Membership Review
Report to General Assembly 2015

April 2016
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Forward from the President

At our General Assembly in Washington in 2012 we decided that if the Inclusion International network is to keep driving the pace of change needed to achieve our vision of a world where people with intellectual disabilities and their families can equally participate and be valued in all aspects of community life we needed to grow our membership.

We have conducted a wide ranging review of how best to do this. This report summarises what we have been told by our existing and potential new members and describes the changes we will need to make to implement the policy of growing our membership.

Many people throughout the Inclusion International network have been involved in this work and I would like to thank everyone who has participated.

This report will be presented to the General Assembly in Florida in October 2016 where members will be able to vote on the changes outlined but we would like to hear from you before about any questions, comments concerns you have. These can be sent to info@inclusion-international.org

As a network we have achieved many things over the years but as we all know there is much more to do achieve our vision.

I hope you will join me in supporting the Membership Review so that our voice is even louder in demanding change for people with an intellectual disability across the world.

Klaus Lachwitz
President, Inclusion International
Introduction
In 2010 Inclusion International celebrated its 50th anniversary. Marking half a century of advocacy and collective action by family and self-advocacy organisations around the world. Together we have achieved significant change and real improvements in people’s lives. However, there are still significant barriers for families and self-advocates and new challenges to be faced by our movement. To be effective we need to expand and strengthen our network and provide a stronger, louder and united voice of self-advocates and their families globally.

Together as a movement we have made a real impact on people’s lives:

- The voice of self-advocates is a leading voice in the organisation
- More children with disabilities attend regular school
- Fewer people live in institutions
- Inclusion in the Convention on the Rights of Persons with Disabilities

But barriers remain, and we continue to fight for real change in every aspect of people’s lives. The right to make decisions, the right to have a job, the right to be fully included in school, and the right to choose where to live are just some of the important issues that still need to be tackled, and they need to be tackled together.

The way Inclusion International works with its members and others hasn’t really changed. Some of those we work with don’t pay any fees. Some do not share our goals. Others are doing great work but cannot join the Inclusion International network because of our membership rules.

The Membership Review began in full in June 2012. Richard Bennett, our consultant, interviewed 15 members of Council and others with a good knowledge of the membership.

In July, some of these people came together in a workshop to explore the views and perspectives of members and others. 8 people then undertook interviews with a wide range of organisations across the globe: members, organisations that wanted to be members, organisations that were members of regional bodies but not of Inclusion International, and others. A total of 48 interviews were completed. A Membership Review report was written based on these, and presented to the Council and General Assembly in October 2012. The General Assembly asked the Council to develop a Statement of Unity, a Membership Proposition, to grow the membership with these as a base, to
explore different fee structures, and to reach an agreement with each region on how these would be handled in a single movement.

Since then significant progress has been made on the membership review:

- The Statement of Unity has been agreed
- A number of potential new members have been identified
- The differences between how each region works has been acknowledged and steps have been taken to work with each other and the differing structures.

This update on the membership review will tackle the remaining issues:

- The different types of members
- How new members can become part of the network
- Voting rules for members
- The fees members pay to be part of the network

This document explains what we would like to change to achieve this.
Summary
At the General Assembly we would like the members to debate and vote on 6 areas Inclusion International would like to change.

Detailed information about all the changes are in this document, but in summary they are:

1. The Membership Review:
   a. The General Assembly agrees to accept the report on the Membership Review as a foundation for building a stronger network

2. Growing the membership:
   a. The General Assembly tells the Council to create a membership committee to review new member applications and make recommendations to Council.
   b. The Council approves/rejects new members based on the recommendations of the Membership Committee

3. Types of members
   a. The General Assembly agrees to creating the following categories of membership:
      • Full members (organisations run by family and self-advocates)
      • Affiliate members (other organisations who support the Statement of Unity)
      • Individual members (people who support the Statement of Unity)
b. The General Assembly tells the Council to make the changes to how Inclusion International is run to allow for these new categories

4. Voting

| a. The General Assembly chooses how they would like the voting rules to change for Inclusion International members to either a one vote per full member, one vote per country or a weighted voting model |
| b. The General Assembly tells the Council to make the changes to how we are run to make these changes happen |

5. Membership fees:

| a. The General Assembly approves the changes to the fee structure |
| b. The General Assembly tells the Council to make the changes to how we are run to make this happen |

6. Regions

The General Assembly tells the Council and Officers to make agreements with regions who have different governance structures so that the inclusion agenda can move forward
What our members said
We have been talking to our members for the last 3 years about how we can change our structure to make it better. They have said:

Working together nationally, regionally and internationally

Some members work better with their regions, and some work better at global level. Having one membership means that everyone can access the whole network, work together and share information about the things that matter to them. They can also come together with one voice to achieve change internationally.

We need to increase the number of members

Having more members will make us stronger and better able to make the changes we want in the world. Organisations that work for the same things as us should be able to join our movement.

Families and self-advocates must still lead the organisation but Inclusion International needs more members.

Members (current and future) will be asked to sign a Statement of Unity. They will agree to be a part of, and make contributions to the network.

To make our network bigger we would like to have:

- More than one member in each country
- More members who work locally or nationally in their country
- More members from different types of organisations/groups who work with people with intellectual disabilities and their families
- More individuals
- Other

Families and self-advocates are at the centre of what we do

Families and self-advocates will remain at the heart of Inclusion International. Bringing in more members is important, but the goals of the organisation must still be set by self-advocates and families. Our rules will ensure this happens.
The regions work differently

Any changes we make will need to work for ALL regions which means we may do some things differently region by region.

Statement of Unity

We want to introduce a Statement of Unity for all our members. The Statement of Unity will highlight our shared goals. It says that families and self-advocates are at the centre of Inclusion International, and it will explain to our members what Inclusion International does and what it means when they become a member.

Members gave positive feedback on the draft Statement below in 2014.

Statement of Unity

_We the members of Inclusion International_ are a movement of families and self-advocates. Our network is enhanced by mutual support, strengthened by professional expertise and informed by research. We are actively committed to and are working to achieve the following principles of Inclusion:

- **Inclusion** supports people with intellectual disabilities to have control over their lives and to make choices and decisions in their lives.
- **Inclusion** requires that people with intellectual disabilities be accepted as full and equal members of their family and community.
- **Inclusion** requires the removal of social, cultural, economic and political barriers that prevent people with intellectual disabilities from full and equal participation in all aspects of community life.
- **Inclusion** is about full and equal participation in using mainstream services and is NOT consistent with segregation or segregated facilities.
- **Inclusion** celebrates diversity and equality, as the key to building stronger and better communities.

As members we fully commit to the United Nations Convention on the Rights of Persons with Disabilities (CRPD) as the Human Rights Framework to guide our work and as benchmark of the progress we are making towards our vision of a world where people with an intellectual disability and their families can participate on an equal basis and be valued in all aspects of community life.
As a network we:

- Celebrate the fact that self-advocates and families contributed to the CRPD and that their voices are reflected in the Convention.
- Recognize that families play an important role in helping people with intellectual disabilities achieve inclusion in the community and realize their rights.
- Give support to help self-advocates and their families to make their own decisions and control their lives.
- Support organizations of families and self-advocates.
- Recognize that persons with intellectual disabilities have the right to appropriate supports and inclusion in the community which help them to make contributions to their communities.

As members we commit to support individuals by:

- Recognizing that being able to make their own decisions is a top priority for persons with intellectual disabilities and working on empowering them to reach their goals.
- Providing the appropriate, individualized, responsive support needed to exercise personal choice.
- Recognizing that inclusion is also a personal development process that starts internally within families and then spreads through the choices of people with disabilities.

As Members we commit to Support Families by:

- Providing families with knowledge about the human rights of people with intellectual disabilities.
- Advocating for policies that support and strengthen families in their role of supporting people with intellectual disabilities.
- Recognizing the need for families to work in solidarity and mutual support.
- Empowering family organizations to recognize and remove barriers that hinder full participation.

As members we commit to change our communities by removing and challenging the barriers to full inclusion by:

- Taking the appropriate proactive action within communities to drive lasting change.
• Making community services, structures and information available and accessible.
• Giving opportunities and support for people to learn and work in the community.
• Supporting and developing services that enable people with intellectual disabilities to participate and contribute to their communities.
• Ensuring equality in options and choices.
• Involving people with intellectual disabilities in defining standards in a way to enhance their quality of life without restrictions related to the “safety” perceived and defined by society.

As members we commit to end exclusion by:
• Ensuring and recognizing that every person has the right to choose how, where and with whom they live and to control their day to day life.
• Lobbying and campaigning at the governmental and non-governmental level to shift from an institutionalised approach to an inclusive and rights-based approach.
• Providing governments with the support (information, systems, models etc.) needed to plan and maintain inclusive facilities for people disabilities.
• Supporting and developing inclusive education.
• Supporting and developing employment opportunities in the regular labour market.

As members we recognise that the road to full inclusion has many challenges but that collective effort will enhance the rate of progress as opposed to working in isolation. We also recognise that countries and even parts of countries are at different places on the journey. We as members of the network commit to sharing best practice to enable others to learn from our experiences.
How to grow our members

To be able to grow as a network we would like to have more members.

We currently have members all over the world. Traditionally members have seen their relationship as being with the staff, Council and Secretariat of Inclusion International.

We want to change this so that members also have relationships with each other so they can work together to achieve inclusion.

The role of Inclusion International is to support our members’ activities, to enable them to work together and represent their voices on an international stage.

We will produce a document which explains what it means to be a member of Inclusion International. Most of the document will remain the same for all members, but there may be some slight changes to allow for language differences or local differences.

Types of members

We would like to introduce 3 categories of membership for Inclusion International – each category will have different voting rights.

<table>
<thead>
<tr>
<th>Type of members</th>
<th>Full members:</th>
<th>Affiliate members:</th>
<th>Individual members:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family based organisations/groups</td>
<td>Full voting rights</td>
<td>No voting rights</td>
<td>No voting rights</td>
</tr>
<tr>
<td>Self-advocacy organisations/groups</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

We will need to make some changes to our rules to support these categories.
Changes to how we vote

The current rules mean that every country has one vote on how the organisation is run. Increasing the numbers of members means that the voting rules will need to change. Currently members can vote:

- At the General Assembly
- For the election of the Officers
- On who represents them on the Council from their regions
- On changes to how the organisation is run

After talking with our members, the Council believes there are three ways we could change the voting rules:

1. One member = one vote
2. One country = one vote
3. Weighted voting (based on the size of the member)

Option 1: One member = one vote

Every member gets one vote at the General Assembly. If we were to have more than one member in each country this option gives everyone a say in the decisions.

The advantage of this option is that it treats every member equally. The disadvantage is that some countries or regions could have a lot of members
which means they could have a greater voice in how the organisation is run and there is no differentiation between small or large organisations.

Option 2: One country = one vote

This is how we work at the moment. If a country has more than one member the vote is shared between those members. For example, if a country has 4 members they each get ¼ of a vote.

The advantage of this option is that it encourages members to work together. The disadvantage is that members in countries where there are many members have a smaller say than those in countries with few members.

Option 2: Weighted voting

A weighted voting system would give large, medium and small organizations a different number of votes (corresponding to both the number of people who the organization represents and the fee category in which they fall). Large organizations would have 3 votes; medium organizations would have 2 votes and small organizations have 1 vote.

The advantage of weighted voting is that big organisations have more say in our decision making. The disadvantage is that this may make smaller organisations feel more excluded. It may also be complicated in countries where small organisations are currently represented by one national organization.

<table>
<thead>
<tr>
<th>Organisation size</th>
<th>Number of votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large organisations</td>
<td>3 votes</td>
</tr>
<tr>
<td>Medium organisations</td>
<td>2 votes</td>
</tr>
<tr>
<td>Small organisations</td>
<td>1 vote</td>
</tr>
</tbody>
</table>

We would ask new members to identify in their application to join whether they are a large, medium, or small organisation. The Membership Committee will work with Regional Representatives and existing members in the country to make sure the information is accurate. Information about how the Membership Committee works is at the end of this document.
Sometimes an existing member may have to right to block a new national member joining.

**Whichever option is chosen, only full members in good standing (i.e. those who sign the Statement of Unity and pay their fee) can vote**

**Membership fees**
Currently how fees are managed within Inclusion International make it difficult for the network to grow.

In 2012 when we spoke to current and future members they said that our fee structure must support our vision – to achieve inclusion for people with intellectual disabilities – and we should move away from how we do things today.

We want to make sure that the money our members pay supports how Inclusion International works in the future – lots of our members said:

- The current fee structure (based on the economy of the country) does not work
- The level of fees is too high, causing a barrier to growing our membership
- Where there is a strong region, for example Inclusion Europe, who charge their own membership fees this is confusing for members in their region
- Many existing members feel it costs too much to be a member (especially if they pay a regional and international membership fee)
- In each region we will have to do things differently as every region is different

We have not rushed into making any changes to fees and it is very important that any new fee structure works with all the other changes we would like to make. Even if we collect fees in a different way, we need to make sure that Inclusion International can keep the relationship with the member directly and that level of income will be the same or grow.

The Inclusion International staff team have a list of potential new members. We also recognise that as a benefit of being a member, that some of the
information we publish on our website for example should be only available to our paid members.

**New membership fees**

The members in Europe will make a proposal on how fees will be charged in **Europe** based on:

- A joined up call for fees administered by Inclusion Europe (subject to constitution changes) but still showing how much is paid to the region and how much is paid to the global network.
- Inclusion International and Europe will each maintain and support its membership network.
- Inclusion International and Inclusion Europe will work together to recruit new members, re-engage lapsed members and to manage the relationships with existing members.
- For a transition period of 5 years Inclusion Europe will keep its current membership categories and fee structure, while considering adaptations to the European fee structure.
- In order to maintain income levels during the transition period and to reach a sustainable situation, the payment of a reducing solidarity contribution is proposed, to be paid by current members to Inclusion International.
- The risk of non-payment of fees is shared, with each organisation bearing the risk associated with its non-payment of fees.

For members **not in Europe** the following is proposed

<table>
<thead>
<tr>
<th>Full new members (voting rights)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Large size organisations</td>
<td>$2,500</td>
</tr>
<tr>
<td>Medium size organisations</td>
<td>$1,250</td>
</tr>
<tr>
<td>Small size organisations</td>
<td>$100</td>
</tr>
</tbody>
</table>
### Affiliate members (no voting rights)

<table>
<thead>
<tr>
<th>Category</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large size organisations</td>
<td>$1,000</td>
</tr>
<tr>
<td>Medium size organisations</td>
<td>$500</td>
</tr>
<tr>
<td>Small size organisations</td>
<td>$50</td>
</tr>
</tbody>
</table>

### Individuals (all regions)

<table>
<thead>
<tr>
<th>Category</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals</td>
<td>$50</td>
</tr>
</tbody>
</table>

We will ask new members to choose which category they come under and the Membership Committee will check the information.

We would like to give all non-European members the chance to keep paying their current amount of money as a solidarity payment or to move to the new fees levels by the General Assembly 2020.

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**How the new fees will affect our finances**

We have looked at how the new fee structure will affect our finances. By the end 2020, we believe:

- If we start recruiting new members straight away, we could recruit 21 full new members.
- We could also recruit 25 new affiliate members
- We could also have 300 individual members by
- That no member would pay more than they pay today
- Some current members will want to pay at the current levels as a solidarity payment

At the end of this document in Appendix 2, you can see our prediction about new members in terms of money.

We are aware that there is risk with this new fee structure, but we think it is essential to retain some existing members and recruit new members.
How we are run
Governance means the rules about how Inclusion International is run. At the moment we do not need to make any formal changes to how we are run, but it is something we will look at in the future – possibly at the General Assembly in 2018. For your information the end of this document is a guide to how we are currently run.

Regions
One of the biggest challenges to the Inclusion International network is that all the regions are very different. The current situation in each region is as follows:

Inclusion Africa: is a registered non-governmental organisation (NGO) and receives support from Inclusion International, Open Society Institute East Africa and NFU (member in Norway). Unfortunately we had to cancel the World Congress that was to be held in Nairobi, but despite this setback there have been lots of activity in East Africa. We will continue to support Inclusion Africa develop in coming years.

Inclusion MENA: Has a constitution and has an elected Board which met in Tunisia in 2015. The Members of Inclusion MENA generally meet once a year at conference or Board meeting. The national members of Inclusion MENA are not currently all members of Inclusion International. There are small family and self-advocacy organizations in the region who would like to have membership in Inclusion International. Inclusion International has and continues to regularly support and participate in regional events and projects in MENA.
Inclusion Inter-Americana: The regional organization was registered in 1991 in Uruguay. In previous years, significant project funding from outside the region (secured by Inclusion International) supported an office and staff to work in the region. Since those funds have been reduced in recent years, the Board of IIA (last elected 10 years ago) has had less capacity to work at the regional level and is effectively inactive. In order support the many country level groups in the region who are active Inclusion International has and continues to support a range of sub-regional activities.

Inclusion Asia-Pacific: As the largest regional group of members in Inclusion International, there is no formal structure or elected body in Asia-Pacific. Because of the geographic size of the region and the complexity of languages and culture there has been no formal regional entity. There are large member organizations in India, Japan, Korea and New Zealand and emerging groups in China, Cambodia, the Pacific Islands and Australia. Inclusion International support regular national and regional events to bring members together and to share knowledge.

Inclusion Europe: Inclusion Europe is a registered non-profit organisation under Belgian law. It was founded in 1988. Inclusion Europe has members in most countries of Europe. It receives support from the European Union to advocate for the rights of people with intellectual disabilities and their families. Inclusion Europe has an office and staff located in Brussels. Inclusion International and Inclusion Europe work closely together across shared priority areas.
**Membership Committee**

Earlier in this document we have suggested creating a Membership Committee. We propose the Membership Committee works like this:

**Terms of reference for Membership committee**

**DRAFT**

**Purpose:** The Membership Committee’s mandate is to review applications for membership (Voting and non-voting) in Inclusion International. The Committee will meet monthly to review and approve non-voting member applications and will provide recommendations to Council for voting membership applications on a quarterly basis. Council will accept/reject voting membership applications on a quarterly basis. The Membership Committee will be guided in its judgements, criteria and precedents by Council.

**Composition/Term:** The Membership Committee will be appointed by the Council of Inclusion International and will be composed of 3 to 5 people from Council with a mix of regional representation. The membership committee be appointed for a two year term (for the period between General Assemblies).
Membership Application Process
Voting Members

Membership Committee will review membership applications for Voting Member Status on the following basis:

1) Review organizational application and confirm organization’s agreement to Inclusion International’s Statement of Unity
2) Consult with existing national member organizations (where relevant)
3) Seek regional association or regional leadership’s endorsement/approval of the application
4) Seek additional information or clarifications from applicant organization
5) Provide recommendation to Council for approval/rejection of membership on a quarterly basis
6) The Committee will provide a report to the General Assembly about its work bi-annually
7) Develop judgements, criteria and precedents, seeking Council guidance as appropriate

Membership Application Process
Non-Voting Members

Membership Committee will review membership applications on the following basis:

1) Review organizational and individual applications and confirm organization’s/individuals agreement to Inclusion International’s Statement of Unity
2) Consult with existing national member organizations (where relevant)
3) Approve or Reject non-voting members on a quarterly basis.
4) Develop judgements, criteria and precedents, seeking Council guidance as appropriate
Membership Proposition: what we would like to tell our new members

About Inclusion International

Inclusion International is a global network of people and organisations working for the inclusion of people with intellectual disabilities and their families. Our network is led by self-advocates and family members in a democratically elected structure.

Our vision is of a world where people with intellectual disabilities and their families can equally participate and be valued in all aspects of community life.

Since our formation in 1960, we have been part of a powerful international voice that is essential in pushing for inclusion. Whilst we have negotiated on the United National Convention on the Rights of Persons with Disabilities, we have also worked hard to set the domestic agenda in the countries we are represented in.

Members can participate in our global voice by:

- Representing the Inclusion International network and sharing their views on the international advocacy stage
- Influencing the world agenda to recognise people with intellectual disabilities and their families
- Influencing international organisations such as; the World Health Organisation, UNICEF, and United Nations Development Programme.
- Accessing information about what the UN agencies are doing
- Taking part in policy discussions and advocacy workshops at regional forums
- Standing for office and voting in Inclusion International’s election for Council/Officers
- Shaping Inclusion International’s vision and strategy and policies and advocacy activities.
- Gaining an understanding of what is happening globally
- Having an international profile and the opportunity to represent Inclusion International on the global stage

The Inclusion network supports its members work at a community and country level by:
• Having access to the networks’ expertise
• Sharing information, policy updates and getting support for member’s advocacy
• Providing financial support to attend events (depending on policy and financial restrictions at the time)
• Receiving Inclusion International’s publications and newsletters; and also having the chance to develop the content and be featured in them
• Learning about Inclusion International’s campaigns and projects
• Receiving information about intellectual disability and international developments
• Being invited to take part in events, working groups or projects
• Receiving technical support
• Receiving publications in the most commonly spoken languages
• Accessing funding opportunities by taking part in projects
• Enhancing the member’s own domestic profile
• Getting help to develop policy
• Improving knowledge and understanding about rights

Members can access the global knowledge network by:

• Taking part in Inclusion International’s activities including, training, strategy meetings and workshops
• Taking part and being actively involved in the World Congress and Regional Forums
• Opportunities to work with other networks
• Building international networks on specific key areas (education, legal capacity, health, violence, and self-advocacy etc.)
• Making friends across the world by sharing experiences
• Sharing good practice

Members contribute to the network by:

• Understanding the realities for self-advocates and families
• Supporting self-advocacy
• Sharing knowledge and information
• Contributing staff resources
• Providing access to other networks
• Representing their regional, national and local members views
• Providing connections to important stakeholders i.e. politicians and NGOs
• Providing influence at a national level
• Sharing success stories and best practice
• Sharing practical experiences and information
• Being experts and sharing different national perspectives
• Being supportive and encouraging to each other
• Being leaders in making change
• Spreading the inclusion message
• Identifying funding opportunities
• Paying their membership fees
Appendix 1: How we are run currently (Governance)

* Bold areas show where decision are made

<table>
<thead>
<tr>
<th>Activity</th>
<th>General Assembly</th>
<th>Council</th>
<th>Officers</th>
<th>Regions (where they exist)</th>
<th>Exec Director/Secretariat</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approve new members</td>
<td>Ratify</td>
<td>Approve and Recommend to GA</td>
<td>Monitor and support</td>
<td>Receive applications, vet applications, and consult with other members in the region, silent on what happens if no regions.</td>
<td>Monitor and support</td>
</tr>
<tr>
<td>Terminate Membership</td>
<td>Hear appeals on detrimental activity</td>
<td>Review financial hardship cases Vote on detrimental activity.</td>
<td>Monitor and support</td>
<td>For cases of detrimental activity recommend to Council terminating membership, silent on what happens if no region</td>
<td>Monitor and support</td>
</tr>
<tr>
<td>Elect Officers</td>
<td>Elect</td>
<td>Review, vet via nominations committee and recommend to GA</td>
<td>Monitor and support</td>
<td>N/A</td>
<td>Monitor and support</td>
</tr>
<tr>
<td>Co-opt Officers</td>
<td></td>
<td>Ratify Co-options which run to the next GA</td>
<td>Power to co-opt up to 2 Officers</td>
<td>N/A</td>
<td>Support process</td>
</tr>
<tr>
<td>Activity</td>
<td>General Assembly</td>
<td>Council</td>
<td>Officers</td>
<td>Regions (where they exist)</td>
<td>Exec Director/ Secretariat</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>------------------</td>
<td>-------------------------------------------------------------------------</td>
<td>-------------------------------</td>
<td>--------------------------------------------------------------------------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>Elect Council</td>
<td>Elect</td>
<td>Review, vet via nominations committee and recommend to GA</td>
<td>Monitor and support</td>
<td>Hold Elections for vacancies on the Council for a regional Rep for the relevant region, where regions do not exist Secretariat will hold elections</td>
<td>Monitor and support</td>
</tr>
<tr>
<td>Approve constitutional changes</td>
<td>Set principles</td>
<td><strong>Formally approve as Company Act Members</strong></td>
<td>Monitor and propose</td>
<td>Consulted and provide the forums for debate</td>
<td>Support</td>
</tr>
<tr>
<td>Membership structure and criteria</td>
<td>Set principles</td>
<td><strong>Formally approve as Company Act Members</strong></td>
<td>Monitor and propose</td>
<td>Consulted and provide the forums for debate</td>
<td>Support</td>
</tr>
<tr>
<td>Members fees</td>
<td>Approval</td>
<td>Review and recommend to GA</td>
<td>Monitor and support</td>
<td>At present not involved but will be in the future if changes are approved</td>
<td>Monitor and support</td>
</tr>
<tr>
<td>Set Strategy</td>
<td><strong>Final approval on behalf of the wider membership</strong></td>
<td>Reviews and Proposes to Membership at a GA</td>
<td>Reviews and proposes to Council</td>
<td>Consulted and provide the forums for debate</td>
<td>Draft in consultation with key stakeholders.</td>
</tr>
<tr>
<td>Policy Positions on key issues</td>
<td><strong>Final approval on behalf of the</strong></td>
<td>Reviews and Proposes to Membership at a GA</td>
<td>Reviews and proposes to Council</td>
<td>Consulted and provide the forums for debate</td>
<td>Draft in consultation with key stakeholders.</td>
</tr>
<tr>
<td>Activity</td>
<td>General Assembly</td>
<td>Council</td>
<td>Officers</td>
<td>Regions (where they exist)</td>
<td>Exec Director/Secretariat</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-----------------------------------------------------------------------------------</td>
<td>----------------------------------------------</td>
<td>--------------------------------------------------------------</td>
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<td>--------------------------------------------------</td>
</tr>
<tr>
<td>wider membership</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work programme</td>
<td>Are informed and consulted in the development of the work programme</td>
<td>Agrees and Monitors</td>
<td>Scrutinises and monitors on a regular basis.</td>
<td>Consulted where activity has impact on the region</td>
<td>Proposes based on strategy &amp; funding available and is responsible for delivery</td>
</tr>
<tr>
<td>Annual budgets</td>
<td></td>
<td>Notes budget</td>
<td>Approve as Directors and Trustees &amp; periodically review</td>
<td>Consulted on any regional aspects</td>
<td>Develop and execute</td>
</tr>
<tr>
<td>Statutory accounts</td>
<td></td>
<td>Accepts accounts at AGM</td>
<td>Approve as Directors and Trustees.</td>
<td>N/A</td>
<td>Support production.</td>
</tr>
<tr>
<td>Venue for World Congress</td>
<td></td>
<td>Monitor invitations to host and agree on a venue</td>
<td>Agree Memo of Understanding with Host</td>
<td>Consulted if appropriate</td>
<td></td>
</tr>
<tr>
<td>Appointment of Executive Director</td>
<td>Support Officers in appointment &amp; appraisal processes</td>
<td>Approve plans and input to appointments</td>
<td></td>
<td>Consulted where role has impact on the region</td>
<td>Proposes staffing structure based on</td>
</tr>
<tr>
<td>Appointment of staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity</td>
<td>General Assembly</td>
<td>Council</td>
<td>Officers</td>
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<td>Exec Director/Secretariat</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>------------------</td>
<td>-------------------------------------------------------------------------</td>
<td>-----------------------------------------------</td>
<td>----------------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>To hold Officers to account for managing the risks in the organisation</td>
<td><strong>Ultimately responsible as Directors and Trustees</strong></td>
<td>N/A</td>
<td>agreed strategy and funding available and is responsible for appointing staff in conjunction with the Officers</td>
</tr>
<tr>
<td>Risk Mitigation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Support Officers in maintaining</td>
</tr>
<tr>
<td>Finance policies</td>
<td></td>
<td></td>
<td><strong>Develop (Treasurer) &amp; Approval</strong></td>
<td>N/A</td>
<td>Develop</td>
</tr>
<tr>
<td>HR policies</td>
<td></td>
<td></td>
<td><strong>Approval</strong></td>
<td>N/A</td>
<td>Develop</td>
</tr>
<tr>
<td>Compliance with English law.</td>
<td></td>
<td></td>
<td><strong>Ultimately responsible as Directors and Trustees</strong></td>
<td>N/A</td>
<td>Support</td>
</tr>
</tbody>
</table>
## Appendix 2- Forecast of financial impact of new fees

**Membership fees** (dollars at 2016 rate)

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe existing (full &amp; affiliate)</td>
<td>88,639</td>
<td>21</td>
<td>80,000</td>
<td>73,000</td>
<td>66,000</td>
<td>60,000</td>
</tr>
<tr>
<td>Non-Europe (existing full &amp; affiliate)</td>
<td>71,009</td>
<td>22</td>
<td>65,664</td>
<td>62,691</td>
<td>58,822</td>
<td>57,844</td>
</tr>
<tr>
<td>New full members</td>
<td>21</td>
<td>7,700</td>
<td>15,400</td>
<td>23,100</td>
<td>26,950</td>
<td></td>
</tr>
<tr>
<td>New affiliate members</td>
<td>25</td>
<td>3,000</td>
<td>6,000</td>
<td>9,000</td>
<td>12,500</td>
<td></td>
</tr>
<tr>
<td>Individual members</td>
<td>300</td>
<td>5,000</td>
<td>7,500</td>
<td>11,250</td>
<td>15,000</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>159,648</td>
<td>161,364</td>
<td>164,591</td>
<td>168,172</td>
<td>172,294</td>
<td></td>
</tr>
</tbody>
</table>

**Split income**

| From existing members | 100% | 90% | 82% | 74% | 68% |

**Assumes solidarity payment from a number of existing members**

**New members recruited by year**

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>Affiliate</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Individual</td>
<td>50</td>
<td>100</td>
<td>75</td>
<td>75</td>
</tr>
</tbody>
</table>