



# NSR By-Laws

Approved at the NSR Council Meeting in Helsinki 17. January 2021

## **NSR By-Laws - 17-01-2021**

This draft is the result from CCs' feed-back, and foremost from the CC Board discussions and decisions at their meetings:

05-05-2020

19-05-2020

25-06-2020

01-10-2020

21-11-2020

The intention is that a revised NSR Constitution should be in a version as short, and as precise as possible. All details should be moved into a the revised NSR By-Laws.

So, in the future, the Constitution is a static document forming the basis of NSR, and hence the NSR By-Laws should be the dynamic document with all the details necessary for NSR.

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# 1 INTRODUCTION

Nordic co-operation internationally

## 1.1 Highest authority within NSR

Highest authority within NSR is the NSR Council and Council Meeting

(see further details in point 3 below)

## 1.2 Lions Clubs International Convention (LCICon)

- a. During participation in LCICon to improve visibility and awareness of Nordic Lions, such as in the parade, hospitality etc., and Nordic Lions to obtain experience and knowledge from the international lionism. Also, the possibility for Nordic CCs and DGs to meet and exchange experience.
- b. The NSR CC Board meets at the LCICon.
- c. Information meeting concerning Parade, Nordic Get-Together, Scandinavian<sup>1</sup> Hospitality, organized by the NSR Coordinator<sup>2</sup>.

## 1.3 Europa Forum

- a. During participation in Europa Forum to improve visibility and awareness of Nordic Lions, and Nordic Lions to obtain experience and knowledge from the European and worldwide lionism. Also, the possibility for Nordic CCs, DGs and MD Chairpersons to meet and exchange experience.
- b. The NSR CC Board meets at the Europa Forum.
- c. The NSR OC ensures that any Europa Forum resolution are processed and implemented within the NSR.
- d. If the Nordic countries and eventually other countries in the same group should elect a representative to any EF committee, the involved MD's CC is responsible for informing the other countries on duties related to this post.

## 1.4 NSR Speaker at international level

- a. In case of a request from the international level, e.g. at Europa Forum or LCICon asks for a representation of NSR speaker – to speak about NSR Co-operation in the name of NSR - it is the Chairperson of the OC group, an ID from the Nordic countries or a person decided by the NSR OC, according to the theme/subject.
- b. Multiple Districts (MD) are free to nominate speakers to give seminar presentations on different MD, district or Club projects.

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<sup>1</sup> The use of the terms "Nordic" and "Scandinavian" see NSR Constitution point 1.6

<sup>2</sup> NSR Coordinator's info on dress code to be addressed to CC Board when VCCs are participating, e.g. at the CC Board meeting in November, and at VCC training during NSR in January. (Info also to be put into Coordinator's Hand Book).

## **1.5 In case of resignation from NSR**

- a. A note of resignation shall immediately be sent to the Chairperson of the NSR CC Board, and to the Chairperson of the NSR OC.
- b. The resignation is effective as of the 1st of July in the year after decision on resignation is taken and notified to the Chairpersons of the NSR CC Board and OC respectively. (See NSR Constitution point 6).

## **2 NSR MEETING**

### **2.0 The timetable of NSR Meeting and NSR Cooperation in general**

Details and matters are in table 1 at the end of this document.

### **2.1 The model of the program**

Details are in table 2 at the end of this document.

### **2.2 Guidelines for the opening and closing ceremonies of NSR Meeting**

#### **Opening ceremony:**

- Welcome by Chairperson of the CC Board (incl. recognition of special guests)
- Welcome by Chairperson of the Host Committee
- Entertainment
- Flag ceremony (all 8 Nordic Lions countries, the Lions flag, the LEO flag, the flag of the International President's home country (if present), and flags from other countries being represented)
- National anthem of the host country
- Welcome and presentation of host city by the City Mayor or another authority
- Entertainment
- Practical information by Chairperson of the Host Committee

#### **Closing ceremony:**

- Summarizing and conclusion of the NSR meeting by Chairperson of the CC Board
- Presentation of next year's NSR Meeting (if not covered during NSR Council Meeting)
- Short speech by one representative of the Nordic countries
- Handover of the Nordic Viking and the NSR banner – Chairpersons of the CC Board (this year's CC and next year's CC)
- Closing remarks by Chairperson of the CC Board

The above program points are guidelines that should be understood as minimum requirements.

Additions can be made under time considerations.

A mix of a formal and relaxed format is preferable.

### **2.3 Organizing NSR Meeting**

- a. NSR Meeting shall be organized in January, preferably the 3rd weekend.
- b. From the Nordic capitals there should be a direct flight to an international airport at a distance of no longer than one-hour drive to the venue of the NSR Meeting.
- c. The circulation between countries, Details are in table 3 at the end of this document.
- d. The organizing country decides on the venue of the NSR Meeting, if possible, involving the VCC who becomes CC in the year of NSR in question. The CC Board is informed about the decided venue at their Board meeting during Europa Forum in the fiscal year before (approximately 15 months prior to) the NSR in question.
- e. Spouse program shall be arranged.
- f. All practical issues when preparing the NSR Meeting shall be confirmed by the NSR-OC representative.
- g. NSR Meetings are open for all Lions members.

### **2.4 Responsibility in practical matters**

The Lions clubs/MD, which have been given the right to arrange the NSR Meeting, carry the responsibility for all practical matters, e.g. logistics, lodging, meals, registration.

### **2.5 Economical responsibility**

The Council of Governors of the host country has the economic responsibility for the NSR Meeting and its arrangements.

### **2.6 The responsibility of events (program, meetings, seminars etc.)**

- a. The CC Board has the responsibility of events during NSR Meeting. Main responsibility has the CC from the host country. A preliminary plan must be presented to CC Board meeting in January one year before the NSR Meeting. OC discuss, comment on and develop this plan. The final plan must be accepted in the CC Board meeting at LCICon in June/July.
- b. If the Chairperson of the NSR CC Board doesn't attend the NSR Meeting, the governors from the arranging country should appoint a substitute.

### **2.7 The theme of the year**

- a. Host country should decide the theme of the year. The theme must be presented to the NSR-OC at NSR Meeting one year before. The NSR-OC prepares its comments to the CC Board. In case of essential changes in the service environment, the theme can be changed.



- b. The theme of the year should relate to something that Lions do or has an effect to the Lions in the future.
- c. The theme should be presented by a main speaker/key note speaker.
- d. The group discussions lead to a joint statement or recommendation to MDs or clubs by the NSR Council Meeting.

## **2.8 Workshops and seminars**

The aim of seminars and workshops is to be interactive and interesting, not reporting from the past. The outcome from every workshop should be presented during NSR Meeting according to the common timetable.

The purpose of the workshops and seminars is to give the participants that kind of knowledge that they can use in their Lions activities but also in everyday life. Therefore, the workshops and seminars should be conducted by experts in the field of the topic.

Every workshop and seminar must have a chairperson and a secretary. The chairperson should prepare the topic in a manner that the objective of the workshop can be easily understood by participants.

The topics are created by the host country, commented on by OC, and accepted by the CC Board meeting at LCIcon in June/July in preceding Lions year.

Seminars should have continuity from year to year. This means that most important subject areas can be included annually in the seminar program.

Each chairperson and secretary are responsible for making a report of their workshop and seminar, also to shortly present it during the NSR Meeting. The chairperson is also responsible for publishing the report onto the NSR official web page.

## **2.9 Meetings**

OC, CC Board, VCC/OC, committees, working groups, VCC training, and the Council meeting (discussion meeting the first day, and a short voting meeting the second day). This list is not exhaustive.

## **2.10 VDG and VCC training during the NSR Meeting**

- a. It is possible to organize a VDG training during the NSR Meeting. The group leader in the next International Convention is responsible for the training. VDG training could take place according to the program of the NSR Meeting (also taking into consideration the travel schedules).
- b. VCC training should be organized as well. The purpose of the training is to familiarize the VCC Group to the knowledge of NSR affairs, and should involve also OC and the NSR Coordinator. Training could be arranged according to the program of the NSR Meeting.

## **2.11 Language**

In the meetings, seminars and workshops etc. the language shall be decided by the chairpersons and the participants.

## 3 STRUCTURE

### 3.1 NSR Council Meeting

#### 3.1.1 The model agenda of the NSR Council meeting:

##### Part I - Discussion meeting

1. Opening of the meeting  
CC Board Chairperson
2. Election of chairperson and secretary - simple majority  
Proposal for Council Meeting Chairperson  
Proposal for Secretary
3. Election of persons to verify the minutes - simple majority  
Proposal: CC Board Chairperson and CC Board Chairperson next NSR
4. Determining the list of voters (a total of 50/51 delegates)  
(according to the number of members as of the latest 30th June):

MD 101 Sweden	(at present)	10 votes
MD 104 Norway	(at present)	10 votes
MD 106 Denmark	(at present)	7 votes
MD 107 Finland	(at present)	19 votes
MD 109 Iceland	(at present)	4 votes
5. Notification other matters
6. Approval of the agenda - *simple majority*
7. Follow up matters from previous NSR meetings
8. Financial statements and audit report
  - 8.1. Presentation of financial report from the previous fiscal year
  - 8.2. Audit report and adoption of the audited accounts
  - 8.3. Report from the previous NSR Meeting
  - 8.4. Current financial status
9. Next fiscal year's budget
10. NSR-cooperation projects
  - 10.1. Presentation of proposals, and the promoted new NSR project
  - 10.2. Orkester Norden
  - 10.3. Other proposals for projects/activities
11. Recommendations from the seminars/workshops
12. Proposals from the seminars (to be voted on this year or next year)
13. Other proposals for projects / activities
14. Presentation of candidates to the International Board
15. Presentation of next NSR (if not covered during Closing Ceremony)
16. Discussion and proposal of language in the next NSR Council meeting
17. Other matters
18. Closing of the discussion meeting

##### Part II – Voting meeting

1. Opening of the meeting by Council Meeting Chairperson
2. Secretary as decided under Part I

3. Election of persons to verify the minutes as decided under Part I
4. Accepting the list voters (a total of 50/51 delegates) (according to the number of members as of the latest 30th June) - *simple majority*

MD 101 Sweden	(at present)	10 votes
MD 104 Norway	(at present)	10 votes
MD 106 Denmark	(at present)	7 votes
MD 107 Finland	(at present)	19 votes
MD 109 Iceland	(at present)	4 votes
5. Notification other matters
6. Approval of the agenda - *simple majority*
7. Financial statements and audit report:
  - 7.1 Financial report from the previous fiscal year – *CC voting 5/0*
  - 7.2 Audit report and adoption of the audited accounts - *CC voting 5/0*
  - 7.3 Report from the previous NSR Meeting - *CC voting 5/0*
8. Granting of discharge to the previous fiscal year's executive officers - *CC voting 5/0*
9. Next fiscal year's budget - *CC voting 5/0*
10. NSR-cooperation projects
  - 18.1. Presentation of proposals, and voting of the new NSR project - simple majority
  - 18.2. Other proposals for projects/activities to be voted on
11. Recommendations from the seminars/workshops to be voted on
12. Decision of language in the next NSR Council meeting – *simple majority*
13. Other matters
14. Closing of the voting meeting

### **3.1.2 The agenda of the NSR Council**

The agenda of the NSR Council meeting must reflect the NSR Constitution and By-Laws.

### **3.1.3 The language in the NSR Council meeting**

**The language** in the NSR Council meeting has to be decided one year before.

### **3.1.4 Guidelines for leading the NSR Council Meeting**

- a. The Chairperson of the Council Meeting is to be nominated by the NSR Host Country. Normally it would be either CC Board Chairperson or OC Chairperson.
- b. If CC Board Chairperson is nominated as Chairperson of the NSR Council meeting, he/she is assisted by OC Chairperson.
- c. If Chairperson OC is nominated as Chairperson of the NSR Council meeting, he/she is assisted by CC Board Chairperson.
- d. If another person than the two mentioned above is nominated, then both CC Board Chairperson and OC Chairperson should be present at the head table.
- e. OC Secretary is Secretary of the Council meeting.
- f. In case OC Chairperson is not available, OC Secretary takes over, and next year's OC Secretary acts as Secretary of the Council meeting.

- g. OC is responsible for collecting all proposals from CC Board, committees, working groups, and preparing them for voting, as well as presentation to Chairperson of the NSR Council meeting.
- h. OC is responsible for the agenda and all relevant documents and attachments for the Council meeting are timely available no later than 05th December the month before NSR Meeting, and distributed and uploaded in accordance with Table 1.

### **3.1.5 Guidelines for Secretary of NSR Council Meeting**

- a. If OC Secretary of the NSR Council Meeting is not available, OC shall appoint a person with a good knowledge of NSR as Secretary.
- b. Writes the minutes, gets the necessary signatures in the minutes, and distributes/uploads no later than 30 days after the NSR Council meeting, in accordance with Table 1.

### **3.1.6 Other guidelines**

- a. **Delegates at the NSR Council meeting** - One of the official two delegates of each MD has to be the CC. Normally the other delegates of each MD primarily come from the group of VCC, DGs and VDGs.

## **3.2 CC Board and CC Board meetings**

### **3.2.1 CC Board meetings**

- a. Normally physical CC Board meetings are held:
  - 1) at LCI Convention,
  - 2) at the September Workshop, if needed, and
  - 3) at NSR Meeting in January.
- b. Virtual CC Board meetings are held:
  - 1) During the week before the Europa Forum,
  - 2) The November meeting, preferably a weekend in the middle of November,
  - 3) Tele-meetings during the club year as deemed necessary.
- c. The CC of the country that arranges the NSR automatically acts as that year's Chairperson in the NSR CC Board.
- d. The core of a CC Board meeting is the five CCs of the member countries, and the Secretary. For continuity also the five VCCs are invited to participate. The NSR CC Board is supported by NSR-OC. If possible, OC Chairperson is Secretary of the CC Board meetings.
- e. CCs attending the CC Board meeting.
  - If a CC cannot attend a CC Board meeting, this CC either:
    - 1) appoints his/her VCC or a PCC to attend,
    - 2) attends the meeting via e.g. Skype, or
    - 3) seeks the CC Board meeting date changed.
- f. If the Chairperson of the NSR CC Board is not able to attend a CC meeting, or is not able to hold his/her post until the end of the club year, the CC from the

country arranging the next NSR Meeting will act as Chairperson of the CC meeting (and so on).

- g. Normally Nordic IP, ID, ID Candidates, PIP, PID, VCC, NSR-OC, NSR Coordinator, and NSR-Accountant can also be present at the physical CC Board meetings. However, at the closed working meeting in November - apart from the Nordic CCs and Chairperson of NSR-OC - other participants will be invited specifically by the CCs (e.g. VCCs, ID, NSR Coordinator and NSR Accountant) and paid for by their respective MDs or NSR budget in accordance with the By-Laws.

### **3.2.2 Guidelines and responsibilities for Chairperson of CC Board**

- a. The CC Board is central in decision making, however, both CC Board and OC need the information on NSR operations, e.g. from committees, working groups, and assignments.
- b. Voting in the CC Board is normally a majority voting. However, before forwarding Constitution amendments and financial matters to the Council Meeting the CC Board should aim for a 5/0 decision.
- c. The Chairperson is responsible for preparing the minutes of the CC Board meetings (OC supports with input), and the distribution of the minutes to all participants, Nordic ID's and Nordic MD offices.
- d. In the CC Board meeting at the International Convention, the agenda includes:
  - A presentation of motions coming up at the International Convention and Europa Forum (EF) as well as seeking Nordic approval of motions, but independent Nordic voting at both LCIcon and at Europa Forum.
  - If possible, a guideline of how to act during EF, including possible Nordic participation in all the Europa Forum's seminars and workshops. Subsequently short summaries of each participation to be uploaded on the official NSR web page and/or the NSR Dropbox.
  - The program of the next NSR Meeting.
- e. During the OC/CC Board workshop in September the NSR Accounts from previous year and a draft NSR Budget for the next following year shall be presented.
- f. During the CC Board meeting before the Europa Forum the agenda includes:
  - Adjustments to the draft NSR budget for the next following year.
- g. During the EF the Chairperson is also responsible for contacting and negotiating with the next EF organizer with respect to translation in the Nordic languages or compensation to NSR if there is no translation in the Nordic languages. The decision how to act must be taken into discussion by the CC Board at the CC Board meeting at the International Convention.
- h. The Chairperson makes arrangements for the CC Board meeting to be held between EF and NSR Meeting (*which is the November meeting*). Main topics of this meeting are:

- Last minor changes to the Program for the next NSR Meeting, and Agenda of the NSR Council Meeting according to a proposal by the NSR-OC.
  - Review of all IR project proposals in the basket, and the Next IR project recommended by the IR Committee for CC Board acceptance, and preparation for voting at the NSR Council meeting.
  - Other projects/assignments proposed, e.g. from other Lions subject areas.
- i. During NSR Meeting in January the main topics of the CC Board Meeting are:
- Questions to the agenda of the NSR Council Meeting.
  - Mutual Participation at the national Conventions in the Nordic countries (exchange of invitations).
  - Common Nordic appearance at the next International Convention (NSR Coordinator).
  - Any issues to be taken up by the Nordic countries at EF.
  - Theme for the main/key note speaker in the next NSR Meeting.
- j. As a helping tool the Action List for CC Board shall be kept updated according to decisions made by CC Board.
- k. The Chairperson is responsible for informing the next Chairperson about any matters that have to be implemented during the next Lions-year.

### **3.2.3 Guidelines for Secretary of CC Board**

- a. Supports with input from OC to the agenda, writes the minutes, maintains Action List, and helps Chairperson CC Board to distribute relevant documents, including upload to the NSR Dropbox and/or NSR web page (see also point 3.3.5 below about OC Secretary/Archivist).
- b. Provides the participants' list with email addresses at each physical CC Board meeting.
- c. Keeps the Action List updated.
- d. Uploads minutes and documents to the NSR DropBox.

## **3.3 NSR-OC**

### **3.3.1 The composition and the length of membership in NSR-OC**

- a. The NSR-OC consists of 5 Lions, one from each Nordic country. The representative shall be appointed or elected in each member MD and should be a Lions leader with strong NSR experience.
- b. The OC representative shall be appointed or elected for a period of 5 years. Appointment/ election follows a principle of rotation where one member of the NSR-OC must be replaced or reappointed/re-elected every year.

- c. The OC representative from the host country of the annual NSR Meeting is always the Chairperson of the NSR-OC.
- d. The OC representative from the country hosting next year's NSR Meeting is always the Secretary of the NSR-OC.

### **3.3.2 NSR-OC meetings**

- a. The NSR-OC has every year one physical meeting in connection with the annual NSR Meeting. Other meetings should be held as teleconferences or by e-mail.
- b. In addition, all OC participates and moderates the September workshop of CCs and VCCs.
- c. The members of the NSR-OC are encouraged to participate in the Council of Governors meetings in their MD, especially in the first half of the club year.
- d. If OC Chairperson or Secretary are not able to attend an OC meeting, then next year's Chairperson or Secretary respectively shall substitute.

### **3.3.3 The tasks of NSR-OC**

- a. The NSR-OC is a service, advisory and helping organ for NSR, and provides support for the NSR CC Board according to the NSR Constitution and By-Laws in order to secure the continuity in the NSR cooperation.

The CC Board is central in decision making, however, both CC Board and OC need the information on NSR operations, e.g. from committees, working groups, and assignments.

- b. Each OC shall be used as a resource person in NSR matters within his/her MD.
- c. Together with the Host Committee, the NSR-OC shall prepare the program for the annual NSR Meeting and the agenda of the NSR Council meeting, and related attachments and documents. The final proposals must be approved by the NSR CC Board.
- d. The NSR-OC shall see to the future development of NSR in order to make the annual NSR Meetings active, interesting and relevant for Lion leaders and members. All proposals shall be presented to the NSR CC Board for acceptance. Approval must be taken in the NSR Council Meeting.

### **3.3.4 Guidelines for Chairperson of NSR-OC**

- a. OC Chairperson – if possible – is Secretary of the CC Board meetings. He/she always participates as the Secretary in the annual NSR CC Board meeting in November as a resource person in order to help and support the preparation of the upcoming NSR Meeting.
- b. Is responsible for collecting all proposals from OC, CC Board, committees, working groups, and preparing them for discussion and voting at the NSR Council meeting.
- c. Is responsible for the agenda and all relevant documents and attachments are timely available no later than 05th December the month before NSR Meeting, and distributed in accordance with Table 1 (at the end of this document)

- d. OC Chairperson prepares in cooperation with CC Board Chairperson the Workshop in September, and acts as moderator.

### **3.3.5 Guidelines for Secretary of NSR-OC**

- a. Supports Chairperson OC, writes the minutes of OC meetings, and helps maintaining and updating the Combined CC Board & OC Action Items List.
- b. Distributes in the beginning of the fiscal year the contact list of OC members, CC Board members, VCCs, and names of the persons whose costs are covered by the NSR budget. This list must also be sent to NSR Accountant.
- c. Has the archivist role, and as such is administrator of the NSR Dropbox, and responsible for uploading minutes and all relevant documents. The Dropbox shall be made available to OC, CC Board, and all Lions at differenced levels as decided by the CC Board.
- d. OC may decide to select an internal member of the OC for the archivist role, and for continuity purposes, e.g. for a period of 3 years.

## **3.4 Committees, Working Groups, and other Assignments**

### **3.4.1 Guidelines**

- a. Primarily Lions subject areas and/or different joint assignments in the Nordic countries what we have in common, e.g. International Relations, Service, Youth Exchange, Lions Quest, Orkester Norden, Membership, Leadership, Public Relations, Information Technology, Administration, (the list is not exhaustive), should each form a group or committee of the five Nordic Chairpersons (or alike) of each subject area, and through the club year hold regular tele-meetings for exchange of experience, ideas, and possible promotion of common proposals for NSR.
- b. Committees, working groups, and other assignments organize their own work within the framework set by the NSR, and/or CC Board through NSR OC.
- c. Chairmanship is normally from the NSR arranging country, or decided by the CC Board.
- d. It is not expected to see all subject areas at each NSR Meeting each year. However, a written report is required from the chairperson of each subject area for the annual NSR.
- e. OC may propose, and/or CC Board decide establishment of ad hoc working groups for specific tasks or projects in relation to NSR.
- f. The NSR runs one or more joint Nordic projects, and/or activities.

### **3.4.2 The OC/CC Board Workshop in September**

- a. Chairperson is the CC Board Chairperson, OC Chairperson is moderator, and OC members are speakers. It is important that the VCCs participate in this workshop.
- b. Additional speakers can be invited.
- c. The workshop covers as a minimum:
  - Introduction to NSR, and procedures, processes and documentation.



- Current tasks including the Action List items.
- Goals for the fiscal year.

### **3.4.3 International Relations Committee**

- a. The IR Committee consists of the International Relations Directors/Chairpersons of the Multiple Districts (MD) of the NSR countries.
- b. The planning period for the NSR project should normally be 2 years.
- c. The country responsible for an IR project should nominate the project manager.
- d. The project should be finished within 2 years. If the project runs for more than 2 years the responsibility remains with the country running the project with no responsibility for the other NSR countries. The calendar for IR projects is reflected in tables 5 A and 5 B (at the end of this document).
- e. After the IR project is finished a follow up of two years is conducted and reported by the project manager. Also, 2 years follow up report even if the project ends already after a total of 2 years.
- f. Proposed Nordic IR projects shall be presented to CC Board, and one of them be recommended to the NSR Meeting as the incoming project. The NSR Council meeting decides which project will be the incoming project. Each project is run by principals approved by the NSR Council. The budget for the projects is set by the NSR Council according to agreements between the member countries. (See point 4.4 below).
- g. Role of the IR Committee  
The IR Committee has the following role within NSR:
  1. To discover and recommend to the CC Board international projects for the NSR. NSR projects should focus on aid outside the NSR countries and have an important impact in the area where they are implemented. Any NSR country can propose one project whose MD Council of Governors has accepted. The IR Committee recommends one project to the CC Board and the NSR Council Meeting for approval.
  2. To present to the CC Board and the NSR Council Meeting interim reports, as if needed, on each on-going international project and also report on the final outcome of the projects in the NSR Council meeting.
  3. To ensure a Project group for each international project and to oversee its work. The Project group is responsible for the successful result of each project. The Project Manager for each project shall inform the IR Committee on a regular basis on the progress of the Project.
  4. To endeavour to find areas of cooperation between the NSR countries, and/or other countries, to enhance the international goals of NSR.
  5. To carry out tasks and projects that the CC Board refers to the IR Committee.
- h. Role of the IR Committee Chairperson

1. The IR Committee is chaired by the IR Director/Chairperson of the country where the next NSR Meeting is held. This position is held for one year from July 1<sup>st</sup> to June 30<sup>th</sup> the following year.
  2. Every Lions year the Committee is chaired by the IR Director/Chairperson of the country hosting the NSR Meeting. His/her role is called IR Committee Chairperson. IR Committee meetings and seminars are prepared and chaired by the IR Committee Chairperson in cooperation with members of the IR Committee.
  3. It is the responsibility of the Chairperson to prepare and chair IR Committee meetings and seminars and report progress of NSR projects to the CC Board and the NSR Council meeting as needed. The IR Committee Chairperson shall keep and maintain a record of all activities and meetings and at the end of his year as Chairperson pass on these records to the next Chairperson. At the end of the term the Chairperson also informs the incoming IR Committee Chairperson about on-going projects, project proposals and other relevant issues.
- i. Work plan for the IR Committee
- In order to fulfil its Role, the IR Committee should:
1. Communicate, via e-mail, phone, e-meetings, on a regular basis.
  2. Meet at least once a year, in person, at the venue of the NSR Meeting. Minutes to be distributed to the CC Board and the IR Committee within a month from the meeting.
  3. Pending the approval of the CC Board, a second meeting can be called at the Europa Forum if needed.
  4. Prepare and hold an IR Seminar at the NSR Meeting in January if requested
  5. Maintain a presence on the Internet open for all, Lions members and the public, to inform about NSR projects and the work of the IR Committee.
  6. Inform the CC Board before each of its formal meetings about the progress of projects and other relevant issues.

#### **3.4.4 Annual Planning and Goals of the NSR Year**

1. The VCCs, with support from the CC Board and OC, start planning their CC year within the NSR during the September Workshop.
2. In addition, this plan should support NSR strategy as stated in the Constitution, and the Action List should be used as a basis for the plan.
3. VCCs' plan and goals of NSR cooperation, not for their own MD, for the following year as CCs should be informed on at the November CC Board meeting, and be presented at the NSR Meeting in January. The plan is consequently effective through the upcoming fiscal year beginning 01 July.
4. There should be a possibility for changes to the plan.

#### **3.4.5 Joint Nordic Training Curriculum**

For the purpose of similar and equal training of Lions leaders at all levels in the Nordic Countries, the Area GAT is responsible for working out and keeping updated a Joint Nordic Training Curriculum. Also changes to the curriculum shall be accepted by CC Board.

### **3.4.6 Other Committees, Working Groups, Assignments**

OC may propose and/or CC Board decide other committees, working groups, assignments etc. (See point 3.4.1. above).

## **3.5 NSR Coordinator**

### **3.5.1 Nomination and qualifications**

- a. The nomination in accordance with the NSR Constitution every 2nd year, and in action for 3 years. The nomination rotates among the Nordic countries according to Table 4 (at the end of this document). The coordinator is a Lion, who has attended at least two international conventions, and has in addition experience in the NSR work. He/she has to follow the updated Coordinator's handbook. Exceptions to these rules and qualifications have to be agreed by the CC Board.

### **3.5.2 Guidelines for NSR Coordinator**

Coordinator's main assignment is to support generally the CC Board, and particularly to facilitate, organize and lead all common activities of the Nordic countries during the participation in the Lions Clubs International Convention.

In addition, he/she:

- a. Makes and sends out the common Nordic program at the International Convention.
- b. Arranges a meeting room for the CC Board Meeting.
- c. Arranges a room and other services for the Nordic Get-together. Coordinator also prepares the program and is the toast-master, whereas Chairperson CC Board holds the welcome speech.
- d. Arranges a room and other services for the Scandinavian<sup>3</sup> Hospitality room. Chairperson CC Board, supported by the Coordinator, is the leader of this event, and responsible for the welcome and opening speech. A Nordic ID welcomes and presents the VIP guests.
- e. Makes one common registration for the International parade for all Nordic participants.
- f. Draws up a budget that covers all possible cost of his/her assignment and work, and delivers this to the NSR Accountant, initially as a draft in September.
- g. Gives a report from last International Convention and introduces a plan for next International Convention at the NSR Meeting.
- h. Briefs and coaches the incoming NSR coordinator.
- i. Coordinator is liable to the CC Board on his/her actions.
- j. Is responsible for update of Coordinator's Handbook. OC may support. Updates to be accepted by OC and decided by CC Board.

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<sup>3</sup> CC Board 25-06-2020 decided that "Scandinavian" is the brand name internationally for all Nordic NSR Lions. The term "Nordic" is used internally in the Nordic countries. (See also NSR Constitution point 1.6)

## 3.6 NSR Accountant

### 3.6.1 Description

- a. Appointed by the Nordic CC Board, and approved at the annual NSR Council Meeting.
- b. Invited to participate in NSR Meeting, paid for by NSR Admin Budget.

### 3.6.2 Guidelines for NSR Accountant

- a. Supports NSR, and is responsible for reimbursements related to the NSR Budget.
- b. Prepares the annual NSR Accounts, and Draft NSR Administrative Budget for CC Board at the September Workshop.
- c. Prepares the Current Financial status for NSR council meeting or when required by OC or CC Board.
- d. Duties shall include to control the expenses of the approved NSR Budget.
- h.
- e. NSR Accountant (or OC) shall present accounts and budgets in the NSR Council meeting for approval.

## 3.7 International Director (ID)

### 3.7.1 Candidates

- a. Candidates for International Directors from the Nordic countries are elected by each member country according to the **Rotation List of European International Directors** (made by the European Long Range Planning Committee and accepted in the European Council Meeting at the Europa Forum).
- b. Elected candidates for International Directors from the Nordic countries are introduced at the NSR Council Meeting as well as at the Europe Forum.
- c. International Directors are elected and endorsed according to the International Constitution and By-Laws.

### 3.7.2 Guidelines

- a. ID supports all NSR, not only his/her own multiple district. ID generally represents the whole Lions world.
- b. ID informs the NSR on the work of the International Board of Directors. If two Nordic IDs at the same time, they coordinate with each other.
- c. The NSR expects the current International Director(s) elected from the Nordic countries to represent Nordic Lions' interests on international level, assist in handling local issues and to follow the Nordic Lions effort as detailed below:
  - 1) Through LION magazine from the Nordic countries
  - 2) Through minutes of and attendance (if possible) in the Council of Governors Meetings in each country

- 3) By getting copies of letters from the Nordic countries to the International Board of Directors
- 4) By being an international speaker in Nordic Countries' MD Conventions and by taking invitations to clubs, zones and districts in order by carrying out seminars and delivering speeches as described in the Board Policy Manual and by carrying out all other ID-duties.
- 5) By sending a report to the NSR CC Board after each Board Meeting of the International Board of Directors, with copies forwarded to the IPs, PIPs, PIDs in the NSR member countries as well as the editors of LION magazine.
- 6) By informing his/her successor of the work at the International Board of Directors.

## **4 ADMINISTRATION - FINANCE - BUDGET**

### **4.0 Generally**

Throughout this chapter meal costs should not include alcohol beverages in the claims and receipts. These must be paid to the service provider separately.

### **4.1 Administration and costs related to NSR Meeting**

- a. The aim is to keep the price level moderate following previous years' examples. Prices shall include hotel, meals (no alcohol) and registration fee. The CC Board shall approve all fees.
- b. The registration fee includes the cost of conference rooms, welcome program, printed matters and coffee breaks.
- c. Sponsors may be used to reduce the price level.
- d. Possible expenses of speakers can be paid from the NSR's budget. Expenses must be specified, accepted and written by CC Board while accepting the budget.
- e. Orkester Norden contact persons, including from every NSR MD can have costs covered, if specified, accepted and written by CC Board while accepting the budget.
- f. Allowing Lions to attend NSR Meeting on a low cost, and the NSR Council Meeting free of charge or on a very low cost, the NSR Host Committee should be encouraged to split the event registration in different packages in order to enable attendance of only some of the events on a lower cost. If a Lion participates only in the Council Meeting, the actual meeting costs can be charged (i.e. attending is possible on a low cost, not totally free of charge).

### **4.2 Costs related to the CC Board**

- a. Each MD covers the expenses to the CC Board Meetings for their own CC. However, travel expenses to the CC Board Meeting in November, and the September Workshop are covered by NSR, including lodging (single room price), and meals according to receipts if not included in the official program. Meeting costs (meeting room, coffee/tea/refreshments) are covered. NSR does not cover any costs for the

spouses. Other expenses e.g. invited resource persons in the November meeting are covered by each MD.

### **4.3 Budget preparation and costs related to NSR-OC**

- a. OC supports the CC Board, and has the responsibility to prepare the NSR council meeting, including proposals from the various Lions subject areas, the NSR budget, and NSR accounts. Practically the budget and account preparations are delegated to the appointed NSR accountant.
- b. NSR-OC budget is a part of the total NSR budget, to include:
  - NSR-OC member participation in the September Workshop, and the annual NSR Meeting, including travel expenses, registration fee, accommodation, and meals if not included in the program.
- c. Possible phone meeting costs are covered by the NSR budget.

### **4.4 Finance related to NSR IR Projects**

- a. The NSR part of the expenses per year is calculated as follows:

Total number of members as per the latest June 30th multiplied by an amount (at present 1.60 Euros) per member decided by the NSR Council Meeting.

The NSR part of the expenses for the NSR IR project is covered by the five countries as follows:

MD 101 Sweden 24 %,  
MD 104 Norway 23 %,  
MD 106 Denmark 17 %,  
MD 107 Finland 32 %  
MD 109 Iceland 4 %.

- b. On-going IR Project finance:

Invoicing – MD office of the project country

Accounting – MD office of the project country

Audit – Project country

Reporting, including finance and audit – Project Manager.

### **4.5 Costs related to other Committees, Working Groups, Assignments**

- a. Expenses from an ad-hoc committee appointed by the CC Board or NSR Council should be covered by the NSR administrative budget and be specified separately, accepted and written by the CC Board while accepting the budget and/or final accounts.
- b. Costs covered are basically only travel, lodging, and possible meeting rooms.

### **4.6 Expenses for Coordinator**

- a. All expenses for the actual coordinator at LCI Convention are covered by NSR. The expenses are for two persons in each Convention. Every second year are expenses

covered for the training coordinator, and every second year for the assistant, as shown in Table 4 (at the end of this document).

NSR does not cover any costs for the spouse (if spouse is not an assistant).

- b. Expenses for coordinator and his/her maintenance during the International Convention shall be covered by the NSR budget, such as:
  - all expenses of Scandinavian Hospitality room
  - parade flag transportation costs (from Convention place to next Convention place)
  - CC Board meeting and Parade Information meeting costs (room, refreshments, projector, screen, power)
  - Exhibit booth (e.g. travel, transportation and accommodation costs, which must be specified, accepted and written by the CC Board.
- c. Expenses to the CC Board Meeting in November are covered by the NSR budget. NSR does not cover any costs for the spouse.
- d. All expenses for the actual coordinator at NSR Meeting covered by NSR budget (travel and accommodation). NSR does not cover any costs for the spouse. NSR does not cover costs for the incoming coordinator at the NSR Meeting.
- e. LCI Convention costs and claims must be sent within 30 days (not 60 days as normally) to NSR Accountant.

#### **4.7 NSR Administrative Budget**

- a. The NSR administrative expenses are covered by the five Nordic countries according to the number of members (LCI figures) on June 30 each year.
- b. Receipts/invoices and requests for reimbursement must be sent to the NSR accountant within 60 days from occurrence of the costs. June/July LCI Convention claims and other costs must be invoiced within 30 days in order to prepare the accounts for the September Workshop. NSR Financial documents are maintained on paper or electronically. NSR receipts are saved for a minimum of 5 years, and NSR accounts and budgets for a minimum of 10 years.
- c. If NSR is covering travel cost, the following will be covered:
  - 1) Travel expenses from home to the meeting place by using the cheapest communication.
  - 2) Lodging (single room price).
  - 3) Meals according to receipts, if meals are not included in the official program.
  - 4) Invited ID
  - 5) Taxi if absolutely necessary.
  - 6) Expenses for alcohol will not be covered.
  - 7) Expenses for spouses will not be covered except if the spouse is a responsible NSR coordinator assistant, according to Table 4 (at the end of this document).
- d. Joint NSR allowances:

- Km allowance of 18 Euro cents/km.
- Daily allowance of 24 Euros for a full day (24 hours) and 12 Euros for half a day (12 hours).
- Daily allowance to be reduced by 50% if dining costs are covered.
- MDs respectively can add to meet national allowances.

In case of other currency than Euros the exchange rate of the claim date will be used.

- e. Regulation annually of allowances to be approved by the CC Board.
- f. The annual NSR Administrative Budget are specified covering as a minimum the following accounts and costs:
- ID costs
  - NSR Meeting (costs of speaker, committees as agreed by CC Board, Coordinator Orkester Norden, and NSR Coordinator)
  - CC Board meeting in November (travel and meeting costs for 5 CCs, OC Chairperson, one ID, and Coordinator)
  - LCI Convention (Coordinator's and assistance participation, Scandinavian Hospitality, Parade Flag transport (from LCIcon to next LCIcon), CC Board meeting and Parade meeting)
  - September Workshop costs (travel and meeting costs for 5 CCs and 5 OC)
  - Other costs (OC meeting costs incl. NSR, OC phone meetings, Bank costs and exchange difference, interest expenses, auditing, CC meeting at Europa Forum).

Coordinator's LCI Convention and NSR costs must be further detailed in a separate Coordinator's annual budget.

Shares per MD shall be calculated and divided according to the official latest June 30<sup>th</sup> registered member amount (LCI figures).

## 4.8 ID Expenses

- a. The **officially invited** ID's expenses at NSR Meeting should be covered as follows: (Invitation must be added to the accounts)
- 1) In case of LCI is not covering travel cost (after application from district or MD), travel cost is covered by NSR administration budget.
  - 2) Hotel, meals etc. to be covered by the NSR host country.
  - 3) The same coverage is for the spouse of this ID.
  - 4) If there are two ID's from the Nordic countries at the same time, one of the ID's is officially invited on a rotation system, and expenses are covered according to the rules mentioned above.
  - 5) If the other ID is attending the meeting, the NSR host country covers hotel, meals etc. for this second ID and the spouse. The ID is responsible for covering travel expenses.
- b. **ID's expenses at the CC Board meeting in November:**  
(Invitation must be added to the accounts)



- 1) If the CC Board invites the NSR officially invited ID to attend the CC Board meeting in November, all expenses (travel and accommodation) are covered by the NSR administration budget.
  - 2) NSR does not cover any costs for the spouse.
  - 3) Only one ID can be invited on the cost of NSR.
- c. **Expenses for official participants at the National Conventions**  
(Invitation request to be sent from District or Multiple District to LCI in Oak Brook no later than 60 days before the event.)
- 1) Travel expenses for one ID and spouse are covered by Oak Brook.
  - 2) Hotel, food etc. are covered by the host country.
  - 3) Travel expenses for the official participants and spouses from the other Nordic countries are covered by each country.
  - 4) Hotel, food etc. are covered by the host country.

#### **4.9 Other costs**

- a. Meeting costs, like coffee/tea/refreshments at the CC Board meeting at LCIcon and in Europa Forum are covered by the NSR budget.
- b. Bank charges, interests, office expense and auditing are covered by the NSR budget.
- c. Other expenses related to NSR should be covered, if specified and accepted by the CC Board.

## **5 Proposed tasks to be fulfilled by Multiple Districts (MD)**

### **5.1 Multiple Districts generally**

Every MD is recommended to make available (preferably online) for all Lions members a complete NSR material including:

- a. The NSR Constitution and By-Laws
- b. The minutes of NSR Council Meetings and CC Board Meetings

### **5.2 Vice District Governors**

Vice District Governors are recommended to receive the following (or the electronic link to) documents from his/her MD Office/Secretary:

- a. The NSR Constitution and By-Laws.
- b. A short presentation of NSR, also given by OC at the national VDG training.
- c. The decisions taken by the previous NSR Council Meeting, and CC Board that must be implemented during their year as a District Governor.

### **5.3 The MD Office/Secretary**

- a. The MD Office/Secretary is recommended to send to the members of NSR-OC the following documents:
  - The LION Magazine (or as an alternative the electronic link to the LION Magazine)

- Decisions by MD meetings concerning Nordic cooperation.
- b. MD Office/Secretary is recommended to give information to the participants in accordance to tasks shown in the NSR calendar. See table 1 at the end of this document.

## **5.4 In case of resignation from NSR**

(See point 1.5 above, and NSR Constitution point 6)

### TABLES

- Are on the following pages.

## 6 TABLES

**Table 1: NSR Calendar of one Lions year**

Time (latest to fulfil)	Activity	Responsibility of the activity	To whom is it sent
August 2 years before NSR Council Meeting	Election of arranging clubs and/or committee	MD in turn	CC Board and OC
April one year before NSR	Invitation to NSR Meeting	Host country's MD Office	CC Board, VCCs, DGs, Nordic IP/PIP, Nordic ID/PID, Nordic ID Candidates, OC, NSR Coordinator, NSR Accountant ( <i>and practically all Lions</i> )
June/July (3 weeks before)	Agenda of CC Board Meeting (at LCI Convention)	CC Board Chairperson (can be delegated to CC Board Secretary)	CCs, VCCs, Nordic IP/PIP, Nordic ID/PID, Nordic ID Candidates, OC, NSR Coordinator, NSR Accountant
June-July at CC Board Meeting	Presentations of motions coming up at LCIcon and EF	CC Board Chairperson	
At June/July CC Board meeting	<ul style="list-style-type: none"> <li>- Program of next NSR Meeting, and to approve the theme of the year</li> <li>- Guideline how to act during EF</li> <li>- Contact next year's EF organizer about translation</li> </ul>	CC Board Chairperson	
10 August	Minutes from CC Board Meeting in June/July	CC Board Secretary	CC Board, VCCs, OC, NSR Accountant and to MD offices/secretaries (who forward to other participants at the meeting)
August/September	Meeting with the arranging clubs/committee	NSR-OC Chairperson	CC Board Chairperson
September	Workshop with CCs, VCCs and OC	CC Board Chairperson	CCs, VCCs and OC
September/October (3 weeks before)	Agenda of CC Board tele-meeting before Europa Forum	CC Board Chairperson (can be delegated to CC	CCs, VCCs, Nordic IP/PIP, Nordic ID/PID, Nordic ID

		Board Secretary)	Candidate, OC, NSR Coordinator, NSR Accountant
January one year before NSR Meeting	Approval of Lions theme of the year	NSR-OC	CC Board
January one year before NSR Meeting	Preliminary Plan, Program and Budget	MD/arranging clubs	CC Board and OC
1 October	Application to Oak Brook for ID's participation at NSR Meeting	CC Board Chairperson	Oak Brook Copy to NSR-OC Chairperson
October-November No later than 30 days after the meeting	Minutes from CC Board tele-meeting before Europa Forum	CC Board Secretary	CC Board, VCCs, OC, NSR Accountant, and to MD offices/secretaries (who forward to other participants at the meeting)
3 weeks before	Agenda to CC Board Meeting in November	CC Board Chairperson (can be delegated to CC Board Secretary)	CC Board, VCCs, OC Chairperson and those specifically invited for this meeting
10 November	Last date for motions to NSR Council Meeting	From MDs Council of Governors	CC Board and OC
November CC Board Meeting (closed working meeting)	Approve/present: - Final program of next NSR Meeting - Agenda of NSR Council Meeting - Theme and key note speaker - NSR Admin budget - Next IR project - Other projects/activities/assignments	CC Board Chairperson	
5 December	Agenda for NSR Council Meeting to be published on official NSR Website	NSR-OC Secretary	CC Board, OC, and to MD offices/secretaries (who forward to relevant Lions)
November - December, no later than 30 days after the November meeting	Minutes from CC Board Meeting in November	CC Board Secretary (same as OC Chairperson)	CC Board, VCCs, OC, NSR Accountant, and to MD offices/secretaries

			(who forward to other participants at the meeting)
15 December	Reminder with Information, Agenda etc. on NSR Meeting	MD Offices/Secretaries	Participants of NSR
5 January	Agenda to NSR-OC Meeting (at NSR Meeting)	NSR-OC Chairperson	NSR-OC
5 January	Agenda of CC Board Meeting (at NSR Meeting)	CC Board Chairperson (can be delegated to CC Board Secretary)	CCs, VCCs, Nordic IP/PIP, Nordic ID/PID, Nordic ID Candidate, OC, NSR Coordinator, NSR Accountant
January	NSR-OC Meeting	OC Chairperson	
January	CC Board Meeting - Questions to the Agenda of the NSR Council Meeting - Exchange of invitations to national conventions - Common Nordic appearance at next LCIcon - Acceptance of next NSR Budget. - Decision where and when to have the September Workshop	CC Board Chairperson	
January	NSR Council Meeting in two parts: 1) Discussion forum 2) Voting forum	Chairperson OC	
No later than 30 days after the meeting OC meeting	Minutes from NSR-OC Meeting at NSR Meeting	NSR-OC Secretary	NSR-OC, and CC Board
No later than 30 days after the meeting CC Board meeting	Minutes from CC Board Meeting at NSR Meeting	CC Board Secretary	CC Board, VCCs, OC, NSR Accountant, and to MD offices/secretaries (who forward to other participants at the meeting)
No later than 40 days after the Council	Minutes from NSR Council Meeting (to	NSR-OC Secretary	CC Board, VCCs, OC, and to MD

meeting	be uploaded on official NSR Web site)		offices/secretaries (who forward at their discretion within the MD)
All year round	OC tele-meetings as deemed necessary	OC Chairperson	NSR-OC, and CC Board
All year round	CC Board tele-meetings as deemed necessary	CC Board chairperson	CC Board, VCCs, OC, and NSR Accountant

**Table 2: Model of the NSR Meeting program**

Time	Friday	Saturday	Sunday
08.00		MD Meetings	
09.00		ID's report & questions and answers	Committee Meetings, Council of Governors meetings
10.00		The theme of the year	VCC Training
11.00		Coffee break	
11.30		Group discussions	
12.30	Arrivals, NSR OC Meeting	Lunch	Lunch
13.00			Departure
13.30		Seminars, Workshops, Committee Meetings	
14.00	Opening Ceremony		
14.30	Coffee break	Coffee break	
15.00	Workshops CC Board meeting	Seminars, Workshops, Committee Meetings	
16.00		NSR Council Decision Meeting	
16.30	NSR Council Discussion Meeting	Closing Ceremony	
18.00	Conclusions and preparation of next day's presentations		
19.00	Get together	Nordic party	

**Table 3: Rotation for NSR in the years 2020-2031**

Year	ID	Coordinator	NSR Host	CC Board Chairpers.	NSR-OC Chairpers.	NSR-OC Secretary	IR Project	Orkester Norden (calendar year)
2020/2021	F/D	F	F	F	F	I	S/N	F (2020)
2021/2022	D/S	F	I	I	I	S	D	F (2021)
2022/2023	S/F	F	S	S	S	N	D	F (2022)
2023/2024	F/I	I	N	N	N	D		F (2023)
2024/2025	I	I	D	D	D	F		F (2024)
2025/2026	N	S	F	F	F	I		I (2025)
2026/2027	N	S	I	I	I	S		I (2026)
2027/2028		D	S	S	S	N		I (2027)
2028/2029	F	D	N	N	N	D		I (2028)
2029/2030	F	N	D	D	D	F		I (2029)
2030-2031		N	F	F	F	I		S (2030)



#### **Table 4: Rotation for NSR Coordinator in the years 2021-2032**

This rotation to be approved by NSR Council Meeting because of the cancelled LCIcon 2020 in Singapore

LCI Convention	Responsibility	Training	Assistance
2021 Montreal	MD 107		MD 107 Assistant
2022 New Delhi	MD 107	MD 109	
2023 Boston	MD 109		MD 109 Assistant
2024 Melbourne	MD 109	MD 101	
2025 Mexico City	MD 101		MD 101 Assistant
2026 Atlanta	MD 101	MD 106	
2027 Washington DC	MD 106		MD 106 Assistant
2028 Singapore	MD 106	MD 104	
2029	MD 104		MD 104 Assistant
2030	MD 104	MD 107	
2031	MD 107		MD 107 Assistant
2032	MD 107	MD 109	

And then it goes on as this plan above

**Table 5 A: NSR calendar for new IR projects**

Time (latest to fulfil)	Activity	Responsibility of the activity	To whom is it sent
Two years before start	Start planning in MD's	MD IRC	MD CC
15 September or any time before	Motion new projects (project proposals)	MD IRC	IR Committee + NSR OC
20 November	Motion IR projects recommended by IR Committee	Chairperson IR Committee	CC Board, NSR OC
November	Review of proposals and recommendation of next IR project	CC Board	IR Committee, NSR OC
January	Orientation on all proposals, and Voting for the next IR project	NSR Council Meeting	
01 July (1½ years after decision at NSR)	Project starts	Project country	
01 November (4 months after project start)	Collection of payment	Project country	Nordic MD offices/secretaries
As deemed necessary through the Lions year	Tele-Meetings	Chairperson IR Committee	

**Table 5 B: NSR calendar for on-going IR projects**

Time (latest to fulfil)	Activity	Responsibility of the activity	To whom is it sent
July/August	Invoicing	IR Project Manager / MD Office	CC group, and to MD offices/secretaries
Aug/Oct/Feb/May	Reporting, including Accounts and Audit	IR Project Manager	CC group, IR group, and to MD offices/secretaries
20 November	Report to CC meeting	IR Project Manager	CC group, Chairperson NSR OC
December	Agenda to IR meeting at NSR Meeting	Chairperson IR Committee	IR group
January	IR meeting at NSR		
10 February	Minutes from NSR IR meeting	Chairperson IR Committee	CC group, NSR OC, IR group

NSR Flow Chart (on next page)

# 7 NSR Flow Chart

