RULES OF PROCEDURE
GOVERNING THE ACTIVITIES OF THE RAN CENTER OF EXCELLENCE (RAN CoE)

This document complete but cannot modify or restrict the terms and conditions of the framework contract awarded to run the RAN CoE

Section I. MEMBERSHIP AND PARTICIPATION

The RAN is connecting the relevant practitioners, experts and policy makers throughout Europe and allows them to participate in the events organised by the RAN CoE. Given the increasing number of connected stakeholders and the need to further develop the RAN CoE into a centre of excellence with a view to deliver state of the art recommendations and guidance, the Commission may decide to make a distinction between RAN members (i.e. core groups of very experienced stakeholders) and RAN participants.

(1) MEMBERS

Article 1 The following organisations/networks are eligible members of the RAN:

(a) be based in the EU/EEA

(b) be a formally established group/entity. Existing umbrella organisations would be the most suitable candidates for membership, however the applications will be considered on a case by case basis;

(c) be committed to the respect of EU principles, including its financial regulation, and fundamental principles as well as of the RAN Charter;

(d) have a proven activity record in the field of preventing violent radicalisation and extremism or demonstrate potential to contribute to the objectives of the RAN and interest in this field;

(e) have regularly and actively participated in a number of RAN events and have extensive relevant experience;

(f) provide an official e-mail address for the purpose of correspondence and a legal entity sheet should be filed in with all legal, administrative mentions and provided to DG HOME and any modification of it.
Article 2

The RAN is primarily a forum for front line practitioners. As such RAN membership should in principle be limited to such practitioners. However, representatives of national authorities as well as decentralised, local and regional authorities at policy level may become RAN members to the extent that their membership contributes to the attainment of the objectives of the regular RAN activities (in particular WG meetings) in question. The same can apply for researchers and representatives of think tanks or universities.

Article 3

There shall be no limit to the number of members. However, account shall be taken of the fact that the RAN Plenary (bringing together RAN Members) is limited to approx. 150 participants. Where an umbrella organisation exists and is a RAN member, its member networks/organisations should not duplicate membership in RAN and should be involved through that umbrella organisation in the first place.

Article 4

A list of RAN members (legal entities –and person of contact - or natural person), being eligible in accordance with the requirements set out in Article 1, shall be produced by the RAN Centre of Excellence (RAN CoE).

Article 5

Membership can be ended by:

(a) resignation by the member;

(b) exclusion of a member by the decision taken by the Steering Committee if it is found that it has breached EU principles, financial regulation and fundamental rights or have not respected their commitments towards the RAN or for other justified reasons.

Article 6

RAN members are privileged partners and as such entitled to attend the RAN Plenary. RAN membership does not however entail an automatic right to attend each and every RAN event. RAN members are entitled to use RAN material when representing the work of the RAN CoE in external events.

2) PARTICIPANTS

Article 7

Depending on the needs, RAN in general and working groups in particular may draw upon the experience and expertise of given organisations and practitioners, hereinafter called ‘participants’ of the RAN.

(a) The participants of the RAN shall have a proven activity record in the field of preventing violent radicalisation and extremism or demonstrate potential to contribute to the objectives of the RAN and interest in this field. Organisations affiliated to an umbrella organisation are potential participants.

(b) Article 4 on the establishment of a list of RAN members and Article 5 on the termination of membership apply accordingly.
Section II. Working Groups

Article 8 Working groups can be formed on the basis of type of RAN members involved (sectorial focus) or specific topics of interest (thematic focus) in order to facilitate the RAN work in line with policy objectives as defined by the Commission. Proposals for setting up a (new) working group shall be made by the RAN CoE following consultation of the Steering Committee and subject to final approval by the Commission. The maximum number of working groups is in principle limited to ten, but may be extended upon proposal by the SC and subject to approval by the Commission.

Each working group should strive to involve members of at least ten different Member States. This requirement applies to the composition of the working group as such and not necessarily to each WG meeting. The RAN CoE shall keep an updated list of past and existing working groups and their members. WG Leaders are tasked to keep scale and scope/coordinate of WG members under regular review.

The selected topics should be addressed by the most appropriate while recognising that the same topic may be approached from different angles and involving different stakeholders. Where appropriate joint working group meetings should be held to create synergies.

Participation to any event should in principle be limited to one person per organisation.

Article 9 Each working group is led by one or two working group leaders, who are expected to steer, animate and organise the work of their working group with support from the RAN CoE.

Their role shall be:

(a) contributing to the development of the strategic vision of the RAN and their working group through the Steering Committee;

(b) steering, animating and organising the work of their working group, particularly by:

– contributing to the preparation of, and reporting on, a work plan in line with the objectives and goals set out in the mission statement;

– mapping and reaching out to potential RAN members, ensuring that the best experts are involved while also ensuring the broadest possible representativeness of working group participants in terms of Member State coverage and professional background;

– steering discussions to identify best practices, lessons learnt, knowledge gaps and policy recommendations, and ensuring that the results delivered are peer reviewed;
– contributing to the development of tailor-made (training) services and study visits to Member States;

– contributing to the development of working relationships with other working groups, networks and actors;

– ensuring that the working group members/participants’ input complies with the principles set out in the RAN Charter.

(c) representing the work of the RAN and their working Charter, by promoting the need of preventing radicalisation, understanding the different circumstances and cultures across the EU, and encouraging multi-actor cooperation towards that aim as defined by Article 21.

Article 10 The appointment of working group leaders is made following a Call for interest directed to inter alia all RAN participants. The RAN CoE presents candidate Working Group leaders to the Commission, who selects and appoints them. Appointments are then appraised at a RAN Plenary meeting. Changes of working group leaders shall be submitted and endorsed by the Steering Committee, for approval by the Commission.

In the selection procedure, the Commission will look for substantial practitioner expertise and experience, as well as a track record on the topic/sector of the proposed working group. The Commission will also work towards a balanced representation from all EU regions and a balance between male and female chairs.

Article 11 Working group leaders receive a flat-rate allowance of 400€ per month to cover the administrative costs incurred in leading working group activities (this does not include travel and accommodation costs which are covered by RAN CoE in accordance with the activity plan). In order to perceive the allowance, activities (and costs of the activities) must be clearly reflected and broken down in the RAN activity plans and progress reports. Where a working group is co-led, the working group co-leaders shall split the flat-rate allowance.

Article 12 Scope, focus and objectives of each working group are laid down in mission statements. Such mission statements are proposed by the RAN CoE and endorsed by the Steering Committee following – where possible - consultation of the RAN Plenary. They are approved by the Commission. In line with scope and objectives of the mission statement, activities and deliverables of each working group shall be established for a particular period (ideally 6 – 12 months) in advance; as such they are reflected in the annual activity plan. Achievements as well as a critical evaluation of the work and its concrete deliverables of each working group need to be reflected in the annual progress report.

Article 13 Meetings of each working group shall take place on average four times per year, last up to two days and bring together around 35 members/participants. Working group leaders may propose, if relevant, joint meetings involving more than one working group. Meetings shall be
foreseen in the annual activity plans, and otherwise be approved on a case-by-case basis by the Commission.

Article 14 Study visits of the RAN shall take place on average five times per year, last up to two days and involve around 20 RAN participants/members selected by the RAN CoE in cooperation with the WG Leaders. Such visits shall be foreseen in the annual activity plans, and otherwise be approved on a case-by-case basis by the Commission.

Article 15 Documentation for RAN activities, including a draft agenda as well as the target audience and tentative list of participants, shall be drawn up by the RAN CoE and made available to all members/participants at least two weeks in advance of a given meeting or event via the RAN CoE’s e-community. After the meetings or events, the contractor will prepare the minutes and conclusions, drafts of which are to be distributed via electronic means to the participants and the Commission within 5 working days, final versions of the minutes and conclusions shall be distributed via electronic means normally within 15 working days after the event. An attendance list shall also be made available to the Commission.

Article 16 The working language(s) of each working group shall be decided among its members and endorsed by the Steering Committee. In case no language is specified, English is deemed to be the standard working language. If a language other than English is used during the activities of a working group, the working group shall ensure that its deliverables e.g. reports, recommendations, manuals, etc. are also available in English. In case of lengthy documents where translation may not be justified, a working group shall inform the Steering Committee and provide at least a summary in English.

Article 17 The dissolution of a working group may take place in the below circumstances and subject to Commission approval:

(a) Upon the decision of the Steering Committee: The Steering Committee shall assess the past performance of working groups and their annual activity plans in this respect.

(b) When its defined objectives have been accomplished.

(c) Upon decision of its members: This decision shall be endorsed by the Steering Committee.

Section III. RAN CENTRE OF EXCELLENCE AND THE STEERING COMMITTEE

(1) RAN CENTRE OF EXCELLENCE (RAN CoE)

Article 19 The RAN CoE shall provide a stable, focused, high quality standard and effective assistance and policy support to the Commission’s services in its actions in the field of prevent work, in particular to support the activities
of the RAN, to further enhance knowledge and RAN expertise and to develop concrete conclusions and solutions to support Member States in their efforts and to feed into the policy process

Article 19
The management of the RAN CoE is done through a public contract awarded through a public call for tender by the European Commission.

Article 20
The **tasks of the RAN CoE** are laid down in the RAN Charter and the public contract awarded. While carrying out these tasks, the RAN CoE is primarily responsible for keeping close cooperation with and among working group leaders, the Steering Committee and the Commission.

The RAN CoE needs to involve the Working group leaders in a number of activities thus ensuring that the activities of the RAN Center are built on and fed by experience, expertise and needs identified by practitioners. In order to ensure this, the RAN CoE shall, in particular, actively consult working group leaders during the drafting of the work plans and reports, regularly seek their input for the RAN Collection, RAN Up-dates, calendar of events, and other materials which are made available on the RAN website and RAN e-Community, and closely coordinate the organisation of meetings and other events. In addition, the RAN CoE shall keep working leaders informed on a regular basis of any developments which may affect their role set out in Article 9.

The RAN CoE shall also support the work of the Steering Committee by preparing drafts and decisions on a number of tasks listed under Article 29.

Article 21
Each **external representation** of the activities of the RAN will be subject to a mandate established in accordance with the RAN CoE beforehand and will be subject to approval by the Commission of participation in external events, the delivery of targeted support and advice to Member States and third countries as well as the use and presentation of RAN deliverables. The RAN CoE may, subject to approval by the Commission, sub-contract this right to other RAN Members and in particular WG Leaders. This does not prevent RAN experts to participate in events representing their own organisation; this does however not entitle them to speak on behalf of the RAN or use RAN material, unless otherwise agreed with by the Commission.

Article 22 **Support to EU Member States** and selected priority third countries needs to be developed by the RAN CoE after validation by the Commission of the proposed support actions. The procedure for application is to be made public and disseminated through the appropriate channels (e.g. meetings in Council Working Group). The Commission shall be informed beforehand with a view to giving final approval of the deployment of expertise to Member States and third countries. The Commission shall remain closely involved throughout the delivery of the Member State support. Support to third countries is subject to certain conditions and particular steer by the Commission.
Article 23

The RAN CoE shall ensure **quality control** of all its activities and deliverables, in order to deliver state of the art, high quality issue and policy papers, presentations, speeches or other documents and media communications.

Quality control means that the different deliverables, such as reports, papers, RAN Up-dates, and proposals to update the RAN Collection, as well as any online documentation, are systematically peer reviewed and quality checked before being presented to the Steering Committee. Quality control shall also ensure that a plurality of opinions, different strands in thinking and policy approaches are adequately represented.

Quality control as described above is ensured through the management of a pool of experts and the RAN CoE's quality manager and editorial board (see Articles 25 and 26 below).

Article 24

The RAN CoE shall bring proposals for **RAN membership and participation**, organisation of working groups and appointment of working group leaders to the Steering Committee.

The RAN CoE shall keep updated lists of RAN members and participants, RAN working groups, and members of the Steering Committee, and make it available on a regular basis to the Commission and, when needed, upon specific request.

Article 25

The RAN CoE shall manage and regularly update a **pool of external experts** from which it can subcontract specific services requested by the Commission or by a stakeholder such as a Member State. The types of services may involve, for example, peer reviewing, policy advising, preparation of papers, development of training programmes or preparation of study visits.

Experts can both be practitioners who are members of the RAN and also academics or policy advisors. The Commission shall approve the list of experts and the field of expertise of the proposed qualified persons.

The RAN CoE will assess each request for service and will send an invitation to express interest to all qualifying experts from the pool. The invitation will describe the type of service requested, the deadline, the RAN CoE members involved. The expert will then be selected from all those who express interest, on the basis of their proven experience and expertise, their availability and of the particularities of each request.

The RAN CoE shall appoint a **quality manager** from its staff members, subject to endorsement by the Commission. The quality manager shall, with the support of a second CoE staff member, chair an **editorial board** comprised of at most 12 members.

The editorial board shall monitor and contribute to the quality of substance deliverables, such as the two research papers, and sometimes deliver them. The editorial board shall also be engaged in the preparation of some events, for example the annual research seminar.
Membership to the editorial board will rotate with the fundamental principle that at least for each WG area, a leading researcher should be part of this editorial board. Meetings will be held regularly at least twice a year.

**Article 26** The RAN CoE shall submit and justify any changes to their staff to the Commission for approval, and update their organisational chart accordingly. Such changes should not affect the prices list attached to the awarded contract.

(2) **STEERING COMMITTEE**

**Article 27** The Steering Committee shall be made up of the Commission, representatives of the RAN CoE, working group leaders, and others the Commission may decide to nominate. The RAN CoE shall be represented by its Director and the quality manager, the relevant account managers for particular tasks, as well as, where appropriate, the external expert responsible for specific activities such as research, outreach and communication, support to and involvement of Member States and international relations.

**Article 28** The main objectives of the Steering Committee are to provide strategic guidance for the work and activities of the RAN and to monitor progress and quality. In order to do so, the Steering Committee shall:

(a) give its views on the principles and arrangements laid down in the RAN Charter and Rules of Procedure as well as their revision, where applicable;

(b) ensure the proper implementation of the RAN activities and RAN CoE tasks in accordance with its Charter and Rules of Procedure;

(c) provide guidance on proposed annual activity plans, annual progress reports, and quarterly progress reports on the RAN’s as well as the RAN CoE’s overall work and activities.

**Article 29** Specifically, the Steering Committee shall **issue, assess and validate, as applicable**, the following:

(a) orientations on RAN membership and participation;

(b) proposals for the creation, dissolution and mission statement of RAN working groups;

(c) proposals for the appointments of RAN working group leaders;

(d) proposals of the RAN annual activity plans (AAP), annual progress reports (APR) and quarterly progress reports (QPR);

(e) proposals for any new practices proposed for inclusion into the RAN Collection as well as the review and evaluation of existing practices and lessons learnt;
(f) General orientation on a number of activities and events such as the deployment of RAN expertise to Member States and third countries; issues and policy papers, organisation of the High Level Conference and other thematic/cross cutting events.

(g) Proposals for establishing links and working relationships with relevant expert groups and networks, centres of excellence in Europe and beyond;

(h) Proposals for new content for the RAN webpage on the Commission's website and for the RAN CoE's e-Community;

Article 30 Meetings of the Steering Committee shall be held 2 to 4 times per year in Brussels, lasting ideally one full day.

Article 31 Meeting documents of the Steering Committee, including a draft agenda, shall be drawn up by the RAN CoE and made available to all members/participants at least two weeks in advance of a given meeting or event. After the meetings or events, the RAN CoE will prepare the minutes and conclusions, drafts of which are to be distributed via electronic means to the participants and the Commission within 5 working days, final versions of the minutes and conclusions shall be distributed via electronic means normally within 15 working days after the event.

Article 32 Voting arrangements of the Steering Committee are as follows:

(a) The Steering Committee will endeavour to decide by consensus. If consensus cannot be reached, the decision will be made by a 2/3 majority of members present with the Commission having a veto right.

(b) No quorum shall be necessary for the Steering Committee decisions to be binding.

(c) Members of the Steering Committee not present in its meeting may delegate their vote to a duly authorized representative.

Article 33 The Steering Committee may decide to agree on certain issues by written procedure. Draft decisions will be circulated electronically. Members will be asked to submit any objections in writing within specified deadline. If no objections are received, the decision shall be adopted. The voting arrangements of the committee apply.

Article 34 The Commission has veto and stalemate-breaking rights in the Steering Committee. In particular when decision lead to expenses to be covered through the awarded public contract.

Article 35 Amendments to the RAN Charter and Rules of Procedures shall be discussed and endorsed by the Steering Committee, subject to final approval by the Commission.
Section IV. Final Provisions

Article 36 Deliberations in RAN activities and meetings, as well as internal working documents, including presentations, shall be confidential, unless their public dissemination has been otherwise agreed with the Commission.

Article 37 Applications for access to documents produced within the remit of the RAN CoE will be handled in accordance with Regulation (EC) No 1049/2001\(^1\) and detailed rules for its application\(^2\).

Article 38 All processing of personal data within the remit of the RAN CoE’s activities shall be in accordance with Regulation (EC) No 45/2001\(^3\).

Article 39 Conflicts of interest shall be reported in writing to the Commission. Should a conflict of interest arise in relation to any of the activities of the RAN CoE, the Commission may exclude this person from the network or the Steering Committee, or from a particular meeting or activity.

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\(^3\) Regulation (EC) 45/2001 of the European Parliament and of the Council of 18 December 2000 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data. (OJ L 8, 12.1.2001, p. 1).