



INTERNATIONAL
STEP by STEP
ASSOCIATION

ISSA Membership Handbook



Contents

I. VISION, MISSION AND STRATEGIC GOALS OF ISSA	2
II. MEMBERSHIP CRITERIA AND ASSESSMENT	3
1. Categories of membership	3
2. Voting rights	4
3. Membership application process	4
4. Membership fees	7
5. Cancellation of membership	9
6. Termination of membership	9
7. ISSA disclaimer	9
III. BENEFITS OF MEMBERSHIP	11
1. Knowledge and information services	11
2. Learning opportunities	13
3. Collaborative opportunities	14
4. ISSA events	15
5. Visibility	15
6. ISSA Network governance	16
IV. MEMBERS' COMMITMENTS TO ISSA	18
1. Sign up and commit to ISSA's vision, mission, values and goals	18
2. Take part in ISSA's working structures and in implementation of strategic goals	18
3. Contribute as a Member organization	19
4. Make visible their membership and promote the network externally	19
5. Engage in information exchange in the network	20
6. Comply with the Rules of Conduct in the Network	20
7. Sign up to ISSA's Child Safeguarding Policy	21
V. GOVERNANCE STRUCTURE	22
Annex: LETTER OF COMMITMENT	23

I. Vision, Mission and Strategic Goals of ISSA

ISSA's Vision is a society where all families, communities and professionals work together to empower each child to reach their unique full potential and embrace values of social justice and equity.

ISSA's Mission: We are an international learning community powered by the leading early childhood experts in Europe and Central Asia. We unite and support professionals and partners to deliver high quality early years services equitably. We challenge existing knowledge and practice and co-construct new approaches and models.

ISSA's Strategic Goals for the 2019–2023 period focus on the following four areas:

- Goal 1: Elevate awareness of the importance of Early Childhood Development.
- Goal 2: Promote a high quality and diverse workforce in services for children from birth to 10 years of age.
- Goal 3: Strengthen early childhood systems to provide quality, equitable and integrated services for *all* young children and their families.
- Goal 4: Leverage the strengths of our growing network to contribute to the early childhood field with innovative approaches, noteworthy practice and cross-country learning.

ISSA is an association that functions as a platform for professionals and organizations working in the field of Early Childhood Development (ECD) primarily in Europe and Central Asia. With an expanding network, ISSA provides a structure through which Members can develop long-term regional and international early childhood projects and partnerships both within the network and with other organizations and potential donors. By being part of ISSA, Members have access to relevant information and knowledge, and to opportunities for professional development. They also engage with their peers in co-creating knowledge and shared learning.

ISSA's governance and good functioning are guided by its Statutes and Internal Regulations.

II. Membership Criteria and Assessment

1. Categories of membership

ISSA's membership is open to organizations working in the field of early childhood or with an interest in the education, welfare and rights of young children (birth through end of primary school), especially those with a focus on the poorest and most vulnerable. Membership is available to organizations with legal personality, governmental or public organizations and other Council designated categories who can demonstrate that they are able to meet the criteria outlined in ISSA's Statutes and Internal Regulations.

According to ISSA's Statutes (Article III. 3.1 – Membership) and Internal Regulations (Article I. – Admission of New Members), there are two categories of ISSA Members: **Full Members** (voting) and **Affiliate Members** (non-voting).

Full Members may be a not-for-profit civil society organization or a for-profit-organization with a social mission and a footprint in Early Childhood Education that:

- is legally established in accordance with the laws of its respective country;
- pursues public interest;
- has a mission which is aligned with ISSA's focus on young children, reflecting ISSA's values;
- is committed to support the goals and objectives of ISSA;
- has recognition within the country by reputable organizations or individuals;
- has professional capacity in one of the areas related to ISSA's strategic goals;
- has good governance: e. g. oversight by a qualified, independent Board of Directors;
- has good financial management: the organization must successfully pass annual audits;
- has full disclosure: transparent fundraising and information about activities, donors, summary reports of income and expenses;
- has signed a Letter of Commitment.

- Has:
 - professional staff and the ability to deliver on its mission;
 - high quality professional expertise and reputation;
 - program/advocacy work that addresses pressing ECD issues in the country;
 - focus on ongoing professional development and self-assessment;
 - staff that can actively engage in ISSA’s professional life and take advantage of its services;
 - staff committed to ISSA’s values and who take every opportunity to apply them in their work;
 - staff active in professional dialogue, exchange of experiences and sharing of good practices in their own country and in the network.

An **Affiliate Member** may be a governmental or public organization or other Council approved category that:

- is legally established in accordance with the laws of its respective country if a legal entity;
- pursues public interest if a legal entity;
- has a mission, if a governmental or public organization or legal entity, which is aligned with ISSA’s focus on young children, reflecting ISSA’s values;
- is committed to support the goals and objectives of ISSA;
- has recognition within the country by reputable organizations or individuals;
- has professional capacity in one of the areas related to ISSA’s strategic goals;
- has good governance if a legal entity: e. g. oversight by a qualified, independent Board of Directors;
- has good financial management if a legal entity: the organization must successfully pass annual audits;
- has full disclosure: transparent fundraising and information about activities, donors, summary reports of income and expenses if a legal entity;
- has signed a Letter of Commitment.

2. Voting rights

Full Members have voting rights in all ISSA's elected bodies. ISSA's Council consists of Full Members and influences ISSA by setting priorities and voting on strategy and policy.

Affiliate Members do not have voting rights but are encouraged to attend ISSA Council Meetings to help to improve and empower our network's strength and knowledge transfer.

3. Membership application process

According to ISSA's Statutes (Article III. 3.2 – Admission of Members) and Internal Regulations (Article I. – Admission of New Members), in order **to apply for full or affiliate membership**, organizations should submit the following documents:

- **Application Form**
- **Letter of Commitment** confirming that the organization supports ISSA's mission and strategic goals, and that it understands and accepts the Statutes and the Internal Regulations.
- **Supporting documents:**
 - the current strategy/annual work plan and/or the latest annual report,
 - financial report of the previous year (to determine the membership fee level),
 - statutes or the registration document of the organization (only required if the organization is applying for full membership).

All documents should be in English, if possible.

The application of a new Full or Affiliate Member must include contact information for a **reference organization** from their country, if possible a current Full Member.

Approval process

1. The Secretariat first checks the adequacy of the application, reviewing the documents submitted and requesting missing information, if necessary.
2. If the applicant is from a continent where a peer ECD regional network of ISSA is active, the Secretariat informs the applicant about the existence of the regional network and suggests membership there, if it is not already the case. The Secretariat also contacts the regional network to inform them about the application and inquire about the applicant.

3. The reference organization is contacted by the Secretariat and/or the Membership Committee to ask if they endorse the applicant, particularly concerning the applicant's adherence to ISSA's values and potential to contribute to fulfilling ISSA's goals.
4. All the application documents are shared with the Membership Committee, which reviews these and makes a recommendation to the ISSA Board. The Membership Committee may contact the applicant organization or other organizations (in addition to the reference organization) who may provide additional information, if necessary, during the revision process. The Membership Committee will review other sources to gain insight into the work of the applicant organization (for instance their website or available publications).
5. The full application package and the recommendation from the Secretariat and Membership Committee are submitted to the Board for review.
6. After the review, Affiliate Members are admitted following approval by the ISSA Board. Full Members are admitted following approval by the ISSA Board, to be ratified by the Council at the next Council Meeting.

In case of **approval**, new Members:

- Receive a welcome letter from the Membership Manager.
- Receive the invoice for the membership fee (pro-rata for the number of months, depending on when they join during a calendar year).
- Receive the **Member of ISSA** logo, with the request that they post it on their website and on their social media platforms. The *Member of ISSA* logo may be also used in printed publications, PowerPoint presentations, funding proposals, video clips etc.
- Receive a link with online resources available exclusively to ISSA Members.
- Are invited to sign up as many staff as they wish to ISSA's Member Update and to other newsletters and updates.
- Are included on the ISSA website among the list of Members and have a special section where their mission, news and resources are shared.
- Receive information, during an induction call, on how they may benefit the most from their membership and will be invited to engage in ISSA's activities, such as networking, capacity building activities, member exchanges, joint advocacy, international representation and professional information sharing and exchange services.

In case of a decision to **reject the application**, the applicant will receive a written explanation of why the application was not approved.

4. Membership Fees

According to ISSA's Statutes (Article III. 3.4 – Membership Dues) and Internal Regulations (Article I. 8. Admission of New Members), Members of ISSA shall pay annual membership fees, which are required to ensure the credibility of ISSA and to demonstrate the commitment of Members to the organization. The fees contribute to ISSA's financial sustainability and independence, thereby giving the Members greater autonomy to define and implement priorities for the association.

Members of each category of membership shall be subject to different annual membership fees, which shall be determined and may be modified by the ISSA Board.

The annual membership fees for **Full Members** shall amount to:

- EUR 250 for Full Members with an annual budget under EUR 250,000;
- EUR 500 for Full Members with an annual budget between EUR 250,000–500,000;
- EUR 700 for Full Members with an annual budget over EUR 500,000.

The annual membership fees for **Affiliate Members** shall amount to:

- EUR 250 for Affiliate Members with an annual budget under EUR 250,000;
- EUR 500 for Affiliate Members with an annual budget over EUR 250,000.

Membership is automatically renewed each year. Annual membership fees shall run for twelve (12) calendar months from January to December.

Membership fee payment

New Members joining during the year pay a reduced fee according to the number of months already elapsed in the year on which their membership was approved.

Members are asked to send the ISSA Secretariat their latest annual financial report, at the latest by August each year, in an email to membership@issa.nl. This will be used to set the membership fee of the current year according to the membership fee categories above.

The membership fee invoice shall be payable within three (3) calendar months upon issuing the invoice, otherwise the membership is cancelled, unless there has been an agreement that the membership fee is waived or unless the reason for the delay is explained by the Member and the timing of the payment and/or contribution to compensate the fee has been discussed.

Reducing or waiving the membership fee

ISSA is open to all like-minded organizations which share its vision, mission, goals and values. Paying the membership fee should not be an obstacle for organizations to join ISSA or remain a Member.

The ISSA Secretariat and Board acknowledge that challenging times or contexts in their countries can have a severe negative impact on the financial stability of many organizations.

If a Member Organization has difficulty in paying the fee, it may request to pay a discounted fee or get their fee waived according to the following conditions:

- Member organizations with an annual budget under EUR 250,000 may request to waive their fee
- Member organizations with an annual budget between EUR 250,000–500,000 may request to pay EUR 250 as a discounted fee
- Member organizations with an annual budget above EUR 500,000 may not request either to pay a discounted fee or get it waived.

The organization is invited to write a letter requesting this. The ISSA Secretariat decides on such requests to waive or reduce the fee for Member organizations.

Membership fee compensation

If Members are not able to pay the fee, they can make an in-kind contribution to ISSA through a commitment of time or by sharing their resources, which can compensate all or part of the membership fee. The details of such a contribution should be discussed individually with the ISSA Secretariat.

These contributions can include time – for instance, by hosting or co-hosting a Peer Learning Activity, a Joint Learning Lab, involvement in an activity or initiative of ISSA, presenting at a webinar or an ISSA event, facilitating an event, serving on a committee or on the ISSA Board, making a translation of resources to be posted on the ISSA site, sharing news on their activities, writing an article or a blog, etc. In-kind contributions can also include resources to be shared on the ISSA Knowledge Hub, photos or other materials which can be utilized in the ISSA network.

5. Cancellation of membership

Both Full and Affiliate Members may cancel their ISSA membership at any time by sending their request in writing to the ISSA Secretariat. The Secretariat shall contact the Member and if the reason of the cancellation is that the organization has difficulty paying the membership fee, they shall discuss the possibilities for compensating the fee with an in-kind contribution as described above. If this is not possible, the option of reducing or waiving the fee will be discussed.

If the membership is cancelled for a different reason, the cancellation shall be effective two months after the date of the notification. The full or reduced membership fee for the year (according to the number of months when the membership was cancelled) in which the cancellation was made shall be due.

Once the cancellation is effective, all membership benefits and rights will be withdrawn. The Council will be notified of the cancellation at the next Council Meeting.

6. Termination of membership


According to the ISSA Statutes (Statutes 3.3 – Termination of Membership), membership may be terminated if a Member does not fulfill its obligations towards ISSA. This may include situations when:

- the Member no longer meets the criteria for admission;
- the Member does not fulfill their responsibilities as outlined in the Internal Regulations;
- the Member causes damage to ISSA's reputation or acts against ethical guidelines in the network.

The decision to terminate membership is taken by the ISSA Council for Full Members and by the ISSA Board for Affiliate Members. Termination of membership may result in losing rights to use all, or some of ISSA resources, as determined by the Board.

7. ISSA disclaimer

Upon application, ISSA Members commit to ISSA's vision, mission, goals and values. By signing a Letter of Commitment (See Annex 1 below) ISSA Members also declare that they are willing to engage in the activities of ISSA and be involved in pursuing ISSA's objectives.



ISSA strives to ensure that its Members uphold ISSA's values and act in accordance with national and international standards. However, ISSA cannot be held responsible for the positions or actions of any of its Members.

The views and opinions expressed by Member organizations do not necessary represent those of the ISSA Secretariat, unless officially endorsed.

III. Benefits of Membership

1. Knowledge and information services

ISSA Member Update, Newsletter and other updates

Upon joining, Members receive an invitation to sign up to ISSA's newsletters and updates through which ISSA exchanges information about current trends in ECD, relevant initiatives and events from within and outside the network.

Currently, the following updates are available to Members:

- Important communications and special offers for Members only.
- Member Update – Newsletter for Members only, in which news from the ISSA network as well as resources, training opportunities and events are shared.
- ISSA's Newsletter – News from ISSA, the Early Childhood Development field, leading research and resources are shared.
- ISSA Conference Newsletter – News on the next ISSA Conference for ECD practitioners and experts.
- Early Childhood Workforce Initiative Newsletter – Current research, resources and webinars regarding the workforce.
- Romani Early Years Network (REYN) Updates – The latest news and resources about Romani children's development.

Access to curated resources

Resources and good practices are available via the [Knowledge Hub](#) on the ISSA website. Members have access to a rich collection of curated, open-source professional resources, developed either by the ISSA Secretariat and/or by its Members. The [Knowledge Hub](#) has a section dedicated to practices and another one to resources. Members are regularly invited to share their own resources and practices, and the Knowledge Hub is updated on an ongoing basis. The Knowledge Hub includes a filtered search function, and the resources are available in several languages.

Resources on thematic areas are also shared on the sites of the Early Childhood Workforce Initiative, the Romani Early Years Network (REYN), as well as on other sites of initiatives where ISSA is a partner or leader.

Members also have access to additional resources as part of their membership benefits: the Secretariat regularly informs Members about these.

Secretariat help desk and support

Members are encouraged to contact the Secretariat at membership@issa.nl if they need membership related information, if they are looking for partnerships within the network, would like to share news or need advice or guidance on programmatic issues.

Rights to ISSA's Intellectual Property

ISSA has placed in the public domain a number of the resources it has produced over the years; these are available on ISSA's website. ISSA Members are asked to do the same in their countries: to make these resources available on their websites and via other means. ISSA's Full Members who joined ISSA before 2011 (the founding Members: Step by Step organizations) have license to perpetuate non-exclusive rights on their country's territory to use, adapt, print or sell all educational resources developed and published by ISSA until 2011. For resources developed after 2011, the founding Members, like all members who joined after 2011, need to request a license for rights to the new resources.

New Full and Affiliate Members may request a free license for rights to some or all of the ISSA Resources. Based on the Board's decision, ISSA grants these rights following an agreement of non-competition within the network. For each of the licensed resources (for instance on Quality, Embracing Diversity and Primokiz) there are specific conditions under which the license is awarded. The applicant must undergo a capacity building program provided by the ISSA Secretariat to ensure they have capacity for appropriate use of the resources.

The funding may come from the organization's own resources or from grants obtained for capacity building. Details about the required capacity building program are provided by the Secretariat upon request.

ISSA grants its Full and Affiliate Members permission to use this intellectual property **only** on the territory of their own country. Before engaging in initiatives in other countries of the network, Members are asked to contact the ISSA Member in that country, which has the right to use the ISSA resources on the territory of that country, to pursue collaboration.

Collaboration is encouraged even if the initiative does not involve ISSA's resources. If the initiative does involve use of ISSA resources, collaboration is **a prerequisite**. If Members wish to use ISSA resources in a country outside the ISSA network, they must receive permission from the ISSA Secretariat first.

Other partners may receive rights to ISSA intellectual property within the framework of a Partnership Agreement or Memorandum of Understanding, through which they have access to the resources and training provided by ISSA. ISSA encourages free delivery of training and education services to all beneficiaries. If fees are charged, partners are asked to consult with and obtain the permission of ISSA to set the standards for agreements on such revenue generating activities, within frameworks established by the ISSA Board. When using ISSA resources, Members or partners are required to:

- pay for the costs of training in the case of the resources for which this is required,
- cover any costs of translation or adaptation,
- acknowledge that it is an ISSA resource, and list the authors of the publication,
- keep the initial design of the publication and the ISSA logo when translating and printing,
- inform the Secretariat and provide feedback on the use and alterations they have made.

2. Learning opportunities

Peer Learning Activities (PLAs)

ISSA is a learning community powered by its Members. Through the PLAs every year Members have an exclusive opportunity to learn from each other directly. Facilitated by ISSA, Member organizations have the chance to apply for funding to support joint short-term activities for or with their peer Members. In the PLAs, Members share or create knowledge and engage in learning exchanges on topics of common interest to strengthen their expertise. Calls for Applications are launched every year. Applications are reviewed and approved by ISSA's Program Committee and Secretariat. More information on the PLAs are available on the [PLA section](#) of the ISSA website and can also be obtained by contacting the Secretariat at membership@issa.nl.

Thematic meetings, workshops and webinars

Members are invited to participate free of charge in various professional development opportunities offered by ISSA every year, focusing on cutting edge issues in ECD,

depending on their professional interest. ISSA regularly provides training opportunities also in the area of organizational development. Members are invited to suggest areas for future events or training via regular membership surveys and other means. The Program Committee is involved in shaping this agenda.

3. Collaborative opportunities

Joint Learning Labs (JLL)

This thematic member-driven initiative is conducted primarily online and can take place over a longer period of time. The Joint Learning Labs aim at enabling and nurturing group exchanges and learning, professional discussions around controversial issues, and co-creation of knowledge among Members around specific thematic areas. The Labs are meant to coagulate Members' interests, mobilize their expertise and harvest the know-how that exists in the network to further enrich innovations in places where they are needed. As an ongoing membership service, the Labs are focusing on creating learning communities around diverse thematic areas chosen by Members. Calls for initiating or joining Labs are shared with Members every year.

Other opportunities for collaboration

ISSA Members can find inspiration and support from each other to develop new projects and foster cross-border collaboration in areas of common interest. These are some suggestions for how Members can learn more about each other and find partners in the network:

- Join program initiatives launched by ISSA or by other Members.
- Participate in ISSA's online and place-based events, including the Council Meeting and take advantage of networking opportunities.
- Stay tuned to learn about collaborative initiatives with Members and ISSA's partners which are being announced via our updates.
- Explore the page on Membership through the interactive, searchable [map](#) on the website to see who are ISSA's Members.
- Access the human resources and expertise available in the network and find possible partners for partnership projects or for funding proposals. If Members would like to find organizations with a specific profile, they may search the Membership page on the website or contact the ISSA Secretariat at membership@issa.nl.

4. Networking opportunities

ISSA's Conference usually attracts 350–400 delegates from across Europe and beyond, including early childhood experts, practitioners, researchers, representative of non-governmental organizations, as well as representatives of national governments and international organizations. ISSA's Conferences offer Members a unique opportunity for networking and showcasing their work, and for establishing new partnerships. Members receive a special discount on the registration fee. Calls for expressions of interest to co-host the next Conference are shared with Members in advance, as are general announcements about the upcoming Conference and Calls for Proposals. In the years when a place-based event is not hosted, ISSA organizes online events for its Members and the wider ECD community.

Council Meeting. The Council meets annually at the Council Meeting to discuss strategic issues and conduct the official business of the Association, such as voting on multi-year strategies, annual work plans and budgets, and the audit report. The Council Meeting also serves as a platform to facilitate sharing among Members. The Board and the Secretariat present reports on their recent work, and the Board's decisions on the recently received membership applications are presented to the Council to be ratified. Board elections are usually organized by the Election Committee online, and the Council Meeting is used for the Election Committee to give a report on their work.

ISSA's Thematic Meetings, workshops, webinars and forums, online or place-based, also provide opportunities for networking and exchange among ISSA Members and with ISSA's partner organizations. Members learn from each other and share good practices – thus strengthening ISSA Members' capacity in their work and ISSA's voice as an advocate on issues related to young children.

5. Visibility

Sharing news, resources, best practices and expertise

Lessons learned from the work that Members do is an important resource to be shared for everyone, so that we can all learn from each other's experiences in our international community and beyond. Members not only have access to the ISSA Newsletter, the Member Update and other updates related to initiatives and events, but they are also invited to share their own news, and gain visibility for their work.

There are several communication channels available to Members to share their news, achievements, events and resources:

- News section on the ISSA website
- Events section on the ISSA website
- Members' page on the ISSA website
- [Knowledge Hub](#) via the ISSA website
- ISSA Newsletter
- Member Update
- [ISSA Connects closed Facebook Group for ISSA members.](#)

International representation by ISSA

Members benefit in various ways from the international recognition and strong partnerships of ISSA:


- facilitation and support to establish partnerships with international agencies, donors, national decision makers, relevant regional and international networks;
- support for Members' national and regional advocacy initiatives;
- position statements and other advocacy tools on issues related to ISSA's strategic goals.

6. ISSA Network governance

Members have the opportunity to become part of ISSA's governing bodies and to shape the work of the association. Full Members of ISSA have voting rights and both Full and Affiliate Members are eligible to be (s)elected and serve on ISSA's various governing bodies:

- ISSA Board
- Program Committee
- Membership Committee
- Elections Committee
- Audit Committee.

The Election Committee, the Board or the Secretariat regularly inform Members when nominations or calls for expressions of interest are welcome for open seats on the ISSA Board, or positions in various Committees where Members can apply to join.



Members may directly shape ISSA's programmatic activities by serving on the Program Committee. This Committee has an important role in articulating the professional interests and needs of all Members in the ISSA network. This Committee helps develop the multiannual Program Strategy, aligned with ISSA's Organizational Strategy and is involved in some of the implementation activities.

Apart from serving on these bodies, all Members are invited to give feedback and share their opinion on key issues in the work of ISSA, when setting priorities for membership services and are also consulted when planning the strategic directions for each strategic period.

IV. Members' Commitments to ISSA

1. Sign up and commit to ISSA's vision, mission, values and goals

Upon applying for membership, organizations must sign the **Letter of Commitment**, in which they declare committing to the vision, mission, values and goals of ISSA. They also declare that they are willing to contribute to the activities of ISSA and furthermore declare their involvement in pursuing ISSA's objectives. All Members also commit to sign up to ISSA's **Child Safeguarding Policy**.

2. Take part in ISSA's working structures and in implementation of strategic goals

Members are expected to participate in the online or place-based annual Council Meeting: Full Members' participation is essential to have quorum for voting on the official business of the association.

Furthermore, Full and Affiliate Members commit to support the goals and objectives of ISSA, and are expected to:

- Contribute to promoting ISSA's mission and to implementing ISSA's strategic goals for the benefit of children and their families through activities of their own organizations.
- Participate in partnership projects or thematic groups set up at Members' own initiative and use the ISSA meetings and other collaborative tools provided by ISSA to carry out their work.
- Participate in Peer Learning Activities and Joint Learning Labs, according to their areas of interest.
- Contribute to the network with their specific experience and resources.
- Participate in the online or place-based ISSA Conference, which provides an international platform for professional sharing, exchanges and networking.
- Be actively involved in strategy development and implementation, as well as in governance.
- Endorse position statements and campaigns launched by ISSA on behalf of young children, their families and/or professionals.
- Use the resources which are made available to Members.

3. Contribute as a Member organization

In addition to paying the membership fee, Members are encouraged, whenever possible, to contribute to ISSA's continued success by providing staff time as in-kind contribution to help facilitate communication and information exchange in the network. Deliverables of this in-kind contribution will be information shared about activities and achievements, dissemination of the results of the work of partnership projects and increased horizontal communication. Members are asked to contribute also with other in-kind contributions such as translation costs and other expenses. Proof of such in-kind contributions may be used by ISSA as cost-sharing in project proposals. Members are also invited to help raise funds for joint activities within the network, that support collaboration among Members.

4. Make visible their membership and promote the network externally

ISSA promotion and Member recruitment

Full and Affiliate Members may be invited by ISSA to attend external events or represent the network in international projects. In such cases, unless the organizers cover costs for participation, ISSA will cover these costs. Members are expected to prepare a brief report on the meeting/project, as well as the details of the potential new Members or partners met on this occasion.

When attending any kind of external meetings or taking part in international projects, Members are urged to promote the ISSA network, share information about resources or events, and bring relevant information about resources and potential new Members/partners to the network.

Members are asked to mention their membership of ISSA in internal and external communications and to use, for this purpose, the **ISSA Member** logo, which should be displayed on their website and also on their publications when possible.

Members are expected to use recruitment tools provided by the Secretariat and encourage other relevant organizations concerned with early childhood care and education to apply to become Members of ISSA. Details of organizations that are interested to apply for membership may be sent to the Secretariat, so that they may follow up.

Use of ISSA image and reputation

Members must not, whether knowingly or negligently, act in a way that could discredit the ISSA network or lead to a possible loss of public confidence in it. Members should not use the ISSA logo in a way or in a context that could discredit ISSA. Members should use the ISSA logo only in documents/statements/information that are issued and approved by ISSA or in the framework of an agreement with ISSA (e. g. joint event), based on agreement with the Secretariat. Members are invited to display the **ISSA Member** logo on their website and on other communication channels.

5. Engage in information exchange in the network

Full and Affiliate Members are invited to proactively and regularly share information:

- Communicate with the Secretariat and maintain vertical and horizontal exchange of information in the network.
- Share news and information about their activities, so that the Secretariat may feature their work in ISSA's Newsletters and on the website.
- Send links for recently developed resources, which the Secretariat will include in the Knowledge Hub – an online repository of resources developed by ISSA's Members.
- Share their latest audit report every year, so that the Secretariat may determine the level of their membership fee.
- Give input in membership surveys and mapping initiatives carried out by the Secretariat.
- In case of Members who are leaders of partnership projects with other Members in the network and/or ISSA or participating in ISSA-led initiatives, send a brief update about their work as agreed with the Secretariat, and a final report at the end of the project, with executive summaries in English for the resources developed.

6. Comply with the Rules of Conduct in the Network

Full and Affiliate Members agree to subscribe to the following rules of conduct in the network:

1. General Rules:

- ensure their program of work is relevant, by addressing pressing ECD issues in the country,
- assure authority by developing and maintaining high quality professional expertise,

- pursuing public interest,
- show transparency and accountability in relation to other Members and third parties,
- work in a spirit of co-operation and inclusiveness by engaging with other network Members in joint activities.

2. Rules governing projects funded by external donors, in which ISSA and Members are partners:

- provide timely and accurate reports,
- respect agreed deadlines,
- share with all partners regular updates on project implementation,
- maintain proper records (original receipts) for the duration required by the donor,
- maintain staff timesheets and other documentation required by the donor.

3. Fundraising Rules:

- as much as possible, ISSA and each Member will help each other raise funds,
- ISSA promotes a principle of non-competition among its Members. If a Full Member is seeking funds or engages in a project in the country of another Full Member, the Member in that country should be consulted first and an agreement should be reached for cooperation, especially if the project is going to use ISSA resources for which more Members have permission. If agreement cannot be reached the issue should be brought to the attention of the ISSA Board.

4. Communication Rules:

- members of the ISSA network commit to a timely response to requests and questions,
- in all communications, Members of the ISSA network will follow the principles of respect, non-discrimination, honesty and trust.

7. Sign up to ISSA's Child Safeguarding Policy

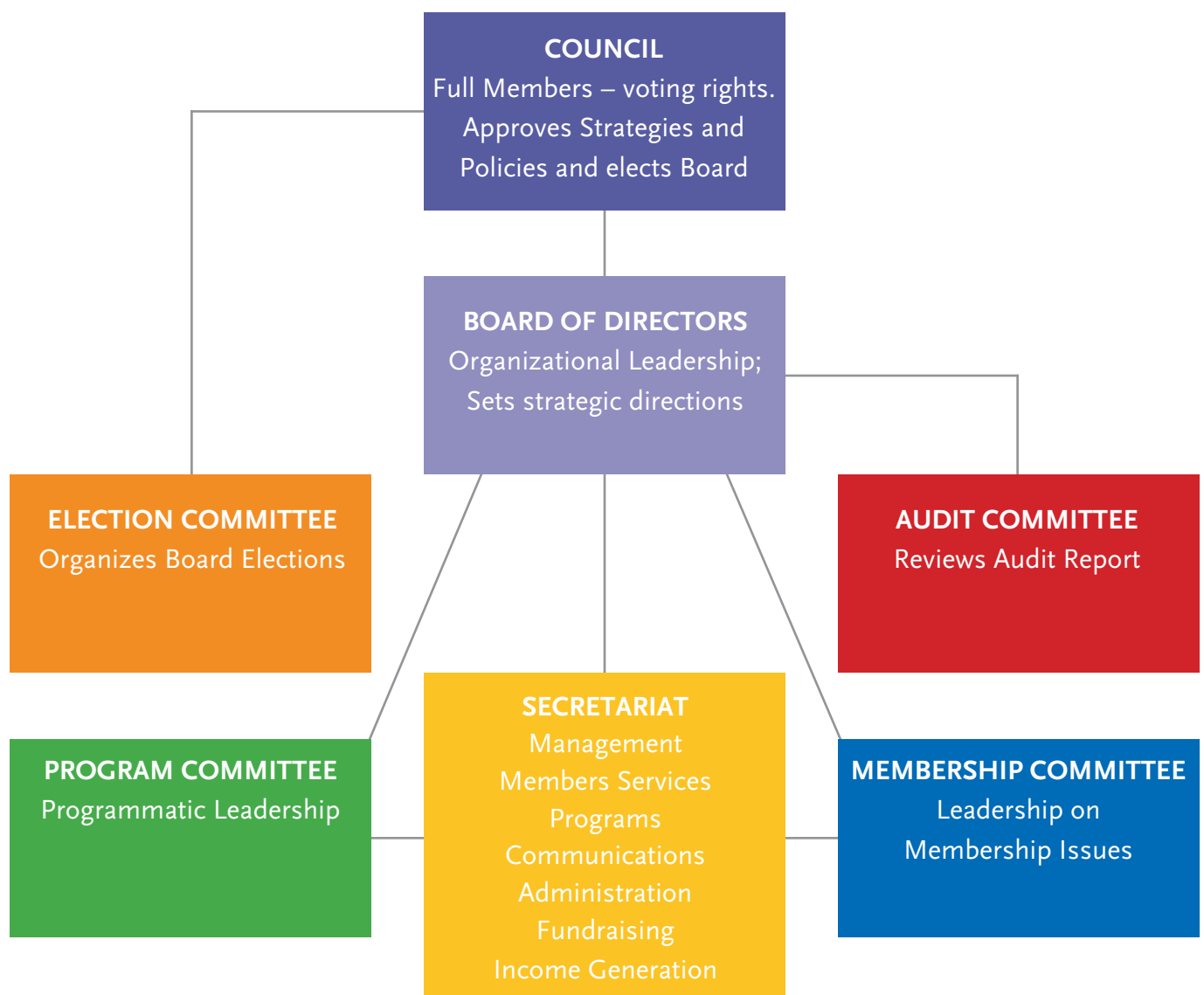
All Members of ISSA are expected to sign up to ISSA's **Child Safeguarding Policy**, by signing the Letter of Commitment.

ISSA Members who work directly with children are urged to develop their own child safeguarding policy which meets, or goes beyond, that of ISSA.

V. Governance Structure

There are several bodies working together in a structure which has been developed and improved over the years to ensure smooth functioning and a healthy participatory Governance. The Organizational Chart below presents the various governance bodies of ISSA and their participation and contribution to decision-making processes.

ORGANIZATIONAL CHART



Annex: Letter of Commitment

[To be printed on your organization's letterhead paper]

To:
The Executive Director of ISSA

Re: Letter of Commitment

[Date]

To whom it may concern,

[Name of organization] hereby declares that it commits to the mission of ISSA, that is to support children's development and learning and to ensure social inclusion and respect for diversity, through building a network of active organizations and individuals who are working in and across Europe and Central Asia to improve the quality of life of children. We also commit to sign up to ISSA's Child Safeguarding Policy.

We acknowledge that we have read ISSA's Statutes, Internal Regulations and Membership Handbook and we understand and accept these documents.

We are willing to contribute to the activities of ISSA and we declare our involvement in pursuing ISSA's objectives.

Yours sincerely,

(First name, last name of person authorized to sign)

(Position)

(Name of the organization)



INTERNATIONAL
STEP by STEP
ASSOCIATION

ISSA'S MAIN CONTACTS AND LINKS TO SOCIAL MEDIA

International Step by Step Association

Child Rights Home ■ Hooglandse Kerkgracht 17-R
2312HS Leiden ■ the Netherlands

Phone: +31 (0) 71 516 12 22 ■ Fax: +31 (0) 71 516 12 20

 https://twitter.com/ISSA_ECD

 <https://www.facebook.com/ISSAECD/>

 <https://www.linkedin.com/company/issa-netherlands/>

www.issa.nl