

COMMON GOAL COMMUNITY - GOVERNANCE MANUAL

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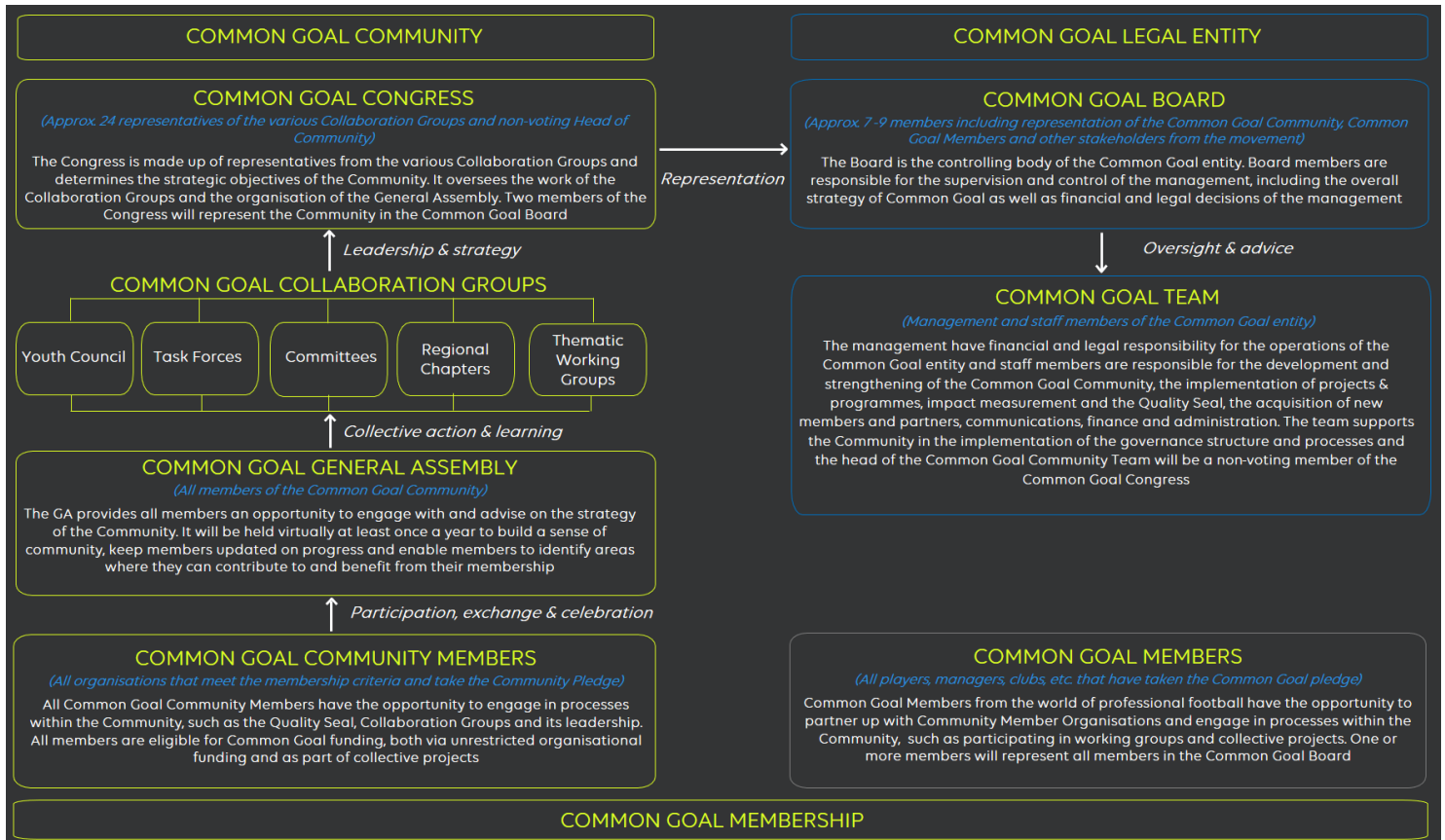
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Glossary

Football for Good: the sector in which football is used in diverse ways to drive positive change for people and planet. This is not limited to specific “on the ground” programming that uses football but is instead a wider understanding of how football can be leveraged to make a tangible contribution to the 2030 Agenda.

1. Common Goal

Common Goal unites individuals, groups of individuals, companies or organisations who are committed to maximising football’s contribution to people and planet. Common Goal utilises the approach of a minimum 1% contribution across all sectors of football and society in order to achieve our vision of a just and dignified life for all and a sustainable planet for generations to come. The structure of Common Goal is pictured in the following graphic:



2. Common Goal Community Team

The Common Goal Community team refers to the team of Common Goal staff members responsible for the development and strengthening of the Common Goal Community. This includes the growth in number, reach and quality of organisations in the Community, based on a long-term growth plan with set geographic and thematic priorities. The team also fosters a spirit of collaboration and collective impact within the Community and facilitates the creation and implementation of an impact strategy aligned to key thematic areas to effectively drive progress towards the Global Goals. To achieve this, the team is responsible for measuring, certifying, enhancing and communicating the impact by implementing the Common Goal Quality Management Framework, which incorporates the Quality Seal, the Learning Community and our Impact Measurement processes. This will be accelerated by the use of technology to ensure maximum efficiency and efficacy across all areas of action. The team is led by the Head of the Common Goal Community Team and includes community development, thematic, and impact measurement experts. The team should reflect the diversity of the Common Goal Community and should be geographically decentralised to ensure a strong connection with the Community and an understanding of growth and impact opportunities in all regions.

3. Common Goal Membership

In order to achieve its mission and vision, Common Goal has two forms of membership:

Football Industry Membership (working title)

Football Industry Membership is available to all professional football players, managers, officials, clubs, etc. who pledge a minimum of 1% of their earnings to drive progress towards people and planet. All football industry members sign a pledge in which they also commit to publicising their membership in Common Goal and taking part in at least one amplification action (social media post, media interview, field visit, virtual chat with participant or a similar activity, etc.) per year with the aim to inspire others to join them in tackling the world's toughest social challenges through the world's most popular sport.

Community Membership

Community Membership is available for all organisations that utilise football in order to make a tangible contribution to people and planet. All members must take the Common Goal Community Pledge, which confirms their agreement with the values, standards and governance of the Common Goal Community and ensures a minimum 1% commitment of time, resources or expertise to the Community. A full description of the Community Membership criteria, process and pledge can be found in the membership section of the governance manual.

3.1. Community Membership Criteria

3.1.1. Basic Criteria

The organisation needs to fulfil all of the following basic criteria in order to qualify for membership in the Common Goal Community:

1. The organisation must be **legally registered**;
 - Only an organisation that is legally registered in its country of origin or in the country in which it operates as a not-for-profit, social-profit and/or non-governmental organisation, or similar can become a member of the Community. If the organisation is active in a context where running a not-for-profit, social-profit or non-governmental organisation is dangerous or illegal because of government regulations or political pressure, it will be asked by the Common Goal Community Team to sign a not-for-profit status form where it commits to the basic requirements regarding registration and financial set-up.
2. The organisation must have been **operational for at least 1 year**;
 - Only an organisation that is established and working in its country of operation for more than one year can be part of the Community.
3. The organisation must be **politically and religiously independent**;
 - Only an organisation that is separate from government and or religious affiliations can be part of the Community. Government programmes or governmental sub-agencies are not eligible for membership; nor is an organisation whose only funding partner is a government, a political party or whose staff is entirely paid by government/political party funds, or undisclosed source of funds.
 - An organisation that engages in religion conversion or proselytist activities, or that offers programmes with religious content cannot be part of the Community. A community member must not exclude beneficiaries due to their religion, or grant access to its activities only to participants belonging to a particular religion.
4. The organisation must adopt and implement **safeguarding policies and procedures** designed to protect children and vulnerable adults;
 - It is mandatory that a Common Goal Community member organisation has a written safeguarding policy and appropriate processes in place as well as indicate a senior member of staff responsible for supervising its implementation. As such, the organisation will also seek appropriate training in an effort to ensure the effective implementation of these international standards so that participants play in as safe as possible an environment.
5. The organisation's primary goal is to create **positive change for people and planet** by addressing social topics aligned to the UN Sustainable Development Goals (SDGs);
 - The organisation's programming and/or actions lead to positive impact on people and planet and the social topics aligned to the SDGs.

- The organisation is able to show and is willing to share the results of its work, or the work of the partners it collaborates with, towards the social topics aligned to the SDGs through supporting evidence such as a monitoring and evaluation report, impact report or a similar publication.
6. The organisation is committed to enhancing **inclusion and diversity**;
- Only an organisation that does not discriminate based on a person's race, ethnicity, colour, beliefs, social, political background, caste, creed, origin, disability, family status, gender, among other things, can become a member of the Community.
 - The organisation shows openness to introducing initiatives to enhance diversity and inclusion within the organisation – for example, through its HR policy – and with its target groups.
7. The organisation is committed to enhancing **gender equity**;
- The organisation shows openness to introducing initiatives to enhance gender inclusion within the organisation – for example, through its HR policy – and with its target groups.
8. The organisation is committed to working towards **climate action**;
- The organisation is open and committed to promoting and supporting action on climate change across its networks and platforms and within the organisation. It is committed to introducing initiatives to reduce its organisational environmental footprint, to stay inside the planetary boundaries and to move to fully sustainable practices.
9. The organisation is committed to a holistic approach to **youth development** and enabling youth leadership;
- An organisation that only has the mission of improving the football skills of its participants or that selects its target group solely based on football skills is not eligible for membership.
 - The organisation shows openness to introducing initiatives to enhance youth participation in decision-making processes with a view to strengthening youth leadership in the organisation and the communities it serves.
10. The organisation must have **transparent practices** and demonstrate basic **financial sustainability**;
- Only an organisation that has a transparent accounting, governance and administrative system in place can become a member of the Community, as evidenced, for example, by the publication of an annual report.
 - The organisation must show a basic level of financial sustainability in order to ensure its ongoing operations, evidenced by aspects such as financial planning, diversity of income sources, stability of partnerships, internal controls, financial balance and reserves.

11. The organisation must show commitment to **collective action, learning and knowledge exchange** within the Community;
- Only an organisation that demonstrates openness to exchange and cooperate with other organisations in the Community can become a member.

3.1.2. Football for Good Criteria

In addition to meeting the basic criteria, the organisation must meet at least one of the additional sets of Football for Good criteria listed below, depending on how it uses football to generate impact towards social topics aligned to the Sustainable Development Goals:

1. Community-based programme implementation

- The organisation uses football as a tool on an ongoing and regular basis to achieve social change, for example through “on the ground” programming.
- The organisation actively includes the needs of its target communities in its programme implementation, and shows openness to further enhancing the participation of its communities in programme design, planning, monitoring and evaluation activities.
- The Football for Good programmes must be offered for at least 24 sessions per year, spread either across the year or concentrated in a shorter season.

2. Advocacy and resource mobilisation

- The organisation uses football as a tool to raise awareness and resources towards social topics aligned to the Sustainable Development Goals, for example through advocacy for change programmes, etc.
- The organisation actively includes the audiences it represents in the design and implementation of its advocacy programming and resource mobilisation.

3. Expertise and capacity development

- The organisation leverages football in some way to provide meaningful services to the Common Goal Community and Football for Good sector as a whole, with the desire to expand this support. These services could include capacity development opportunities for organisations and staff, or the creation of relevant curricula and training that can be implemented by organisations.

4. Other approaches using football to create an impact towards people and planet and the social topics aligned to the Sustainable Development Goals

- This section is for organisations that do not fit the above categories. They will need to define what type of organisation they are and how they use football to make a contribution to people and planet. Additional documentation may be requested by the Community Team to present to the Membership Committee.

3.2. Membership Process

The Common Goal Community is an inclusive community of organisations that will grow considerably over the coming years in order to maximise football's contribution to people and planet. In order to enable this growth in the size and diversity of the Community, the membership process will be efficient and transparent so that all organisations have a clear understanding of the process and criteria that need to be met in order to become a member. Our intention as a Community is to enable all organisations that are interested in becoming members and meet the necessary criteria to join. In this spirit, organisations in the membership process will be considered as potential members before then becoming full members, as follows:

Potential member: An organisation is a potential member of the Common Goal Community from the moment it applies for membership until it is approved by the Membership Committee.

Member: Once the organisation is approved by the Membership Committee, the potential member has to sign the Common Goal Community Pledge. After doing so, the organisation becomes a full member of the Community.

Applications for membership of the Common Goal Community will be evaluated as follows:

3.2.1. Membership Questionnaire

An organisation that wishes to become part of the Community fills out the online membership questionnaire. In the questionnaire, the applicant is asked to complete the following steps:

- Agree to the core goals, values and processes of the Common Goal Community as outlined in Community Pledge
- Upload the documents proving legal registration as a not-for-profit, non-governmental organisation (or equivalent)
- Upload the organisation's safeguarding policy
- Upload the organisation's monitoring and evaluation report, impact report or a similar publication that demonstrates the outcomes of the organisation's activities for their target groups
- Upload the organisation's strategic plan, outlining how the organisation contributes to the social topics aligned to the SDGs
- Upload financial report or audited financial report (depending on the legal requirements of its country of registration)
- Upload relevant programme material (curricula, manuals, presentations, etc.)
- Upload any visual material that shows its work (pictures, videos, etc.)
- Name two references, ideally at least one of which is from the Common Goal Community
- Upload other documents proving compliance with the basic criteria.

Examples of documents that could be uploaded are:

- Non-discrimination policy
- Gender equity policy

- Environmental sustainability policy
- HR policy
- Financial planning, budget and reporting documents
- Organigram
- Programme implementation reports
- CVs of staff members

3.2.2. Application Review

Document review by CG Community Team

To determine if the applicant organisation complies with the membership criteria, a member of the Common Goal Community Team will review the membership questionnaire and all supporting documents uploaded in step A.

If, at this stage, the evaluator arrives at the conclusion that the applicant organisation does not meet the criteria to become a member in the near future, the evaluator will inform the applicant organisation by e-mail and will provide recommendations on how the organisation can address the identified areas of improvement in order to qualify in the future. If the organisation does meet the criteria, then the assessment process will continue.

Virtual or in-person site visit

A site visit is required to enable Common Goal to gain an insight into the organisation's set-up, its programmes and the context it is working in. An in-person site visit is desirable, however noting that this is sometimes not possible, a virtual site visit will be conducted by the evaluator and the results recorded in a report template. The site visit will also be used to clarify any further questions regarding the membership process and the material provided so far by the applying organisation.

Reference Check

The referees provided will be asked to complete a brief online reference form to validate the organisation and the information provided in the application.

Membership recommendation by the Community Development Team

Following the site visit, reference check and any additional information collected, the membership evaluator will finalise their recommendation for membership. This recommendation will then be reviewed by the Head of Community Development and a decision will be made if the organisation should be put forward for membership to the Membership Committee.

3.2.3. Membership Decision

If the recommendation is positive, the Community Team will present the applicant organisation to the Common Goal Membership Committee, which will take a final decision on accepting the organisation into the Community. In case there are clarifying questions from the committee, the evaluator assigned to the case will provide the requested information.

3.2.4. Membership Call

Once a decision has been made, a member of the Community Team will conduct a call with the organisation to inform them about the final decision regarding membership.

- a) If the decision is to approve membership in the Community the call will also serve to discuss the next steps in the community integration process. In cases where there are multiple members joining at once this can be done as a group call;
- b) If the decision by the Membership Committee is to not grant membership in the Community, the call will be used to discuss what steps are required in order to become a member in the future.

3.3. Onboarding process

The onboarding process commences once the organisation has been admitted as a member of the Community by the Common Goal Membership Committee. This process will take place during the first weeks after admission. As the first part of the onboarding, the organisation receives two main documents via email to formalise their membership to the Community:

1. The Governance Manual, that explains how the Common Goal Community decision making processes take place and which bodies are in charge of what decisions.
2. A link to an online form to approve and update the information that will be used for communications purposes such as the organisation's profile on the Common Goal website

Once the organisation has read the Governance Manual and sent back the confirmation of the Governance Manual signed to the Community Team as well as confirmed its information through the link sent, the next package of documents that will arrive via email are:

1. A certificate of its membership.
2. A directory with the contact information of the Community Members (also available on Podio)
3. The Common Goal Community logo for communications purpose, as we encourage members of the community to promote their membership on their website for example.
4. A membership manual that contains information such as how to use Podio and the community space, information about the Working Groups, as well as the funding model that all members of the Community have access to.

After the initial onboarding process is complete, meaning that all the steps mentioned above have been carried out, the organisation will go through the process of being introduced to the Community. This process will take place between the first and third month after admission to the Community. There will be a collective introductory call every 3 months for all new members with the Community Team to receive a further explanation on membership, Podio, the funding model, the Thematic Working Groups and to clarify any questions that organisations might have after reviewing the Membership Manual.

As part of the introductory process to the Community, the organisation will be put in contact via email with the relevant Regional Chapter so that it can take part in the next meeting of the region and be introduced to fellow members and the activities currently happening. As a result, further steps may be identified to further integrate the organisation into the region according to their expertise, interest and experience. By participating in the Regional Chapter call, the organisation will get to know which fellow members and partners it makes sense to connect with to share information and engage in collective action.

New member organisations will also have the opportunity to join Thematic Working Groups, which are focused on social topics aligned to the Sustainable Development Goals. The Community Team will facilitate the introduction to the relevant Thematic Working Groups so that they can take part in the next meeting of the group and also have access to the different thematic collaboration workspaces on Podio, and all the resources that are shared there, in order to strengthen their knowledge and impact.

After the confirmation of membership, the new Common Goal Community member organisations will qualify to initiate the Football for Good Quality Seal process within a period of six to twelve months. All processes around the Football for Good Quality Seal are explained in the Quality Seal handbook (in development).

As a final step in the onboarding process, all new members of the Common Goal Community will be explicitly invited to participate in the next edition of the Common Goal General Assembly, which takes place at least annually and brings together the entire Community. The General Assembly provides new members additional opportunities to identify how they want to engage in and collaborate with the Community.

Please note that after this onboarding process finalises, the organisations will start their membership journey (full concept document on this process is currently in development).

3.4. Compliance in the Common Goal Community

It is expected that Common Goal member organisations meet and regularly apply all membership criteria in their regular operations. The following are defined as non-compliance for Common Goal membership if there is credible evidence that:

- within the organisation's activities, harm is in some way being done to children, youth or adults.
- the organisation excludes and/or discriminates against people from participation in its programmes, hiring practices and decision-making processes based on gender, ethnicity, race, caste, creed, religion, age, disability, sexual orientation, education, national origin, or any other status.
- the organisation undermines the spirit of collaboration within the community.
- the organisation is actively and deliberately involved in activities or practises that have a damaging effect on the planet, and that cannot be resolved in a different way.

- financial irregularities, fraud, being blacklisted by a national entity or theft of financial resources has occurred in the organisation.
- the management of the organisation appoints people for reasons other than their experience and/or professional value.
- decisions are made without supervision or that the leadership of the organisation uses its position of power in an abusive way.
- the organisation does not actively engage in Football for Good processes over the last 2 years as stipulated in the membership criteria.
- The organisation has not actively engaged in any activities over the last 2 years.
- the organisation does not complete the Annual Profile Update and does not comply with the Common Goal Community Pledge.

Consequences of non-compliance: If there is credible evidence that a Common Goal Community member organisation engages in undesirable or unethical behaviour that is not in line with our common values, the Common Goal Community Team will investigate. Such a situation could result from the annual update of an organisation, a site visit or because a team member, programme participant or partner of the organisation notifies Common Goal with a complaint.

In such cases, the Common Goal Community Team will send a complaint form to the individual or organisation that made the complaint to collect additional information and will conduct further investigative steps as necessary. Once the investigation has been completed and if the Community Team determines that there is validity to the complaint, the case will be presented to the Common Goal Membership Committee. The Committee will then take the final decision regarding (potential) membership implications, such as suspension or exclusion from the Community.

4. Common Goal Community Governance Structure

The Common Goal governance structure is founded on the principles of democracy, participation and transparency and consists of the following bodies and processes.

4.1. Common Goal General Assembly

The General Assembly enables all members of the Common Goal Community to contribute to its development by advising on the overall strategy, helping to build a sense of community, keeping members updated on progress and enabling members to identify areas where they can contribute to and benefit from their membership in the community. The General Assembly is an inclusive forum that will promote exchange and celebrate the successes of the community. Notes and/or a recording of the General Assembly will be made available to the entire Common Goal Community via the online Community Space.

Responsibilities

- Advise on the strategic direction of Common Goal in order to achieve its Vision 2030
- Ratify the annual report and future planning of the Common Goal Congress
- Celebrate key achievements of the Common Goal Community

- Provide advice on any other issues the Congress decides to seek input on
- Vote on any topics the Congress seeks ratification on from the General Assembly

Membership

All members of the Common Goal Community are eligible and expected to take part in the Common Goal General Assembly. Common Goal Industry Members (i.e. players, managers, etc. that have taken the 1% pledge) are also invited to participate in the Community more generally and the General Assembly specifically but do not have voting rights.

Frequency of Meetings

The General Assembly will meet virtually at least once a year and will be the responsibility of the Congress to organise. Ideally an in-person meeting of the General Assembly is organised every two-years, depending on the ability for members to attend. The in-person meetings are ideally hosted by a member (or members) of Common Goal (e.g. a community organisation, professional club, football governing body, etc.).

Attendance

Attendance of all members at the General Assembly is a minimum requirement for membership in the Community, which organisations commit to as part of signing the membership pledge. In the case of in-person meetings of the General Assembly, the opportunity will be created for organisations to take part virtually if they are not able to attend for financial or other reasons.

Voting

It is intended that decisions within the Common Goal Community are reached through consensus-building as much as possible. In instances where a vote is required, the following will apply:

- Any topics that require a vote are communicated by email to the Common Goal Congress at least four weeks prior to the General Assembly.
- Each member of the Community has one vote. In cases where organisations are represented in the Community through various country offices, branches or subsidiaries, the overall organisation will have a single vote.
- Organisations that are not able to attend the General Assembly can submit their votes up to 24 hours before the General Assembly by email to the Chair of the Common Goal Congress.
- Quorum is achieved if a majority of members are present at the General Assembly.
- Decisions require a simple majority. In instances where the General Assembly is voting to make changes to the governance of the Common Goal Community, as outlined in this governance manual, a simple majority will be required in the first, transition year of the Common Goal Community and from then on a two-thirds majority is required.

4.2. Common Goal Collaboration Groups

In order to achieve Common Goal's Vision 2030, Community members can form and join a variety of Collaboration Groups to take action and strengthen the Community. Collaboration Groups can be formed and re-shaped in order to react to the needs and circumstances of the Community in the future and will enable Community members to exchange, cooperate and drive the strategy, learning and growth of the Common Goal Community. The Common Goal Community Team will support the creation, facilitation and implementation of the Collaboration Groups. The groups will be largely self-regulating and rely on the initiative of their members to define objectives and achieve progress and agree on their own leadership and meeting rhythm.

Membership in the collaboration groups is voluntary and a basic level of time commitment is expected – which will form part of the pledge that all Community Member organisations sign. All groups are open to additional members joining if they are willing to invest the level of commitment required. Common Goal Members such as players, managers, clubs that have taken the 1% pledge are also welcome to join groups, particularly where their expertise and advocacy efforts can contribute to their impact. Common Goal Community members are eligible to take part in multiple groups assuming they bring the necessary level of commitment. It is also possible that organisations or individuals that are not members of the community are able to join a group should their expertise be of benefit to the groups' objectives. Such external group members may not represent the group in the Congress, as explained below.

The following types of Collaboration Groups exist within the Common Goal Community:

- Regional Chapters
- Thematic Working Groups
- Committees
- Youth Council
- Task Forces (not standing Collaboration Groups but limited in time)

A detailed description of the formation, responsibilities and membership of each of the various Collaboration Groups are explained for each group below. The following processes will apply to all of the Collaboration Groups:

Team Captains

Each Collaboration Group establishes Team Captains, which will take the lead on the collaborative processes in the Collaboration Group, particularly in terms of:

- Convening regular meetings, with the assistance of a Community Team Member;
- Follow-up on the collectively established action strategy, where needed.

There is no set number of Team Captains for each Collaboration Group but it is recommended that at least two are established. Members of the Collaboration Group can volunteer to take up this role and must be confirmed by a majority of the Collaboration Group members. During the initiation

phase of the collective work, Collaboration Groups are not obliged to immediately select Team Captains if no organisation is able or willing to take up that role. In that case, participating organisations establish a way to make sure the necessary preparations and reviews occur before and after group meetings until organisations have come forward to take up the role of Team Captains. In the interim and ideally for a maximum of six months, the representative of the Common Goal Community Team will take on the role of Team Captain.

Once confirmed, it is recommended that Team Captains take up this role for two years. After that period, the Team Captains may propose another Collaboration Group member to take over their role, or a member of the group steps forward as a candidate. In both cases, the new Team Captains must be confirmed by the group. Ultimately it is the members of the Collaboration Groups who define the exact rotation schedule based on their needs and action strategy.

In cases when Team Captains are no longer able to fulfil their commitments, they should inform the Collaboration Group members and a replacement is then sought and confirmed by the group. If a Team Captain is not fulfilling their duties but insists on remaining in place, then a majority of all collaboration group members can vote to replace the Team Captain.

Frequency of meetings

For the initiation of a Collaboration Group and the establishment of a group strategy, it is recommended that the group meets for a minimum of three sessions over the course of three to six months: a Kick-off Workshop, a strategy alignment workshop and a strategy finalisation workshop. Once the strategy is established, formal meetings are recommended to take place four times a year with all Collaboration Group members. The aim of the meetings is to:

- Monitor of strategic action points as it has been established in the strategic plans;
- Follow-up on measurement towards the collective targets;
- Exchange between group members and the inclusion of new members to the group;

Ultimately it is the responsibility of each Collaboration Group to define the level and mode of interaction required to meet the needs and action strategy.

Voting

It is intended that decisions by the Collaboration Groups are reached through consensus-building. In instances where a vote is required, each member of the Collaboration Group has one vote and decisions require a simple majority. Votes shall be tallied by the Team Captains and in the case of a tie, the Team Captains shall cast the deciding votes or propose on an alternative process to reach a resolution. If their votes are also split, then the motion does not pass and further dialogue is necessary before calling another vote. A member of the Collaboration Group may vote on behalf of another group member by holding a proxy in writing, which is submitted to and approved by the Team Captains. Decisions of Collaboration Groups can only be considered valid if a quorum was both present at the meeting and voted on the resolution put to vote. A quorum is a simple majority of all Collaboration Group members.

Representation in the Common Goal Congress

All permanent Collaboration Groups (Task Forces do not apply, as they are limited in time) have one representative in the Common Goal Congress. Each Collaboration group votes on one representative and one substitute representative should the first representative not be able to participate in the Congress. The representative and substitute take on this role voluntarily and are confirmed by a majority of Collaboration Group members for a period of two years. Ideally the representative and substitute are the Team Captains of the Collaboration Group and they agree on who is the representative and who is the substitute, but this is not a requirement. Members of the Collaboration Group that are not representing Common Goal Community member organisations are not eligible to be representatives in the Congress.

Reporting

Notes and/or a recording of meetings of the Collaboration Groups are made available to the entire Common Goal Community via the online Community Space. Once a year the Collaboration Groups provide a simple annual report and basic strategy for the coming year to the Common Goal Congress for its approval. It is the responsibility of the representative of the Collaboration Group to the Congress to compile and present the report, based on standardised templates and with the support of the Common Goal Community Team.

As part of the Common Goal General Assembly, the Collaboration Groups will also provide a brief annual update to the entire Community on their activities to ensure everyone is informed and provide an opportunity to inspire other community members to join and contribute to the Collaboration Group.

4.2.1. Common Goal Regional Chapters

The regional chapters will play a key role in enabling interaction and collaboration between community members, ensure new members are quickly integrated into the community and guarantee local relevance of the global movement by connecting with regional stakeholders and celebrating the achievements of the movement locally. All members that are part of the Common Goal Community are required to take part in these regional chapters.

In the following nine current Common Goal regions a Regional Chapter is established:

- North America and the Caribbean (NOCA)
- Latin America (LATAM)
- East Africa
- West Africa
- Southern Africa
- Middle East
- Asia Pacific
- Europe
- Global

The global group represents organisations that are active in multiple continents and therefore have commonalities in approach, needs and expertise. This chapter is not intended for all organisations in the Community, but only those organisations that operate globally. Global organisations with multiple country offices or branches are able to participate in other Regional Chapters, however they are only able to have one representative in the Congress and one vote in the General Assembly.

Formation

In regions where a Regional Chapter does not exist, Common Goal Community member organisations have the opportunity to propose the formation of a new Regional Chapter to the Common Goal Congress for their approval. A minimum of three member organisations from the new region that support the formation of the Regional Chapter are required. In some regions sub-regional groups can be formed to better serve the needs and geographic realities of the membership – for example in Africa where East, West, Southern sub-regional groups are already established. In order for a new Regional Chapter to form, there must be at least five organisations in that region or sub-region to warrant the formation of a further Regional Chapter and a majority of those organisations must be in favour of the formation of a Regional Chapter.

Note: the creation of National Chapters according to a similar model as the Regional Chapters will be considered by the Congress once the governance structure has been established. This would apply to countries with a high number of (e.g. minimum five) and would also require the approval of the majority of organisations in that country.

Responsibilities

- Provide a platform for regular updates, exchange and collaboration between organisations in the region by the organisation of regular meetings and sharing of opportunities for engagement.
- Support the growth and facilitate the integration of new organisations into the Common Goal Community by providing them an opportunity to interact with fellow Community members in their region.
- Develop its own impact strategy aligned with the global strategy, focussing on specific thematic areas/SDGs that are most relevant to that region and ensuring alignment with the relevant Thematic Working Groups.
- Lead advocacy efforts for Common Goal at the regional level and ensure that regional milestones and celebrations are aligned with the global agenda of Common Goal.

Membership

Membership of the Regional Chapter is accessible for organisations that are part of the Common Goal Community, based on the following guidelines:

- All organisations in a region are required to be part of their Regional Chapter and there is no limit to the number of organisations in a Regional Chapter. Organisations that are active in multiple regions are eligible to join multiple Regional Chapters.
- Each member organisation selects one representative and one substitute representative who will participate in the Regional Chapter. Personnel on all levels within an organisation (e.g. entry level, programme manager, director etc.) are welcome to represent their organisations in the Regional Chapter.
- Organisations from outside the Community with a particular expertise or relevance for the region or as part of their journey towards membership in the Community can participate in the Regional Chapter. Their participation must be confirmed by a majority of the Regional Chapter members.

The Regional Chapter is accompanied and supported by a member of the Common Goal Community Team, to guarantee a productive and efficient collaborative process, ensure the quality and feasibility of the impact strategies, facilitate their implementation, enable exchange and learning between the various Regional Chapters and ensure alignment between global and regional strategies and celebrations.

4.2.2. Common Goal Thematic Working Groups

The Thematic Working Groups take the lead in the design, implementation and evaluation of a social impact strategy in specific thematic areas, which are aligned to the Sustainable Development Goals (SDGs) and in which the Common Goal Community is collectively active. The Thematic Working Groups are led by organisations in the Community and provide a platform to develop a shared vision for collective action towards higher impact in each thematic area.

Formation

A first group of eight Thematic Working Groups are established on Health (SDG3), Education (SDG4), Gender Equity (SDG5), Employability and Social Enterprise (SDG8), LGBTQ+ (SDG10), Anti-racism (SDG10), Climate Action (SDG13) and Peacebuilding (SDG16). Additional Thematic Working Groups can be formed by members of the Common Goal Community by proposing the formation of a Working Group to the Common Goal Congress for their approval. A minimum of three member organisations from the Community that support the formation of the Working Group are required.

Responsibilities

- Strategic alignment and shared impact measurement, through the creation of a common vision and a shared impact measurement framework (including collective indicators and targets) per thematic area to track Common Goal's contribution to the SDG's and serve as a platform for the Regional Chapters to align their strategy towards;
- Definition and implementation of high-quality activities through existing or to-be-created collective projects, inspired by specific objectives that describe the desired change for programme participants, coaches, Common Goal Community organisations, the Football for Good sector, the football industry and the media;

- The definition of learning priorities and the identification of capacity development opportunities for the different thematic areas, through collective reflection and knowledge / best-practice exchange.
- Lead advocacy efforts as defined within the Theory of Change process and ensure that the milestones and celebrations of the Thematic Working Groups are aligned with the global agenda of Common Goal.

Membership

Membership of the Thematic Working Groups is accessible for organisations that are part of the Common Goal Community, based on the following guidelines:

- **Intrinsic motivation:** organisations participate in the learning community not because they have to, but because they want to, since they see the value of working together to become stronger as individual organisations and as a collective.
- **Size:** There is no maximum size of the Thematic Working Groups. Membership of the working groups is unrestricted and while all organisations in the Common Goal Community are encouraged to be part of at least one Thematic Working Group, they are not obliged to.
- **Diversity:** all Thematic Working Groups must ensure diversity in representation according to gender, age, experience and geography.
- **Participant's profile:** Organisations select one or more persons who will participate in the Thematic Working Group. Personnel on all levels within an organisation (e.g. entry level, programme manager, director etc.) can become participants in the working group, as long as they have a particular expertise or interest in the thematic area.
- **Participation from outside the Common Goal Community:** Representatives of organisations from outside the Community with a particular expertise in the thematic area are encouraged to participate in the Working Group. A basic check of the organisation should be conducted to ensure they align with the values of the Common Goal Community and their participation must be confirmed by a majority of the Working Group members.

The Working Group is accompanied and supported by a member of the Common Goal Community Team, such a Thematic or Impact Manager to guarantee a productive and efficient collaborative process and ensure the quality and feasibility of the impact strategies, facilitate their implementation and enable exchange and learning between the various collaboration groups.

4.2.3. Common Goal Committees

4.2.3.1. The Safeguarding Committee

Formation

As part of the development of the Common Goal Governance structure, a first group of members signed up to to develop the structure, responsibilities and processes of the Safeguarding Committee.

Responsibilities

The Committee is generally responsible for the establishment and implementation of safeguarding policies of the Common Goal Community and the supporting the development of training and educational opportunities for community members, all with the support of the Common Goal Community Team. The precise responsibilities of the Committee will be developed by the initial group and be presented to the General Assembly.

Membership

The first group, which was formed based on an open call for interest among all Community members, will develop the membership process for the Committee, in line with the standards and processes of the other Common Goal Committees. Once finalised, the Committee will then be formed according to the process defined by the group.

4.2.3.2. The Membership Committee

Formation

The first Membership Committee will be established through a call for interest to the entire Common Goal Community once the governance structure has been ratified and initiated. Once formed, the Membership Committee will become a standing committee with ongoing responsibility for the topic of membership in the Community.

Responsibilities

- Decide on membership in the Community, based on the evaluation of applications by the Community Team. This includes the addition of new members and the suspension/removal of existing members that are no longer meeting the membership criteria.
- Oversee the implementation of the on-boarding and membership journey processes by the Community Team.
- Monitor the adherence of Common Goal Members to the Common Goal Community Pledge and take responsibility in cases of conflict between members or instances where the Pledge is breached, with the support of the Community Team
- Once the Community has been fully established, the Membership Committee will explore if individuals can become members of the Community, thereby enabling the involvement of other actors in strengthening the movement such as community coaches, academics, etc. Examples from other global movements will be evaluated to determine if there is an appropriate model for the Common Goal Community.

Membership

All Common Goal Community member organisations are eligible to put forward a representative to join the Membership Committee, to be ratified by the Common Goal Congress. The Committee has no minimum or maximum number of members, but it must ensure diversity in representation according to gender, age, experience and geography.

4.2.3.3. The Quality Seal Committee

Formation

The first Quality Seal Committee will be established through a call for interest to the entire Common Goal Community once the first draft of the Quality Seal is completed. Additionally, before the launch of the Quality Seal, representatives from Sports for Development organisations and independent certification and impact measurement experts will be recruited to join the Quality Seal Committee by the Community Team. This will be done by approaching network or donor organisations with a potential interest to learn from and apply the Quality Seal and will help to strengthen the expertise and impartiality of the Committee and enable the further recognition and implementation of the Quality Seal beyond the Common Goal Community.

Responsibilities

- Oversight of the implementation of the Quality Seal, including the review and approval of certification decisions, decisions on evaluation cases in case of doubt of the team of evaluators
- Manage the review and updating of certification criteria
- Resolve disputes in case assessed organisations want to challenge their final score.

Membership

The Committee members consist of members of the Common Goal Community, representatives of the Sports for Development-sector, representatives of Common Goal's donor organisations and independent experts on for example certification processes and impact measurement. All committee members are ratified by the Common Goal Congress. The Committee has no minimum or maximum number of members, but it must ensure diversity in representation according to gender, age, experience and geography.

4.2.3.4. The football3 Committee

Formation

The first football3 Committee was established following a call for interest to the entire Common Goal Community. The first group of Committee members confirmed the terms for reference for the Committee and initiated the work of the Committee.

Responsibilities

- Create an exchange platform for football3 practitioners and drive the further development of football3 in the Common Goal Community.
- Developing recommendations for future football3 projects and processes that increase the impact and spread of football3 around the globe by facilitating access to learning, building capacities and introducing levelled training tools.

- Supporting the process of collecting input from the wider Common Goal Community on the recommendations on the development of football3.
- Electing the football3 accreditation board among the committee members that will be mandated for 1-year term to review, evaluate and select the organisations joining the pool of accredited football3 training organisations and being able to issue verified certification.

Membership

Membership of the football3 Committee is accessible for organisations that are part of the Common Goal Community, decided based on the following guidelines:

- **Size:** there is no maximum size of the Committee but a group of approximately 20 organisations is desirable to lead the work on football3. Membership of the group is unrestricted and while all organisations in the Common Goal Community are welcome to join the Committee, they are not obliged to.
- **Diversity:** the Committee must ensure diversity in representation according to gender, age, experience and geography.
- **Profile:** Organisations select a maximum of two persons who will participate in and around the Committee sessions, ideally with a lead and substitute if the lead is not available. Team members with expertise in football3 (e.g. programme managers, coaches, event managers, etc.) are particularly encouraged to participate in the Committee. Personnel on all levels within an organisation (e.g. entry level, programme manager, director etc.) can become participants in the Committee, as long as they have a particular interest and expertise in the area of football3.
- **Participation from non-Common Goal Community partners:** Actors from outside the Community with a particular expertise in the area of football3 can be invited to participate or contribute to the work of the Committee if a majority of organisations agrees to their participation.

4.2.4. Common Goal Task Forces

Formation

As part of the establishment of the Common Goal Community, two task forces were created on the topics of Governance and Youth Council respectively. The Task Forces supported the Common Goal Community Team in the development of the governance structure and youth council, as well as the necessary governance policies, commitment document, terms of reference, etc. All members of the Common Goal Community were invited to participate in the Task Force and all Task Force members agreed to the Terms of Reference when signing up.

Further Task Forces can be formed by Common Goal Community members on topics that require immediate action, where there is the need for support from the Community and where there is no existing Collaboration Group in place responsible. The formation of a Task Force can be initiated by any member of the Common Goal Community or the Common Goal Community Team and must have the support of at least five members of the Community. The Congress is responsible for the

approval of the establishment of a Task Force and its Terms of Reference at quarterly meeting of the Congress. Task Forces should operate for a maximum of one year before dissolving.

Responsibilities

Task Forces will work on specific, time-bound topics that require the collaboration of members to solve. This could include the creation of a strategy or policy to address an immediate threat to the Community and its participants (such as COVID-19), the organisation of an event, or the initiation of an advocacy campaign. When forming a Task Force, a clear set of responsibilities, in the form of a Terms of Reference, must be established and approved by the Congress.

Membership

Membership in Task Forces is accessible for organisations that are part of the Common Goal Community, according to the following guidelines:

- **Size:** a minimum of five organisations are required to form a Task Force and there is no maximum number of members but it should ideally not exceed 20 organisations in order to ensure efficiency.
- **Diversity:** Task Forces must ensure diversity in representation according to gender, age, experience and geography.
- **Profile:** Personnel on all levels within an organisation (e.g. entry level, programme manager, director etc.) can become participants of a Task Force, as long as they have a particular interest and expertise in the relevant topic.
- **Participation from non-Common Goal Community partners:** actors from outside the Community with a particular expertise relevant to the Task Force can be invited to participate or contribute to the work of the Task Force if a majority of organisations agrees to their participation.

4.2.5. Common Goal Youth Council

Vision

By 2030 youth are in positions of leadership in the global Common Goal Community and driving our collective effort to maximise football's contribution to the 2030 Agenda

Mission

Provide a platform and pathway for young people to assume roles of leadership in their organisations and communities and within the global Common Goal Community. In that journey they are also to mentor the next generation of Young Leaders to ensure that each generation is supported in their growth.

Values

- **Diversity and Inclusiveness**

The Youth Council is fundamentally inclusive and represents the diversity of the Common Goal Community. All processes enable the participation of young people from across the global community and diversity

- **Collaboration and Respect**

The Youth Council is founded on the understanding that only through collaboration at all levels – local, regional and global – will we achieve our objectives. That collaboration is based on mutual respect and support for one another.

- **Transparency and Clarity**

The Youth Council is fully aligned with the Common Goal Community’s commitment to transparency in all its activities and clarity in its processes and actions in order to achieve its vision.

- **Optimism and Innovation**

The Youth Council is relentlessly optimistic in creating positive change for young people by changing norms globally. It is committed to seeing challenges as opportunities for growth and learning. It is bold in taking risks and applying innovative solutions to strengthen youth leadership globally.

Challenges and Solutions

Common Goal Community	
Challenges	Solutions
Young people globally are not in positions of leadership and their input is not sufficiently considered by decision makers.	The fundamental importance of youth leadership is embedded in the founding documents of the Common Goal Community and the Youth Council is a platform for young people to be part of the decision making processes of the global Community. It is recognised as a key element of the Community’s governance structure, with representation of the Youth Council in the Common Goal Community Congress – the highest body of the governance structure.

<p>There is not a clear plan of action to strengthen youth leadership across the global Common Goal Community and create pathways for leaders to grow and then mentor the next generation of leaders.</p>	<p>The Youth Council will develop a clear plan of action for the strengthening of youth participation and leadership within member organisations and in the global Community and will work with the Common Goal Community team to secure necessary support and resources for its implementation.</p>
<p>There is not a common understanding of what youth leadership means and how it can be strengthened.</p>	<p>We need to create a common language and understanding of youth leadership within the Community which shifts the mindset from referring to young people as “beneficiaries” to leaders, co-creators and owners of our programmes. This is a process that will take time and appropriate space needs to be given to listen to young people and support their growth into roles of leadership.</p>
<p>It is a challenge for young people to connect and collaborate globally, which restricts participation.</p>	<p>We need to ensure that there are the necessary processes and technologies in place at the global level to enable global participation, including online platforms (e.g. zoom, google docs, podio) and ensuring that time zones and language barriers are taken into consideration.</p>
<p>We are not aware of the different contextual challenges young people face globally and which inhibit their participation in and contribution to global decision-making processes.</p>	<p>In developing structures and processes we need to ensure that we are enabling collaboration and the sharing of ideas and not inadvertently being discriminatory. We should therefore always consider how we foster a culture of awareness by continuously asking: How do we listen? How do we respond? How can we grow?</p>

Member Organisations	
Challenges	Solutions
<p>There is a lack of access to knowledge and information on strengthening youth leadership and potentially a reluctance to reach out due to nervousness.</p>	<p>Create a platform for organisations to share resources on strengthening youth leadership. Develop a process for mentorship of organisations as they come into the Community so that they can be supported in strengthening in this area. It is important to create a culture of learning and growth so that organisations feel open to ask questions. Create an accessible database of mentors who are willing to provide support and build relationships with other organisations.</p>
<p>Lack of opportunities in smaller organisations to strengthen youth leadership due to e.g. limited resources, finance and capacity.</p>	<p>Implement a learning pathway for organisations in the Community including training on how to enable youth participation in organisational processes, how to strengthen youth leadership programming and mentorship, etc. By investing in these processes across the Community, this reduces the burden on individual organisations to invest their own resources and avoids the duplication of efforts.</p>
<p>A lack of trust and belief in young people. There is a genuine need to believe in young people and their ability to lead.</p>	<p>In addition to creating a common global language and understanding of Youth Leadership, these values also needs to be lived within individual member organisations. We need to live by the mindset of being youth led by ensuring youth are really co-creating and co-owning programmes. Ensuring meaningful youth engagement is a transformative process that requires the space and time for youth voices to be heard.</p>

Responsibilities

- Support the creation, recognition and implementation of a common language and understanding of youth leadership within the Community and individual member organisations, which shifts the mindset from referring to young people as “beneficiaries” to leaders, co-creators and owners of our programmes.
- Develop and oversee the implementation of a clear plan of action for the strengthening of youth participation and leadership within member organisations and in the global Community by creating tangible opportunities for youth to grow and take on leadership at all levels of the Community, including the formation of regional Youth Councils.
- Ensure there are the necessary processes and technologies in place at the global level to enable global participation, including online platforms, and ensuring that time zones and language barriers are taken into consideration.
- Support the creation of a platform for organisations to share resources on strengthening youth leadership and foster a culture of exchange and mentorship.
- Oversee the implementation of a learning pathway for organisations in the Community including training on how to enable youth participation in organisational processes and how to strengthen youth leadership programming and mentorship.

Membership

The Youth Council will consist of two representatives from each of the Regional Chapters of the Common Goal Community. There are currently nine regional chapters in place, which means that the Youth Council will initially have a maximum of 18 members.

Profile of Members

In order to ensure alignment with key values of the Youth Council of diversity and inclusiveness, the following standards will apply:

- Geographic diversity is ensured by enabling each regional chapter to have two representatives.
- A minimum 50% female/non-binary representation with each region being represented by at least one female/non-binary individual.
- Anyone up to 30 years of age is eligible to be part of the Youth Council and it is desired that there are representatives of different ages in the Council.
- Participation in the Youth Council is particularly encouraged for young leaders that are part of or have been part of Common Goal Community member organisation’s programmes and have overcome challenges and a lack of opportunities to assume responsibility for their communities.

Time and participation commitment

The Youth Council will meet a minimum of four times per year with additional ad-hoc meetings depending on the tasks and processes of the Council. Between the meetings additional preparatory and follow-up tasks will be necessary. Members will therefore be required to commit to a minimum of 10 hours per quarter to the Youth Council.

Team Captains and Representation in the Common Goal Congress

Youth Council members have the opportunity to put themselves forward as Team Captains, that will then be voted on by the rest of the Youth Council. The two Team Captains will be the representatives of the Youth Council in the Common Goal Congress. The Team Captains will be in place for one year and then either rotated or, if no other members step forward to take on this role, reconfirmed. As members of the Common Goal Congress, the Team Captains are also eligible to be selected as Chair or Co-Chair of the Congress and thereby represent the entire Community in the Common Goal Board.

Mandate:

Youth Council members have a two year term and it is possible for members to serve two consecutive terms (a total of four years). Membership in the Youth Council will be re-assessed by the Team Captains every six months in case members are no longer able to commit to the Youth Council due to shifts in their own personal circumstances. Should a member miss two consecutive quarterly meetings, they will be approached by the Team Captains to assess their membership.

Elections

Following the two year mandate, a new Youth Council will be formed. Young leaders will have the opportunity to submit an application to the to-be-formed regional Youth Councils who will then have the responsibility of evaluating and selecting their candidates to be put forward to the global Youth Council, with the support of the regional mentors. The new Youth Council will then be put forward for approval by the Common Goal Congress and commence its term.

Voting

It is intended that decisions by the Youth Council, as is the case with all other Collaboration Groups, are reached through consensus-building. In instances where a vote is required, each member of the Youth Council has one vote and decisions require a simple majority. Votes shall be tallied by the Team Captains and in the case of a tie, the Team Captains shall cast the deciding votes or propose on an alternative process to reach a resolution. If their votes are also split, then the motion does not pass and further dialogue is necessary before calling another vote. A member of the Youth Council may vote on behalf of another group member by holding a proxy in writing, which is submitted to and approved by the Team Captains. Decisions of the Youth Council can only be considered valid if a quorum was both present at the meeting and voted on the resolution put to vote. A quorum is a simple majority of all Youth Council members.

Mentors

Each Regional Chapter in the Common Goal Community should identify a mentor to support the Youth Council members in their region in the formation of their regional Youth Council and participation in the global Youth Council.

Formation

The Youth Council will be formed as part of the transition to the Common Goal Community in early 2022. Young Leaders from each Regional Chapter will have the opportunity to submit an application to be part of the global Youth Council. The application will answer a set of questions established by the Youth Council Task Force that around what the Youth Council should achieve, how young leaders can contribute to the Youth Council and what they hope to learn from their participation in the Council. Creativity is encouraged in the responses, which can be submitted in writing, video or other art forms.

All applications will then be evaluated by the existing Youth Council Task Force, according to a set of criteria. Once reviewed, the Youth Council Task Force will then finalise and announce the first Youth Council and support its establishment.

Those applicants that are not successful will then be encouraged to take part in the formation of the regional Youth Councils, so that there is already a pool of engaged Young Leaders to work with. Once the Youth Council is fully operational, the Youth Council Task Force will disband.

4.3. Common Goal Congress**Mandate and Responsibilities**

The Common Goal Congress's mandate is to ensure the proper governance and strategic development of the Common Goal Community, guiding efforts to achieve Common Goal's Vision 2030. The Congress does not hold legal or financial responsibility for the legal entity, which is held by the Board. Its key responsibilities include:

- Define the strategic objectives of the Common Goal Community in contributing to the Common Goal's Vision 2030 and ensure ongoing progress towards those objectives
- Oversee the work of the various collaboration groups within the Community, including the Regional Chapters, Working Groups, Committees, Task Forces and Youth Council
- Oversee the preparation and organisation of General Assembly meetings
- Elect a Chair and Co-Chair of the Congress that also serve as the representatives of the Common Goal Community on the Board

Membership

The Common Goal Congress will comprise members of the Common Goal Community that are elected representatives of the various collaboration groups in which they have shown commitment and leadership. The size of the congress will depend on the number of established Collaboration Groups but the initial membership is as follows:

- 9 members representing each of the Common Goal Community regional groups (one member each from North America and the Caribbean (NOCA), Latin America (LATAM), East Africa, West Africa, Southern Africa, Middle East, Asia Pacific, Europe and Global)
- 4 members representing the Committees (1 each from the Safeguarding, Membership, Quality Seal and football3 Committees)
- 8 members representing thematic working groups (1 each from 8 working groups)
- 2 members representing the Youth Council (once established)
- Head of the Common Goal Community Team (non-voting member)

The members of the Common Goal Congress should reflect the values, diversity and commitment of the Common Goal Community and 50% female/non-binary representation in the Congress is targeted.

The size of the Congress can grow or contract over time, based on the number of active Collaboration Groups in place. Each representative of a Collaboration Group will have a substitute in case they are not able to attend the Congress or fulfil their duties. In cases where a representative has not been elected by the Collaboration Group then their position will remain empty.

Membership in the Congress is on an individual basis but with the understanding that those individuals are representing their Collaboration Group. Only representatives of Common Goal members can become members of the Congress and each member organisation can only be represented once in the Congress. Membership in the Common Goal Congress is limited to a fixed two-year term and there is a limit of two consecutive terms. If members of the Congress leave their organisations in the course of their term, then they will be replaced by the substitute from their collaboration group.

Congress Chair and Co-Chair

The Congress will elect a Chair and a Co-Chair that will lead the Congress and both represent the Common Goal Community on the Board. The Chair and Co-Chair will be responsible for leading Congress meetings and the organisation of the General Assembly, with the support of the Head of the Community Team. This includes ensuring that members receive necessary information in a timely manner to ensure proper consultation and decision-making, approving the agendas and chairing Congress meetings and the General Assembly.

The Chair and Co-Chair will oversee the proper functioning of the Congress and the overall Common Goal Community governance structure, including addressing problems that arise within the Congress or Collaboration Groups such as disputes or conflicts of interest. The Chair and Co-Chair will act as the main contacts to the Common Goal Community Team and serve as spokespeople for the entire Community. They can also nominate additional spokespeople from the Congress to communicate publicly on behalf of the entire Community, either generally or on specific topics.

The Chair and Co-Chair are elected for a fixed two-year term and there is a limit of two consecutive terms.

Congress Sub-Committees

In the interests of working effectively and efficiently, the Congress can decide to form sub-committees on specific topics in which a smaller number of Congress members can work on specific topics. The formation, duration and responsibilities of a sub-committee must be approved by the Congress.

Frequency of Meetings

The Common Goal Congress will meet virtually or in-person a minimum of four times per year and more often as required to fulfil its mandate. Congress members will be expected to invest a set minimum of time into their role and attendance at meetings is expected.

Voting

It is intended that decisions by the Congress are reached through consensus-building. In instances where a vote is required, each member of the Congress has one vote and decisions require a simple majority. In the case of the Regional Chapter representatives, their votes will be weighted according to the number of members in their region to ensure proportional representation. For example, if there are 153 total members across the 9 regions, then a region with 17 members would have one full vote (153 divided by 9 equals 17). Regions with less than 17 members would receive a proportionately smaller vote (e.g. a region with 12 members would have 70% of a vote), while regions with more members would receive a proportionately larger vote (e.g. a region with 29 members would receive 170% of a vote). The precise weighting of votes would need to be calculated for each Congress meeting where a vote is held, as the number of members will change.

Votes shall be tallied by the Chair and in the case of a tie, the Chair and Co-Chair shall cast the deciding votes. If their votes are also split, then the motion does not pass and further dialogue is necessary before calling another vote. A member of the Congress may vote on behalf of another member by holding a proxy in writing, which is submitted to and approved by the Chair. The Congress is not eligible to vote on changes proposed to the governance of the Common Goal Community, as outlined in this governance manual. Changes to the governance of the Community must be voted on by all members in the General Assembly and passed by a two-thirds majority. Decisions of the Congress can only be considered valid if a quorum was both present at the meeting and voted on the resolution put to vote. A quorum is achieved through the participation of a simple majority of all Congress members.

Reporting mechanisms

Relevant business can be submitted to the Congress by Community Members via the representatives of the relevant Collaboration Group (e.g. a Thematic Working Group or Regional

Chapter). Key outcomes of the meetings of the Congress will be made available to the entire Common Goal Community via the online Community Space.

At the end of every year, the Common Goal Congress will provide an annual report to the Common Goal Board and a strategy, including an operational budget, for the year ahead to be approved by the Common Goal Board. The Congress Chair and Co-Chair will have the responsibility of compiling the report and strategy, with the support of the Head of the Community Team.

The Common Goal Congress will also provide an update on its activities to the full membership of the Common Goal Community during the meetings of the Common Goal General Assembly. This will also be the responsibility of the Congress Chair and Co-Chair, with the support of the Head of the Community Team.

4.4. Common Goal Board

Mandate and Responsibilities

The precise legal set-up of Common Goal is still being defined, based on the requirements established in this governance manual and in order to fulfil Common Goal's vision. The current plan is for the existing streetfootballworld legal entities registered in Germany (streetfootballworld gGmbH and streetfootballworld plus GmbH) to be renamed Common Goal. A board will be formed, with the mandate to oversee the Common Goal legal entities and enable the governance structure of the Community as defined in this document. The Board's role will be established in Common Goal's legal registration and its key responsibilities will include:

- Represent (not legally) Common Goal
- Decide on the strategic direction of Common Goal in order to achieve its Vision 2030
- Advise and control the Common Goal management team, including approval of annual budget and strategic plan
- Mediate in cases of conflict
- Advise on the funding allocations made by Common Goal for each funding cycle

The Associates, or owners, of the legal entities will have final legal and financial responsibility for the entities. Currently there are three Associates of the streetfootballworld entities (Jürgen Griesbeck, Vladimir Borkovic and Johannes Axster). As part of the transition process from streetfootballworld to Common Goal, it is planned that the ownership of the entities will be diversified to include further Common Goal team members and other individuals committed to fulfilling Common Goal's vision. It is possible that based on further legal consultation some aspects of the planned Board and Associate structure need to be adjusted, also to comply with the legal requirements in Germany, the country of registration of the legal entities.

Membership

The members of the Common Goal Board should reflect the values and diversity of the Common Goal movement and it is intended that there are between 40%-60% female or non-binary

members. The members should complement the key focus areas of the Common Goal entity (e.g. Community, Football Industry, Tech/Innovation, Brand/Advocacy, Legal/Finance, Impact, Growth, etc.). Common Goal Management Team members or Associates are not eligible to serve on the Board. The Board will have an uneven number of members (e.g. 7 or 9 initially) and can grow over time, based also on the legal requirements of the entity. The Board should include the following representatives:

- Two members representing Common Goal Community elected from the Common Goal Congress (the Chair and Co-Chair of the Congress)
- Two members representing Common Goal Members from the football industry (one representing players/managers and one representing other industry stakeholders such as clubs, federations, sponsors, etc.).
- Three or five members representing other areas of expertise required to ensure the full development of Common Goal, such as Tech/Innovation, Brand/Advocacy, Legal/Finance, Impact, Growth, etc.

The first board will be established as part of the launch of Common Goal's new legal structure by mid-2022. The selection of the inaugural Board members (beyond the representatives of the Community, who will be elected by the Congress) will be the responsibility of the Common Goal Associates and Management Team. Board terms are planned initially for 2 or 3 years and a maximum of two consecutive terms. A Speaker of the Board will be elected by the Board to coordinate communications with the Management Team and the preparation and implementation of Board meetings.

Frequency of Meetings

The Common Goal Board will meet virtually or in person a minimum of four times per year and more often as required to meet its mandate. Board Members will be expected to invest a set minimum time for their role in meetings, preparations and representational responsibilities.

Voting

It is intended that decisions by the Board are reached through consensus-building. In instances where a vote is required, each member of the Board has one vote and decisions require a simple majority. Votes shall be tallied by the Speaker and in the case of a tie (for example if a Board member abstains) then the motion does not pass and further dialogue is necessary before calling another vote. A member of the Board may vote on behalf of another member by holding a proxy in writing, which is submitted to and approved by the Speaker. Decisions of the Board can only be considered valid if a quorum was both present at the meeting and voted on the resolution put to vote. A quorum is a simple majority of all Board members.

Reporting mechanisms

Key outcomes of Board meetings will be made available to the entire Common Goal Community via the online Community Space. The CEO of Common Goal will provide an annual report to the

Board and a strategy, including an operational budget, for the year ahead to be approved by the Common Goal Board.

As part of the Common Goal General Assembly, the Common Goal Congress Chair and Co-Chair will provide a report on the activities and key decisions of the Common Goal Board to ensure proper information flow and transparency towards the entire Common Goal Community.

4.5. Conflicts of Interest

Members of the Board, Congress and Collaboration Groups shall immediately report any conflict of interest or potential conflict of interest that is of material significance to the Common Goal Board. The Board shall determine in its sole discretion whether there is a conflict of interest. Any Board, Congress or Collaboration Group member with a conflict of interest shall not participate in any decisions regarding that particular conflict of interest.

- A conflict of interest exists if Common Goal intends to enter into a transaction with another legal entity:
 - in which an Board, Congress or Collaboration Group member personally has a material financial interest;
 - which has a senior leadership member who has a relationship under family law with an Board, Congress or Collaboration Group member; or
 - in which an Board, Congress or Collaboration Group member has an or supervisory position.
- Decisions to enter into transactions in which there are conflicts of interest with Board, Congress or Collaboration Group members that are of material significance require the approval of the Board. All such transactions shall be entered into on arms' length terms and conditions.

4.6. Principles of Conduct

The following Principles of Conduct apply to all members actively participating in the governance of the Common Goal Community:

- **Representing a member organisation:** all individuals actively taking on a role of representation in the Community (Team Captains, Congress members, etc.) are representatives of member organisations. If they leave or are removed from the organisation, then this needs to be communicated to the Community Team and the process of nominating a replacement initiated.
- **Availability:** a member of the Board, Congress or Collaboration Group shall be sufficiently available and contactable to properly perform his or her tasks in the Board, Congress and Collaboration Groups. Board, Congress or Collaboration Group members who do not meet this requirement (e.g. by being frequently absent from meetings) shall have this lack of availability be discussed with the Chair or Team Captains. Ongoing inability to attend meetings shall be considered grounds for removal from the Board, Congress or Collaboration Group.

- **Collegiality:** Board, Congress and Collaboration Group members should work as a team to create and deliver a shared vision for Common Goal. All bodies should strive to take unanimous decisions.
- **Transparency:** when brought to his/her attention, a Board, Congress and Collaboration Group member shall inform the Chair of issues that may give rise to a conflict of interest or a potential conflict of interest.
- **Confidentiality:** a Board, Congress and Collaboration Group member shall during his/her membership or afterwards not disclose any confidential information, unless required by law.
- **Act according to the guiding principles:** a member of the Board, Congress and/or Collaboration Group shall, in all aspects of their work, act according to the guiding principles of Common Goal, as described in the Community Pledge. All Team Captains and Congress members will also sign an agreement to indicate their commitment to their roles and responsibilities.

Organisations that do not abide by these Principles of Conduct will be evaluated by the Community Team and reported to the Membership Committee. The Committee will decide on the most reasonable course of action, including the possibility of suspension or expulsion from the Common Goal Community.

4.7. Transition Phase

The approval of the Governance structures and processes explained above will be put to vote at the meeting of the streetfootballworld network assembly at the end of 2021. Assuming the vote passes, a transition phase will then commence so that the structures and processes can then be put into operation. In this period, the Governance Task Force will continue to operate in order to support the transition phase and collect input on any adjustments that are necessary to the Governance structures and processes. These will then be put to vote at the first General Assembly of the Common Goal Community and at that point it will be decided if the Governance Task Force is necessary any longer or can be disbanded.