



Motion

Proposer: EB (decided on: 04/02/2026)

Title: Financial guidelines for hosting statutory events

Motion text

Resolution submitted by: JEF Europe Executive Board

Preamble

JEF Europe's statutory events, the Federal Committee (FC) and the European Congress, are the organisational backbone of the movement. They depend on the responsible commitment of hosting sections to be delivered at the level of quality our members expect. These financial guidelines are established to ensure that hosting sections contribute meaningfully and reliably to the events they propose to organise, rather than deferring financial responsibility to JEF Europe at a late stage.

These guidelines are adopted by the Federal Committee pursuant to Article 22(v) of the JEF Statutes (Financial Guidelines) and Article 37 (JEF Policies) and apply to all national sections applying to host any statutory event of JEF Europe from the date of adoption. They complement, and do not replace, any existing Rules of Procedure governing the organisation of statutory meetings.

The framework below establishes a three-phase validation pathway with binding financial milestones, minimum cash and in-kind contribution requirements, and escalation mechanisms to protect JEF Europe's financial position.

Part I - Definitions

Article 1 - Definitions

For the purposes of these guidelines:

- "Hosting Section" means the national JEF section(s) having been selected to host a statutory event.
- "Candidate Hosting Section" means the national JEF section(s) applying for the hosting of a statutory event.
- "Statutory Event" means a Federal Committee meeting (FC) or the European Congress (General Assembly) as defined by Articles 14–25 of the JEF Statutes. These guidelines concern the organisation of in person statutory events.
- "Statutory Event Oversight Team": A group composed of the Executive Board contact person of the host section, JEF Europe's Treasurer, Secretary General and Membership officer. The composition of this body may be adjusted where justified by objective circumstances (e.g. sickness, lack of human resources, important personal reasons etc.), in particular in the event of the unavailability of one of the two members of the Secretariat. In such cases, the absent member of the Secretariat shall be replaced by another member of the Secretariat. Where, for objective reasons, such participation is not possible and no other members of the Secretariat are available, additional members of the Executive Board shall be appointed alongside the Executive Board contact person.
- "Total Event Budget" means the aggregate projected cost of the event, combining expenses borne by JEF Europe, the Hosting Section, and any third-party funders.
- "Section Contribution" means the total value of financial (cash) and non-financial (in-kind) contributions made by the Hosting Section to the event.
- "In-Kind Contribution" means goods or services provided by the Hosting Section or sourced by it at no cost to JEF Europe, including, but not limited to: venue access, volunteer labour, communication materials,

catering through local partnerships, accommodation negotiated at below-market rates, or sponsored side events.

- "Cash Contribution" means direct monetary payments made by the Hosting Section to the event budget, either directly or through grants secured on behalf of the event.
- "Memorandum of Understanding" means the binding bilateral agreement between JEF Europe and the Hosting Section signed no later than the end of Phase 1.
- "Solidarity Fund" means the amount of money allocated within the JEF Europe budget used to cover the travel expenses of a selected number of delegates to the statutory event who are awarded the solidarity fund compensation in the guidance provided by the internal resolution "A solidarity travel fund to support the participation of JEFers to statutory events".

Part II - Guiding principles

Article 2 - Guiding principles

The following principles govern the financial relationship between JEF Europe and a Hosting Section:

1. **Shared Responsibility:** JEF Europe and the Hosting Section are co-organisers. Neither party shall be expected to bear the full financial burden of a statutory event.
2. **Early Commitment:** Financial contributions must be committed and validated well before the event date. Candidacy plans are binding commitments, not indicative proposals
3. **Transparency:** All financial information related to the event must be shared openly and promptly between the Hosting Section and the JEF Europe

Executive Board and Secretariat.

4. **Proportionality:** Minimum contribution thresholds are set in proportion to the type of event. The European Congress requires higher minimum contributions than a Federal Committee meeting, reflecting the difference in scale.
5. **Accountability:** Failure to meet financial milestones triggers escalation procedures up to and including withdrawal of hosting rights by the Federal Committee.

Part III - Minimum financial contribution requirements

Article 3 - Minimum financial contributions by event type

The following minimum section contribution thresholds apply of the overall budget of the statutory event:

1- Federal Committee Meeting

- **Minimum Cash Contribution: 15%**
- **Minimum In-Kind Contribution (estimated value): 20%**
- **Minimum Total Section Contribution: 45%**

2- European Congress

- **Minimum Cash Contribution: 20%**
- **Minimum In-Kind Contribution (estimated value): 25%**

- **Minimum Total Section Contribution: 45%**

Article 4 - Eligible In-Kind Contributions

The following categories are eligible for recognition as in-kind contributions, subject to valuation by the JEF Europe Executive Board, and specifically JEF Europe's Treasurer, and Secretariat:

- **Venue rental waived or discounted through local partnerships (valued at market rate for comparable venues);**
- **Accommodation negotiated below standard market rate (valued at the difference between market rate and the negotiated rate, multiplied by the number of participant-nights);**
- **Catering provided through local sponsors, student associations, or other partnerships at no cost to the event budget;**
- **Event communications and branding materials (flags, banners, printed programmes) produced locally at reduced or no cost;**
- **Volunteer coordination provided by the Hosting Section (valued at a standard rate of 12€/hour per volunteer, up to 100 hours total);**
- **Sponsored side events fully funded by a third party secured by the Hosting Section with transfer of money to the main budget.**

In-kind contributions not listed above may be recognised at the discretion of the JEF Europe Executive Board and Secretariat, subject to written justification. Only contributions directly reducing the event's net cost to JEF Europe shall be recognised. The in-kind contribution of the host section will be capped at 50% of their total contribution to the event budget. The burden of demonstrating the contribution will be borne by the host section that will use dated quotes as a means of justification.

Part IV - Three-Phase Validation Pathway

The hosting process comprises three mandatory phases. Each phase has specific deliverables, financial milestones, and approval gates. Failure to meet the requirements of a phase triggers the escalation mechanisms set out in Part V.

PHASE 1 | Application, Preparation & Prerequisites

Article 5 - Timeline and Trigger

Phase 1 begins when a section submits its candidacy to host a statutory event. Under Article 16 of the JEF Statutes, the European Congress meets at least once per year. Federal Committee meetings take place twice per year, in the spring and the autumn. Phase 1 ends with the vote selecting the Hosting Section, which is ordinarily held approximately a year before the event.

Article 6 - Candidacy Application Requirements

A section may only submit a candidacy if the following prerequisites are met at the time of application:

Prerequisites - All of the following must be satisfied:

1. The section is in good standing with JEF Europe: membership fees are paid in full for the current and preceding year (Article 11(c)(iii) of the Statutes).
2. The section has submitted its annual membership statement on time for the preceding year (Article 11(d) of the Statutes).
3. The section has not hosted a statutory event in the preceding 24 months, unless no other eligible section has submitted a candidacy.
4. The section has designated a named Event Coordinator who will be the primary point of contact for JEF Europe.

Article 7 - Mandatory Candidacy Documents

The candidacy application must include all of the following. Incomplete applications will not be put to a vote.

1. **Provisional Event Budget:** Full income and expenditure breakdown including: all expense categories (venue, accommodation, catering, travel, materials), projected income sources with realistic amounts, identification of which costs are borne by JEF Europe vs. the Hosting Section. Must distinguish confirmed vs. projected income.
2. **Venue Confirmation:** Written documentation from the proposed main venue, demonstrating that dates, capacity, and cost have been confirmed. Acceptable forms include a signed letter of intent, a formal booking confirmation, a written quote, or a written confirmation that the venue is provided at no charge or at a reduced rate.
3. **Accommodation Plan:** Written documentation of accommodation options with per-night costs per participant, covering capacity for at least 90 participants (Federal Committee meetings) or 150 participants (Congresses). Acceptable forms include booking confirmations, letters of intent, written quotes, or written confirmation of subsidised or no-cost accommodation. A definitive booking is not required at this stage.
4. **Fundraising Plan:** Concrete list of grant sources, institutional donors, or sponsors to be approached, with realistic amounts and realistic timelines. Must identify at least one confirmed or highly probable funding source.
5. **In-Kind Contribution Inventory:** Preliminary list of in-kind contributions the section intends to provide, with estimated values and the means by which they will be secured.
6. **Risk Register:** Identification of at least three financial risks (e.g. grant rejection, lower participation, cost overruns) and corresponding mitigation measures.

172 7. Section Financial Statement: Most recent annual accounts or financial
173 summary of the Hosting Section, confirming the section's financial
174 capacity to underwrite short-term event costs.

175 **Article 8 - Budget Scrutiny and Vote**

176 The statutory event oversight team shall review all candidacy applications and
177 present a written assessment to the Federal Committee or the European Congress
178 prior to the vote. The assessment shall include:

- 179 • Evaluation of the feasibility and credibility of the proposed budget;
- 180 • Identification of any gaps between projected income and projected
181 expenditure;

182 **Article 9 - Memorandum of Understanding**

183 Within 30 days of the vote confirming the Hosting Section, JEF Europe and the
184 Hosting Section shall sign a bilateral Memorandum of Understanding. The
185 Memorandum of Understanding shall set out:

- 186 • The agreed minimum cash contribution of the Hosting Section;
- 187 • The agreed minimum in-kind contribution and the method of valuation;
- 188 • The Phase 2 financial milestone (see Article 11);
- 189 • The Phase 3 financial milestone (see Article 14);
- 190 • The escalation procedure in the event of non-compliance (see Article 18);
- 191 • The reporting schedule and the identity of the Event Coordinator.

The Memorandum of Understanding is binding on both parties. It may be amended by mutual written agreement of JEF Europe and the Hosting Section.

PHASE 2 | Post-Selection Fundraising & seven-month Milestone

Article 10 - Overview of Phase 2

Phase 2 covers the period from the signing of the Memorandum of Understanding to six months prior to the event date. During this phase, the primary responsibility of the Hosting Section is to activate its fundraising plan, confirm income sources, and demonstrate that the event budget is on track. At this stage the Statutory event oversight team and the hosting section representatives have monthly meetings to update on the progress of the fundraising plan.

Article 11 - Seven-Month Milestone

No later than seven months before the event date, the Hosting Section must demonstrate that the following milestone has been reached:

Phase 2 - Seven-Month Milestone Requirements:

- At least 50% of the Hosting Section's total agreed Section Contribution is confirmed (either received, or covered by a signed grant decision or formal commitment letter from a funder);
- Venue availability is confirmed in writing, either through a signed contract, a conditional booking, or a letter of intent pending final financial confirmation;
- Accommodation covering at least 80% of expected participants is confirmed to be available with suppliers, or documented through signed letters of intent or written quotes with held availability;
- A revised budget is submitted to JEF Europe, updated to reflect confirmed income and any cost changes;

- A written report on the status of all fundraising activities, including applications submitted, decisions received, and applications pending.

- The section should have a specific attention for the cashflow and its consequences for the organisation of the event.

Article 12 - Quarterly Reporting During Phase 2

During Phase 2, the Hosting Section shall submit a brief financial status report to the JEF Europe Treasurer every three months, covering:

- Income confirmed to date (with evidence);
- Expenditure committed or incurred to date;
- Outstanding fundraising applications and expected decisions;
- Any changes to the event programme or costs.

PHASE 3 | In-Depth Preparation, Production & Additional Contributions

Article 13 - Overview of Phase 3

Phase 3 covers the six months immediately preceding the event. This is the period of intensive operational preparation. The focus shifts from fundraising to event production, additional in-kind mobilisation, and closing any remaining budget gaps. JEF Europe assumes a greater coordinating role during this phase, while the Hosting Section intensifies its local operational effort. At this stage the Statutory event oversight team and the hosting section representatives have bi-monthly meetings to update on the progress of the operations.

Article 14 - Three-Month Milestone

No later than three months before the event date, the Hosting Section must demonstrate that the following milestone has been reached:

Phase 3 - Three-Month Milestone Requirements:

- 100% of the Hosting Section's agreed cash contribution is confirmed (received or covered by signed commitment);
- At least 75% of the total estimated in-kind contribution is confirmed, with written evidence for each item;
- The volunteer team is confirmed (minimum 5 local volunteers for an FC; minimum 10 for a Congress).

Article 15 - Additional In-Kind Contributions and Sponsored Side Events

During Phase 3, Hosting Sections are expected to make a final effort to increase the event's non-JEF Europe income by securing additional in-kind contributions or sponsored side events. Examples of eligible additional contributions include:

- Printed delegate materials (badges, programmes, tote bags) provided by a local sponsor;
- Local transport coordination or shuttle services provided at no cost;
- Professional photography or videography services provided pro bono;
- Additional catering sponsored by local businesses (breakfasts, coffee breaks, receptions).

The Hosting Section shall notify the JEF Europe Treasurer of all additional contributions as they are secured. These contributions shall be added to the in-

kind register and may be used to offset any shortfall against the minimum in-kind contribution threshold.

Article 16 - Event Production Responsibilities

During Phase 3, the Hosting Section is responsible for the following operational deliverables, in coordination with JEF Europe Secretariat:

- Local venue management: liaison with venue staff, setup of rooms for plenary and working group sessions, technical equipment (microphones, projectors, Wi-Fi);
- Accommodation management: check-in coordination, resolution of booking issues, communication of logistics to participants;
- Catering coordination: delivery of meals and coffee breaks as per the agreed plan; communication of dietary requirements to caterers;
- Local transport and accessibility: provision of clear transport information to participants; assistance with special accessibility needs;
- Volunteer coordination: briefing, scheduling, and supervision of local volunteers;
- Communications support: local social media coverage, photography, and post-event content in coordination with JEF Europe Comms team.

Article 17 - Final Financial Settlement

Within 45 days after the event, the Hosting Section shall submit a final financial report to the JEF Europe Treasurer including:

- All actual income received, broken down by source;

- All actual expenditure incurred, with receipts;
- Final reconciliation of all in-kind contributions with evidence of delivery;
- Transfer of any surplus held by the Hosting Section to JEF Europe, or documentation of any final payments owed by JEF Europe.
- In the case of a deficit of contribution, a plan for settlement will be drawn up between JEF Europe and the hosting section to reach the expected contribution. Unless otherwise agreed under article 20.

JEF Europe will issue a final settlement statement within 45 days of receiving the complete report. Any amount owed by either party shall be settled within 60 days of the statement, unless agreed otherwise bilaterally.

Part V - Escalation and Enforcement

Article 18 - Escalation Triggers

The following situations trigger escalation procedures:

1. Level 1

(a) Situation: Failure to submit the Phase 2 seven-month milestone report on time, or the report reveals less than 30% of the Section Contribution confirmed.

(b) Consequence: JEF Europe Executive Board issues a formal written warning. The hosting section has 14 days to provide a remediation plan. Failure to submit the remediation plan within 14 days automatically triggers Level 2.

2. Level 2

(a) Situation: At the six-month mark, the statutory event oversight team's

viability assessment concludes that the event cannot proceed as planned; or the venue has not been confirmed in any form; or less than 50% of the Section Contribution is confirmed with no credible recovery path.

(b) Consequence: The Executive Board must, no later than six months before the event, convene an exceptional Federal Committee meeting or add the matter to the agenda of the next scheduled Federal Committee meeting, at which the Federal Committee shall vote on whether to relocate the event to an alternative host or move it to an online format.

3. Level 3

(a) Situation: Phase 3 three-month milestone not met, or less than 75% of the cash contribution confirmed at the three-month mark.

(b) Consequence: The Executive Board convenes an emergency review. The Board may vote to provide an emergency bridge contribution from JEF Europe reserves or require the hosting section to secure additional funding within a defined deadline.

4. Level 4

(a) Situation: Six weeks before the event, the event budget shows a deficit exceeding 15% of the total event budget with no credible mitigation plan.

(b) Consequence: The Executive Board convenes a final emergency review. The Board may vote to scale down the event programme or, as a last resort, draw on JEF Europe's reserves.

Part VI - Safeguards

Article 19 - Statutory event without a hosting section

1. In the case of a lack of candidacy for the hosting of statutory events JEF Europe can organise a statutory event in an online format.

Article 20 - Exceptional bilateral agreement

1. In the case of a candidating section not being able to fulfill all the requirements, a bilateral agreement can be found between JEF Europe represented by the EB and the candidating section to bypass one of the rules set out in the present document.
2. The foreseen needed exception will have to be notified to JEF Europe as soon as possible in the process and ideally already signaled during the application process in front of the FC (Phase 1).