

UNCAC Coalition Rules of Procedure

These Rules of Procedure (the Rules) and the UNCAC Coalition Constitutive Document (Constitutive Document) constitute the foundational documents of the UNCAC Coalition, setting out the ground rules which guide the development and growth of the Coalition, its planning and organisational processes, and the spirit of its work.

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1 Name

The network is called the ‘UNCAC Coalition’ (hereinafter ‘Coalition’).

2 Definitions

In these Rules, unless the contrary intention appears –

Civil Society Organisation (CSO) means not-for-profit organisations including Non-Governmental Organisations (NGOs), community groups, trade unions, indigenous groups, charitable organisations, faith-based organisations, academic institutions and foundations. Business and private sector organisations are not included in this group.

Coalition’s Mission Statement means the Vision, Mission and Core Values of the Coalition as documented in the Constitutive Document.

Member Organisation as defined in the Constitutive Document shall herein be referred to as a “National Member Organisation”. “Member Organisation” as used in this document means both National and International Member Organisations.

Member means an individual and organisation whose application for membership has been duly approved in accordance with Rule 7. This includes International Member Organisations, National Member Organisation and Individual Affiliate Members, as defined in Rule 6.2

Membership refers to all of the Members registered pursuant to Rule 6.

3 Structure of the Coalition

3.1 The structure of the Coalition shall consist of the Members, the Coordination Committee and the Secretariat. In addition, the Coalition may establish working groups on specific topics.

4 Representative of the Organisation

4.1 Each CSO shall nominate one Representative of the Organisation who will represent the Member in decision-making and/or election processes.

5 Working languages

5.1 The working language of the Coalition is English. Documents shall be translated into French, Spanish and Arabic subject to the availability of funding.

6 Membership

6.1 The Coalition welcomes civil society organisations and individuals whose work aligns with the spirit of the Coalition to become a Member of the network, subject to the provisions of these Rules.

6.2 CSOs may apply for membership of the Coalition under the following categories –

- a. An International Member Organisation, defined as a CSO working in three or more countries. Each International Member Organisation can put up a candidate in elections for the two seats for International Member Organisations and can vote in elections (except for elections to the seats of Individual Affiliate Members) and in Coalition decision-making processes.
- b. A National Member Organisation, defined as a CSO working in a single country or in two countries. A national affiliate of an International Member Organisation is considered separate from that member. Each National Member Organisation can put up a candidate in elections for regional seats and can vote in elections (except for elections to the seats of Individual Affiliate Members) and in Coalition decision-making processes.
- c. An Individual Affiliate Member, defined as a natural person with no affiliation to an International or National Member Organisation. Individual Affiliate Members may only vote for candidates for the Individual Affiliate Member position on the Coordination Committee (see below).

- d. Individual Affiliate Members and individuals affiliated with an International or National Member Organisation may participate in Coalition discussions.
- 6.3 Organisations or individuals wishing to join the Coalition shall fill out an Application Form on the Coalition's website, including agreement to the Coalition's Mission Statement. Organisations shall be required to provide information about their status, structure, funding, membership and activities, while individuals shall be required to provide information about their anti-corruption-related work.
- 6.4 Individuals must provide a letter of endorsement from a current Member in order to be eligible for membership. However, the Coordination Committee may decide to review individual applications without an endorsement.
- 6.5 The Secretariat shall review applications to determine whether they meet the conditions for Membership, including work in a field related to anti-corruption and commitment to the Coalition's Mission Statement.
- 6.6 Applicants that do not pass the initial screening shall be notified as soon as possible and a list of such applicants shall be sent to the Coordination Committee on a quarterly basis.
- 6.7 Applications which pass the initial screening shall be sent to the Coordination Committee for a two-week comment period. Where, within the two-week period, two or more members of the Coordination Committee object to the applicant, the matter shall go to a vote by the Coordination Committee.
 - a. If the Coordination Committee rejects an application for membership, the Secretariat must, as soon as possible, notify the applicant by Email that the application has been rejected and the reasons for this.
 - b. If the Coordination Committee approves an application for membership, the Secretariat must, as soon as practicable notify the Member by sending an Email of approval for membership and promptly enter the applicant's name in the Register of Members and the List of Members.
- 6.8 An applicant becomes a Member and is entitled to exercise the rights of Membership when they receive an Email of approval for Membership from the Secretariat and their name is entered in the List of Members.
- 6.9 As a prerequisite to voting or presenting themselves as candidates for the Coordination Committee, existing Members shall ensure that their Application Form is complete and notify the Secretariat as to whether they should be classified as an International Member Organisation or a Member Organisation.

7 Roles and Responsibilities of the Membership

- 7.1 Members are required to sign the Coalition's Mission Statement, and to uphold the principles therein in undertaking any Coalition-related activities.
- 7.2 Members are also required to report annually on their anti-corruption activities, following a basic template. Member reports shall be delivered by 31 January of each year referencing the previous year's work. Submission of such reports is a prerequisite for Members to vote or present themselves as candidates in elections.
- 7.3 Members are encouraged to contribute to the development and implementation of Coalition strategies, activities and campaigns.

8 Register of Members, List of Members and Resigning Members

- 8.1 The Secretariat must keep and maintain a Register of Members containing –
 - a. All of the information provided in the Member's Application Form;
 - b. The date on which each Member's name was entered in the Register of Members.
- 8.2 The Register of Members may only be accessed by the Secretariat and by Members of the Coalition.
- 8.3 A List of Members will be published on the Coalition Website.
- 8.4 A Member of the Coalition may resign from the Coalition at any time. In such cases, the Member shall unsubscribe from the Coalition Website and notify the Secretariat of their decision to cease being a member.
- 8.5 The Secretariat must notify the Coordination Committee of the Member's decision to cease membership, and must promptly remove the Member from the Register of Members and the List of Members.

9 Suspension and Expulsion of Members

- 9.1 The Coordination Committee may take the following disciplinary actions in accordance with these Rules where the Member fails to respect the Coalition's Mission Statement:
 - a. Temporary suspension of a Member pending the hearing of their case;
 - b. Temporary suspension of a Member, for a period of time which it may determine; or
 - c. Permanent expulsion of a Member.
- 9.2 Proposals to suspend or expel a Member can be made by any Member and submitted to the Coordination Committee.
- 9.3 The proposal should be made in writing include a detailed explanation of the alleged breach of Membership obligations such as the obligation to respect the Coalition's Mission Statement or the obligation to report annually on their activities.
- 9.4 When a proposal is made to suspend or expel a Member, the Secretariat shall notify the Coordination Committee immediately.
- 9.5 The Member in question shall be informed by the Coordination Committee, through the Secretariat, of the proposal to suspend or expel their Membership in an email notice which –
 - a. Explains the reasons for the proposed suspension or expulsion;
 - b. Provides information on the process, including timelines, for the Coordination Committee assessment of the proposal for suspension or expulsion; and
 - c. Invites the Member to make representations to the Coordination Committee regarding the proposal and explains how this may be done.
- 9.6 The Member shall be given every opportunity to make representations to the Coordination Committee as to why their removal is not warranted. This includes:
 - a. An invitation to the Member to make a written submission to the Coordination Committee explaining their case, and giving due consideration to this statement; and
 - b. Giving the Member an opportunity to make representations at a Coordination Committee meeting discussing their case.

- 9.7 The Coordination Committee shall meet virtually to discuss the case not later than 28 days after the proposal is received.
- 9.8 The proposal to suspend or expel a Member may be upheld or modified by a consensus decision or, if any Member of the Coordination Committee requests a vote, it must be upheld by a two-thirds majority vote by the Coordination Committee. If less than two-thirds of the Coordination Committee vote to suspend or expel a Member, the case shall be dismissed.
- 9.9 The Secretariat shall promptly inform the Member and the Membership after that meeting of the Coordination Committee's decision.

10 Membership Meetings

- 10.1 Membership Meetings can take the form of Membership General Meetings and Membership Special Meetings.
- 10.2 A Membership General Meeting shall be convened at least once every two years, at which time the Coordination Committee and Secretariat shall report to the Membership in appropriate detail and Members may raise issues of common concern. The first Membership General Meeting shall take place in Morocco in 2011, alongside the 4th Conference of States Parties (CoSP) and subsequent Membership General Meetings shall take place, as far as possible, alongside subsequent CoSPs.
- 10.3 Membership Special Meetings may be convened as required.
- 10.4 Membership Meetings shall be convened in person or virtually. At in-person meetings, Members are responsible for paying the cost of their participation unless the Secretariat is able to raise funds for Member participation. Virtual meetings can include an online forum over a period of days in which information and proposals are posted and decisions are made by e-voting.
- 10.5 The Coordination Committee shall determine the date, time, place and agenda of Membership Meetings in consultation with the Membership and shall inform the Membership of these details no later than 30 days before the Meeting date if the meeting is virtual or 150 days if the Meeting is in person.
- 10.6 A Member wishing to put an item on the agenda of a Membership Meeting must notify the Coordination Committee via the Chair or Secretariat no later than 14 days before the Meeting. The Coordination Committee shall decide whether to include the proposed agenda item, taking account of time constraints, importance, and promoting the participation of all Members in Membership Meetings.
- 10.7 On the request in writing of 10 or more Members or by decision of the Coordination Committee, the Coordination Committee must convene a Membership Special Meeting as soon as practicable and not later than three months after the request is made.
- 10.8 The request for a Membership Special Meeting must –
 - a. state the objects of the Meeting; and
 - b. be signed by the Members requesting the Membership Special Meeting.
- 10.9 The Chair of the Coordination Committee shall preside as chairperson at each Membership Meeting, unless he/she is unable to do so, in which case the Coordination Committee shall elect an acting chairperson from within its members.

- 10.10 For the purposes of in-person Membership General Meetings and in-person Membership Special Meetings, a quorum is constituted by fifty Members, including no fewer than eight Coordination Committee Members. For purposes of the quorum, proxies shall be counted.

11 Membership Decision-Making

- 11.1 Members shall be consulted on major policy decisions of the Coalition and provided with information about the work of the Coordination Committee and the Secretariat.
- 11.2 Proposals for major policy decisions may be submitted to the Membership by the Coordination Committee.
- 11.3 Upon a written request made to the Coordination Committee by five or more Member Organisations, the Coordination Committee shall consider a proposed policy decision and then submit it to the Membership together with a statement of the views of the Coordination Committee.
- 11.4 Members shall be presented with a clear statement of any decision to be made and provided with adequate notice of and available information relevant for making such decision.
- 11.5 Decisions of the Membership shall normally be by consensus except that a vote will be taken when the chairperson ascertains that a vote is necessary or at the request of five or more Members.
- 11.6 In the case of a vote, the proposal gaining support of the majority of Member Organisations shall be carried. By majority is meant 50% plus 1, with the chairperson having a casting vote in case of a tie.
- 11.7 Member Organisations of the Coalition have voting rights on the basis of one Member one vote. However, see Rule 7.2.
- 11.8 In the case of an equality of voting on a question, the chairperson of the Meeting is entitled to exercise a second or casting vote. In-person Membership Meetings shall normally not make decisions for the Membership unless otherwise agreed in advance following a proposal by the Coordination Committee or by five Members of the Coalition.
- 11.9 Member Organisations wishing to vote by proxy shall inform the Coordination Committee of their decision to vote by proxy and who will be their proxy not less than 7 days prior to the Meeting. Proxies must be given to other Members. A Member may not hold more than five proxies.
- 11.10 Questions arising at an in-person Meeting shall be determined by a show of hands. At a virtual meeting questions shall be decided by an online voting system.
- 11.11 A declaration by the chairperson shall decide that a resolution has been –
- a. Carried; or
 - b. Carried unanimously; or
 - c. Carried by a particular majority; or
 - d. Lost
- 11.12 The results of the vote shall be recorded in the minutes of the Meeting as evidence of the voting results.
- 11.13 The chairperson may, with the consent of four-fifths of Members present at the Meeting, adjourn the Meeting for a period of up to five days.
- 11.14 The adjourned meeting shall be held as soon as practicable.

12 Coalition Public Statements

- 12.1 Statements bearing the name and logo of the Coalition ('Coalition Statements') shall be made only on occasions when it is important for the Coalition to speak collectively, following clearance by the Coordination Committee.
- 12.2 The Secretariat shall prepare guidelines for approval by the Membership as to the types of occasions when it is important for the Coalition to speak collectively and as to what constitutes an urgent statement.
- 12.3 Upon a written request made to the Coordination Committee by a Member Organisation, the Coordination Committee shall promptly consider a proposed statement and then submit it to the Membership together with a statement of the views of the Coordination Committee.
- 12.4 Non-urgent Coalition Statements shall be circulated in draft form to the membership for no less than a one-week period for review and comment. The final draft shall be considered approved if at least four members of the Coordination Committee indicate their agreement prior to their release, except where an objection has been made by two or more members of the Coordination Committee. Further, if five or more Member Organisations request a vote on the Statement, the question of approval shall be decided by a majority vote of the Membership.
- 12.5 Urgent Coalition Statements shall be circulated to all Members but shall go out in a timely fashion, following the positive approval of at least four members of the Coordination Committee except where there has been an objection by two or more members of the Coordination Committee.
- 12.6 Once approved, the Secretariat shall promptly circulate Coalition Statements to the Membership. Where appropriate, Members should help ensure wide circulation of Coalition Statements.
- 12.7 Any Member may circulate a statement other than Coalition Statements via the Coalition email list for voluntary endorsement by Members, provided that such a statement relates directly to the work of the Coalition. The Member circulating such a statement shall set the terms and conditions for endorsement of the statement, and the statement shall not bear the name or logo of the Coalition.

13 Membership of the Coordination Committee

- 13.1 The Coordination Committee shall consist of twelve members serving two-year terms.
- 13.2 Six of the seats on the Coordination Committee shall be allocated to National Member Organisations on a regional basis with one seat each for (a) sub-Saharan Africa; (b) Middle East and North Africa; (c) East Asia, Central Asia and Pacific; (d) South Asia; (e) Europe; and (f) the Americas.
- 13.3 Two additional seats shall be allocated to National Member Organisations on a regional basis, to the two regions with the largest number of members in the Coalition, as determined on the date the election is announced.
- 13.4 If there are no candidates from a given region for a seat, then National Member Organisations from other regions or International Member Organisations may contest the seat for that region.
- 13.5 Two seats on the Coordination Committee shall be allocated to International Member Organisations.
- 13.6 One seat on the Coordination Committee shall be allocated to an Individual Affiliate Member.

- 13.7 The Coalition Secretariat shall have a single permanent seat on the Coordination Committee.
- 13.8 No more than three representatives with a full, formal affiliation with any one organisation (i.e. from among the main organisation and its local affiliates) may serve on the Coordination Committee at any one time. However, if a candidate from an affiliated organisation is the only candidate for a particular regional slot then this candidate will not be counted in the organisation's numbers on the Coordination Committee. If more than three affiliated organisations run for and win regional seats then the organisations should designate which three of them will serve on the committee or else the three with the largest total vote in their regional categories will be considered the winners. In the case of organisations affiliated to the Secretariat, then the organisations should designate the two that will serve on the committee or else the two with the largest vote in their regional categories will be considered the winners.
- 13.9 The Coordination Committee shall have a Chair, who shall be elected by its members from amongst themselves.

14 Election of the Coordination Committee

- 14.1 Elections will take place each year approximately one year after the previous elections.
- 14.2 Each International or National Member Organisation may vote for one candidate for each open seat on the Coordination Committee, except for the Individual Affiliate Member seat. Only Individual Affiliate Members may participate in the election of the candidate for the Individual Affiliate Member seat and they may only participate in the election for that seat.
- 14.3 The International and National Member Organisations and Individual Affiliate Members that are eligible to vote are those that are Members on the date an election is announced.
- 14.4 The Coordination Committee shall determine the exact date and time of elections in consultation with the Membership and shall inform the Membership of the date for nominations of candidates no later than 60 days prior to the election date.
- 14.5 The Secretariat shall circulate and publish online a nomination form for candidates no later than 60 days prior to the election date.
- 14.6 Candidates for election as members of the Coordination Committee may be self-nominated or nominated by other Members, with agreement of the nominated candidate. The nomination must –
 - a. Be made in writing; on a nomination form to be prepared and circulated by the Secretariat.
 - b. Be provided to the Secretariat no later than 45 days before the date fixed for the holding of the Coordination Committee elections.
 - c. If from a National or International Organisation Member,
 - i. include a 200-word organisation profile for circulation to Members; and
 - ii. include a 200 word personal profile of the person who will be representing the Member Organisation; and
 - iii. for National Organisation Members, indicate the regional seat for which they are nominating.
 - d. If from an Individual Affiliate Member, include a 200 word personal profile of the person.

- 14.7 The Secretariat shall promptly publish the profiles of all candidates on the UNCAC Coalition website, and provide a forum for individuals to pose questions and receive responses from candidates.
- 14.8 If no candidates are nominated for an allocated slot the Secretariat will notify this to the Membership within 5 days of the closing date for the first round of nominations and open up nominations for an additional ten day period.
- 14.9 Candidates will be elected for two-year terms, except that five of the Members elected in the inaugural election shall have one-year terms. The Coordination Committee members with one-year terms shall be those holding (1) one of the International Organisation seats, as determined by lot; (2) the two additional regional seats, identified by lot; and (3) two additional seats, as determined by lot.
- 14.10 An International or National Member Organisation or Individual Affiliate Member may only be elected to the Coordination Committee for two consecutive terms, after which they must wait at least one year before becoming candidates again for a position on the Coordination Committee.
- 14.11 A Coordination Committee Member's term ends when his/her elected successor is announced.
- 14.12 The Secretariat, on behalf of the Coordination Committee, shall prepare a ballot paper on an online voting programme, including all nominated candidates. The Secretariat shall email it to Member Organisations no later than 14 days prior to the election date, including relevant passwords and details of how to post their online votes. A separate ballot shall be prepared for the position reserved for Individual Affiliate Members.
- 14.13 The ballot paper shall list all candidates according to the seat on the Coordination Committee that they are applying for.
- 14.14 Members will have at least 5 working days in which to submit their votes.
- 14.15 Members can complete and submit their ballot paper online. For any given position, voting will be carried out via a preferential voting system (also called single transferrable voting), whereby voters rank candidates in order of their preference and if the voter's highest preference is knocked out, then their vote is transferred to their next highest preference and so on.
- 14.16 A seat will be awarded on the basis of most votes in favour of a candidate for that position after the single transferable votes have been counted to the end. In the event of a draw, a second election will be held under this Rule between the two (or more) parties involved to decide who will be awarded the position.
- 14.17 In an election where there are two seats to be filled for a particular region, the candidates with the largest and second largest number of votes will be awarded seats.
- 14.18 On the written request of five or more members, a second member of the Coordination Committee shall be granted access to the online voting system to checking the final results as far as technically feasible. This second member shall be nominated by the Coordination Committee, for
- 14.19 The Secretariat shall promptly report the results of the election to the Coordination Committee, which shall announce the results via email to the Members.

ELECTION SCHEDULE	
Requirement	Activity
60 days prior to election	Election date agreed Nomination form distributed by Secretariat to all Members
45 days prior to election	Nomination period closes Secretariat publishes candidate profiles online
40 days prior to election	If there are no candidates for any seats, the Secretariat opens a second nominations for that seat only
30 days prior to election	Second nomination period closes
14 days prior to election	Secretariat circulates voting passwords to all Members
Day 1 of election	Election opens
5 days after election opening	Election closes
Within 2 days after election closes	Coordination Committee informed of results
Within 3 days after election closes	Coalition informed of results

15 Responsibilities of the Coordination Committee

- 15.1 The responsibilities of the Coordination Committee include the following:
- a. Providing oversight of the work of the Secretariat.
 - b. Overseeing the development and implementation of the Coalition's strategy.
 - c. Promoting the activities and projects of the Coalition, and helping to identify funding opportunities.
 - d. Communicating positions of the Coalition to wider public audiences.
 - e. Agreeing on the location and content of membership meetings.
 - f. Approving new members.
 - g. Ensuring the prompt and effective issuance of Coalition statements.
 - h. Assisting the organisation of support for Coalition members, including assistance to members under attack due to their anti-corruption work.
- 15.2 Decisions of the Coordination Committee shall wherever possible be by consensus, provided that a member may call for a vote on any issue.
- 15.3 The members of the Coordination Committee shall serve without compensation.

16 Vacancies on the Coordination Committee

- 16.1 Should a position on the Coordination Committee become vacant, the second in votes for that seat in the previous elections shall fill the seat or if there is no second candidate then an election for that position shall be held in accordance with Rule 14.

- 16.2 Should the position become vacant 60 days or less ahead of a planned Coordination Committee election, the position shall remain vacant until that election

17 Coordination Committee Meetings

- 17.1 The Coordination Committee shall meet at least three times annually, with at least one of those Coordination Committee Meetings being in person, subject to availability of funding and attaining a quorum.
- 17.2 The Chair shall propose to the Coordination Committee the date, time, place and agenda of Coordination Committee Meetings no later than 30 days before the Meeting date if the meeting is virtual and 90 days if the meeting is in person.
- 17.3 The Secretariat shall record summary minutes of all Coordination Committee Meetings and shall provide them to Members no later than 14 days after the Meeting, including a list of persons present at the Meeting.
- 17.4 The Chair of the Coordination Committee shall preside as chairperson at each Coordination Committee Meeting, unless he/she is unable to do so in which case the Chair in consultation with the Coordination Committee shall select an alternative chairperson within its members.
- 17.5 For the purposes of in-person Coordination Committee Meetings, eight Members constitute a quorum.
- 17.6 Decisions shall as far as possible be made by consensus but any Member of the Coordination Committee may request a vote. In case of a vote, a majority vote shall normally carry the decision unless otherwise specified in Coordination Committee Rules of Procedure.

18 Secretariat

- 18.1 The Coalition Secretariat shall be hosted by Transparency International – Secretariat.
- 18.2 The Secretariat is accountable to the Coordination Committee and the Membership through reporting to them at their Meetings.
- 18.3 The responsibilities of the Secretariat include:
 - a. Coordinating the day-to-day activities of the Coalition and ensuring compliance with legal and accountability requirements.
 - b. Liaising with partners and stakeholders, including the UN Office on Drugs and Crime, on behalf of the Coalition.
 - c. Developing and disseminating both internal and external communication materials for the Coalition (such as the website, newsletter, brochures and statements).
 - d. Providing support to the Coordination Committee and Membership, including through the development of draft positions, statements and other documents.
 - e. Identifying and pursuing funding opportunities for the Coalition, in coordination with the Coordination Committee.
 - f. Organising the elections for the Coordination Committee.
 - g. Preparing rules of procedure for the Coordination Committee, Membership Meetings and elections, for adoption by the Membership.
 - h. Preparing an annual report on the activities of the Coalition and the Secretariat. This report should generally be prepared by 31 January for the preceding year.
 - i. Such other task to realise the Coalition's mission as may be agreed by the Coordination Committee and/or the Membership, subject to available funding.

19 Funding

- 19.1 Proposals to seek external funding for the Coalition shall be circulated to the Coordination Committee for approval and notified to the Coalition.
- 19.2 If funding is raised by the Secretariat on behalf of the Coalition, a Treasurer shall be elected from among the Members of the Coordination Committee.
- 19.3 The Treasurer shall establish processes to ensure the transparency and accountability of expenditure, which shall be put to the Coordination Committee for approval.
- 19.4 Coalition fundraising shall include efforts to obtain funding for the work of the Secretariat.
- 19.5 The allocation to Members of any Coalition funding shall be according to fair and transparent processes.

20 Official Approval

- 20.1 In order to be valid, all Official Documents of the Coalition must be signed by both the Chair of the Coordination Committee and by the member of the Coordination Committee from the Coalition Secretariat.
- 20.2 Official Documents includes any document which legally binds the Coalition to undertake a particular activity and/or relates to any financial agreement.

21 Amendment of the Rules

- 21.1 A proposal for an amendment to these Rules must be endorsed by at least 10 Members, including two Members of the Coordination Committee and must be consistent with the Constitutive Document. Upon receipt of such proposal, the Chair of the Coordination Committee shall initiate a discussion on the proposal and work towards reaching a consensus on the proposed amendments. If necessary, a vote will be held and an amendment will be adopted if supported by a majority of Members.

22 Dispute Resolution

- 22.1 This Rule applies to disputes with direct relevance to the parties' activities under these Rules between —
 - a. a Member and another Member; or
 - b. a Member and the Coalition
- 22.2 The parties to the dispute must meet and discuss the matter in dispute, and, if possible, resolve the dispute within 14 days after the dispute comes to the attention of all of the parties.
- 22.3 If the parties are unable to resolve the dispute, or if a party fails to participate in the dispute resolution, then the parties must, within 10 days, report the dispute to the Coordination Committee and request dispute resolution by a mediator.
- 22.4 The mediator shall be a person who is not a party to the dispute and who shall be nominated by the Coordination Committee and agreed by both parties.
- 22.5 A Member of the Coalition can be a mediator.
- 22.6 The mediator, in conducting the mediation, must—

- a. give the parties to the mediation process every opportunity to be heard; and
 - b. allow due consideration by all parties of any written statement submitted by any party; and
 - c. ensure that natural justice is accorded to the parties to the dispute throughout the mediation process.
- 22.7 The mediator must not decide the dispute, rather he/she shall facilitate an agreement between the parties.
- 22.8 The parties to the dispute must, in good faith, attempt to settle the dispute by mediation.

– END –

17 February 2011