

1. Setting up a VOPE



Overview

Section 1 contains information relevant to VOPEs in the process of founding and formalizing themselves. It also touches on important governance issues relevant to emergent and developed VOPEs.

Click the topic header to access additional information and a rich set of resources.

The topics covered in this section include:

1.1 Founding a VOPE



Description

This section will help you think through some of the initial steps that you need to take if you want to found a VOPE. You will find some valuable advice and examples under the resources listed at the end of this section.

The AEA Local Affiliates Council (2006) and Barbara Rosenstein (2013) suggest that some of the steps to take when thinking about starting a VOPE include:

- Check interest and commitment on the part of the evaluation community (Via telephone, email, meetings).
- Contact existing support organizations (Like the IOCE, other regional VOPEs, Organizations that would benefit from evaluation – e.g. government, UN offices).
- Identify and gather local evaluators for an initial meeting and some follow up meetings.
- Identify initial organization:
 - select a name;
 - identify a geographic region, stakeholder groups, thematic groups;
 - craft a mission or vision statement;

- identify leadership and point of contact (this could be task groups and an executive committee);
 - compile a membership list;
 - describe past and planned activities (a good initial activity is an inaugural conference or workshop);
 - decide what the minimum organizational status is you need (the VOPE can initially be part of another institution); and
 - arrange for financial procedures – through an existing institution or through a separate bank account.
- Apply for funding support.
 - Represent key stakeholders.

Keywords:

Founding, Startup

AEA: Starter Kit for Local Affiliates

Here is an example of how local affiliates of the American Evaluation Association (AEA) are advised to go about their founding. This is a very useful resource for VOPEs. The starter kit includes information on Leadership, Structures and Activities while also providing examples of membership forms and by-laws. Written by: Judith Ottoson. Supporting Materials Organized by: Susan Hewitt.

Toolkit

Files:

 [1.1t1 NewAffiliatesToolKit.doc](#)[1]

Weblinks:

[Starter Kit for AEA Affiliates](#) [2]

Keywords:

AEA, Local Affiliates, Founding

The Local Affiliates Council. (2006). Starter Kit for AEA Affiliates. American Evaluation Association. Retrieved February 2, 2014, from: <http://www.lacaea.org/Documents/NewAffiliatesToolKit.doc> [2]

Case Studies: Creating and Developing Evaluation Organisations (IOCE e-book)

Advice

Files:

 [1.1a1 Case Studies IOCE EvalOrgPack Jan2007.pdf](#)[3]

Weblinks:

[CREATING AND DEVELOPING EVALUATION ORGANIZATIONS](#) [4]

Keywords:

Founding

Segone, M. & Ocampo, A. (eds). (2006). CREATING AND DEVELOPING EVALUATION ORGANIZATIONS. Lessons learned from Africa, Americas, Asia, Australasia, and Europe.

This is an IOCE e-book with case studies on how VOPEs were founded in Africa America, Asia, Australasia and Europe. Segone, M. & Ocampo, A. (eds). (2006). Creating and Developing Evaluation Organisations. The book includes lessons learned from Africa, Americas, Asia, Australasia, and Europe.

Founding a VOPE: Advice from Barbara Rosenstein

Barbara Rosenstein explains how the Israeli Association for Programme Evaluation founded their VOPE. Rosenstein, B. (2013). Private email communication.

Advice

Files:

 [1.1a2 Founding Advice - Founding a VOPE from Barbara Rosenstein.docx](#)[5]

Keywords:

Founding

SAMEA: Founding Document (2005)

Example

Files:

 [1.1e1 SAMEA Founding Document.docx](#)[6]

Weblinks:

[SAMEA: Founding document](#) [7]

Keywords:

Founding, vision, mission

South African Monitoring and Evaluation Association (2005). Founding Document. Retrieved February 2, 2014, from <http://www.samea.org.za/documents/SAMEA%20founding%20document.doc> [7]

The South African Monitoring and Evaluation Association (SAMEA) created a founding document which outlined more than just their vision and mission, and eventually were used to incorporate the organization.

APEA: Vision, Mission and Objectives

Example

Files:

 [1.1e2 APEA Objectives.pdf](#)[8]

Weblinks:

[APEA: Objectives](#) [9]

Asia-Pacific Evaluation Association (2013). Objectives. Retrieved February 12, 2015, from <http://www.mes.org.my/apea/>[9]

The Asia Pacific Association is a relatively new VOPE and captured their vision, mission and objectives on their website.

Common Nonprofit Startup Mistakes

Advice

Files:

 [1.1a3 Common Nonprofit Startup Mistakes.pdf](#) [10]

Weblinks:

[About.com: Common Mistakes That Nonprofit Startups Make](#) [11]

Keywords:

Founding, Startup

Fritz, J. Common Nonprofit Startup Mistakes. Retrieved February 04, 2014 from:
<http://nonprofit.about.com/od/gettingstarted/a/What-Are-The-Most-Common-...> [11]

Be aware of these common mistakes applicable to not for profit organizations like VOPEs.

Créer une association

Trousse à outils

Files:

 [Créer une association](#) [12]

Weblinks:

<http://www.benevolat-vaud.ch/associations/creer-une-association-> [13]

<http://www.benevolat-vaud.ch/liens> [14]

"Ces sites internet ont été sélectionnés en fonction de leur pertinence pour l'étude et la recherche en matière de vie associative, de bénévolat et de citoyenneté. Pour l'essentiel, ce sont des portails qui facilitent l'accès à d'autres sites. Ils sont en grande majorité suisses et francophones, avec, le plus souvent des références internationales de qualité. Nous indiquons, aussi, un certain nombre de sites d'ordre didactique qui ont pour objectif la facilitation du développement de projet. "

Comment mettre sur pied un organisme

Conseils

Files:

 [Comment mettre sur pied un organisme](#) [15]

Weblinks:

[http://www.sfm.mb.ca/uploads/1%20%20Mettre%20sur%20pied%20un%20organisme\(1\).pdf](http://www.sfm.mb.ca/uploads/1%20%20Mettre%20sur%20pied%20un%20organisme(1).pdf) [16]

<http://www.sfm.mb.ca/uploads/1%20%20Mettre%20sur%20ped%20un%20organisme> [17](1).pdf

Initiative canadienne sur le benevolat.

Les débuts d'une organisation

Conseils

Files:

 [Les débuts d'une organisation](#)[18]

Weblinks:

<http://www.omafra.gov.on.ca/french/rural/facts/89-080.htm> [19]

<http://www.omafra.gov.on.ca/french/rural/facts/89-080.htm> [19]

Ontario: Ministère de l'Agriculture, de l'Alimentation et des Affaires rurales:

Les débuts d'une organisation

APEM: Proces verbal de l'assemblee constitutice de l'association

Example

Files:

 [1.1F APEM PROCES VERBAL.doc](#)[20]

APEM.

Process verbal de l'assemblee constitutive de l'association puor la promotion de l'evaluation au Mali (APEM).

1.2 Deciding on formalization



Description

This section will help you to weigh up whether you should formalize the VOPE or keep on running it as an informal network.

According to Kriel (2006), most VOPEs start as informal networks and only embark on a process of formalization once it becomes necessary. Rushing into premature formalization can cause the valuable resources of a VOPE to be caught up in bureaucratic systems and processes while neglecting the essential networking functions and services of a VOPE. Some of the arguments for and against formalizing are presented below:

The Pros and Cons of an Informal Organizational Structure are:

Pros

Cons

Supports independence and autonomy of members

Limits accountability and (therefore) participation of members since all participation remains voluntary

Is cost-effective and does not require substantial funding

Does not allow for formal financial procedures and resource administration (e.g. does not permit membership fees to be charged and obstructs resource mobilization and funding)

Accelerates decision-making processes

Depends heavily on the personality of the convenor for strategic decisions

Is flexible

Is fragile (e.g. does not allow for the firm anchoring of the organization in civil society)

Circumvents issues of control by external partners and supporters

Hinders extension and the establishment of secure partnerships

Simplifies functioning by allowing for decentralized systems and secretariat functions based on members' initiative

Cannot hold management and administration structures accountable

Prior to formalization, it might be a good idea for your VOPE to build up a track record and support base by hosting one or two events such as an evaluation seminar, or a training session in partnership with another organization which is already established. A university, or an international organization, or a government department or a ministry, or in some cases even an open and transparent consultancy can be an initial institutional home for an informal network of evaluators and evaluation users. Quite a few of the VOPEs in Africa evolved after the African Evaluation Association hosted conferences in association with local groups of persons involved in evaluation. SAMEA is one such organization that developed after the 2004 AfrEA conference was hosted in Cape Town with the support of an independent government watchdog body.

Although a host organization may be a good institutional home for an informal network of evaluators and evaluation users, questions of independence, representivity and openness may justify the decision to incorporate as a separate legal entity.

Keywords:

Formalization, Founding

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RéBuSE: Statuts 2006

Exemple

Files:

 [1.2 1.3 ReBUSE_STATUTS_ET_REGLEMENT_INTERIEUR.pdf](#)[21]

Réseau Burkinabé de Suivi et d'Evaluation (RéBuSE).

Statuts et reglement, 2006.

RéBuSE: Plan de Travail 2012-2014

Exemple

Files:

 [2.9 ReBUSE PLAN DE TRAVAIL.pdf](#)[22]

Plan de travail du RéBuSE 2012-2014.

AME: Plan d'action Strategique, 2013-2015

Exemple

Files:

 [1.2 AME Plan d action Stratégique 2013 2015.pdf](#)[23]

AME: Rapport D'Activities Année 2012

Exemple

Files:

 [2.9 AME RAPPORT ACTIVITES AME-2012.pdf](#)[24]

Association Marocaine de l'Evaluation (AME).

SFE: Projet Associatif (2009 - 2014)

Exemple

Files:

 [1.2 SFE Plaquette Projet Associatif.pdf](#)[25]

ILA SOCIÉTÉ FRANÇAISE DE L'ÉVALUATION (SFE).

Projet associatif 2009-2014.

La SFE c'est...

Exemple

Files:

 [1.2 SFE Plaquette Presentation.pdf](#)[26]

La SFE c'est...

Plaquette_Presentation.

Société Française de l'évaluation (SFE).

SQEP: Reglements administratifs

Exemple

Files:

 [1.4 SQEP Reglements administratifs.pdf](#)[27]

La Société québécoise d'évaluation de programme (SQEP).

Status de prorogation.

1.3 Defining a Vision and Mission



Description

This section will remind you of some important aspects to consider when you develop a Vision and Mission for your organization. Some examples are included among the listed resources.

When a group of evaluators decide to start a VOPE, it is natural to think about both form and function. The form of a VOPE should be decided on once the goals of the VOPE have been determined, in other words when the function of the VOPE has been defined. This means that, before a VOPE becomes too concerned about who will be the president and who will be allowed as members, its champions need to identify opportunities and priority areas for making an impact. This process defines the vision, mission and key objectives.

The AEA Local Affiliates Council (2006) provides a useful description of vision and mission statements for VOPEs:

“The purpose, mission, or vision for the group – call it what you will – is an important early step. These broad statements help clarify why the group effort is being undertaken.... Keeping that vision in mind can help sustain the group in the tasks ahead.”

The AEA Local Affiliates Council provides a list of common objectives for evaluation associations:

- improve evaluation practice;
- increase evaluation use;
- promote evaluation as a profession;
- support the contribution of evaluation to the generation of theory and knowledge about effective human action;
- share resources;
- enhance networking among area evaluators;
- build a professional community;
- enhance professional competence;
- increase awareness of the evaluation profession;
- link evaluators with those seeking evaluation expertise;
- increase diversity of the evaluation profession; and
- provide service to the community.

They caution however:

“As you develop your mission, vision, or goals, you will, of course, want to select ones that are in tune with the context, resources, and interests on your [development] ‘stage’. However you approach it, mission and goal statements map future steps.”

Keywords:

vision, mission, Objectives

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Keywords:

Founding, vision, mission

South African Monitoring and Evaluation Association (2005). Founding Document. Retrieved February 2,

2014, from <http://www.samea.org.za/documents/SAMEA%20founding%20document.doc> [7]

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RéBuSE: Plan de Travail 2012-2014

Exemple

Files:

 [2.9 ReBUSE PLAN DE TRAVAIL.pdf](#)[22]

Plan de travail du RéBuSE 2012-2014.

ReNSE: Plan d'actions 2013

Exemple

Files:

 [1.2 ReNSE Plan d'action 2013.pdf](#)[28]

Réseau Nigérien de Suivi et Evaluation (ReNSE).

PLAIDOYER POUR UN APPUI INSTITUTIONNEL AU ReNSE (PAIR) : Plan d'actions 2013.

1.4 Writing Constitutions, Founding Documents and Bylaws



Description

This section provides some ideas about formalizing your VOPE's most basic operating rules into a constitution, founding document or set of bylaws. Some tools, advice and examples are included among the resources.

As part of the founding process your organization may want to lay down some basic rules of operation. This is a good idea irrespective of whether you choose to become a separate legal entity by incorporating your VOPE or not. The most basic rules of operation are usually captured in a constitution, or founding document or bylaws. If your organization intends to register as a legal entity, the constitution, founding document or bylaws usually become the legal basis of operation, so it might be necessary to check that your founding document is consistent with the legislation in your context/country.

Depending on the legal requirements applicable in your country, state or province, and the type of organization you choose (i.e. a non-profit versus a company) you might need to write a constitution, bylaws, articles and memoranda of association, or some other founding document which forms the legal and/or operational basis of your organization. It might be possible to look for constitution/bylaw templates

available for registering organizations such as non-profits or Non-Governmental Organizations in your country. You may want to consult with a legal professional to get advice prior to finalizing your constitution/bylaws. The lawyer will be able to draft your bylaws if there is not a template available. One caution: make sure the language is not overly complicated.

If your VOPE intends to work across different countries, it may become more complex to ensure that your constitution and/or bylaws are in compliance with all legal requirements. Also, take into account that, if you move your VOPE's registered office from one legal jurisdiction to another, different legal requirements may apply, and you may need to rewrite your constitution/bylaws. The easiest approach is to register or incorporate in one country, while ensuring that your activities are in compliance with all of the countries within which you operate.

Instead of writing down all of the organization's processes and requirements in the first draft of the constitution or bylaws, it may be possible to write up a very basic document which makes provision for adding additional policies and procedures that set out the rules for other aspects of the organization's functioning – e.g. it may be possible to create a policy that sets out the basis for adding local or topical "chapters" or "sub-groupings" of your membership once the organization is ready for this. This is desirable because the process for changing policies is generally easier than the process for changing constitutions and bylaws.

A constitution for a VOPE typically contains:

- a statement of objectives, mission and vision;
- an explanation of which persons have the legal right to become a member – you may want to think of expanding your focus beyond just evaluators, to include those who use and commission evaluations;
- an explanation of the different types of membership categories, the rights and responsibilities of members;
- an explanation of how the leadership and governance structure works and which people are eligible for voting, nomination and election to leadership positions, and how long they are allowed to be in the role
- an indication of how the financial resources will be governed; and
- an indication of how the organization will attempt to be transparent to its members, e.g. through an Annual General Meeting (AGM).

Keywords:

Bylaws, Constitution, Policies

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Retrieved February 2, 2014, from: <http://www.lacaea.org/Documents/NewAffiliatesToolKit.doc> [2]

Community Toolbox: Writing Bylaws

Toolkit

Files:

 [1.4t1 Community Toolbox Writing Bylaws.pdf](#)[29]

Weblinks:

[Developing a Strategic Plan and Organizational Structure: Writing Bylaws](#) [30]

Keywords:

Founding, Bylaws

The Community Toolbox. Developing a Strategic Plan and Organizational Structure. Chapter 9. Developing an Organizational Structure for the Initiative. Section 7. Writing Bylaws. Retrieved February 19, 2014 from <http://ctb.dept.ku.edu/en/table-of-contents/structure/organizational-str...> [30]

The Community Toolbox contains a rich set of information with step by step descriptions of how to develop your bylaws relevant to community health organizations.

Community Toolbox: Bylaws Checklist

Tool

Files:

 [1.4t2 Community Toolbox Bylaws Checklist.pdf](#)[31]

Weblinks:

[Developing a Strategic Plan and Organizational Structure: Bylaws Checklist](#) [32]

Keywords:

Founding, Bylaws

The Community Toolbox. Developing a Strategic Plan and Organizational Structure. Chapter 9. Developing an Organizational Structure for the Initiative. Section 7. Writing Bylaws. Checklist. Retrieved February 19, 2014 from <http://ctb.dept.ku.edu/en/table-of-contents/structure/organizational-str...> [32]

The Community Toolbox put together a checklist to ensure all of the recommendations in the main resource mentioned above, has been addressed.

CES: By-Laws (2002)

Example

Files:

 [1.4e1 CES Canadian Evaluation Society By-Laws 2002.pdf](#)[33]

Weblinks:

[CES By-Laws \(2002\)](#) [34]

Keywords:

Founding, Bylaws

CES. Canadian Evaluation Society By-Laws. (2002). Retrieved Feb 17, 2014, from http://www.evaluationcanada.ca/txt/bylaw200205_e.pdf [34]

By-laws of the Canadian Evaluation Society – available in English and French. The CES is one of the oldest Evaluation Societies in the world, and their constitution reflects this maturity. Note: these By-laws are in the process of revision in order to comply with new non-profit legislation in Canada.

CES: List of Policies

Example

Files:

 [1.4e2 CES list of policies.pdf](#)[35]

Weblinks:

[CES: By-Laws and other policies](#) [36]

Keywords:

Policies

CES. List of Canadian Evaluation Society policies. Retrieved February 14, 2015, from http://www.evaluationcanada.ca/site.cgi?s=2&ss=4&_lang=en [36]

Besides the bylaws mentioned, the Canadian Evaluation Society (CES) also has a range of policies that outlines how other aspects of the organization are run.

AEA: By-Laws (effective 2011)

Example

Files:

 [1.4e3 AEA bylaws.pdf](#)[37]

Weblinks:

[American Evaluation Association: By- Laws \(effective Jan 2011\)](#) [38]

Keywords:

Founding, Bylaws

American Evaluation Association Bylaws, approved August 2010. Retrieved February 17, 2014 from <http://www.eval.org/p/cm/ld/fid=6> [38]

The American Evaluation Association (AEA) is one of the biggest evaluation associations in the world. Its bylaws make provision for regional chapters.

Community of Evaluators, South Asia: Draft Operational Guidelines/By-Laws

Example

Files:

 [1.4e4 CoE-Operational-Guidelines-By-Laws-26-March.pdf](#)[39]

Weblinks:

[COE: Operational Guidelines/ By-Laws \(Draft\)](#) [40]

Keywords:

Bylaws, Founding

Community of Evaluators, South Asia, January 2013. Draft CoE Operational Guidelines / By-Laws. Retrieved February 17, 2014, from <http://communityofevaluators.org/wp-content/uploads/2012/12/CoE-Operatio...> [40]

The Community of Evaluators, South Asia is an emerging network of evaluators. Their bylaws reflects their growing status.

AfREA: Draft Constitution (2013)

Example

Files:

 [1.4e5 AfrEA Final draft constitution 31.01.14 Eng.docx](#)[41]

Keywords:

Constitution

Constitution Of The African Evaluation Association, December 2013. Circulated on the AfrEA list serve by the AfrEA president on 31 January 2014.

The African Evaluation Association's (AfREA) draft constitution makes provision for individual members, as well as institutional members and members of national evaluation.

AGDEN: Examples of VOPE constitutions / bylaws.

One example. More examples can be requested from vopetoolkit@gmail.com [42].

Example

Files:

 [AGDEN Constitution.doc](#)[43]

AES: President email about Re-incorporation

Example

Files:

 [1.4e6 NOTICE TO AES members re constitution \(From President\).docx](#)[44]

Keywords:

Founding, Re-incorporate

Email communication sent by David Roberts President of the AES, to members of the AES on

December 2013.

The AES, although being incorporated and well established for quite some time, had to reincorporate themselves when their office moved. Here is a note that the president sent to members explaining the rationale and process for the change.

SWEP: Statuts de la SWEP

Exemple

Files:

 [Statuts de la SWEP](#)[45]

Weblinks:

<http://www.la-swep.be/page.php?name=statuts> [46]

<http://www.la-swep.be/page.php?name=statuts> [46]

Bienvenue sur le site de la Société Wallonne de l'Évaluation et de la Prospective (SWEP).

SEVAL: Statuts de la société suisse d'évaluation

Exemple

Files:

 [Statuts de la société suisse d'évaluation \(SEVAL\)](#)[47]

Weblinks:

<http://www.seval.ch/fr/ueberuns/statuten.cfm> [48]

Société suisse d'évaluation (SEVAL).

Abott, T C: Des comités forts pour des OSBL performants

Conseils

Files:

 [Des comités forts pour des OSBL performants](#)[49]

Weblinks:

<http://www.cga-canada.org/fr-ca/AboutCGACanada/CGAMagazine/2009/Mar-Apr/pages/ca...> [50]

<http://www.cga-canada.org/fr-ca> [51].

TIRÉ DU NUMÉRO : MARS-AVRIL 2009 | PAR THOMAS C. ABBOTT

SFE: Les Avantages Aux Adherents Institutionnels

Exemple

Files:

 [LES AVANTAGES AUX ADHERENTS INSTITUTIONNELS](#)[52]

www.sfe-asso.fr [53]

Société Française de l'évaluation (SFE).

SenEval: Statuts De L'Association Senegalaise D'Evaluation

Exemple

Files:

 [Fait à Dakar, le 20 octobre 2012: Statuts De L'Association Senegalaise D'Evaluation](#)[54]

Statuts De L'Association Senegalaise D'Evaluation. (SenEval). 2012.

APEM: Proposition code de deontologie

Example

Files:

 [APEM: Code de deontologie](#)[55]

Proposition de code de deontologie de l'association pour le promotion de l'évaluation au Mali (APEM).

AME: Mémoire pour la constitutionnalisation de l'évaluation

Exemple

Files:

 [AME: Memorandum, 2011.](#)[56]

Mémoire pour La constitutionnalisation de l'évaluation des politiques publiques au Maroc

Présenté à la Commission consultative chargée de la révision de la Constitution du Royaume du Maroc (Discours Royal du 9 Mars 2011).

1.5 Registering as a legal entity



Description

This section will help you think through some of the initial steps that you need to take if you want to register your VOPE as a legal entity.

Once you have decided to formalize your organization, you may need to register it as a separate legal entity. Depending on the country or state or province in which you choose to register your VOPE, there might be different organization types from which to choose; each organization type is usually associated with specific legal, accounting and taxation requirements. What should be considered are structures that allow the greatest flexibility while also allowing sufficient legal status to operate a separate bank account and put potential

donors' and members' minds at ease about the governance of the resources?

It would be wise to consult with a relevant professional with legal and/or financial accounting expertise when deciding on an appropriate legal form. In some cases, you might be able to get the services of such a person at a reduced rate if you draw on the networks at the disposal of your volunteers, and potential donor organizations.

If your VOPE is just starting out, it may make sense to include the active members of your initial task team as the first accountability officers / directors. You would then run an election process to vote for replacement members once a certain period of time has elapsed. An election should be conducted within the first two years.

The AEA Local Affiliates Council (2006) and Barbara Rosenstein (2013) suggest that some of the steps to take are:

- Check interest and commitment on the part of the evaluation community (via telephone, email, meetings).
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 - identify a geographic region;
 - craft a mission or vision statement;
 - identify leadership and point of contact (this could be task groups and an executive committee);
 - compile a membership list;
 - describe past and planned activities (a good initial activity is an inaugural conference or workshop);
 - decide what the minimum organizational status is you need (the VOPE can initially be part of another institution); and
 - arrange for financial procedures through an existing institution or through a separate bank account.
- Apply for funding support.

You want to ensure that there is sufficient interest to support a sustainable organization prior to registering your VOPE as a formal entity.

Keywords:

Legal, Founding

AEA: Starter Kit for Local Affiliates

Here is an example of how local affiliates of the American Evaluation Association (AEA) are advised to go about their founding. This is a very useful resource for VOPEs. The starter kit includes information on Leadership, Structures and Activities while also providing examples of membership forms and by-laws. Written by: Judith Ottoson. Supporting Materials Organized by: Susan Hewitt.

Toolkit

Files:

 [1.1t1 NewAffiliatesToolKit.doc\[1\]](#)

Weblinks:

[Starter Kit for AEA Affiliates](#) [2]

Keywords:

AEA, Local Affiliates, Founding

The Local Affiliates Council. (2006). Starter Kit for AEA Affiliates. American Evaluation Association. Retrieved February 2, 2014, from: <http://www.lacaea.org/Documents/NewAffiliatesToolKit.doc> [2]

Industrie Canada: Création d'une organisation à but non lucratif

Exemple

Files:

 [Création d'une organisation à but non lucratif](#)[57]

Weblinks:

<http://madagascar-interculturel.e-monsite.com/medias/files/manuel-procedure-crea...> [58]

http://www.ic.gc.ca/eic/site/icgc.nsf/fra/h_00007.htm[59]

"Industrie Canada travaille avec les Canadiens de tous les secteurs de l'économie et de toutes les régions du pays à instaurer un climat favorable à l'investissement, à stimuler l'innovation, à accroître la présence canadienne sur les marchés mondiaux et à créer un marché équitable, efficace et concurrentiel."

Madagascar: Manuel de procédures pour la création d'ONG

Exemple

Files:

 [Manuel de procédures pour la création d'ONG et les conseils régionaux d'ONG](#)[60]

Weblinks:

<http://madagascar-interculturel.e-monsite.com/medias/files/manuel-procedure-crea...> [58]

Manuel de procédures pour la création d'ONG et les conseils régionaux d'ONG.

1.6 Establishing a membership policy and membership register



Description

This section will help you to think through some aspects relating to the establishment of a membership policy, and provide some examples of how VOPEs handle their membership.

The members of your VOPE are the heartbeat of your organization and, as such, your VOPE should strive to communicate and engage members on an ongoing basis. To this end a Membership Register and Policy should be developed and maintained. Once the membership policy is established, the actual running of a membership administration system can be planned and implemented.

The membership policy of your VOPE will inform prospective members of the benefits and the services they can enjoy if they join your organization. The Australian Evaluation society makes the following call for participation in their organization on their website: *“If these services and benefits enhance your professional profile and support your professional development join the Australasian Evaluation Society.”* (Australian Evaluation Society webpage at www.aes.asn.au/ [61] join-the-aes/service-and-benefits).

Your organization should in the membership policy include some of the following aspects:

- benefits and services;
- membership types (and include the requirements, benefits and fees for each type);
- requirements for becoming a member (if any); and
- process of joining.

Many VOPEs have categorized members into different membership types, enabling them to tailor membership fees and benefits to the various requirements of potential members. For example, your VOPE might make provision for student members to join at a lower registration fee than regular members, or organizations to pay a yearly fee allowing all their employees to benefit from the VOPE. It is important to clarify and define the most important membership types in detail before attempting to administer the membership system. Here is a list of some membership types you might consider:

- Regular.
- Student.
- Joint – Members who join one Evaluation Association are able to join another organization at no cost or at a lower fee (e.g. AEA and CES: “For those whose primary membership is with the Canadian Evaluation Society. CES Joint Standard Membership (\$75) includes subscriptions to two hard copy and four electronic journals. CES Joint E-Membership (\$65) includes only electronic access to four journals.”) (American Evaluation Association webpage at <http://www.eval.org/p/cm/ld/fid=15> [62]).
- Organization – Organizations which conduct evaluations.
- Organizational – Organizations which commission evaluations.
- Non-Member Guest Registration – AEA provides access to guests to the website in the following manner: “If you are looking to create a profile and find out more about AEA, please register for the website as a non-member guest and you will be issued limited access to the site. As a non-member guest you can register for events as a non-member and also upgrade to a full member at any time.” (American Evaluation Association webpage at <http://www.eval.org/p/cm/ld/fid=15> [62]).

You might further have some requirements, namely a registration process potential members need to adhere to in order to qualify as a member. It is important to document these requirements as well. The Australian Evaluation Association requests their potential members to read through the AES Code of Ethical Conduct before completing their membership application.

A membership register provides information about the members of your VOPE. Decisions need to be made on how to make this information available and you should make members aware of your policy on the access to membership information. You might want to restrict access to your membership register to other registered members or alternatively require individual members to make a choice as to whether they want their contact details published on a website or not.

Keywords:

Membership, Member Benefits, Individual Members

EES: Membership benefits

Example

Files:

 [1.6e3 EES - Benefits.pdf](#)[63]

Weblinks:

[EES: Membership benefits](#) [64]

Keywords:

Membership, Member Benefits

EES: EES membership benefits. Retrieved September 25, 2014, from <http://europeanevaluation.org/membership/benefits> [64]

The European Evaluation Society (EES) list the service and benefits for different types of members on their website.

AEA: Member Types and fees

Example

Files:

 [1.6e4 AEA - American Evaluation Association _ Join AEA.pdf](#)[65]

Weblinks:

[AEA: Member types and fees \(Feb 2015\)](#) [62]

Keywords:

Membership

AEA: JOIN AEA. Retrieved Feb 10, 2015 from <http://www.eval.org/p/cm/ld/fid=15> [62]

The American Evaluation Society (AEA) publishes information on the different types of members and the relevant fees on their website.

RéBuSE: Procès verbal (PV) de renouvellement de bureau exécutif du RéBuSE

Conseils

Files:

 [Procès verbal \(PV\) de renouvellement de bureau exécutif du RéBuSE](#)[66]

Réseau Burkinabé de Suivi et d'Evaluation (RéBuSE). 2012.

1.7 Hosting Annual General Meetings



Description

This section provides a description of why a VOPE needs to hold an Annual General Meeting (AGM), and links to a variety of tools, toolkits and examples to help you prepare for your VOPE's AGM.

It is typical for VOPEs and other non-profit organizations to have an Annual General Meeting at least once a year – during which:

- The VOPE leadership reports back to VOPE members and other interested parties on progress and finances.
- New VOPE leadership is elected or the results of an online election process is shared.
- Changes to the core organizational documents (like the constitution or bylaws, code of conduct, professional guidelines) are approved by members in good standing.

Requirements for an AGM may be spelled out in your VOPE's constitution or other (legal) documents. This usually determines the agenda, frequency of meetings, the notice period for meetings, the minimum number of people required to constitute a quorum at an AGM, the records (such as minutes and attendance registers) that must be kept, and voting processes.

An AGM is usually conducted as a face-to-face meeting where members and leadership congregate, but depending on the nature of your VOPE and the resources at your disposal, you may want to consider alternatives:

- Consider hosting your face-to-face meeting as an additional event after a seminar or conference or other event where a large pool of your membership is likely to congregate. This saves money spent on travelling to the AGM, and makes it more likely that your members will engage with the meeting.
- If your membership is dispersed geographically, you may consider hosting an online AGM using online meeting software. The IOCE typically hosts its AGM in this way.
- Or you may want to use a hybrid approach where the AGM is face-to-face with a number of members, but for example live-streamed, and where voting can also take place online.

It is important to prepare adequately for the AGM. This means that you:

- have arranged the venue and logistics for the meeting;
- have prepared the relevant financial and progress reports;
- have sent out the necessary notices to members;
- have circulated a draft agenda (as per the constitution or bylaws) to members for approval and input;
- have informed members of any matters that will be put to vote;
- have allocated responsibility for chairing the meeting and presentations, handling attendance register and voting, taking minutes, ensuring that the meeting runs according to the provisions of the constitution, planning for contingencies (like a suddenly sick treasurer);
- have on hand the necessary printed copies of reports (which may have been circulated prior to the meeting);
- have prepared an attendance register clearly distinguishing between members in good standing (and those with the right to vote) and non-members (if legislation for protecting the privacy of individuals is applicable in your country, ensure that the information you collect on the attendance register is in compliance with the stipulations); and
- have set clear deadlines for post-AGM follow-up, meeting minutes and voting results/decisions to be

made available to the members.

Typical topics/agenda points discussed at an AGM:

- meeting minutes of the previous AGM;
- accepting the agenda or making last minute adjustments;
- Chair's report;
- introduction to AGM, the leadership, strategic elements of work – like changes to bylaws, constitution, membership etc. and elections for leadership positions;
- Secretary's report;
- reporting on activities and matters since the last AGM, and already approved activities and matters for the time ahead;
- financial reconciliation and upcoming budget;
- any voting on decisions to be made, new committee members etc.; and
- any other business.

Keywords:

AGM, Annual Report

Resource Centre: AGM Checklist

Tool

Files:

 [1.7t1 Resource Centre AGM Checklist.pdf](#) [67]

Weblinks:

[Resource Centre: AGM Checklist](#) [68]

Keywords:

AGM

Resource Centre. AGM Checklist. Organising your Annual General Meeting. Retrieved February 10, 2015, from <http://www.resourcecentre.org.uk/wp-content/uploads/2013/03/AGM.pdf> [68]

The UK based Resource Centre for Community Groups, prepared a useful checklist of AGM requirements, which may be applicable to VOPEs too.

Alberta Agriculture and Rural Development: Preparing for your (AGM)

Toolkit

Files:

 [1.7t2 Founding - Preparingforyourannualgeneralmeeting\(1\).pdf](#) [69]

Weblinks:

[Alberta Agriculture and Rural Development Ministry: Preparing for your AGM](#) [70]

Keywords:

AGM

Alberta Agriculture and Rural Development Ministry. Preparing for your Annual General Meeting (AGM). Retrieved February 20, 2014, from <http://www1.agric.gov.ab.ca/> [71]

[\\$department/deptdocs.nsf/all/rsv11667/\\$FILE/preparingforyourannualgeneralmeeting.pdf](#)

The Alberta Agriculture and Rural Development Ministry prepared a checklist which has some useful ideas for preparing for an AGM from as early as 3 months prior to the meeting.

AGM: Attendance register

Tool

Files:

 [1.7t3 Founding AGM Registrations spreadsheet.xls](#) [72]

Keywords:

AGM, Attendance Register

An example AGM attendance register that you may adapt for your purposes. Example members' and non-members' attendance register: annual general meeting, organization name, venue, date.

Resource Centre: Organise Meetings

Toolkit

Files:

 [1.7t4 Resource Centre Organising meetings.pdf](#) [73]

Weblinks:

[Resource Centre: Making your group work well: Organising meetings](#) [74]

Keywords:

AGM

Resource Centre. Making your group work well. Organising meetings. Retrieved February 20, 2014, from <http://www.resourcecentre.org.uk/information-category/making-your-group-...> [74]

The UK based Resource Centre for Community Groups, prepared a useful toolbox on preparing for public meetings, relevant to community based organizations like crèches. Some of this information is useful to VOPEs too.

EES: Notice of AGM

Example

Files:

 [1.7e1 EES _ AGM Notice.pdf](#) [75]

Weblinks:

[EES: Notice of Annual General Meeting 2014](#) [76]

Keywords:

AGM

European Evaluation Society. Notice of Annual General Meeting, Paris, France. 7 March 2014. Retrieved February 20, 2014, from <http://europeanevaluation.org/news/annual-general-meeting-paris-france> [76]

The European Evaluation Society (EES) published this notice about its AGM on its website.

IOCE: AGM Materials

Example

Files:

 [1.7e2 IOCE AGM Materials IOCE AGM2012 Presentation.pdf](#) [77]

Weblinks:

[IOCE: AGM Materials \(2012\)](#) [78]

Keywords:

AGM

IOCE AGM Materials, December 2012. Retrieved February, 20, 2014 from

[http://www.ioce.net/download/agm/2012/IOCE AGM2012 Presentation.pdf](http://www.ioce.net/download/agm/2012/IOCE_AG2012_Presentation.pdf) [78]

The IOCE prepared the following set of documents for its 2012 AGM which was held as a webinar, followed by a week's email discussion.

IDEAS: Minutes of Annual General Meeting

Example

Files:

 [1.7e3 AGM Minutes IDEAS Annual General Meeting \(5\) Ottawa 2008.doc](#) [79]

Weblinks:

[IDEAS: Minutes of AGM Ottawa 2008](#) [80]

Keywords:

AGM, Minutes

IDEAS MINUTES OF ANNUAL GENERAL MEETING. DATE: 03 July 2008, TIME: 17:30 hrs, VENUE: IPDET, Ottawa, Canada. Retrieved February 20, 2014, from <http://ow.ly/tOACi> [80]

IDEAS made the following minutes available of their 2008 AGM.

AES: Annual Report (2012-2013)

Example

Files:

 [1.7e4 AES annualReport 2012 13 web.pdf](#) [81]

Weblinks:

[AES: Annual Report \(2012-2013\)](#) [82]

Keywords:
Annual Report

Australasian Evaluation Society Annual Report (2012-2013). Retrieved February 20, 2014, from http://www.aes.asn.au/images/stories/files/About/Annual%20Reports/AES_an... [82]

The American Evaluation Society (AES) published a beautiful and comprehensive annual report on their website in 2012.

CES: AGM Minutes, Financial and Annual reports

Example

Files:

 [1.7e5 CES - List of Annual reports, Financial Statements and AGM.pdf](#)[83]

Weblinks:

[CES: List of Annual and Financial reports and Minutes of AGM's](#) [84]

Keywords:

Annual Reports, Financial Statements, AGM

Canadian Evaluation Society (CES). List of Annual Reports, Financial Statements and AGM's. Retrieved February, 10, 2015 from <http://old.evaluationcanada.ca/site.cgi?s=2&ss=2& lang=en4> [85]

The Canadian Evaluation Society (CES) every year makes available their AGM minutes, financial reports, and annual reports. All these documents are published on the website.

Amnistie internationale: Assemblée générale annuelle 2014.

Exemple

Files:

 [Assemblée générale annuelle 2014.](#) [86]

Weblinks:

<http://amnistie.ca/evenements/2014/assemblee-generale-annuelle-2014> [87]

"L'Assemblée générale annuelle est l'occasion de se retrouver entre membres et militants venant des quatre coins du Canada francophone, d'élire vos représentants au Conseil d'administration, d'échanger sur des résolutions pour un meilleur fonctionnement de la section et du Mouvement, et de participer à une conférence et à des ateliers sur divers enjeux en matière de droits humains, portant notamment sur notre campagne Contre la Torture . Cette année elle se déroulera à Montréal, au Collège de Maisonneuve." (Assemblée générale annuelle 2014).

- **ComprendreChoisi: Assemblée générale association**

"L'assemblée générale d'une association est l'instance où sont adoptées les grandes décisions pour la vie de l'association."

Conseils

Files:

 [- ComprendreChoisi: Assemblée générale association](#)[88]

Weblinks:

<http://association.comprendrechoisir.com/comprendre/assemblee-generale-associati...> [89]

<http://association.comprendrechoisir.com/comprendre/assemblee-generale-a...> [89]

www.associatheque.fr: Le kit assemblée générale

Trousse à outils

Files:

 [Le kit assemblée générale](#)[90]

Weblinks:

<http://tempsreel.nouvelobs.com/abc-lettres/texte-resolutions-proposees-assemblee...> [91]

<https://www.associatheque.fr/fr>[92]

MAIF: Organiser une assemblée générale ordinaire

Tool

Files:

 [Organiser une assemblée générale ordinaire](#)[93]

Weblinks:

<https://www.maif.fr/associationsetcollectivites/associations/guides-fonctionneme...> [94]

RéBuSE: Rapport d'activités 2012-Août 2013

Exemple

Files:

 [1.7 ReBUSE Rapport d'activités.pdf](#)[95]

RéBuSE.

Réseau Burkinabé de Suivi et d'Evaluation (RéBuSE). Rapport d'activités 2012-Août 2013 du RéBuSE.

RenSE: Compte rendu de l'Assemblée Générale. 14 Avril 2012

Exemple

Files:

 [1.7F RenSE CR AG 14avril2012 Version Finale.pdf](#)[96]

Réseau Nigérien de Suivi et Evaluation (ReNSE).

COMPTE RENDU DE L'ASSEMBLEE GENERALE DU ReNSE 14 AVRIL 2012

<http://www.rense-niger.org/> [97]

RNEB: Invitation à l'Assemblée Générale

Exemple

Files:

 [1.7F RNEB INVITATION A L'AG 2014.pdf](#)[98]

Réseau National des Evaluateurs du Burundi (RNEB).

Invitation à l'Assemblée Générale. 2014.

SEVAL: Invitation à l'Assemblée générale et au Congrès annuel 2013

Exemple

Files:

 [1.7F SEVAL_AG13-convocation-membres.pdf](#)[99]

Invitation à l'Assemblée générale et au Congrès annuel 2013 de la SEVAL sur le thème: "Evaluation et (Nouveau) Management Public - parallèles et synergies".

Source URL (modified on 03/21/2015 - 00:46): <http://vopetoolkit.ioce.net/en/section/1-setting-vope>

Links

[1] <http://vopetoolkit.ioce.net/sites/default/files/resources/1.1t1%20NewAffiliatesToolKit.doc>

[2] <http://www.lacaea.org/Documents/NewAffiliatesToolKit.doc>

[3]

http://vopetoolkit.ioce.net/sites/default/files/resources/1.1a1%20Case%20Studies%20IOCE_EvalOrgPack_Jan2007.pdf

[4] http://www.ioce.net/en/PDFs/VOPEStudies/IOCE_EvalOrgPack_Jan2007.pdf

[5] http://vopetoolkit.ioce.net/sites/default/files/resources/1.1a2%20Founding%20Advice%20-%20Founding%20a%20VOPE%20from%20Barbara%20Rosenstein_0.docx

[6]

<http://vopetoolkit.ioce.net/sites/default/files/resources/1.1e1%20SAMEA%20Founding%20Document.docx>

[7] <http://www.samea.org.za/documents/SAMEA%20founding%20document.doc>

[8] http://vopetoolkit.ioce.net/sites/default/files/resources/1.1e2%20APEA%20Objectives_0.pdf

[9] <http://www.mes.org.my/apea/>

[10]

<http://vopetoolkit.ioce.net/sites/default/files/resources/1.1a3%20Common%20Nonprofit%20Startup%20Mistakes.pdf>

[11] <http://nonprofit.about.com/od/gettingstarted/a/What-Are-The-Most-Common-Mistakes-That-Nonprofit-Startups-Make.htm>

[12] <http://vopetoolkit.ioce.net/sites/default/files/resources/1.1ef%20%28tk%20correct%29.pdf>

[13] <http://www.benevolat-vaud.ch/associations/creer-une-association->

[14] <http://www.benevolat-vaud.ch/liens>

[15] <http://vopetoolkit.ioce.net/sites/default/files/resources/1.1a%28advise%29.pdf>

[16] [http://www.sfm.mb.ca/uploads/1%20%20Mettre%20sur%20pie%20un%20organisme\(1\).pdf](http://www.sfm.mb.ca/uploads/1%20%20Mettre%20sur%20pie%20un%20organisme(1).pdf)

[17] <http://www.sfm.mb.ca/uploads/1%20%20Mettre%20sur%20pie%20un%20organisme>

[18] <http://vopetoolkit.ioce.net/sites/default/files/resources/1.1%20%28ADVISE%29.pdf>

[19] <http://www.omafra.gov.on.ca/french/rural/facts/89-080.htm>

[20] http://vopetoolkit.ioce.net/sites/default/files/resources/1.1F%20APEM_PROCES%20VERBAL.doc

[21] http://vopetoolkit.ioce.net/sites/default/files/resources/1.2_1.3%20ReBUSE_STATUTS_ET_REGLEMENT_INTER

[22] http://vopetoolkit.ioce.net/sites/default/files/resources/2.9%20ReBUSE_PLAN%20DE%20TRAVAIL.pdf

[23] http://vopetoolkit.ioce.net/sites/default/files/resources/1.2%20AME_Plan%20d%20action%20Strat%C3%A9gique%20

[24] http://vopetoolkit.ioce.net/sites/default/files/resources/2.9%20AME_RAPPORT_ACTIVITES_AME-2012.pdf

[25] http://vopetoolkit.ioce.net/sites/default/files/resources/1.2%20SFE_Plaquette_Projet_Associatif_0.pdf

[26] http://vopetoolkit.ioce.net/sites/default/files/resources/1.2_SFE_Plaquette_Presentation.pdf

[27] http://vopetoolkit.ioce.net/sites/default/files/resources/1.4%20SQEP_Reglements%20administratifs.pdf

[28] http://vopetoolkit.ioce.net/sites/default/files/resources/1.2%20ReNSE_Plan%20d%27action%202013.pdf

[29] <http://vopetoolkit.ioce.net/sites/default/files/resources/1.4t1%20Community%20Toolbox%20Writing%20Bylaws.pdf>

[30] <http://ctb.dept.ku.edu/en/table-of-contents/structure/organizational-structure/write-bylaws/main>

[31] <http://vopetoolkit.ioce.net/sites/default/files/resources/1.4t2%20Community%20Toolbox%20Bylaws%20Checklist.pdf>

[32] <http://ctb.dept.ku.edu/en/table-of-contents/structure/organizational-structure/write-bylaws/checklist>

[33] <http://vopetoolkit.ioce.net/sites/default/files/resources/1.4e1%20CES%20Canadian%20Evaluation%20Society%20Bylaws%202002.pdf>

[34] http://www.evaluationcanada.ca/txt/bylaw200205_e.pdf

[35] <http://vopetoolkit.ioce.net/sites/default/files/resources/1.4e2%20CES%20list%20of%20policies.pdf>

[36] http://www.evaluationcanada.ca/site.cgi?s=2&ss=4&_lang=en

[37] <http://vopetoolkit.ioce.net/sites/default/files/resources/1.4e3%20AEA%20bylaws.pdf>

[38] <http://www.eval.org/p/cm/ld/fid=6>

[39] <http://vopetoolkit.ioce.net/sites/default/files/resources/1.4e4%20CoE-Operational-Guidelines-By-Laws-26-March.pdf>

[40] <http://communityofevaluators.org/wp-content/uploads/2012/12/CoE-Operational-Guidelines-By-Laws-26-March.pdf>

[41] <http://vopetoolkit.ioce.net/sites/default/files/resources/1.4e5%20AfrEA%20Final%20draft%20constitution%2031.01>

[42] <mailto:vopetoolkit@gmail.com>

[43] <http://vopetoolkit.ioce.net/sites/default/files/resources/AGDEN%20Constitution.doc>

[44] <http://vopetoolkit.ioce.net/sites/default/files/resources/1.4e6%20%20NOTICE%20TO%20AES%20members%20re%20>

[45] <http://vopetoolkit.ioce.net/sites/default/files/resources/1.4%20%28example%29.pdf>

[46] <http://www.la-swep.be/page.php?name=statuts>

[47] <http://vopetoolkit.ioce.net/sites/default/files/resources/1.4%20%28Seval%20Example%29%20.pdf>

[48] <http://www.seval.ch/fr/ueberuns/statuten.cfm>

[49] <http://vopetoolkit.ioce.net/sites/default/files/resources/1.9%20advise.pdf>

[50] http://www.cga-canada.org/fr-ca/AboutCGACanada/CGAMagazine/2009/Mar-Apr/pages/ca_2009_03-04_bsin_feature.aspx

[51] <http://www.cga-canada.org/fr-ca>

[52] http://vopetoolkit.ioce.net/sites/default/files/resources/2.4%20SFE_Avantage_Adhesion_0.pdf

[53] <http://www.sfe-asso.fr>

[54] http://vopetoolkit.ioce.net/sites/default/files/resources/1.4%20SenEval_STATUTS.pdf

[55] http://vopetoolkit.ioce.net/sites/default/files/resources/3.6_APEM_CODE%20DE%20DEONTOLOGIE%20APEM.pdf

[56] http://vopetoolkit.ioce.net/sites/default/files/resources/3.4%20AME_Memorandum%202011.pdf

[57] <http://vopetoolkit.ioce.net/sites/default/files/resources/1.5a%20%28Example%20lucratif%29.pdf>

[58] <http://madagascar-interculturel.e-monsite.com/medias/files/manuel-procedure-creation-ong.pdf>

[59] http://www.ic.gc.ca/eic/site/icgc.nsf/fra/h_00007.html

[60] <http://vopetoolkit.ioce.net/sites/default/files/resources/1.5a%28Example%29.pdf>

[61] <http://www.aes.asn.au/>

[62] <http://www.eval.org/p/cm/ld/fid=15>

[63] <http://vopetoolkit.ioce.net/sites/default/files/resources/1.6e3%20EES%20-%20Benefits.pdf>

[64] <http://europeanevaluation.org/membership/benefits>

[65] http://vopetoolkit.ioce.net/sites/default/files/resources/1.6e4%20AEA%20-%20American%20Evaluation%20Association%20_%20Join%20AEA.pdf

[66] http://vopetoolkit.ioce.net/sites/default/files/resources/1.6%20ReBUSE_PV%20election.pdf

[67] <http://vopetoolkit.ioce.net/sites/default/files/resources/1.7t1%20Resource%20Centre%20AGM%20Checklist.pdf>

[68] <http://www.resourcecentre.org.uk/wp-content/uploads/2013/03/AGM.pdf>

[69] <http://vopetoolkit.ioce.net/sites/default/files/resources/1.7t2%20Founding%20-%20Preparingforyourannualgeneralmeeting%281%29.pdf>

[70] [http://www1.agric.gov.ab.ca/\\$department/deptdocs.nsf/all/rsv11667/\\$FILE/preparingforyourannualgeneralmeeting.p](http://www1.agric.gov.ab.ca/$department/deptdocs.nsf/all/rsv11667/$FILE/preparingforyourannualgeneralmeeting.p)

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