

**GOVERNANCE &
GUIDANCE**

Manual



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Foreword

Dear members

As Social Firms Europe CEFEC faces the challenges of the future, its prospects prove to be brighter than ever. Our organization must be a core component of the modern society due to its role as an advocate of one of the most basic human rights: *the right of equal opportunity to work*.

This Guidance Manual is the result of our acknowledging the organisation's value and significance. Its objectives are to preserve the framework on which Social Firms Europe CEFEC was founded as well as to enrich and enhance it with new ideas, providing a fresh outlook to the future.

The subjects herein concern the established workflow and the distribution of responsibilities within the organisation.

The first attempt to present the organisation's internal structures was "a CEFEC framework with the functions and the tasks of the members of the Executive Committee". This was completed in 1996 by Athina Frangkouli, Meto Salijevic, Tineke Bakker and David Anderson.

This initiative was further developed with the proposals of Marjatta Varanka, Gerold Schwarz, Gerry Higgins and Peter Stadler.

In recent times, as new members join us, the need for organisational guidelines is imperative as a tool of their introduction and induction to Social Firms Europe CEFEC.

The Secretariat, with the support and input of Mrs Sally Reynolds (Social Firms UK), Mrs. Athina Fragkouli and Mr. Nicos Theophanous, CRCA, produced the guidelines described here, which are aimed to contribute the professional and clear representation of the organisation's structure.

We hope that our endeavour has the desired impact and stresses the importance of rules and regulations within any organisation.

Tom Gaule
Former Technical Secretary of SFE CEFEC

I. Organisational Values

Article 1- Purpose of this Manual

The manual (internal rules) is supplementary to the statute of the European NGO "CONFEDERATION OF EUROPEAN FIRMS EMPLOYMENT INITIATIVES AND CO-OPERATIVES".

Its role is to enable application of the the statute and principles of the Confederation. Adjustments to the manual should be made in accordance with the statute.

Article 2 - Mission Statement

The purpose of Social Firms Europe CEFEC is:

To initiate and stimulate any development of cooperatives, social firms and social enterprises or any social economy initiative supporting the rehabilitation, training and employment of persons which face mental health problems, disability or other vulnerability and therefore suffer under social exclusion.

Article 3 - Core Values

Social Firms Europe CEFEC believes that:

- People who are systematically excluded from work by society because of disability or disadvantage should have the right to the rewards and status of work through all forms of employment.
- The provision of such remedial work opportunities is best effected in market-oriented and community-based work enterprises (Social Firms, Social Enterprises, Social Cooperatives), which are part of everyday economic activity.
- Self-organising and co-operative forms of Social Firm are the best methods of achieving such work opportunities.
- As a result of Social Firms operating, an additional element of social production arises, which is of value both to society and to the individual concerned.
- The additional support that Social Firms provide in the marketplace should be acknowledged financially through laws and regulations enacted by the local and national state.
- The associative and normalising benefits of work should enable the individual to take a full and active place in society. It is essential to provide vocational training for disabled people, or those with mental health problems, in close connection with, and leading to, the provision of permanent jobs. Vocational training of management staff is essential in order to run training initiatives and Social Firm.
- It is essential to promote research into vocational training and work in association with Social Firms in order to elaborate knowledge and understanding.
- It is important to monitor and measure the effectiveness of Social Firms in order for best practice to be disseminated and adopted.
- It should be a goal of the organisation to work with the population at large in order to sensitise society to the rights and problems of the people Social Firms Europe CEFEC seeks to support.
- It should be a goal of the organisation to seek changes in approach by national and european authorities with the resultant benefit of the people Social Firms Europe CEFEC seeks to support.

- Overall, it should be a goal of the organisation to achieve a change in culture within Europe, which facilitates the specific aims of the organisation.

The best methods of achieving those are:

- the exchange of information and experience;
- the organisation of practical activities such as conferences and training;
- the development of economic and technical co-operation between members;
- the promotion of scientific and cultural research;
- the amendment of laws and regulations concerning welfare and the labour market;
- the promotion of a change of emphasis in existing and forthcoming EU programs in favour of the aims of Social Firms Europe CEFEC;
- Support the process of deinstitutionalization and destigmatizing of mental illness and contribute, by job training and placement to social integration for individuals and the regional community;
- While CEFECs mission lies primarily in European Countries, CEFEC will, in selected countries of other regions in the world, contribute to projects, by means of creating work for disabled and disadvantaged, and support fair and sustainable economic and social development;
- Provide personal services both locally and internationally, with particular regard to vulnerable groups;
- Carry out educational activities through private lessons, seminars and courses for the professional, social and cultural training of associates and non-associates;
- Implement projects to protect linguistic and cultural minorities;
- Sensitize to international issues by researches, publications, conferences, lectures, debates, seminars, film, documentaries and exhibitions;
- Sensitise citizens to international volunteering by organizing seminars in schools and courses for volunteers;
- Organize training activities in order to offer the tools for acquiring the necessary skills related to the economic development of the countries;
- Organize training activities for those who want to emigrate in order to better integrate their social and work life in the provincial, national and European context;
- Implement initiatives, including financial ones, willing to achieve the goals of solidarity between nations and the full realization of fundamental human rights;
- Create networks and partnerships in European projects and selected international projects, in the field of research and studies in the psychosocial and health sphere;
- Support for the development and implementation of social and labour cooperatives, Social Firms, Social Enterprises in the most marginalized areas of the planet.

II. Members

Social Firms Europe CEFEC has **3 types of members**: Full, Supporting Organizations and Individual members.

Article 4 - Member Rights

Members have ultimate control of the Confederation. The members set the guidelines and the priorities of the Confederation and make an ongoing contribution to its activities through the General Assembly.

Only Full Members have voting rights at the General Assembly in accordance with the statutes.

All Members shall be informed and consulted on an ongoing basis about the activities of the Confederation. The Confederation, and all its organizational structures and the Secretariat, shall ensure that the interests and positions of the members shall be taken into account in all the activities of the Confederation.

Members should know that whenever necessary, they could also contact the representative of the Executive Committee that represents their country in Social Firms Europe CEFEC.

Membership is open to anyone around the world; however, as a European network those applying from outside Europe will be categorised as Supporting Organisation Members and will not have any voting rights.

The list of Social Firms Europe CEFEC members should always be available at <https://socialfirmseurope.eu/>

The members list should be regularly updated. It is the responsibility of members to inform the Secretariat of any change in contact details, and it is the Secretariat's responsibility to keep the website members list updated accordingly.

Article 5 - Member Obligations

Without prejudice to any additional obligation that may be laid down in the statutes, the Confederation's members incur the following obligations:

All members should have a named contact person who liaises with the other members of the Confederation and with the Secretariat. Each member shall let the Secretariat know in writing who this contact person is and, as the case may be, of any changes in identity. Each representative shall have the power towards the Confederation to bind the member he/she represents.

- Each representative provides the link between the Secretariat of the Confederation and the member of the Confederation that he/she represents; he/she informs and consults the member that he/she represents on a regular basis on the activities of the Confederation and on the decisions taken by the organizational structures of the Confederation.

- All Members contribute to the aims of the Confederation by contributing to the policy work, and to specific campaigns, and by disseminating the information received from the Confederation.

- All Members contribute an annual membership fee, the amount of which is determined by the General Assembly in accordance with the statutes and the Internal Rules. If a member does not pay its membership fees in time, its participation at the General Assembly and Board shall be suspended until the payment of all amounts due.

Article 6 - Membership criteria and application process

6.1 - *The membership criteria are defined under article 6 of the Statutes.*

6.2 - Application process

The application for admission as a Full Member shall be addressed to the Confederation by any means of communication set forth in the Internal Rules.

Whilst membership is open to any country, only those within Europe will be considered as Full members with voting rights. Organisations applying from countries outside Europe can be accepted, subject to the approval process, but will be categorized as Supporting Organization Members, with no voting rights. Because of the European-related aims of the Confederation, membership of the Social Firms Europe CEFEC Executive Committee is only eligible for countries in Europe.

The application will be presented according to the format established by the Confederation's Secretariat, and must be accompanied (except for those that are applying as individual members), by the following documents:

- A list of the member organisations of the applicant if applicable;
- An overview of the applicant's organisation and report of activities;
- A declaration whereby the applicant commits to the Confederation's principles and values, to adhere to its statute and the internal rules.

The Executive Committee is entitled to ask the applicant any additional information it considers necessary.

If the Executive Committee approves an application for membership, the applicant will pay the full annual membership of the financial year during which the decision is taken.

- Accepted applicants should send their web site link to be included on the Social Firms Europe CEFEC website.

Organisations with no website can send a presentation of their organisation in electronic form, which can be posted onto the website instead.

6.3 - Application form for Social Firms Europe CEFEC membership

The format of applications is established by the Secretariat with the support of Executive Committee members.

Application forms are found on the Social Firms Europe CEFEC website or on request from the Secretariat.

The Secretariat sends the statute and internal rules to each applicant and then circulates the application to all the members of the Executive Committee for approval. Executive Committee members should respond within 2 weeks. If no comments are received it will be assumed by the secretariat that the application is approved.

Applicants should be informed by the Secretariat of the Executive Committee's decision within 3 weeks of submitting their application.

If there is an Executive Committee member representing the country from where an application for membership is coming from then they should add any supplementary information they may have to this application for membership (for example, if they know the organisation, and their views of it) for sharing with the Executive Committee.

Article 7 - Membership fee

The membership fee is defined under article 7 of the Statutes.

Article 8 – Resignation/Exclusion of a member

8.1 – Resignation

The resignation criteria are defined under article 8 of the Statutes.

8.2 - Exclusion of a member

If the Executive Committee, by majority vote, is of the opinion that a member should be excluded from the Confederation in accordance with the statutes, it shall make a written recommendation to the General Assembly to this effect, setting out the reasons for the proposed exclusion.

If a member has not paid its membership fee for three consecutive years without providing an acceptable explanation to the Confederation, the Executive Committee may propose to the General Assembly to exclude the organisation.

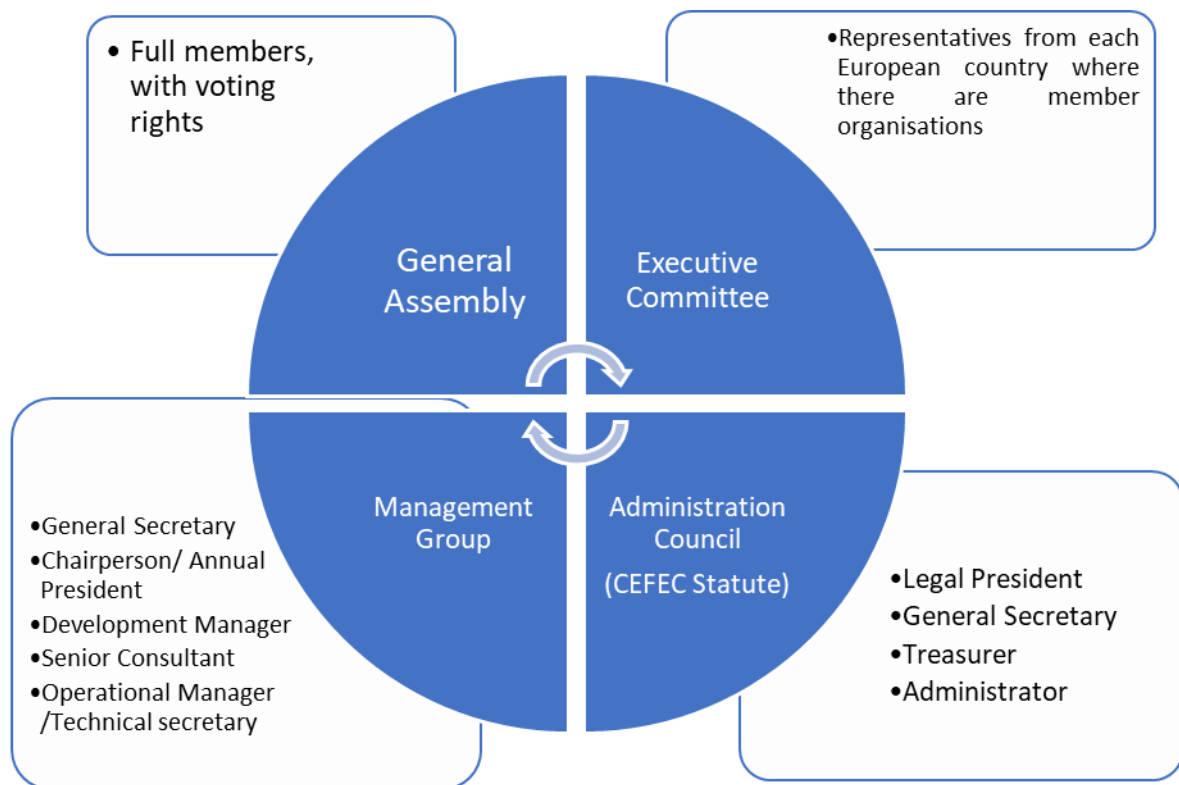
The General Assembly shall decide on the recommendation for exclusion after having heard from the member concerned. The General Assembly shall take its decision in accordance with the statute.

The minutes of the General Assembly shall set out the reasons for the exclusion. The excluded member shall receive, by any means of communication set forth in the internal rules, a copy of the minutes of the meeting or, a written statement of the reasons of the decision.

As of the day that the General Assembly approves the exclusion, the excluded member shall lose all the rights it had as a member of the Confederation. The annual membership fee relating to the year that the exclusion takes place remains due for its entire amount. The excluded member shall remain liable for any amount that it owes the Confederation at the time of the exclusion.

An excluded member may only submit a new application for membership two years after the General Assembly's decision.

III. Organisational Structure



Article 9 - General Assembly

9.1 - Place / Announcement / Appointment

The General Assembly takes place once a year in the host country of the Social Firms Europe CE FEC conference.

It shall be announced in writing to the members of the Confederation one month in advance of the meeting together with the agenda and any relevant papers of the meeting.

9.2 - Procedure

The invitations to the General Assembly referred to in the statutes shall be sent to the members by the Secretariat.

The agenda of the General Assembly is prepared by the Secretariat with contribution and agreement by the Executive Committee.

The agenda will be sent to members one month in advance of the meeting. Members attending the General Assembly may request for items to be added to the agenda until two weeks before the meeting. They shall support this request with a note presenting the issue and justifying the need to include it on the agenda of the General Assembly.

The General Assembly will be chaired by the President, assisted by the Secretary General.

Each member organisation should appoint its delegates to represent them to the General Assembly.

Those attending should notify the Secretariat in writing one week in advance of the General Assembly.

Each member organisation that has paid their membership fee has the right to one vote.

Observers can attend the General Assembly with no right to vote.

Minutes are kept at the General Assemblies, which include all decisions taken at the General Assembly and signed, by the Chairperson and the Secretary General of the General Assembly. The minutes are sent to all the members and supporters. Interested parties can ask the Secretariat for a copy.

9.3 - *Resolutions of the General Assembly*

Proposals for resolutions at the General Assembly should be submitted to the Confederation's Secretariat at least four weeks before the General Assembly's official opening. The draft Resolution will be sent out to all General Assembly attendees.

Comments and suggestions to the draft resolutions should be sent to the Confederation at the latest two weeks before the opening of the General Assembly. A final version of the documents will be sent by the Secretariat to the attendees one week before the meeting.

The authors of the resolutions will have the possibility to present briefly their proposals at the General Assembly, before the Assembly proceeds to a discussion and vote.

In case of unexpected events, emergency resolutions may be adopted. The procedure to adopt an emergency resolution will be as follows:

- The General Assembly, when adopting the agenda, will decide whether to accept to discuss an emergency resolution. If accepted, the draft resolution will be discussed at the end of the meeting under agenda item "Any Other Business".

9.4 - *Extraordinary General Assembly*

An Extraordinary General Assembly may be convened by the President, or in his or her absence, the Secretary General, upon the request of one third of the full and ordinary members of the Confederation or upon request of two thirds of the members of the Board. This invitation must be sent to the members, by any means of communication set forth in the Internal Rules, within 10 working days following the receipt of the aforementioned request.

Article 10 - Executive Committee

10.1 - *Elections to the Executive Committee*

It is the task of the Secretary General to invite Full Members of Social Firms Europe CEFEC, after they have joined the organisation for at least one year as regular members, to represent their country on the Executive Committee, if they are in a country that is new to the membership.

When there is more than one member, the invitation will be for them to consider between themselves, who might be in a position to be appointed. Such members should be invited to attend (at their cost) an Executive Committee meeting, first as observers, before deciding whether to make this commitment.

The Executive Committee is ideally comprised of representatives from each European country where there are member organisations, though there is not an obligation to have a representative in each case. Members of each European country can elect one or two representatives to the Executive Committee for a period of three years.

One third of Executive Committee members could be people with mental health problems and other disabilities/disadvantages working in a European Social Firm or social cooperative.

The member organisation shall commit to cover expenses of its representative for participation to at least one meeting of the Confederation.

Each member shall inform the Secretariat in writing of the identity of the representative it appoints and, as the case may be, of the change in identity of its representative.

10.2 - *Obligations - Members of the Executive Committee*

Introduction

The executive committee meets twice per year: the 1st is at the beginning of the year in the city where the conference for that year will take place. The 2nd takes place one day before the conference to cover issues of the conference, the General Assembly and any other business of the executive committee. The 1st is very important because it gives the time and space for each one of us to share information, to exchange experience, to solve problems and concerns of national matters and to feel the solidarity that has been created over the years of existence of Social Firms Europe CEFEC, to support and develop more the movement of social cooperatives – social firms.

- Each Executive Committee Member shall have the power towards the Confederation to bind the member he/she represents.

- Each Executive Committee Member provides the link between the Secretariat of the Confederation and the member of the Confederation that he/she represents; he/she informs and consults the member that he/she represents on a regular basis on the activities of the Confederation and on the decisions taken by the organizational structures of the Confederation.

- Each Executive Committee Member provides the Secretariat with written feedback in cases of them participating in events or activities that are to do with, or representative of, Social Firms Europe CEFEC.

- Each Executive Committee Member contributes to the aims of the Confederation by contributing to the policy work, and to specific campaigns, and by disseminating the information received from the Confederation.

- Executive Committee Members are responsible for the payment of the membership fee. If the member organisation they represent does not pay its membership fees in time, its participation at the General Assembly and Executive Committee shall be suspended until the payment of all amounts due.

- Each Executive Committee Member should attend an Executive Committee Meeting at least once a year.
- Each Executive Committee Member should include matters relating to Social Firms Europe CEFEC in their meetings at a national level.
- Each Executive Committee Members should send a brief update report on Social Firm related progress in their country once a year.

If Executive Committee Members are unable to attend a meeting they can send an authorised representative to report and vote on their behalf.

If an elected Executive Committee Member is not able to attend two or more consecutive meetings they will be asked if they still wish to continue standing. If not, then the member will be asked to approach other members from the same country to stand in their place. If the member fails to do that then, with their agreement, the Secretary General will approach alternative members to stand on the Executive Committee. The aim of this is to understand by personal contact and solve the issue about attendance.

Individual members are not allowed to sit on the Executive Committee.

10.3 – *The administration council & Management group*

The Executive Committee chooses from its members a president, a general secretary and a treasurer. Together with the administrator for day-to-day management, they represent the **administration council** of the Executive Committee, are mentioned by name in the Statute and legally represent the network.

Since the beginning of 2020, there was established a **management group** composed by the general secretary, the technical secretary/operational manager, a senior consultant and a development manager. This group takes care of the daily continuity of the CEFEC activities, increasing the involvement of the members and the activities of the network.

The management group can invite other members of the network to participate in management meetings in order to give input on specific activities/topics.

10.4 - *Functions and tasks*

a. Legal President: it is mentioned in the Statute

- Cares for the benefit of the Confederation and keeps the spirit of mutual support and equality among its members

b. Chairperson / Annual President

The chairperson of Social Firms Europe CEFEC is the member of the Executive Committee whose country is due to host the forthcoming annual conference and his/her term duration is one year (or up until the event of that conference).

- Cares for the benefit of the Confederation and keeps the spirit of mutual support and equality among its members
- Cares for the maintenance of the constitution
- Sending the Annual President's message
- Chairs the Executive Committee and the General Assembly
- Represents Social Firms Europe CEFEC in official meetings, seminars and conferences

- Is responsible for the annual Social Firms Europe CEFEC conference that they are hosting
- Cares for the best and the smooth operation of the organisation of the conference and coordinates the cooperation between the conference organisers and the Secretariat.

c. General Secretary

- Co-operates closely with the Secretariat and contributes to its work.
- Co-ordinates together with the Secretariat and the rest of the management group the activities of the Confederation
- Presents the Annual Management Report to the General Assembly
- Replaces the chairperson in case of absence
- Leads and co-ordinates the strategic direction of the Confederation
- Supports the development of Social Firms Europe CEFEC resources and promotional materials

d. Treasurer

- Is responsible for the financial management of the organisation
- Makes proposals to the Executive Committee on financial issues, including membership fees and guidelines on reimbursement of expenses
- Co-operates with other committees derived from Social Firms Europe CEFEC or the European Commission (in connection with Social Firms Europe CEFEC), on financial and/or managerial matters
- Reports to the Executive Committee twice a year about the financial position of the organisation, its obligations and claims.
- Seeks out and identifies projects that will improve the financial situation of Social Firms Europe CEFEC. He/she will co-operate with members of the Executive Committee and the Secretariat to maximise the identified opportunities for funding into the organisation.

e. Administrator

- Bank representation
- The representative for all the legal tasks, related to the legal seat of the network
- Submitting the financial annual report & Statute changes to the Belgian authorities

f. Senior consultant

- Strengthening the Executive Committee & keeping in contact with the EC members
- Bridging the CEFEC generations
- Coordination of the Linz Appeal update, every 2 years
- Mentoring the coordinators of the working groups, especially of WG7-Green economy

g. Development manager

- Responsible for the development of the CEFEC organization (mostly with expanding the network by identifying new members, keeping the standards and creating quality instruments of work and promotion)
- projects facilitator (creating synergies between the members by inviting them in different project consortiums).

f. Operational Manager/Technical Secretary

- more details about the tasks are available in Article 11

10.5 - *Place/ Announcement/ Appointment*

The Executive Committee Meeting takes place twice a year in the host country of the forthcoming annual conference. It shall be announced in writing to the Executive members of the Confederation at least one month in advance of the meeting.

10.6 – *Procedure*

A draft agenda of the Executive Committee Meeting is prepared by the Secretariat with contribution and agreement of the Secretary General. The draft agenda should be circulated a month before the meeting among the Executive members and feedback should be requested.

Comments and suggestions from Executive Committee Members on the draft agenda should be sent to the Secretariat at least two weeks before the Executive Committee Meeting. A final version of the agenda together with all relevant supporting documents will be sent by the Secretariat to the Executive Committee members one week before the meeting.

The minutes of meetings held by the Executive Committee shall be kept by the Secretariat. They shall be at the disposal of the members of the Confederation at the registered office of the organisation.

Minutes should be circulated to the Executive Committee members within a month after the meeting, accompanied by an action plan. Each member is obliged to act on what was agreed within the specified timescale. A review of the action plan should be done at the next Executive Committee meeting.

In exceptional cases, and when the urgency of the matter so requires, the Executive Committee may make decisions through written procedure. To that effect, the Chairperson, with the assistance of the Secretariat, shall send, by any means of communication set forth in the Internal Rules, the proposals for decision to all the members of the Executive Committee. The proposals for decision shall be adopted if, within five working days, the number of responses received by the Chairperson (care of the Secretariat), from members of the Executive Committee meets the quorum and voting requirements set forth in the statutes and the Internal Rules.

Article 11 - Secretariat

11.1 – *Hosting the Secretariat*

Since Social Firms Europe CEFEC cannot afford to have an office, the Secretariat is hosted by a member organisation and the tasks are fulfilled by the **operational manager**.

Any member organisation could ask to host the Secretariat.

Member organisations that want to host the Secretariat should submit a written request to the Executive Committee, setting out the reasons and how they could contribute for the best of Social Firms Europe CEFEC.

Member organisations that host the Secretariat shall receive an invitation from the Chairperson and the Organising Committee of each Social Firms Europe CEFEC conference.

The registration fee to each conference should be waived for the host organisation representative.

11.2 - *Overall responsibility of the Secretariat*

The overall responsibility of the Secretariat includes all internal and external communication, collection of membership fees and provision of membership information.

Duties and tasks of the role:

The Secretariat is the link between the CEFEC members, the Executive Committee members, the General Secretary and the other members of the Management group, and co-ordinates all the above organisational structures of Social Firms Europe CEFEC.

The main duties and tasks are:

- to initiate and maintain communication with, and between, Executive Committee members;
- to co-operate closely with the administration council and the management group;
- to maintain the website;
- to promote Social Firms Europe CEFEC wherever possible and appropriate;
- to pursue EU projects and inform the Executive Committee;
- to respond to enquiries re. membership with the appropriate information;
- to collect membership fees as necessary;
- to serve as an information centre for Social Firms in Europe;
- to execute the decisions of the Executive Committee and the General Assembly;
- to co-operate with the chairperson and the local organising committee for the realisation of the annual conference;
- to encourage members to assume closer contact with the Secretariat (e.g. to seek information, make contacts with other organisational members, inform Social Firms Europe CEFEC about events, activities and projects that they participate in);
- to enhance, maintain and build new partnerships for the Confederation;
- to seek support from members and Executive Committee members;
- to manage the Secretariat office;
- to edit the Annual Report;
- to look after the organisation's interests and ensure that the aims, principles and internal rules of the Confederation are taken into account.

11.3 - *Organisational matters*

-Headed Paper

Social Firms Europe CEFEC has official headed paper. For all formal letters, official headed paper should be used.

- Brochure

The brochure leaflets are in English, French, Spanish, Greek and German. They can also be translated into more languages.

The information presented is strictly handled by the Executive Committee and the Secretariat. Suggestions are encouraged and will be taken into consideration. The originals should be kept by the Secretariat.

The brochure leaflets should be distributed at every Social Firms Europe CEFEC conference and wherever else needed.

- Email address

Emails containing the name "Social Firms Europe" and/or "CEFEC" are to be used exclusively by the Secretariat.

Any other parties that have intention to do so should first consult with the Secretariat.

- Website

The website is updated, when necessary, by the Secretariat.

If any member organisation wants to take full responsibility for the Social Firms Europe CEFEC website, they must submit a request to the Executive Committee.

Article 12 – Working Groups in SFE CEFEC

For many years our Working Groups have been a prominent part of CEFECs doings and helped to develop topics of concern, e.g. by offering seminars and papers at the annual conferences. During the last months the managing group looked into the structure of the WGs and found that we deal with two different kinds:

Regular assignments:

- WG2 – Updating Linz Appeal
- WG3 – SFE CEFEC Award
- WG5 – SFE CEFEC Heritage
- WG6 – Collaboration with EDF

Here the common characteristic is: We have defined roles and tasks, which the leaders have to perform with clear results and deadlines.

Topics to be developped further:

- WG1 – International Cooperation
- WG4 – Refugees and migrants
- WG7 – Green Economy

These Working groups are treating topics, which CEFEC is putting above-the-fold, with the aim to collect and emphasize actual main challenges of our European communities and to identify the transversal aspects between CEFEC members, in order to create a common approach and develop a common planning.

Here the common characteristic is: open discussions, seminars and projects, implementation for possible strategies to discuss and make them more dynamic and concrete for further development.

For these more dynamic WGs, we have developed a **Template** which the leaders are asked to discuss with their members on aims, activities, organization ect. The wish is to make the WGs

more effective, using beside the annual conferences other tools, like online cooperation, which we experienced successfully during the last months.

IV. Finances

Article 13 – Income

The organisation's funding relies to a large extent on the membership fee of its members. To ensure proper planning of annual activities, members need to pay on time. The bank account currently is in Belgium, for more information, please refer to the instructions on the invoices.

13.1 - Other financial sources should be pursued:

- European Union grants
- Donations / Sponsorship. This requires the Executive Committee members' approval.
- Fundraising from charitable foundations
- Income from work undertaken by Social Firms Europe CEFEC, necessary for the realisation of the non-profit objectives of the organisation

Article 14 - Payments and expenses

The Secretary General and the Treasurer shall both have authority to sign payment orders for expenses predicted in the budget.

For the management of the Secretariat, the Secretary General and the Treasurer shall give a mandate to the Coordinator of the Secretariat to oversee the operational costs of the Secretariat.

Article 15 – Accounts

The Treasurer, with the Secretary General and the Secretariat, should set a budget for the operation of the Secretariat for each following year. The Executive Committee should approve the budget.

The Coordinator of the Secretariat must provide the Treasurer with a financial statement every 6 months. The Secretariat is responsible for keeping the books, under the supervision of the Treasurer. A financial statement shall be sent to the Executive Committee two times a year.

The Executive Committee at each of its meetings shall approve these statements.

Once a year, the annual accounts shall be submitted to the Executive Committee for approval before being submitted to the General Assembly for approval. The Secretariat keeps these documents at the members' disposal for reference at any time.

Article 16 - Financial year

The financial year starts 1st January and ends 31st December of each year. The General Assembly shall have the power to change the dates of the financial year.

The **Annual Financial Report** should be submitted to the Belgian authorities until the end of June, each year, and has to be approved by the Annual General Assembly.

V. Activities

Article 17 – Annual Conference

The Annual Conference – a crucial activity for the organisation – takes place in a different European city each year. The conference presents the only opportunity for employees within Social Firms and Co-operatives, members, mental health and other professionals within the disability sector, and managers, to come together and learn/exchange views on social sensitisation issues, employment issues particular to people with mental health problems and other disabled people, organisation and management of Social Firms and Co-operatives, and Finance.

It is the intention to maintain the framework on which the annual conference was founded and established as well as continuously enhance with new ideas and objectives.

The Social Firms Europe CEFEC conference is a result of a collaborative work between the Organisers and the Executive Members. In recent times, as new countries continue to be added to our member profile, the need for organisational guidelines is increasing, so the Conference Guidelines were developed. This document can be requested from the Secretariat.

Article 18 - Annual Report and other published material

18.1 – Annual Update

One of Social Firms Europe CEFEC's activities is to report on its progress against its objectives to its members once a year.

This material is sent to the members in the form of an ANNUAL UPDATE.

18.2 – Other material

The Executive Committee members should give time during the annual conferences and collaborate for the production of a material on Social Firms and Cooperatives produced on national level. This material should be evaluated, advantaged and generalized on European level so that Social Firms Europe CEFEC could adopt it.

Article 19 – SFE CEFEC Academy

The Academy aims to be a resource for multi-stakeholder collaboration and for the sharing and dissemination of ideas, knowledge and practical solutions. It will be a space for sharing both practical experience and theoretical knowledge and will encourage participants to innovate and evolve working practices throughout the field of social enterprise.

Through both structured and informal communication, it is hoped that the Academy will facilitate new solutions and approaches to emerge by challenging current perceptions. This will allow participants to recognize and overcome obstacles, allowing the continual improvement of social enterprise practice.

It will support the promotion of social, environmental and technological innovation in education, the workplace and in the community, to promote a more sustainable and participative culture that puts all people – whatever their skills and talents - at its centre.

VI. Promotion

The organisation shall be promoted through:

Article 20 - Website & Social Media

Social Firms Europe CEFEC maintains a [website](#) where all activities and information concerning the Confederation should be posted on it. The appearance and maintenance of the site is the responsibility of the Secretariat with contribution from Executive Committee Members.

Members are expected to profile Social Firms Europe CEFEC by posting a link to the official website from their own organisation's website.

SFE CEFEC also has a [Facebook page](#) and [LinkedIn page](#), so we encourage our members to disseminate their activities using these tools, which are administered by the Secretariat.

Article 21 – Newsletters & Brochures

Social Firms Europe CEFEC publishes informative **leaflets** about the Confederation in English. They can also be translated into more languages.

The information presented is strictly handled by the Executive Committee and the Secretariat.

The Secretariat prepares approximately 3 times a year (March, July, November) a **Newsletter** with details about the activities of the network, projects, information received from the members and other important details relevant for the CEFEC members. The Newsletter is sent to all the SFE CEFEC members, is posted on the website, Facebook and LinkedIn pages.

Article 22 - Representation on other bodies and within NGO's, at events, conferences, etc.

Executive Committee members and members shall be encouraged to participate in various events and as members to other associations.

Executive Committee members shall set a common policy and lobbying agenda that members shall follow in case they do participate in other events or on other bodies.

Executive Committee members or the Secretary General with the Secretariat shall name a delegate to represent the organisation on other bodies or within other NGOs.

The management group and the Secretariat shall make sure that the representative promotes Social Firms Europe CEFEC's interests and brief the Secretariat on a regular basis.

22.1 – Obligations of representatives at other events

Representatives should commit to contribute to the aims of the Confederation by stating and promoting the interests and policy work of the organisation.

Representatives should have written permission from at least two members of the management group to be able to speak on behalf of Social Firms Europe CEFEC.

Representatives should try to establish partnerships with other organisations.

Representatives should inform the Secretariat about the event they will participate in, when and where will take place and the position they will obtain in it.

Representatives should ask the Secretariat to provide them with latest information on Social Firms Europe CEFEC in order to distribute it.

Representatives should inform the associations they participate in of the contact details of the Secretariat and ask all information related to Social Firms Europe CEFEC to be sent to the Secretariat.

Feedback is required to be sent to the Secretariat when participation and representation is established.

22.2 – *Reporting on other representation*

Contacts and meetings made by Executive Committee members, members, official delegates and the Secretariat should be announced in the Annual Report, the Secretariat's report and the brief report sent to the members once a year with invoices.

All information, declarations, minutes derived from representations and participation in other events should be announced at the Executive Committee meetings, in the Annual Report and the brief report sent to the members once a year with invoices.