

CC proposal – Implementation plan & concrete steps

Below can be found the implementation framework for the Coordinating Collective's vision for [DiEM25 2.0](#), as presented in the Prague Assembly on 22 November 2019 and further discussed in the forum. Extracted from the below guidelines will be six All-Member Votes (AMVs) on matters that require the revision of our Organising Principles, namely:

1. Establish Feminist and Diversity Task Forces
2. Increase the tenure of Validating Council members to one year
3. Establish DiEM25 Member Assemblies for working on policy agendas beyond the framework of DiEM25's Pillars
4. Reshape NCs and EWs, and improve their coordination with the CC
5. Membership Fee proposal
6. Introduce a process which allows members to initiate All-Member Votes

The rest of the plan is a change of priorities or actions rather than a change of structure.

1) Growing our support

- A) Map out our network fully: Gain a better understanding of our membership and allies, through a comprehensive programme of surveys and user data, respecting data protection and privacy.**

Following a consultation with NCs, a survey will be sent out to the membership in order to better map-out the capabilities and interests of our members, as well as the activist and intellectuals that their engagement with DiEM25 allows us access to. The anonymised results of this survey, apart from being made available for all DiEMers to use in the planning of their own grassroots activity, will also be used to better inform the strategic decisions of the CC.

- B) Develop a targeted membership expansion campaign using what we've learned, to enrich our membership and address the gaps.**

Based on an analysis of the results of the above survey (A), the Coordinating Collective will identify gaps in our membership's ecosystem, regarding both the skills and diversity present (or missing), and design a complete outreach, onboarding and training programme to help DiEM25 address those gaps.

C) Update "tool kits" and communication guidelines for NCs and DSCs, including suggestions on how to organise DiEM25 meetings, use language and make our culture more inclusive and accessible.

All documents in the DiEM25 Toolbox are undergoing an update, including:

- Toolkits with communications guidelines for DSCs (DiEM25 communication guidelines: <https://cloud.diem25.org/index.php/s/WiExzYaDz3bZgQk>)
- The communications guidelines document for meetings with NCs
- Guidelines for organising events and representing DiEM25
- Guidelines for organising and leading Electoral Wings

In addition, a kit with several "how to" guidelines will be developed, in coordination with the "Rethinking the DiEM25 Academy" proposal from the Prague Assembly, and will include, among others, the following:

- set-up a DSC
- organize a street action
- set up a local press list
- how to network
- how to campaign in your area and attract new members
- how to design a flyer or a banner

Annual updates of these documents will be carried out to ensure they remain topical and relevant.

D) Create a working group (of interested members) to develop a holistic feminist vision for DiEM25, a lens through which all of our policies and activity should be examined; (e.g. intersectionality, rejection of neo-liberal feminism etc).

CC Task Force (TF), made up of at least three members of the CC, will lead and coordinate the work and activities of this field. This TF will create a members-based working group to revise existing and proposed internal and external documentation, propose topics where DiEM25's position needs to be formulated or expressed, and will act as a point of contact within the movement to advise on matters related to feminism and the empowerment of women.

In order to speed up the process and avoid unhelpful discussions and arguments, members for a task force should be selected, by approaching members already focusing or being active in this area, rather than recruited by an open call.

More specifically the CC Task Force will ensure:

- The working group will work together with – and act as point of contact for advice and expertise to – EWs, NCs, DSCs, members and any other relevant working groups, in order to ensure a holistic, inclusive feminist approach applied throughout all of our activities and processes.
- The formulation of a holistic vision: these must cover both the output which is shared externally (policies, electoral programmes etc.), but also our internal processes and the way we operate,

at all levels

-The broader revision of the Manifesto, based on language and wording used to make it more inclusive and welcoming to a broader number of people, from different backgrounds.

-Regular calls will be held to coordinate/discuss priorities, and keep a unified approach.

E) Create a working group (of interested members) to bring minorities into DiEM25 (black, refugees, LBGT+, and all other) and ensure the development of appropriate policies and activities; (e.g. intersectionality, fusing identity politics into a class narrative etc.).

Due to the low number of members who have shown interest in working in this area in the past, this Task Force will start as a sub-working group (or joint-TF) to the feminist task force, until it gathers enough momentum to operate separately, along the same lines as the Feminist Task Force, described above. Similarly, to the feminist task force, members for a task force should be selected, by approaching members already focusing or being active in this area, rather than recruited by an open call.

When the diversity TF is ready to start operating independently, we may need to revise and increase the number of CC or other lead coordinators, to accommodate the increased workload

The diversity working group will help produce guidance and content to the movement, in order to open up our reach to persons from marginalised or minority communities and thus help to grow and diversify our membership.

Many of the activities and outputs of this TF will overlap with those of the Feminism TF, and the two should therefore collaborate closely, even after they are officially separated.

F) Strengthen our presence in countries with no major representation (especially Scandinavia and eastern Europe) by intensifying our engagement efforts there.

Particular emphasis is already being put on offering support to our members in Scandinavia and Eastern Europe, in order to help them develop and grow our movement. The following DSCs have been established since November 2019, with many more expected to be launched:

- Sweden: Uppsala 1, Lund 1
- North Macedonia: Skopje 1
- Turkey: Izmir 2
- Serbia: Novi Sad 1
- Slovakia: Banska Bystrica 1
- Finland: Helsinki 1 (re-activated)
- Norway: Oslo 1 (re-activated)

G) Deploy concrete actions, coordinated at a European level and implemented locally, to

identify and bring more DiEMers onboard who might so far not have been able (or inspired enough) to engage with the project

DiEM25 is in a unique position to bring “Europe” to the local and national political arenas, by finally making it relevant to citizens within the framework in which they are used to discuss politics. The key to achieving this is by adapting the narrative around the European project to the national realities in which our movement operates. Concretely, this means:

- Adapting our Progressive Agenda for Europe, Green New Deal for Europe and other European policies to the national context (e.g. what does Germany, Italy, Greece need to do to contribute to the implementation of a Green New Deal for Europe?)
- Develop our own actions, or identify projects of other organizations, to which we could direct our members to contribute physically to struggles which help us pursue our movement’s goals

In addition, DiEM25 will implement an outreach, onboarding, training and mobilisation system which will allow our members to become impactful activists and local actors on the challenges that matter the most to them and to the movement. A core activity of those who administer the movement will be to assist members along this process and to direct them to trainings and actions, depending on their abilities and interests. Below is an outline of this process:

Three levels of members (based on engagement)

Level 0 are people who follow us on social media and have signed up to our newsletters, but do not engage with the movement. Some of them might have also joined as members, in the same way that someone signs up to a petition. They support us or are interested in our work, but do not contribute to it.

*Level 1 members are not very active DiEMers: they stay informed via newsletters and/or social media, if at all. They are not deeply involved with DiEM's daily activities, but they might engage in all-member votes or write posts on the Forum.

**Volunteers (including some organisers and coordinators) are Level 2 members; they might not be able to dedicate time on a daily basis, but they are doing valuable work on various fronts (i.e. translations, IT, volunteering groups). Volunteers might be mobilised [only] when certain actions are taking place (for events, campaigns and/or protests e.g. for visuals, legal advice, press contacts, etc.)

***Level 3 members are activists who are going "out there" fighting the Establishment, mobilising and organising grassroots, targeting burning issues and making campaigns, dependably representing DiEM25 to other political actors or media, based on training they have received within the movement. They are largely independent.

- The goal is to have as many members as possible moving from Level 1 to Level 3.

This process would provide our members with extensive guidelines to help them along their DiEM25 journey.

This element of our members' experience is imperative for developing a more action-oriented way of thinking. The process of moving followers from level 0 to 1, and then members from Level 1 to Level 3, ensuring a more comprehensive education of the membership on the rules and processes of the movement.

A task force for organising and coordinating the Onboarding and Training processes within DiEM25 will be organised by the CC, and it will also coordinate with those leading on the members' proposal "Rethinking DiEM25 Academy" which was voted through the Prague Assembly.

Step 1: Sign-up

As new members sign-up, they receive a welcome email and an invitation to join an onboarding online call.

Furthermore, new DiEMers will receive a handful of emails, spaced out over 2-3 weeks, which explain the various ways in which they can become active in DiEM25, as well as links to explanations of the governance structure, manifesto, policies and so on.

The onboarding calls will be part of the Permanent Academies (i.e. the permanent Onboarding and Educational programme) and they will be conducted once or twice per month, and with increasing regularity as more people are trained to conduct them. In this way, every member who joins DiEM25 will get an introduction to the basics.

Step 2: Scouting for Activists

During the process of onboarding and educating members, a specialised task force will scout for candidates who can progress to Level 3.

Candidates selected during this process would be recommended by the task force to attend the physical DiEM25 Academy, as well as the online Level 2 trainings.

Step 3: engaging in ongoing projects, or encourage them to create projects

Those who have been through the process are better placed to take leading positions in our projects, or to set-up activities of their own.

CC members mandated with the task, will have an overview of our actions across Europe and direct, advise and assist our activists accordingly.

H) Map existing organisations (NGOs, informal grassroots, or others) where we could play a facilitator role, with the goal of enriching our movement via partnerships or recruitment, while also establishing potential electoral partnerships for our EWs.

In addition to the survey of DiEM25 members, NCs and DSCs as described under (A), the CC is collecting feedback from NCs regarding the organisations they have been in touch with, and the local actions they have been involved with. For example, the detailed mapping of our extended network in Italy, as established and developed by our national and local teams, will allow us to plan our actions across Europe more insightfully and strategically. In order to collect all data in one secure database, keep it continually up-to-date and make it available to all DiEMers who need it, the CRM function, already coded into the platform of the internal members area, can be used.

2) Influencing and winning

A) We strive to implement our policies ourselves, by professionalising and building-out our Electoral Wing approach, as opposed to building alliances before we have the structure and strength to sustain our cohesion within them.

Although DiEM25 continues to maintain that progressive political forces need to unite under the common struggle of democratising the European project, our own priority is to fortify the organisational capacity of our movement. We owe it to our members, volunteers and activists, as well as to those of us who work on our Electoral Wings and need to be able to discuss and negotiate with other electoral forces with some leverage, to ensure that DiEM25 grows and strengthens. The greatest addition we can offer the fight for a democratic Europe, is a powerful, well-organised movement to lead it.

B) We ensure the standardisation of the branding, political principles and organising framework behind all of our EWs.

A centralised coordination of DiEM25's Electoral Wings by members of the CC will ensure the political cohesion of the movement's electoral activities. Across Europe political parties belonging to the same "family" (e.g. EPP, Greens, S&D) fail to ensure the cohesion of their policies with those of their fellow "family-members" in other Member States. As a result, their representatives meeting in the European Parliament often cannot agree on common policy lines even within their own groups. DiEM25 sees this incoherence as a major contributing factor to Europe's political fragmentation and concomitant inability to deal with common challenges. We have resolved not to contribute to this system. Instead, our

Electoral Wings will at all times maintain strong policy ties to each other to implement a common European programme, adapted to their national realities. The further coordination and uniformity of the Electoral Wings will be ensured through the Prague proposal 'Solidifying Our Electoral Wings'.

C) Build out the teams in the NCs and EWs who can implement the pan-European strategy under CC coordination.

Based on our experience this far, and because our movement's operations are largely entrusted to volunteers and activists devoting their time and resources, DiEM25's Office, supported by non-Office members of the CC where necessary, shall oversee, assist and be accountable for the movement's operations in every country there is a PNC or NC.

The DiEM25 Office, established by the CC on 5/09/2019, is the sub-group of the CC responsible for lobbying for DiEM25's agenda in Brussels, acting as the permanent physical representation of the movement, and overseeing the implementation of the decisions taken by the CC and the membership. It is staffed by a combination of elected and appointed (ex officio) members of the CC whose mandates are connected to the operational aspects of the movement.

The above, with regards to NCs and EWs, have three main objectives:

-Ensure continuity and good practice: Because the "staff" in charge of certain critical tasks are mostly composed of volunteers, their capacity to offer the necessary time and skills to perform is often limited and irregular. Thus, in order to avoid idleness, missing deadlines, and overall keeping the movement running, it's necessary for the CC, the body in charge of overseeing the movement's operations and adequate functioning as per the membership's mandate, to manage operations, appoint replacements when volunteers are unable to perform, or even remove them if their actions – or lack of actions – are contrary or in any way detrimental to DiEM25's optimal development and performance in any given country. In addition, during certain periods (such as PNC and NC elections in any particular country) we've often found that daily operations come to a halt for the duration of these processes, and often beyond – i.e., the internal and external communications are either intermittent or come to a complete stop, leaving the membership in that particular country "blind" as to important matters, and projects that were in progress are halted.

-Ensure coherence: As a pan-European, non-federated political movement, striking the balance between national and European realities represents an enormous challenge. While PNCs and NCs play a fundamental role in transmitting information bottom-up so that DiEM25 can identify and act on national, regional and local realities to bring its agenda forward, conflicts or contradictions with our pan-European vision may emerge. Based on our experience, this

has been a problem at various levels and in various areas, such as our presence in social media, internal communications and even in connecting our movement with other groups and political agents. And though, for the most part, these conflicts or contradictions have occurred without any bad intent from those pursuing any particular goal for the movement's benefit at a national, regional or local level, it is bestowed upon the CC's mandate to ensure coherence with the movement's DNA and raison d'être: to build a movement with an aim to make its foundational objectives a reality from a pan-European level that express the democratic consent of its pan-European membership.

- Ensure accountability: Our movement's philosophy is based on "blind trust" when it comes to translating its ideals and aims into action. This is reflected in the way its structures are designed, populated and coordinated. The local groups (DSCs), for example, are true to the open, inclusive, self-organising and spontaneous nature embedded in the organisation's Operating Principles. Similarly, there is no other political organisation of DiEM25's magnitude in the world where its central organisational coordinating collective can be composed of democratically-elected women and men from every corner of Europe by simply presenting a candidacy proposal, a copy of an official identification and an introductory video presentation. All appointments are made by the democratically elected CC in order to staff the movement with the professionals it needs to carry out the memberships' mandate. In addition, and in contrast with private-sector, NGO or even similar political organisation's practices, our movement offers great leeway for collective intelligence, individual actions and creativity. This open-sourced approach makes room for mistakes and unintended errors. We believe this is positive. DiEM25 is unique in many ways, one of them is that there has never been a social movement of its kind, reach and goals. There is no "manual" or prior experience which can best guide us to attain our challenging goals. We, by design, often "learn by doing," and understand errors and failure as something inherent to those who try something new. However, we must also ensure that even if errors and mistakes are bound to happen in our movement's actions, accountability and serious, disciplined work must also be part of our movement's staff and volunteers' actions. Solely funded by our membership's donations, we must do our best to perform in the most professional, transparent and accountable manner.

- Just as the CC is accountable to DiEM25's membership, as are the ex-officios the CC appoints to carry out the movement's daily operations, the same is true for PNC and NC members. DiEM25 is not a federation, and its bodies are comprised of people responsible for implementing the DiEM25 project in their country, not to run a national version of DiEM25. DiEM25's Office, as the movement's institution in charge of executing and coordinating DiEM25's operations across Europe, will be responsible and accountable for all of the PNC and NC members responsible for specific tasks. In this way, DiEM25's Office members in charge of the movement's daily operations in various areas, such as Finance, Communications, IT, Events, Political Strategy, etc., will coordinate their counterparts at the PNC and NC levels.

2. PNC and NC guidance

DiEM25 is a bottom-up movement which operates at the pan-European level and needs to be enriched, developed and constantly adapted by the national, regional and local realities the membership, activists and volunteers feedback to our European conscience. In order to optimise this vital energy and information, as well as to assist and better guide our PNCs and NCs, the CC will present a number of mandatory tasks, independent of all PNC and NC initiatives, as fundamental and necessary to ensure focus, coherence and continuity. Over the past years, we have noticed how newly created PNCs and NCs lack a basic agenda, timeline and milestones that are necessary to organise their work. Much time, sometimes even months, is invested in setting basic priorities and getting these bodies to transition from their creation and planning stages to actual hands-on actions that lead to impact. Thus, below can be found the areas the movement's PNCs and NCs will be required to cover in coordination and with the assistance of DiEM25's Office (specific tasks under each area will be tailored on a country-by-country basis, as per the current status/level of development of DiEM25 at the moment):

- Membership expansion
- National, regional and local membership mapping
- Onboarding and training of activists and volunteers
- Continuous assessment and mapping of socio-political landscape, pressing issues and potential campaigns and actions
- Developing a National-level programme, based on DiEM25's pillars and campaigns
- Fundraising

3. PNC and NC candidates

In our experience, and largely due to DiEM25's very open and democratic processes, aimed to allow any and all DiEMers to step forward and join our collectives, there sometimes is a lack of understanding of our Operating Principles, the amount of time members of PNCs and NCs need to commit to the movement's required work, and even full knowledge of our policy proposals and political stances among the candidates for elected posts. This has led to inefficiencies, false assumptions and even conflicts in these vital bodies. From elected members not attending video conferences, to some disappearing altogether days after they take charge of their position. In a few occasions, elected members to these bodies end up resigning after they realise the amount of work and experience expected from them, or that they are not in agreement with certain policy proposals or political stances of the movement. While not wanting to alter the open-source and plural nature of our PNCs and NCs, DiEM25 will now conduct preliminary interviews with candidates to these collectives before activating their candidacies. This, in order to make sure, in the best way possible, that candidates to the PNCs and NCs are indeed well-informed and understand both the movement's ideals, procedures, policies and political positionings, as well as the requirements in terms of time and availability for being members of a PNC or NC. Finally, a new feature will allow for

members to issue objections to certain members' candidacies, based on an explanation that they will be asked to provide. The interview committee will then have to investigate the objection and submit a proposal (for or against the objection) to the Validating Council.

The interviews, for the purposes of transparency, will be carried out on a rotating basis, by an elected member of the CC, a member of DiEM25's Office, a randomly-selected member of the Validating Council and a member of an NC from a country other than the one in which the election is taking place. If the majority of the group feel that certain members who have been with the movement long enough do not require to be interviewed, they can vote (3/4 majority) to not interview them.

D) DiEM25 is an inclusive, grassroots movement with a holistic vision to address Europe's overlapping crises. For the next year, we prioritise work on the topics in our Progressive Agenda, by putting them into groups (current affairs might decide switching things around mid-way through the year, but this should only be done with an explicit minuted decision by the CC).

The Progressive Agenda for Europe (PAE) will be re-launched in a new light and with new energy, coordinated by two members of the CC (currently Mame and Simona), who will engage the membership in the drafting of the papers, as per our Manifesto and Organising Principles. This entails:

- re-energising the current policy teams by giving clear guidance and coordination support from the CC, and reaching out to members to recruit new volunteers to take on concluding this challenging task, through specific targeted discussions on the Forum
- Integrate new pillars as developed through the DiEM25 Members' Assemblies process (which gives the power to the membership to identify and develop new policy pillars) and clarify intersections between pillars, work towards coherence, and establish links e.g. from the GNDE section on climate refugees towards our policy on migration
- Launch a big push to get the final papers voted on, translated into flyers, annotated, train activists in presenting them, and organise local outreach events to engage relevant organisations
- All task force coordinators will be selected based on previous engagement on the topic by the PAE CC coordinators, and the task forces shall be populated by any engaged and interested members. The TF coordinators will have the right to replace any unresponsive members with the consent of the PAE CC coordinators; as well as any disruptive members, after consultation with the conflict mediation team.

In terms of priorities, the CC has decided on the following prioritisation, and will ensure that all its actions align with it, especially taking into consideration the world during and after COVID-19:

1. DiEM25 continues to build up our GNDE policy agenda (which is the manifestation of the ecological transition pillar) and campaigns around it.
2. This will be done through a dedicated person in the CC and the local GND teams.

3. DiEM25 will develop, in parallel to our GNDE, a vision for a Post-capitalist Democratic Europe, to be coordinated by the PAE CC coordinators, and a specialised membership-based task force on the topic, which is already in place following the Prague Assembly
4. DiEM25 will complete the pillars of the Progressive Agenda for Europe and choose which to campaign on at the European level, depending on strategic priorities.
 - Postcapitalism Pillar (to replace the Labour pillar, following the Prague Assembly decision): given the current shifting political landscape and the sprawling reach of this pillar, it will be made the strategic priority of the movement to focus on developing it, retroplanning the work so that the final text can be put to the vote by the end of 2020. It's completion will also affect other pillars and launch a process of harmonisation of DiEM25 policy under the postcapitalist approach. The development of the pillar, and the review of other pillar, will be conducted as outlined in the OPs
 - Other Policy papers: Policy papers for the pillars will be completed at the pace set by the Task forces. A step-by-step plan for each pillar will be agreed among the PAE CC coordinators and the TF to identify chapters, milestones and timelines, within the white paper process. The plan will be published on the website.
 - Review any ideas from the initial submissions to Prague, which could be utilised as campaign-development tools and empower our task forces to start developing promotion plans around the pillars they are developing.
5. DiEM25 institutes an additional grassroots process for identifying new pillars/issues directly by the membership, to complement the already existent one: the DiEM25 Member Assemblies. More can be read on this under chapter 3B.

3) Running an effective movement

A) Rework the VC to make it more responsive and engaged and able to handle the demanding role of responding to critical matters in a timely and serious manner.

Measures to increase the involvement and participation of VC members:

1. Updates for the texts of the application form and the automated emails to make the mandate of the VC clear to new members. Emphasis is put, when each VC member begins their mandate, on them understanding that their role is not political in nature, but factual: they are called to assess actions on the basis of their legitimacy vis-à-vis the Organising Principles and Manifesto, not based on their subjective political merit.
2. Additional Telegram channel next to the mailing list to inform about votes and calls;
3. Zoom calls are organised monthly for getting to know each other, develop a group feeling and have room for feedback/exchange;
4. A forum thread is opened for room for discussion about each vote. It's a restricted discussion space, only for members of the VC forum group. The coordinator of the VC is responsible for ensuring the discussion stays on-topic and remains informed with the necessary information, while remaining impartial. If time allows it, there are two days for discussion and deliberation among members, before the vote is opened;

5. When asked to pass judgment on a member (for example meeting requirements for a particular role or assessing a case brought to them based on the Code of Conduct) VC members should appoint two representatives (one woman, one man) to question the people involved. In other cases, a normal call for discussion among VC members is held. The coordinator of the VC organises and moderates a video call for that purpose and records it. The video is made available for all VC members to make their final decision.
6. Increase the mandate of each VC member to 1 year, so as to allow them to become familiar with their role and engage more actively, with reshuffling occurring every 6 months (rather than every 3 months)

Set a frame for decisions that should be in VC jurisdiction:

1. Expulsion of members who violated the principles of the Manifesto;
2. Deciding on all cases arising from the new Code of Conduct;
3. Press releases and announcements that go beyond DiEM25 official policy (as laid out in our policy papers and other voted-through documents). This can also be done post-factum if necessary;
4. Proposals for new members of the Advisory Panel;
5. Validation of decisions that go beyond the coordination role of the CC;
6. Assessing appeals of CC decisions

B) Establish a new DiEM25 institution: DiEM25 Member Assemblies (similar in concept to the Citizens' Assemblies that DiEM25 advocates as a new way to deepen European democracy). Member Assemblies will be mostly made up of randomly selected members (out of a pool of members that declared an interest) to work together for a period of, say, 12 months, so as to produce policy recommendations that will then be debated and voted for among all DiEMers.

The purpose of this new body of DiEM25 is to allow members to directly choose areas of political thought in which they would like the movement to grow by creating new Progressive Agenda pillars on topics not listed in the Organising Principles. The process for this is the following:

Step 1: Any member may start a discussion thread in one of the "Discuss policy" forums in order to gather support for their proposal. Their proposal needs to be on a wide political topic, and not a reaction to current affairs. It should be tagged as "Proposed-DMA" in order to make it easily identifiable

Step 2: Once at least 50 members have replied to the thread, the Validating Council checks whether the initiative is in line with DiEM25's values and not in conflict with other ongoing member-driven initiatives. If so, the initiative is registered on a dedicated page in the Members Area where members can indicate their interest in participating in this DiEM25 Members Assembly.

Step 3: Once at least 500 members have indicated their interest, the DiEM25 Members Assembly is constituted. It comprises 100 members picked from among those 500+ interested: up to 5

of the thread initiators getting a free pass, 65 more drawn by lot, and 30 picked by the CC based on their knowledge and experience.

Step 4: These 100 members make-up the DiEM25 Members Assembly (DMA) on the topic. Their mission is to deliberate for a year (organise expert panels on the matter, gather research and information etc.) in order to compile a balanced and comprehensive policy paper on the matter.

Step 5: The paper is deemed complete when at least 60 out of the 100 DMA participants approve it, but no sooner than 9 months after the constitution of the DMA. After the completion of the final paper, the result is deliberated in the Forum for two weeks, where members offer feedback. DMA participants are strongly encouraged to also collect members' feedback at earlier stages.

Step 6: The DMA has a month to decide which feedback to incorporate into the final draft.

Step 7: The final paper is put to an AMV and if passed, becomes DiEM25's official position. If it conflicts with current Progressive Agenda papers, there may be votes to decide DiEM25's position on the conflicting topics.

C) Refresh the purpose and activity of the AP, to reaffirm their status as ambassadors and advisers to our movement.

The Advisory Panel has been crucial for enriching the movement's policies with their expertise and experience, while also lending DiEM25 their platform in order for the movement to reach ever more people with its message of change. In order to improve the functioning and responsiveness of the body, the following steps will be taken:

- Two experienced CC members will be the main CC contact-people for the AP
- AP Members will receive a monthly DiEM25 update, at the end of the month, updating them on the progress of the movement. Where relevant, it will be customised to the AP member in question, and potentially proposing ways they can get involved (as has been the case within the framework of DiEM25 TV, for example)
- More regular contact will make it easier for them to engage in DiEM25, but also for us to be more engaged, as DiEM25, on what they are doing
- DiEM25 should be more proactive (and this is a role for the web-editor) in following what they are up to, and using it to promote DiEM25 (piggybacking on their work)

D) Announce key discussion points coming up for the CC and ask members for their thoughts on it.

- The CC will announce, when possible, important discussion topics planned for CC Teleconferences one week in advance in the Forum, asking for members' thoughts on the

matter. This will allow for DiEM25 members to weigh-in with their feedback and inform the discussions of the CC with the thoughts of the membership.

- E) Better separation of spheres of work of movement and EWs, to allow for all members to find the field of action that engages them the most while allowing the unhindered development of these two sides of our project's activity.**

The effort for achieving this will largely be channeled through the implementation of the member proposal proposal "Solidify DiEM25 electoral wings" which was approved by the Prague Assembly. The CC is cooperating closely with the authors of the proposal and by delivering on the action points of that project, will also ensure to meet the goal of creating separate but mutually-beneficial and interdependent, spheres for members interested in working on the movement, or the electoral application of the movement's goals.

- F) Reshape the NC elections to ensure that NC members, like CC members, are elected with identical mandates and self-organise. Instead of grouping candidates by 'areas of responsibility', technical jobs in NCs should be entrusted to people (elected or appointed) with relevant experience, and who will be directly coordinated by, and be accountable to, the pan-European coordinators of the CC to ensure European-wide coherence, consistency and continuity**

The OPs on NCs need to be changed as follows:

Once the movement has matured in a country, the CC may propose that a National Collective be constituted in order to take over some of the coordinating tasks. The CC's proposal must then be validated by the VC.

NCs are ideally formed by 8 to 10 members, but exemptions can be made based on the size of the country and the extent of DiEM25's operations there. If such an exemption is seen as necessary, local members can propose it to the CC which will assess and forward it to the VC. The CC can also take the initiative to propose such an exemption to the VC.

Additionally, NCs may appoint people to help them with specific tasks. These people may participate in NC meetings ex officio. In their responsibilities and duties towards DiEM25, they will work closely with their Coordinating Collective counterparts in order to ensure that their actions are in keeping with DiEM25's pan-European identity. This means that the Coordinating Collective also has the right to demand the replacement of NC ex officios who are breaking the guidelines and/or rules of the movement, or who are not responsive or collaborative.

Initially, a Provisional National Collective will be organised by the CC in consultation with all relevant DSCs, and the initial list of members will be validated by the VC, but, within 12 months of the selection of this Provisional National Collective, elections must be held for the

members. Members elected thereafter shall serve a two-year term.

NC elections will be conducted using DiEM25's voting platform and respecting the movement's transnational character. This means that ALL DiEM25 members will have the right to participate as voters or candidates in the election of any NC. Naturally, members are encouraged to vote only in NC elections if they are familiar with the candidates and the specific country's political environment.

NC members will not be elected based on separate mandates, but as equal members. NC members will then be expected to self-organise amongst themselves and split tasks according to their areas of interest and expertise. Professional tasks such as communications (press, social media etc.) are best left to appointed members of the NC who have relevant experience and skills (ex officio) who will also work under the coordination of the European-level (CC) counterparts.

NCs will be granted access to data about members in their country in as much as possible given applicable national and European data privacy laws, and be enabled to contact them directly.

NCs can sign open letters and participate in national campaigns as long as they inform the CC first.

NCs cannot decide to support or to work with other political actors in its country but can explore possible alliances with political actors. However, any such alliance must be proposed to the CC which will, then, either recommend it to the VC for validation or put the matter to an all-member vote.

All policy papers coordinated by the NC must be, before being adopted, submitted to the CC. All such policies that the CC approves will require validation by the VC. And whenever the CC objects to any aspect of a policy recommendation by an NC, the CC must put the matter to an all-member vote.

G) Make the CC more visible for the DiEM25 community, and communicate decisions more transparently and faster.

One CC member is responsible for scouting the Forum, in order to:

- a) Direct relevant CC members to discussions where they could add value
- b) Offer the CC briefings on important discussions going on in the Forum, and recommendations on how the CC should proceed
- c) Ensure that all major decisions of the CC are communicated in the Forum, clearly and transparently

As the DiEM25 project matures, becomes more intricate, and complex, it is important that its bodies remain able to cope with the task at hand. For this reason, it must be ensured that candidates wishing to run for the Coordinating Collective, as well as any other body of the movement, possess the necessary knowledge and expertise to fill-in the position. All candidates who wish to run for these bodies will be reviewed by a commission made-up by random CC, NC, and DCS members (one from each) to ensure that their profile fits the demanding roles they are candidating themselves to fill, and that they understand the full implications of the role they have applied for.

Once per month, a CC call will include a topic on its agenda that will be selected directly from the membership. When the topic is discussed, the CC call will be recorded and shared on the movement's Forum. Topics for the agenda will be proposed and voted on in the Forum, as well. The person whose proposal is selected, will also be invited to participate in the call.

All AMVs will from now on contain sections arguing for all options being presented to the membership (e.g. if it's a YES or NO vote, there will be arguments presented for both sides), so as to allow members to make better informed decisions.

Finally, in a move to allow the membership to bring issues directly from the grassroots to the attention of the entirety of the movement's membership, the CC is introducing a process which allows members to initiate All-Member Votes. This process is described below:

It is difficult to always have a relevant, innovative, powerful statement on every current affairs topic. It requires careful deliberation and the involvement of expertise that we are not all familiar with. It is an undertaking that requires an investment of time that the Coordinating Collective is not always able to coordinate.

If you believe you have a topic for which you can collect the necessary research and participate in the necessary conversation to formulate a draft stance for the movement, here are the steps you can follow to make it happen:

1. Please ensure that your idea is a *policy*. Non-policy, administrative decisions (e.g. about events, tools, communication and so on) are made by the people elected or appointed to the international and national collectives, and on a smaller scale by the activist groups in each location. Amendments to the Organising Principles and to the manifesto must follow the more rigorous path outlined in section 8 of our Organising Principles.
2. Does your policy belong to one of the pillars of the Progressive Agenda? Then please follow the contribution guide there. We shall have an All-Member Vote (AMV) ratifying each of the whitepapers once they are completed. If your statement belongs to one of these pillars but is more urgent (e.g. because there will be a national referendum on it and DiEM25 should campaign for one of the sides in the referendum) please read on. Topics of national referenda are very likely candidates for All-Member Votes. AMVs are also commonly held about the program our MPs represent in parliament, DiEM25's alliances and participation in elections, and our stance on big current events / foreign policy issues, such as Brexit. All activities which are electoral in nature will continue to be organised directly in collaboration with the Coordinating Collective and will not be eligible for this process.
3. Ensure that your statement and all vote options are in line with DiEM25's Manifesto and moral principles. If it is close to another statement made by DiEM25 in the past, or contains policies which might fall under the field of work of one of our pillars, please contact the coordinators or authors of these to ensure you do not duplicate work (or contradict previous positions or policy proposals)
4. Do you have a clear idea of what the vote should look like? Are you able to impartially draw up a list of pros and cons (just bullet points) for each option? If not, please start a discussion in the forum (national forum for a national issue, or policy forum for an international issue) in

order to get input from other members. Use the tag “clarify-for-vote”. Once you are able to meet the requirements for Step 4, continue with step 5.

5. Use the AMV Submission Form. Include a description of the issue and the bullet points for pros and cons, the deadline by which a vote result is necessary (must be at least 30 days in the future), and ideally link to where DiEMers have been discussing the issue.
6. The CC will reply with a brief evaluation of the possibility of having this as an all-member vote. In the best case, the answer is “We’ll start this as soon as possible and with an aim of finishing by the deadline you have indicated, please start informing more members about the issue”. In case the CC does not think it is in DiEM25’s interest to have a vote on this issue or if it suggests a timeframe that you deem unreasonable (but not if the vote is rejected for not meeting the prerequisites in 1-3), you can start a forum thread with the tag “please-support-vote”. The first post must include your email to the CC and the CC’s full response and a request to upvote. If this post has upvotes equal to 2% of the past 30 days’ active forum members of DiEM25 and there is still time to have a vote (i.e. at least two weeks before the deadline you set), it will become an All-Member Vote even against the CC’s initial refusal. In cases where the CC claims great harm could come to DiEM25 from such a vote, the VC will decide whether the vote should go through. The forum moderation team will archive all please-support-vote threads whose deadline has expired, as well as those which have been open for two months without collecting the necessary support and those whose promoters engaged in disruptive spamming.
7. Before sending the vote text off to translation, the CC will actively look for people who are affected by this vote in different ways, and either merge their views into the given text/options or create additional options that seem likely to represent the views of a lot of people in DiEM25. In case none of the options get more than 50% of the vote, our Organising Principles foresee having a tiebreaker vote between the top two options.

H) Hold regular calls between CC representatives and NCs, to ensure pan-European coordination.

Monthly calls between CC members and NCs, as well as a monthly all-NC-CC call are already organised. These calls are divided into “informative” calls, which ensure that our NC members are kept up-to-date on the major priorities and project being implemented in the movement and adapt their own operations to them, and “strategic” meetings which are conducted between CC members mandated with the political and strategic coordination of the movement. The latter type is where common projects are discussed, adopted and coordinated: they are imperative for ensuring the cohesion and coherence of our movement’s political identity and policy proposals everywhere we are active. These calls do not replace AMVs, which are still necessary for validating decisions pertaining to policy or electoral engagement. These calls will last one hour and will be exactly split in half (30 minute sessions) to allow part of the call to tackle topics pertaining to the National Collective and the coordination of the movement, and the other half the needs of the Electoral Wing. Joint calls of these bodies are important to ensure the cohesion between the movement and electoral activities of DiEM25’s bodies.

I) Establishing DiEM25’s Office in Brussels, which will help with day-to-day organisation and

serve as an international hub for our members and partners.

The DiEM25 Office, as established by the CC on 5/09/2019, is the sub-group of the CC responsible for lobbying for DiEM25's agenda in Brussels, acting as the permanent physical representation of the movement, and oversee the implementation of the decisions taken by the CC and the membership. It is staffed by a combination of elected and appointed (ex officio) members of the CC whose mandates are connected to the operational aspects of the movement.

J) Introduce a Participatory Budgeting process to allow members to allocate a certain percentage of DiEM25's budget.

Participatory budgeting is a process through which our members are involved in the allocation of a certain percentage of the movement's budget, in accordance with what they believe should be our financial priorities, or which areas in DiEM25 need the greatest financial support.

- Each fully-verified, paying (or exempted-from-paying) member is entitled to use a participatory budgeting tool in the members area of our website
- The platform has a selection of "fields of activity" of our movement, set by the CC. As per our operating model, this would be: community, infrastructure, outreach, onboarding, activist training, and mobilising. [If a donor has a very specific topic they want to contribute to, e.g. at national level, they can inform us individually]
- Every year, members will be asked to rank the six fields of activity in order of preference. Fields will receive a point value inversely proportional to the rank they are given [e.g. option one equates to six points, option two to five points, option three to four points, etc].
 - The results will then be translated into the financial equivalent of 20% of DiEM25's budget and the budget for the year ahead will be distributed accordingly [e.g. If 33% of the total points go to "Activist Training", then 33% of 20% of DiEM25's budget will be automatically allocated to this field]
 - The yearly budget will be calculated based on the income of the previous year
- Preceding the yearly budget vote, there will be a debate in the Forum under each Field, for members to be familiarised with the topics, as well as a communication from the CC outlining what they feel are the priorities for the year ahead

K) Develop a Code of Conduct to deal with cases of discrimination and uncomradely behaviour within the movement.

This has already been completed and approved through an AMV.

L) Strengthen our fundraising activities, making the entire movement involved in it, to arm DiEM25 with the necessary material and human resources.

Beyond a monthly fundraiser schedule around different projects and operational needs of the movements and the engagement of NCs in fundraising efforts, as well as the proposal for a

common membership fee for all EW members (as proposed in the member proposal “Solidifying DiEM25’s Electoral Wings”), the CC will propose the adoption of a membership fee for the movement. Below the proposal (AMV forthcoming):

- Introduce a membership fee of 5 EUR per month
- Exemptions: members will be exempted from paying the fee if they send a message outlining the reasons why they cannot contribute financially. Their exemption will be re-evaluated annually
- Only members currently paying a reduced fee or no fee will be targeted
- Currently DiEM25’s average monthly income is 34,000 EUR per month, which does not allow sustaining an organisation of 120,000+ people: ***if this modest proposal is even moderately successful, DiEM25’s average monthly income would be an estimated 91,500 EUR per month, almost triple our current income.***