.adl.org/hate-symbols>).



77 Example A: During an art session on a CDN activity, the participant draws a  
78 swastika on a piece of paper and shows it to others.

79 Example B: participant comes to an activity wearing a T-shirt with disrespectful  
80 writings about Muslims.

## 81 Verba:

### 82 Stereotyping and discrimination

83 Stereotyping is acting based on assumed ideas or beliefs regarding someone based  
84 on their gender, sexual orientation, national, religious identity, physical  
85 appearance. Includes assuming facts about someone based on their identities. For  
86 example: assuming that a feminine man is gay. Discrimination is the act of  
87 making unjustified distinctions between individuals on basis of race, gender,  
88 age, ethnicity, language, sexual orientation, disability or other  
89 characteristics. It involves restricting members of one group or an individual  
90 from opportunities that are available to others. Extreme discriminatory  
91 behaviours like racism, chauvinism, nationalism, linguicism, homophobia,  
92 transphobia and similar will not be tolerated in CDN activities.

93 Example: A group of participants in a session refuse to involve a participant  
94 with hearing difficulties because this person speaks in a manner the group finds  
95 uncomfortable.

### 96 Objectifying

97 This behaviour conveys the idea of treating a person as a commodity or an  
98 object. Another form, sexual objectification is the act of treating a person as  
99 a mere object of sexual desire. Everyone's individuality and autonomy are their  
100 own and objectifying behaviour is destructive of these characteristics.

101 Example: participant X is told by another participant "hey girl! You would be  
102 prettier if you smiled".

### 103 Sexual harassment

104 Even though sexual harassment can be physical, it's verbal form is explained in  
105 this chapter. Along with objectifying and bullying, it is the root of other  
106 unacceptable behaviours that can lead to physical assault. Sexual harassment  
107 involves the use of explicit or implicit sexual overtones, non-verbal cues and  
108 signals, unwanted and non-consensual touch and sexual assault.

109 Sexual harassment includes a wide range of behaviours and interpretations,  
110 examples of which can be found here

111 (<https://www.un.org/womenwatch/osagi/pdf/whatish.pdf>)

### 112 Mansplaining

113 The explanation of something in a patronizing manner, usually by someone who is  
114 privileged because of their gender. This behaviour is often present in group

115 discussions when the privileged person or a group of people are not allowing  
116 others to present, speak and behave in an authentic way. Mansplaining severely  
117 disturbs dynamics and create a sense of hierarchy and domination of a privileged  
118 person or group.

119 Example: A cis-gender white man dominates the discussion about gender equality  
120 and argues with the points of the wage gap and denies the existence of  
121 inequality.

## 122 Invisibilising / belittling

123 The act of not giving chance to speak, speaking over someone, ignoring opinions  
124 etc.

125 Excluding someone from the conversation on purpose by either not giving them a  
126 chance to speak, speaking over them or ignoring what they are saying. To  
127 marginalize someone and to erase or ignore their presence or contribution.

128 Example: During an event, participants are divided into small groups and working  
129 on some presentation. Within one group, one participant is missing because has  
130 gone to the bathroom, Meanwhile, the rest continue with the work and take some  
131 important decision without the presence of this participant.

## 132 Shaming and blaming

133 Shaming is the act of bringing negative attention to an individual or a group  
134 because of their opinions; actions; physical, racial, ethnic, religious or  
135 cultural characteristics or activities. Blaming an individual or a group is a  
136 way of shaming them based on actions and the development of a situation.  
137 Unexpected or undesirable results are not a responsibility of the action doer,  
138 and no one should be blamed or feel guilty.

139 For example: participant X is approached by another participant and asked: “What  
140 is wrong with you? Why do you behave like this?” or “The situation that happened  
141 is your fault and you should face consequences”

## 142 Ridiculing/bullying

143 Using dismissive language or behaviour towards someone. Especially problematic  
144 when done based on someone’s gender identity, sexual orientation, language,  
145 national or religious identity. Bullying can be verbal, but also physical and  
146 then is seen as physical assault.

147 Example: Participant X calls participant Y offensive names and laughs at them.

## 148 Criticism without constructive feedback

149 Criticism, if presented in a constructive way, is a tool for growth and  
150 development, however it is often misunderstood. If offered without constructive  
151 feedback, criticism can be connected to insulting, ridiculing and similar  
152 behaviors. However, everyone must be aware of different levels of knowledge,  
153 language, experience, and different opinions, and give feedback accordingly.

154 For example: While discussing over a topic participant X responds to participant  
155 Y in the following way: "This is stupid, you should stop talking".

## 156 Threatening and blackmailing

157 Threatening behaviour includes physical or verbal actions that don't involve  
158 actual contact/injury (moving closer aggressively), general verbal or written  
159 threats to people. Blackmailing is manipulative behaviour that includes the act  
160 of demanding personal and material belongings or degrading and non-consensual  
161 activities with the threat of revealing personal information or compromising  
162 autonomy.

163 Example: Person X found out person Y is queer, and forces person Y to give them  
164 money or they will "out" them on social media.

## 165 Ideological claims

166 (Extremist) Ideological claims are strict beliefs about certain groups,  
167 geographical locations, religious beliefs, cultures and similar identifications  
168 that lead to conflict or violent thoughts and actions.

169 For example: As it is stated in CDN Political Platform, we should strive to  
170 acknowledge and reject the politics of division and politics that seek to use  
171 nationalistic or any other exclusionary rhetoric at the expense of minorities  
172 and vulnerable groups.

## 173 Tools and mechanisms

174 This chapter enlists some practical tools and practices that can help making and  
175 obtaining a safe space environment. These tips are mostly associated with  
176 activity planning and executing, but most of them are suitable for an  
177 organizational level as well.

## 178 Before an activity

### 179 • Inclusivity

180 One of the first steps in the creation of an inclusive environment is enabling  
181 the participation of people of different backgrounds. When selecting  
182 participants, CDN Secretariat, EC member(s) and Prep Teams (PT) are paying  
183 special attention to underrepresented groups and ensuring their participation.  
184 Depending on the topic of the activity, CDN will spread its calls for  
185 participants to various channels, putting efforts into reaching out to these  
186 marginalized groups even outside of the Green family. Both regional and gender  
187 balance (a minimum of 50% of participants are young people that self-identify as  
188 woman, trans or genderqueer) are taken into consideration.

### 189 • Ability

190 Addressing the needs of everyone prior to the activity with a simple  
191 questionnaire (e.g. question box within an application form) will help

192 organizers (CDN) to be aware of everyone's needs and assist accordingly if  
193 needed. Local PT (hosting the activity) will secure that the venue/hotel is  
194 accessible for all differently-abled people.

195       • Accessibility

196 When checking potential venues for the activity, Local PT should take into  
197 account a provisional number of participants and search for working areas that  
198 can host this number of people comfortably (and in different arrangements - e.g.  
199 sitting in circle). It is recommended to choose well-lit venues and ensure  
200 accessibility to all different venues/toilets/rooms of use to participants/Prep  
201 Teams/EC Office members.

202       • Information

203 Prior to the activity, Local PT should assemble an Infosheet with all the  
204 essential information (local transport & hotel), including a brief cultural and  
205 political background, as to make participants more comfortable with their  
206 travelling. CDN will provide all the other key information about the event  
207 itself, along with the schedule (agenda) and this policy, to familiarize new  
208 participants with the Safe Space.

## 209 **During an activity**

210       • Introduction

211 At the beginning of each activity, CDN organizes an introduction session, going  
212 through the agenda, background of the project and CDN. During the Introduction  
213 session, PT will go through moderation rules and introduce diverse communication  
214 tools that will be used throughout the activity. During an introduction session  
215 or shortly after, CDN will propose a round where participants will express their  
216 needs on obtaining a safe space throughout the activity.

217       • Spatial organisation

218 How CDN arranges participants and chairs in the room depends on the session  
219 itself - whether there's a movement involved, small groups division, etc.  
220 However, it is recommended arranging participants in a circle/horizontal  
221 arrangement, rather than having a classroom arrangement, for having a more  
222 inclusive environment. Moreover, working room/venue should be noise sensitive.

223       • Language

224 Facilitators (CDN) will take steps to equalize participation, ensuring all  
225 participants are heard and diverse gender identities are respected - at the  
226 beginning of an activity, all participants will be asked to share their pronouns  
227 and have them along with their name attached visibly.

228 Facilitators will make sure to speak slowly, clearly, avoiding jargon and  
229 excessive academic language. Acknowledging that the activity is held in English,  
230 participants will be encouraged to use the language sign 'L' when a word/phrase  
231 is unclear. Moreover, participants should be encouraged to speak in English also

232 outside of sessions, not to exclude participants - when someone is using their  
233 native language, anyone can raise it with 'Bora Bora' rule. This will be a  
234 gentle reminder for everyone to speak in English. Nonetheless, if someone does  
235 not speak English well, this should not be a basis for excluding person from  
236 activity and that CDN will strive to have at least one more person speaking some  
237 other language that person understands and helps with translation.

- 238 • HEGs and Morning circles

239 HEGs are designated groups of smaller number of participants, organised almost  
240 every day of the activity after a full-day programme and moderated by one of the  
241 PT members. This is a space where participants can reflect and share how they  
242 felt throughout the day in a more intimate environment. Each PT member shares  
243 the main thoughts/comments/concerns expressed by the participants during HEGs at  
244 the evening PT meeting. PT can make changes in an agenda, raise some points  
245 during a Morning Circle or introduce new rules according to the results of HEGs  
246 evaluation.

247 Morning circles are organized every day, before the actual programme begins and  
248 are moderated by one of the PT members. During this circle with all of the  
249 participants, PT will go through any changes/announcements/technical reminders  
250 for the day in question. This is also a space for PT to remind everyone of safe  
251 space and raise a point if anything had happened against safe space guidelines.

- 252 • Safe Space Persons

253 Elaborated in the fourth chapter.

- 254 • Question/Feedback box

255 During the event, there shall be a box where participants can leave written  
256 notes to facilitators and the PT members with feedback and questions. Some  
257 people might prefer this way of flagging something up, asking a specific  
258 question, or asking for support or a need to be met. The question/feedback box  
259 should be placed in a visible place where everyone can access it, and its  
260 purpose should be explained at the beginning of the activity. Other tools for  
261 anonymous messages can be also used for this purpose.

## 262 **After an activity**

- 263 • Evaluation

264 Participants share how they felt during the event and tell if there were any  
265 situations that made them feel uncomfortable. Safe space persons can also be  
266 contacted online after the activity for the purpose of improving CDN safe space  
267 regulations.

- 268 • Privacy

269 No pictures shall be posted on public sites or social networks without the  
270 explicit consent of the individuals who can be identified in them. In the

271 participants list, every participant will sign a separated column regarding the  
272 consent to be photographed and the consent to disseminate these pictures.

273 • Data storage

274 CDN stores personal data (collected through application forms) of the  
275 participants/Prep-team members and ensures the safety of data. Data erasure can  
276 be done on the demand of the participant.

277 Finally, the best and most basic preventive measure is to educate ourselves,  
278 acknowledge privileges we have and build understanding and solidarity for one  
279 another.

## 280 Reporting and measures

281 The aim of this chapter is to create a sustainable system to prevent, identify  
282 and react to different types of unacceptable behaviour (outlined at chapter 2),  
283 which is not in compliance with the rules for the provision of a safe space  
284 environment in CDN activities (online and offline). These guidelines are written  
285 from the perspective of an international umbrella youth organization.

286 Disclaimer: This chapter contains hypothetical cases of unacceptable behaviour  
287 which some readers might find triggering. Examples are listed for the purpose of  
288 better understanding of these types of measures taken against these behaviours.  
289 The following cases can vary from moderate to severe violations of safe space,  
290 and the measures are taken accordingly.

### 291 Definition of SSPs

292 The central pillar of the Safe Space preventive measures and reporting mechanism  
293 evolve around the concept of Safe Space Persons (SSP). The SSPs are elected by  
294 the organizers prior to the event and are usually members of CDN EC /  
295 Secretariat/ Prep-teams that aim to prevent, identify and react to cases of  
296 unacceptable behaviour not only during activity sessions but applicable to  
297 breaks and informal parts of events. An SSP should be a person who is  
298 internalized with the Safe Space document and preferably has participated in  
299 previous CDN events. Depending on the capacities, it is recommended to elect two  
300 SSPs.

301 Safe space persons are beforehand provided with Safe space Toolkit, a document  
302 created by CDN along with Safe Space policy document, which provides knowledge  
303 and detailed procedures of creating safe space and dealing with its potential  
304 violations.

305 SSPs are present at events to help raise awareness about the topic, intervene in  
306 questionable situations where Safe space principles are breached, and provide a  
307 listening ear to participants who have felt harassed. Nonetheless, we highly  
308 encourage everyone to be proactive in creating an atmosphere where the safety of  
309 others is validated. In case of a safe space breach, there are three stages that  
310 an SSP goes through: 1- Prevention; 2- Identifying; 3- Reporting.

---

## 311 Prevention

312 The main aim is always to prevent unacceptable behavior from happening and safe  
313 persons should guarantee this. Before the start of an offline/online event, they  
314 can briefly present the Safe Space document and measures/mechanism entailed in  
315 the document. Prevention methods are elaborated in chapter 3.

316 Since the document will be sent to participants in advance, the safe space  
317 person should open the floor for questions from the participants, in case that  
318 there is something unclear from the document. After the presentation, the safe  
319 space person should let participants know that he/she/they are the right person  
320 to approach, in case that somebody faces unacceptable behaviour, and this  
321 behaviour goes unnoticed from the safe space person.

322 Along with the preventive measures from chapter 3, participants and SSP should  
323 conduct regular emotional screening and be observant.

## 324 Identifying

325 Safe Space persons are trained to identify unacceptable behaviours in CDN  
326 activities and observe participants in a non-intrusive way for the sake of  
327 timely reactions. Unacceptable behaviours are not necessarily obvious and  
328 visible for bystanders and (if not verbalize) can be recognized through body-  
329 language. SSPs are trained to recognize subtle signs and react if someone feels  
330 uncomfortable. This of course depends on the specific context.

331 The key action in creating safe space, along with prevention, is identifying the  
332 breaches of safe space and boundaries in groups and on a personal level. There  
333 are different ways of recognizing and identifying safe space violations:

- 334 • Direct report to SSP;

335 These are usually subtle cases when the SSPs are notified or approached by  
336 participants/ or active bystanders who have noticed some kind of violation or  
337 strange situation. This can be a person directly seeking action to prevent  
338 further harassment, a complaint against other participant, seeking advice etc.  
339 If someone from bystanders notices someone else is feeling uncomfortable, they  
340 can inform SSP who will take further measures.

- 341 • SSPs observation ;

342 As mentioned previously, SSPs are observant and notice disturbed power dynamics,  
343 uncomfortable situations etc. by observing body language of participants  
344 (Example: Person A repeatedly sits next to person B on a break, each time person  
345 A moves away and appears uncomfortable. This keeps on happening and person B is  
346 retreating to their room). SSPs in these cases approach these participants and  
347 make sure to understand if there is some underlying issue that needs to be  
348 resolved.

- 349 • Feedback from the box

350 The box represents an opportunity specifically for reporting of safe space  
351 violations. The tips can be reported anonymously and will be researched further

352 by SSP and PT members. Messages in the feedback box don't necessarily have to be  
353 reports, but also suggestions, for example, to rearrange groups or be aware of  
354 some situations happening outside the venue (for example accommodation). The box  
355 is checked daily for feedback along with other preventive measures, but should  
356 not stop participants of contacting SSP or other PT members on anything  
357 relevant.

## 358 Reporting:

359 The SSP serves as the first line of contact and provides a type of first aid.  
360 Depending on the context, there are different ways of reporting the incident:

- 361 • the immediate reaction from the SSPs

362 In this scenario, the SSP are reacting immediately on spot to address the issue  
363 that have disrupted the safe space. This is sometimes done in a very intrusive  
364 way.

365 Techniques: educating participants, collective emotion check, body awareness  
366 exercise etc.

367 Examples: For instance, an SSP notices that only some participants are speaking  
368 in a discussion, therefore the SSP suggest to leave space for others who have  
369 not engaged much with the discussion.

- 370 • communication with victim/perpetrator

371 In case when there is a breach of Safe Space, SSPs try to identify the victim  
372 and perpetrator and have a moderated conversation separately with each of the  
373 sides involved in the dispute. Through this conversation, the SSP can understand  
374 the reasoning behind the perpetrator's behaviour and provide emotional support  
375 to the victim.

- 376 • communicating with the PT;

377 After consulting with both sides involved in the incident, SSPs sum up the case  
378 to the PT. This way, the PT can adjust the sessions accordingly in order to  
379 avoid similar cases for the rest of the programme, and make sure that everyone  
380 feels included and comfortable.

## 381 Measures

382 Based on the scale of the misbehaviour (mild-severe-extreme) there are different  
383 measures to be taken by the SSPs and PT of the activity. We will exemplify this  
384 by showing one hypothetical incident and different escalation of it from mild to  
385 an extreme incident. Let's imagine that we are facing a case where a transgender  
386 participant is being misgendered by another participant.

- 387 • Mild case: After the SSPs approach the "harasser", it turns out that this  
388 is done unintentionally due to the lack of information on the topic/  
389 misuse of the PGP.



390 Measures: moderated communication/ SSPs remind participants again to read the  
391 Safe space document and ask if something is unclear.

- 392 • Severe: After the SSPs approach the “harasser”, it turns out that this is  
393 done intentionally due to the discrimination based belief. For instance,  
394 person believes, that only ciswoman are categorized as women and  
395 transwomen are men.

396 Measures: Emotional support to the victim, explanation to the harasser why their  
397 behaviour is unacceptable and they are asked to apologize to the harassed  
398 person. We can communicate with the problematic participant that if the  
399 behaviour will be repeated, then further measures will be taken. This will be  
400 taken into consideration for their future participation at CDN events, follow-up  
401 from the EC. If the participant is part of CDN MO, CDN EC will proceed with  
402 contacting the MO contact person.

- 403 • Extreme: when it involves instances of physical harassing/unwanted touch  
404 etc.

405 Measures: They can bring people to a safe place, away from whomever they felt  
406 harassed by. Furthermore, decisions and actions regarding what happens to people  
407 and an event remain with the organizers and/or CDN EC.

408 **Other measures:**

409 1. Group discussion can also be made during the event, where people  
410 collectively discuss the situation, and then participants can propose  
411 measures.

412 2. In case if there`s an extreme situation (ex. if there is a fight, if the  
413 safety of participants is risked), then the next measure will be:

414 2.1 contact the authorities;

415 2.2 expel the participant involved in the physical incident.

## 416 **Safe space in online environments**

417 CDN online spaces in which SS needs to be monitored include chats, mailing lists  
418 and online calls. This is monitored by SSP in accordance to SSP document and “SS  
419 guidelines for online spaces”. If possible, every chat should have at least one  
420 - preferably more SS persons who will overlook discussions and react in case of  
421 SS breaches.

422

423 **General rules of SS in an online environment**

424 1. Space for all

425 CDN chats are a space for all people, no matter one's gender, sexuality, race,  
426 religion, nationality, physical ability, etc. Stereotypes and insults are not  
427 allowed on chats. Personal opinion is valued, but it's crucial to give space to

---

428 people who are experiencing the discussed issues directly and encourage all  
429 people to share their thought.

## 430 2. Respect

431 There should be respect towards everyone no matter their identities. No  
432 previously outlined unacceptable behaviours are allowed in CDN chats. Trying to  
433 force religious and/or cultural beliefs is forbidden.

## 434 3. Gender and pronouns

435 Every member should respect other people's pronouns which should be clearly  
436 defined (or clarified if not clear). Disrespectful remarks towards a person's  
437 gender and gender identity is unacceptable.

## 438 4. Trigger warnings

439 If a participant is discussing topics that could be triggering to someone, it's  
440 crucial to use trigger warning (TW) or content warning (CW).

## 441 5. Misinformation

442 It's prohibited to spread misinformation in the chats.

## 443 6. Verbal and non-verbal communication in calls

444 Be aware of distracting behaviours you might show in videos, which might be  
445 interpreted as offensive, insulting or simply distract the speaker (eg.  
446 discussions in chats of the meeting, facial expressions, physical needs,  
447 personal obligations, discussions in chats).

## 448 7 Safe space in EC and office

449 In order to ensure SS in the working structures of CDN, there should be similar  
450 concepts of ensuring SS in terms of unacceptable behaviours and general rules.  
451 It is recommended that 2 safe space persons are appointed - one from office and  
452 one from EC, who mutually consult and communicate on ensuring SS in these  
453 structures. Along with standard preventive methods of ensuring safe space, it is  
454 recommended that SSPs conduct regular (at least every 2 months) SS check with  
455 all members of structures, including persons under temporary contracts with CDN.  
456 In addition to the previously mentioned examples of SS breaches, the SSPs shall  
457 pay attention to the following conditions and situations: burnout states, mental  
458 health issues, communication within the team, working hours and vacation times  
459 etc. SSPs will gather recommendations on the improvement of working conditions,  
460 structure them, and regularly implement new positive practices.

## 461 Methods of ensuring SS in online spaces

462 SSP is responsible for chat monitoring, issuing warnings, ending conflicts, and  
463 reporting members that have been warned more than three times for not following  
464 the SS guidelines. SS guidelines are a document outlining procedures and  
465 unacceptable behaviours which can occur in online spaces and ways how to  
466 overcome them, similar to outlined SS policy procedures.

467 Additionally, SSP for online spaces should be aware and moderate gender balance  
468 and encourage all groups concerned to participate in the discussion. SSP can  
469 restrict people from dominating discussions in order to provide SS for everyone  
470 to share.

471 If personal attacks, accusations, spreading misinformation or defensive  
472 communication occurs, chat members need to be reminded by the SSP to keep

473 discussions constructive and reminded of the SS Guidelines and Policy. If  
474 participants ignore this reminder then SSP needs to contact involved  
475 participants privately and bring to their attention the issue.

476 If necessary SSP should create smaller chats for specific conversations. In case  
477 that conversations are getting out of hand then SSP (also an admin) should  
478 install slow mode (in Telegram chats).

479 In online meetings in cases of inappropriate verbal and non-verbal communication  
480 or breaking of moderation, SSP should remind of the SS guidelines and if the  
481 behaviour is not stopped after 3 warnings, SSP can restrict online activity as a  
482 meeting admin. In extreme cases of this behaviour, SSP can restrict activity  
483 without warning and contact the involved persons with a warning and  
484 clarification.

#### 485 Resources

486 Hereby we would like to thank the following organisations for providing  
487 materials and resources with us in the process of creating the Safe Space  
488 Policy.

- 489 • Col·lectiu Eco-Actiu/ The Ulex project [“Anti-oppression toolkit: A](#)  
490 [facilitator’s guide”](#)
- 491 • Association des États Généraux des Étudiants de l’Europe (AEGEE) [“Smash](#)  
492 [guidelines: Structural measures against sexual harassment”](#)
- 493 • Federation of Young European Greens (FYEG) [“Smash Glass ceiling: Handbook](#)  
494 [for brave feminist leaders”](#)
- 495 • Federation of Young European Greens (FYEG) [“Internal Rules of Procedure”](#)
- 496 • European Network of Equality Bodies (Equinet ) [“Safe Space Policy for](#)  
497 [Equinet Events”](#)

## ST Strategy 2024-28

Organization: CDN  
Resolution date: 12.12.2024  
Agenda item: 3. Organisational and Internal Documents

### Motion text

#### 1 VISION

2 ...Eastern Europe that is peaceful, inclusive, social, and sustainable. Eastern  
3 Europe with multiparty democracy in which young people with progressive values  
4 are relevant and actively engaged in civil society, politics, and decision-  
5 making processes at all levels of governance.

#### 6 MISSION

7 Our mission is to empower and support young progressive changemakers in Eastern  
8 Europe, enabling them to increase their political relevance and impact. With our  
9 activities and events, that include trainings, seminars, conferences, as well as  
10 leveraging digital tools, platforms, and resources, we strive to equip them with  
11 the necessary skills and knowledge to lead the change for more just, open, and  
12 sustainable societies.

#### 13 BACKGROUND

##### 14 External

15 We embark this strategy period in a very different reality. The unprovoked,  
16 illegal, full-scale invasion of Ukraine by the Russian Federation has turned the  
17 world upside down and had immense complications for the globe and especially for  
18 our region. Meantime, we are witnessing rise of populism and authoritarianism,  
19 democratic backsliding, deliberate weakening of the institutions, attempts of  
20 state capture, attacks on civil liberties, civil society, and independent media.  
21 Consequently, it is increasingly difficult to be young, green, progressive, and  
22 democrat in this restrictive context where activism and engagement in politics  
23 is becoming more and more challenging, exhausting, and dangerous.

24 In opposition to this, we are also witnessing a growing movement actively  
25 fighting to counter and challenge backlash on democracy. Young activists play a  
26 vital role in this movements of resisting authoritarianism and advocating for  
27 progressive policies.

28 Young people are an integral building block of the diverse coalition that drives  
29 the Green and Progressive political movement in Europe. However, the gap between  
30 West and East and North and South of Europe in terms of success of  
31 Green/Progressive parties remain wide. While Western European Green parties have  
32 made significant strides in gaining political representation and influence, the

33 same progress has been slower to materialise in the Eastern European context.  
34 Nevertheless, recent years have seen the emergence of progressive political  
35 movements in the region with increasing influence on the forefront for the fight  
36 for democracy, equality, and sustainability.

## 37 Internal

38 Over the past three years, CDN has seen notable changes and developments. We  
39 have worked diligently to enhance our operations by professionalising our work,  
40 better organising tasks and responsibilities within the Executive Committee  
41 (EC), balancing workload, and improving working conditions for staff.

42 Furthermore, we have updated our Statutes, transitioning partner organisations  
43 into Member Organisations (MOs), a move aimed at fostering inclusivity, and  
44 creating a more cohesive network. This shift maintains primary focus on non-EU  
45 member countries while encouraging greater participation from Eastern European  
46 countries within the EU. Simultaneously, we are striving to reach and include  
47 more independent progressive activists, young politicians as well as relevant  
48 organisations.

49 Given the restrictive nature of governments in specific Eastern European  
50 countries, some of our Member Organisations face significant challenges in  
51 becoming more politically engaged and operating effectively within their  
52 respective nations. In recent years, numerous activists have had to relocate due  
53 to these constraints. MOs that collaborate closely with local communities in  
54 their respective countries constantly contend with the looming threat of  
55 government intervention and limitations, stemming from the intensified scrutiny  
56 on activists and NGO activities.

## 57 Process

58 This is the context in which this four-year strategy is being developed and  
59 drafted. The process formally started at 2023 General Assembly (GA) in Warsaw  
60 that included Strategic Planning Meeting (SPM) that aimed to extract ideas and  
61 guidelines for the next years of operation. The event brought together  
62 21 delegates from 13 Member Organisations. The SPM was led by external facilitator  
63 who conducted four sessions with the aim to gather input from delegates  
64 representing MOs. Sessions included SWOT analysis, understanding people,  
65 political priorities, as well as resources, and action areas.

66 Taking the report from SPM into account, the Secretary General led the process  
67 and together with an EC representative worked on the initial draft, which was  
68 subsequently reviewed and approved by the entire Executive Committee. In the  
69 second phase<sup>1</sup>, the draft was shared with MOs and Partners with a survey to  
70 gather feedback, guiding further revisions. Simultaneously, Secretary General  
71 organised several meetings with stakeholders including in-person feedback  
72 session during Study Session in Budapest attended by 10 participants. Based on  
73 the input, Secretary General and a designated EC member further refined the  
74 strategy. Finally, the Strategy Paper underwent the process of review,  
75 amendments, and final adoption by Member Organisations during the 2024 General  
76 Assembly.

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## 77 SWOT LANDSCAPE

### 78 Leveraging Strengths: Sustaining and Amplifying Impact

79 CDN, as an organisation, possesses certain strengths that should be harnessed  
80 and expanded upon to achieve its mission and vision effectively. These  
81 strengths, rooted in the organisation's values and operational practices,  
82 include a solid reputation built on trust, a commitment to inclusiveness, and  
83 the promotion of intersectionality. CDN's diversity, both culturally and  
84 geographically, adds significant value, enhancing its ability to adapt to  
85 different contexts within the Eastern Europe. Furthermore, the organisation's  
86 dedication to democratic principles and quality work, underpinned by a well-  
87 structured network, empowers its members, and provides space for knowledge and  
88 experience sharing.

### 89 Addressing Weaknesses: Strengthening the Foundation

90 Despite its notable strengths, CDN has encountered specific challenges over the  
91 past few years. Some of MOs have exhibited instability and inactivity within the  
92 network, and in their local initiatives. Motivation levels among MOs and  
93 activists associated with CDN have been inconsistent. The secretariat has faced  
94 recurring challenges stemming from relatively poor working conditions and issues  
95 with staff well-being, along with difficulties arising from inadequate internal  
96 communication tools and task division. These challenges are compounded by  
97 several weaknesses, including high turnover of staff, limited impact assessment,  
98 reluctance towards innovation, difficulty to reach new audiences, insignificant  
99 political influence, insufficient knowledge transfer, a dearth of comprehensive  
100 policies, and an absence of a dedicated social media presence. Addressing these  
101 challenges and weaknesses is essential for CDN's continued growth and impact in  
102 the region.

### 103 Using Opportunities: Embracing Strategic Advantages

104 CDN's strategic planning capitalises on emerging opportunities in the political  
105 and organisational landscape. We are witnessing growing engagement of youth in  
106 politics even though the methods are different from traditional ways such as  
107 party or organisational membership. At the same time, there is rising Green  
108 movement in Central and Eastern Europe (CEE) as well as increased focus from the  
109 wider Green movement in the region with aim to support progressives on the  
110 ground. CDN, with its established presence and expertise, is uniquely positioned  
111 to seize this moment. CDN should explore extensive partnership opportunities,  
112 foster sustainable collaborations, and facilitate the exchange of experiences  
113 and ideas with partners. Furthermore, embracing intersectionality and digital  
114 technologies can enhance CDN's influence and reach.

### 115 Mitigating Threats: Safeguarding Organisational Resilience

116 To secure its future, CDN must address potential threats that could interrupt  
117 its mission. These are the potential threats to successful achievement of the  
118 mission: consolidation of far-right, authoritarian, and populist governments in

119 the region that create hostile environment for progressive activists; shrinking  
120 space for civil society; all these accompanied with economic challenges that  
121 result in demoralisation and high level of brain drain of CDN's primary target  
122 group; Besides, visa and border restrictions hindering in-person events.

## 123 STRATEGIC GOALS:

### 124 1. Empower Progressive Changemakers

125 ...and equip activists and leaders with necessary capacities to actively engage  
126 in political processes; Provide comprehensive training, political education,  
127 opportunities for knowledge exchange, and utilise digital tools to foster their  
128 growth, reach, and impact.

### 129 2. Strengthen the Network

130 ...and connect further with the existing Member Organisation as well as welcome  
131 new ones. Moreover, prioritise intra-organisational growth and  
132 professionalisation of CDN to enable greater and more sustainable impact.

### 133 3. Bring Eastern European Perspective

134 ...and cultivate a strong understanding of regional dynamics and political  
135 developments in Eastern Europe. Position CDN as influential source and a  
136 reference point within Green and Progressive European circles.

## 137 STRATEGIC OBJECTIVES:

### 138 1. We will Empower progressive changemakers by:

- 139 1. Developing and implementing effective training events to enhance  
140 their capacities;
- 141 2. Strengthening theoretical knowledge in key subject areas (such as  
142 the climate crisis, security, social justice, democracy) by  
143 organising educational events such as seminars, conferences, Study  
144 Sessions, as well as knowledge-sharing outputs such as publications,  
145 podcasts and recordings;
- 146 3. Design and implement tailored mentoring year-long projects with  
147 series of in-person and digital meetings focusing on key areas of  
148 impactful and sustainable organisation.
- 149 4. Elevating attention towards 1. young members within political  
150 parties who are not necessarily involved in youth wings; 2.  
151 progressive activists who are not part of member organisations;
- 152 5. Collaborating with professional organisations, companies, experts,  
153 and academics to support preparatory teams in creating relevant and

154 high-quality content for activities as well as deliver at least 1/4  
155 of sessions during the events.

156 Overarching approach:

- 157 • Promoting Inclusivity: Ensure that all our activities are inclusive and  
158 accessible to a diverse range of participants. Implement measures to  
159 accommodate different backgrounds and ensure safe space;
- 160 • Ensuring intersectional approach: embed an intersectional approach into  
161 all our initiatives, recognising the interconnectedness of environmental  
162 issues with social justice concerns, as well as acknowledging the complex  
163 interplay of personal characteristics such as race, gender, sexuality,  
164 class, and ability;

165 2. We will Strengthen the Network by:

- 166 1. Evaluations and annual membership survey to gather feedback and  
167 ensure relevance of upcoming activities;
- 168 2. Expanding Network Membership, particularly in countries where we  
169 currently lack representation. Additionally, giving special  
170 attention to the independent activists and young members of  
171 progressive political parties;
- 172 3. Focusing on further Professionalisation of the organisation: improve  
173 internal management, governance processes, policies, transfer of  
174 knowledge and documenting.
- 175 4. Diversifying Funding Sources: Develop a fundraising strategy to  
176 maximise support from Green foundations while actively seeking new  
177 funding sources. Concurrently, increase attention towards small-  
178 donor donations and launch fundraising campaigns.
- 179 5. Developing well-being-oriented Human Resource policies, fostering  
180 skill and knowledge development, and enhancing the working  
181 conditions and retention of staff and the Executive Committee;
- 182 6. Organising productive and well-planned Executive Committee Meetings  
183 and invigorating General Assemblies;
- 184 7. Enhancing communication channels and strategies, including the use  
185 of digital platforms and social media, to effectively disseminate  
186 information, statements, share success stories, and mobilise for  
187 collective actions and campaigns.

188 3. We will Bring Eastern European Perspective by:

- 189 1. Strengthening Partnerships with Progressive and Green Stakeholders:  
190 Foster ongoing and extended collaborations with partner  
191 organisations like Federation of Young European Greens, as well as



192 European Green Party, Green European Foundation, and Heinrich Boell  
193 Offices in the region.

194 2. Increasing political communication on Eastern Europe issues and  
195 developments: publishing statements and opinion pieces by Executive  
196 Committee Members, Secretary General, and other relevant  
197 individuals, organising webinars, providing input to other Green and  
198 Progressive actors;

199 3. (Re)Introducing and maintaining Newsletter to share important  
200 updates, insights, and perspectives from Eastern Europe. Highlight  
201 the contributions of Member Organisations and other progressive  
202 forces from the region, actively engage with them to gather input  
203 and provide informed contributions on key regional and political  
204 developments.

## 205 **BOLSTERING OUR CAPACITY FOR EFFECTIVE STRATEGY** 206 **DELIVERY**

207 To ensure our ability to execute the strategy effectively, we recognise the  
208 importance of building organisational capacities which are essential not only  
209 for our strategic success but also for achieving our goals. Consequently, we  
210 have identified following four priorities:

### 211 **Internal Management:**

- 212 • Develop a comprehensive governance handbook that outlines roles,  
213 responsibilities, and decision-making processes for the Executive  
214 Committee, office as well as for temporary structures (such as Presidency,  
215 Prep Teams);
- 216 • Improve delegation order and reinforce in practice;
- 217 • Develop transfer document for each staff position (replacing of single  
218 document for whole staff);
- 219 • Optimise office structure and positions, ensuring more efficient task  
220 allocation and defined responsibilities:
  - 221 ◦ In case of financial possibilities, prioritise the following new  
222 staff positions for: 1. Finances and Admin 2. Communications

### 223 **Communications:**

- 224 • Utilise digital organising tools such as petitions and establish  
225 newsletter using 'Action Network' platform (transfer data from all other

226 sources). Initially, to be distributed quarterly, with the goal of  
227 transitioning to a monthly basis;

- 228 • Targeted social media presence and increased political communication;
- 229 • Improve internal communications by unifying communications channels;

## 230 Human Resources:

- 231 • Revise contracts to ensure their legal compliance and practical  
232 applicability;
- 233 • Prioritise office well-being and professional growth;
- 234 • Update guide for onboarding and offboarding procedure;
- 235 • Establish a systematic performance assessment process, including regular  
236 evaluations and feedback sessions;

## 237 Finances:

- 238 • Reinforce intra-organisational financial procedures and rules;
- 239 • Strengthen fundraising efforts to diversify income streams by applying a  
240 minimum of two grants from sources beyond our existing partners. However,  
241 ensuring that any new projects do not overburden existing staff;
- 242 • Facilitate sub-granting possibilities to member organisations;

## 243 IMPLEMENTING, MONITORING AND EVALUATION

244 To bring our vision and mission to life, CDN is led by its Executive Committee  
245 and Secretary General, elected by member organisations at our annual General  
246 Assembly. The daily operations are carried out by staff, based in Belgrade,  
247 under the responsibility of the Secretary General. Our guiding document, the  
248 Political Platform, adopted by member organisations at the General Assembly,  
249 outlines our political positions and values. While Internal Rules of Procedure  
250 regulates framework of our operations. In addition, Safe Space Policy provides  
251 practical guidelines for ensuring inclusive and safe environment during our  
252 activities as well as general work.

### 253 Implementing

254 Central to our implementation strategy are the Annual Activity Plans that are  
255 developed and presented by the Executive Committee to be adopted at the General  
256 Assembly. They serve as a roadmap for the year ahead, outlining specific  
257 initiatives and activities aligned with our strategic objectives. Developed  
258 through inclusive and democratic processes, these plans provide detailed  
259 guidance for action, defining objectives, and timelines.

260 In coordination with our Annual Activity Plans, Executive Committee presents a  
261 Financial Plan which is subsequently adopted at the General Assembly. This plan

262 is designed to efficiently allocate resources in alignment with our strategic  
263 objectives and initiatives, ensuring the availability of the financial support  
264 required to achieve strategic objectives.

## 265 Monitoring and Evaluation

266 The fulfilment of Strategic Plan is monitored by the Executive Committee under  
267 the guidance of Secretary General. They identify and track Key Performance  
268 Indicators (KPIs) directly linked to our strategic objectives. These KPIs  
269 undergo an annual review to assess their progress and effectiveness in advancing  
270 our strategic priorities.

271 As part of the monitoring process, progress reports related to the Annual  
272 Activity and Financial Plans are presented at the General Assembly. These  
273 reports offer a comprehensive overview of each initiative, highlighting  
274 achievements, challenges, and areas for adjustment, while also showcasing their  
275 alignment with our strategic objectives and progress toward fulfilment.

276 CDN values feedback from participants of our events, Member Organisations,  
277 partners, and other stakeholders. We actively seek input through surveys,  
278 consultations, and feedback mechanisms to gain diverse perspectives on our work.  
279 This continuous feedback loop helps us identify areas for improvement, refine  
280 our strategies, and enhance the impact of our initiatives.

281 The strategy will undergo a mid-term assessment at the two-year mark to evaluate  
282 its relevance, progress, and effectiveness in advancing our strategic  
283 priorities. The review process will be led by Secretary General and involve  
284 analysing feedback from conducted activities, interviews with several  
285 participants, stakeholders, selected Member Organisations, and partners. Based  
286 on the feedback, the Executive Committee should discuss amendments to the  
287 Strategy to be proposed at the 2026 General Assembly.