



Constitution of the International Disability and Development Consortium

Revised April 2010

Contents

1. Values Beliefs and Principles	p2
1.1. Purpose and Objectives	
1.2. Values and Beliefs	
1.3. Operating Principles	
2. Roles and Responsibilities	p5
2.1. Introduction	
2.2. The General Assembly	
2.3. The Board	
2.4. Staff and Consultants	
2.5. Task Groups and Working Groups	
3. Membership and Partnership	p11
3.1. Members	
3.2. Full Membership	
3.3. Associate Membership	
3.4. Membership Termination and Exclusion	
3.5. Partners and Collaboration	
4. Finance and Fundraising	p15
4.1. Legal Statutes	
4.2. Fundraising	
4.3. Financial Policies and Procedures	
4.4. Expenses and Reserves	
5. Communication	p18
5.1. Introduction	
5.2. Inclusive Communication	
5.3. Internal	
5.4. External	
Annex: Dissolution of IDDC (from legal statutes)	p21

1. Values, Beliefs and Principles

1.1. IDDC's Purpose and Objectives:

Article 4.¹

The object of the association is to promote inclusive development internationally, with a special focus on promoting the full and effective enjoyment of human rights by all disabled people living in economically poor communities in lower and middle-income countries. Inclusive development means respecting the full human rights of every person, acknowledging diversity, eradicating poverty and ensuring that all people are fully included and can actively participate in development processes and activities, regardless of their age, gender, disability, state of health, ethnic origin or any other characteristic.

The objectives of IDDC are:

- To promote the inclusion of the disability dimension, as well as appropriate disability-specific approaches, in all development policy and practice.
- To improve the practice of the member organisations by collaborating and sharing experience about policy and practice.
- To support the exchange of information and knowledge about inclusive development, especially between people and organisations in economically poorer countries, by the wide distribution of information.

1.2. Values and Beliefs

The Values and Beliefs of IDDC on Human Rights, Inclusion and Diversity, Sustainable Development and Social Justice, Partnership, Participation and Collaboration, are in accordance with and reflected in the UN Convention on the Rights of Persons with Disabilities. IDDC is committed to engage in the full realisation of the provisions of this UN Convention.

Human rights for all. We believe

- a) in the full range of human rights and the respect for the dignity of all human beings
- b) that the rights of disabled people are frequently violated
- c) that the right to survival, development, food, clothing, water and shelter are all fundamental and that to respect these rights, poverty and discrimination need to be eliminated
- d) that disabled people and other marginalised groups have the right to participate in, and have power to make decisions relating to all matters that affect their lives

1.2.1. Inclusion and diversity. We believe

- a) in inclusion as a process and a goal
- b) that diversity is a richness from which we all benefit that needs to be nurtured and respected
- c) in fully accessible environments and processes
- d) in accordance with the UN Convention on the Rights of Persons with Disabilities, that disability is an evolving concept and that disability results from the interaction between persons with impairments and attitudinal and environmental barriers that hinders their full and effective participation in society on an equal basis with others

The text in the boxes is quoted from the Articles of Association in order to link it with the Constitution.

1.2.2. Sustainable development and social justice. We believe

- a) that development is defined by its respect for, protection of, and promotion of, all human rights
- b) that poverty alleviation and inclusion are necessary to promote sustainable development
- c) that development must strive to promote equity, justice and respect for diverse cultures and peoples
- d) that IDDC should strive to be a model of inclusion, transparency, social justice and respect for full human rights
- e) that resources need to be utilised creatively, and efficiently

1.2.3 Partnership, participation and collaboration. We believe

- a) effective and efficient partnership is essential to the achievement of inclusive development
- b) in working in partnership with disabled people, DPOs and networks
- c) in working with families, communities, and organisations to promote respect for the human rights of disabled persons
- d) in transparent, flexible, and respectful collaboration
- e) disabled girls and boys have an equal right to participation and have an important role as actors in the development of their communities.

1.3. Operating Principles

1.3.1. In all our development activities we will apply the above values and beliefs as follows:

- a) Promote the full realisation of disabled people's human rights and respect for the inherent dignity of all disabled people
- b) Challenge and overcome disablism² in our own agencies and in wider society
- c) Work to remove attitudinal, institutional and environmental barriers to the participation of disabled people and other marginalised groups in our own agencies and in wider society
- d) Work in partnership with disabled people, DPOS and networks, and work with families and local communities to promote respect for the human rights of disabled people.
- e) Work to ensure all our research, projects, evaluations and other operations are implemented within a human rights framework
- f) Create facilitating environments for the empowerment of disabled people and other marginalised groups
- g) Support and promote the full participation of disabled people in our own organisations and wider society.
- h) Acknowledge and respond to diversity in communities and within the disability community (gender, age, ethnicity, impairment, HIV/ status, and others)
- i) Actively share and learn from and with other agencies, and promote wide dissemination of learning to all stakeholders

1.3.2. In relation to our internal processes, structures and communications we will:

- a) Strive to be inclusive and transparent
- b) Promote the equal say of all members, actively seeking the contribution of those at risk of being marginalised
- c) Encourage diversity and show respect for differences of opinion and belief
- d) Work towards consensus
- e) Continue to create ownership and maximum participation
- f) Share power and responsibility between members
- g) Use accessible environments, language, materials and processes

² Disablism, *n.*: "discriminatory, oppressive or abusive behaviour arising from the belief that disabled people are inferior to others". <http://www.timeogetequal.org.uk/disablism/index.shtml>
<http://www.demos.co.uk/catalogue/disablism/>

23/06/2010

- h) Prioritise our tasks and utilise resources as efficiently as possible
- i) Encourage a critically aware and flexible environment, open to change and development
- j) Promote a spirit of trust and equity, and address any conflicts through peaceful mediation

2. Roles and Responsibilities

2.1. Introduction

All IDDC members are encouraged to participate as actively as possible in all activities, working towards the aim of truly inclusive development. In order to support the members and to ensure that the aims and objectives of the organisation are fulfilled, IDDC has given itself a structure which is composed of three different entities.

These are the General Assembly, the Board³ and the management.

2.2. The General Assembly (articles 11-17)

2.2.1. Importance of General Assembly. The General Assembly (GA) is a core activity central to IDDC and every effort will be made to ensure maximum attendance by members. The GA should strive to reflect fully IDDC's values, beliefs and operating principles as set out in Part I.

2.2.2. Composition and voting rights and procedures

Article 11.

The General Assembly is composed of the Full members.

Associate members may attend the General Assembly by invitation from the Board of Directors and will have an advisory role.

Each Full member has one vote.

Article 15.

Each member can be represented by an individual appointed by their own organisation.

Members can authorise other members to exercise their vote. No member may represent more than two other members.

Article 16.

Voting is public.

Without prejudice to Article 27 of the Articles of Association, the General Assembly can only deliberate in a legally valid manner if at least three fifths of the Full members are present or represented.

Resolutions are adopted by a three-quarters majority of the votes present or represented.

2.2.3. What the GA is authorised to do

Article 13.

The General Assembly is authorised to:

- a) amend the Articles of Association, which requires an absolute majority of all the full members;
- b) elect and discharge Directors; these are eligible for re-election; they can be removed from office by a three-quarter majority of the General Assembly;
- c) grant discharge to the Directors;
- d) approve annual budgets and accounts;
- e) approve and exclude members;
- f) dissolve the association voluntarily;
- g) draw up and amend Standing Orders.

All other powers are vested in the Board of Directors.

In the election process of Board members, the GA will ensure a rotation of Board members to ensure continuity.

³ Throughout the text the Board refers to the Board of Directors.

The GA appoints the auditor, upon recommendation of the Treasurer (see also Finance section 4.3.3)

2.2.4. Hosting and Facilitating the GA

Article 14.

The General Assembly meets at least once a year, no later than 30th June, in a country where an IDDC member is resident. It is convened by the Board of Directors.

The General Assembly is chaired by the Chair of the Board of Directors.

Notice of the General Assembly, accompanied by the agenda, is given to all members by the Chair at least one month in advance by electronic mail, fax or letter.

An Extraordinary General Assembly may be convened at the instigation of the absolute majority of the Board of Directors or 1/5 (one fifth) of the Full members.

Notice, accompanied by the agenda, is given to all members at least one month in advance by electronic mail, fax or letter.

Requests by the Full members to convene an Extraordinary General Assembly are only permitted if they are sent to the Chair together with a written document which clearly and concretely states the purpose of the Extraordinary General Assembly.

- a. The GA is hosted on a rotating basis by member agencies.
- b. Chairing, co-chairing, minute-taking and facilitating of sessions within the GA is generally shared between participants.
- c. Chairs can be proposed in advance of the GA by the Board, in order to involve the Chair in the preparation process. The Chair has to be approved by the members at the beginning of the GA.

2.2.5. Records of the GA

Article 17. Resolutions adopted by the General Assembly are recorded, signed by the Chair (referred to hereinafter as the: Chair) and the Secretary of the Board of Directors, and entered in the association's register of records. The register is kept at the association's registered office and is open to all members for inspection.

Third parties may ask to be informed about the resolutions adopted by the General Assembly. Their written request, giving reasons, should be sent to the Board, which is solely authorised to deal with the request.

The Chair will also send an excerpt of the minutes to third parties who have a direct interest in any resolution which has been adopted by the General Assembly.

2.3. The Board of Directors

2.3.1. Role and Composition

Article 18.

The Board of Directors is authorised to decide on all matters of an administrative nature, with the exception of matters which fall under the authority of the General Assembly.

The Board of Directors is composed of at least 5 (five) and no more than 9 (nine) members, including the Chair, who are nominated and appointed by the General Assembly.

In exceptional cases, when five members cannot be appointed, the Board may operate with fewer than five members for a period of no more than one year.

The members are elected for a term of 2 (two) years and are eligible for re-election.

If there are not enough members to form a Board of Directors, a period of 1 (one) year is allowed to attract enough members.

The Board should reflect the diversity of IDDC and the different competencies of the IDDC member associations.

There should be a balance in terms of organisations of disabled persons, organisations representing Disabled Peoples Organisations (DPOs), Non Governmental Organisations (NGOs), geographical distribution, size of organisation and any other diversity issue that is of importance to the GA.

2.3.2. The Board as a committee

The Board as a committee is the main decision making body in between the GAs, and has the responsibility to:

- a. Promote the growth and development of IDDC
- b. Oversee and monitor the implementation of the strategy and activities agreed at the GA
- c. Oversee and monitor the budget implementation
- d. Ensures IDDC's Constitution is complied with.
- e. Support and liaise with management staff and consultants.
- f. Take decisions on activities and budget, subject to any decisions made by the GA
- g. Approve the presentation of IDDC projects, publications and policy statements, in case the GA or the Board of Directors have not authorised a Task Group or a Group of Members to do so.
- h. Ensure good communication with Task Groups, and receive regular updates from task groups
- i. Participate in the preparation of the GA
- j. Oversee Human Resource Management

2.3.3. Elections, Resignation and Expulsion of Board Members (see also 2.2.3.)

Article 19.

The General Assembly elects a Chair, a Secretary, a Treasurer and one or more Vice-Chairs. Their duties are determined by the General Assembly, as are the duties of the Board of Directors.

Article 22.

On the proposal of the other Board members, members of the Board can be removed if they fail to fulfil their responsibilities.

IDDC members are organisations.

The members may propose candidates for the Board, who will then be eligible for election by the General Assembly. If a Board member is not able to continue his or her task, the member organisation he or she represents may nominate a successor, who has to be elected /approved by the General Assembly.

In case the individual has to step down during his or her term, the successor, nominated by the member does not automatically take the post of his/her predecessor.

2.3.4. Frequency of meeting and Procedures

Article 20.

The Board of Directors will meet at least twice every year, and at least once a year in person.

Article 21.

The members of the Board of Directors can be represented by an individual appointed by their own organisation. Members can authorise other members to exercise their vote, with the proviso that no member may represent more than two other members. The quorum for Board of Directors' meetings is three fifths.

Resolutions are passed by a three-quarters majority of the members present (or duly represented). Meetings are convened by the Chair of the Board. Notice of the meeting, accompanied by the agenda, is given to all members of the Board by the Chair at least one month in advance by electronic mail, fax or letter.

Board members are responsible for fulfilling the following positions and respective functions.

The GA elects the Board Members with designated post.

2.3.5. Chairperson of the Board

The Chairperson

- a. Can be elected for a maximum of two consecutive terms
- b. Convenes the GA in accordance with the Articles of Association
- c. Prepares Board meetings and GA in cooperation with Secretary, other Board members and Management
- d. Chairs the Board meetings and oversees agenda, in cooperation with Secretary, other Board members and Management
- e. Ensures professional facilitating of GA meetings
- f. Signs agreements/contracts on behalf of IDDC, together with one other officer.

2.3.6. Vice Chairperson

- a. In the absence of the Chairperson, the Vice Chairperson signs agreements/contracts on behalf of IDDC, together with one other officer.
- b. Supports Chairperson in all his or her duties.
- c. If the GA elects more than one Vice Chairperson, the roles and the allocation of responsibilities have to be decided upon by the Board.

2.3.7. Treasurer

- a. The Treasurer gives a financial report at every Board meeting.
- b. The Treasurer is responsible for submitting a financial report on an annual basis to the Board and has to present it to the GA (latest one month before) for approval and discharge of the Board. In addition, the Treasurer:
 - i. Maintains regular communication with the management staff regarding the management of the accounts
 - ii. Reviews and supports budget developments of new proposals
 - iii. Supervises financial implementation of proposals.
 - iv. Supervises payments, and authorises payments according to GA specification

2.3.8. Secretary

- a. Is aware of and monitors the legal obligations of IDDC as an international association and is responsible for submitting proper documentation in a timely manner to the Belgian authorities
- b. Is responsible for ensuring that all legal obligations in relation to Human Resource Management are fulfilled.
- c. Together with the Chair, prepares Board meetings and GA, overseas agenda and signs off minutes.

2.3.9. Signing Official IDDC Documents and Legal Role

Article 24.

Except in the case of specific powers of attorney, all documents binding the association must be signed by two members of the Board of Directors, who are appointed by the General Assembly and who do not need to supply proof of their powers with regard to the matter in question to third parties.

The Board of Directors represents the association as plaintiff or defendant in legal actions, as the case may be, and is represented in such actions by two members of the Board of Directors or the Chair or a person appointed for this purpose by the Board.

The deeds concerning the appointment, removal and resignation of the persons authorised to represent the international not-for-profit association, drawn up in accordance with the law, will be published in the Appendices to the Belgian Official Journal at the expense of the association.

2.4. Staff and consultants

2.4.1. Recruitment and Function

Paid management staff and Consultants will be recruited by the Board and maintained as required to assist IDDC to achieve its objectives. Management staff to support core activities of IDDC will generally be more integral to IDDC and will potentially be long-term to promote continuity. Other staff and consultants may be recruited to fulfil very specific or short term tasks.

2.4.2. Secretariat responsibilities:

The Secretariat has the role of supporting the Board and of facilitating the running of IDDC day to day business such as:

- a. Financial management
- b. Support Board and Task groups
- c. Coordination of activities and projects
- d. Encourage and facilitate participation of members
- e. Mailing lists, data bases and website
- f. Archive
- g. Communication
- h. IDDC documents and records, including recording any decisions taken by the GA and entering them in the IDDC Register of Records

Detailed positions, job descriptions and extent of responsibility to be decided upon by the Board, in accordance with the annual budget and work plan, as approved by the GA.

2.4.3. Criteria for Secretariat employment

- a. Paid management staff should not be a substitute for, or cause a reduction in participation or activity by members, but rather should support, facilitate and encourage increased participation.
- b. Good employment practice should be researched and adhered to, in relation to equal opportunities, non-discrimination, health and safety, legal and contractual obligations.
- c. Staff and Consultants involved in core activities should demonstrate clear commitment to IDDC values, beliefs and principles.

2.5. IDDC Task Groups and Working Groups

2.5.1. Task Groups

Task Groups (TGs) are a core component in implementing IDDC's objectives.

- a. Task Groups are composed of members who volunteer to work together to carry out tasks related to a particular theme or project, prioritised within IDDC's overall strategy
- b. Members may nominate a representative of their choice for a Task Group. This person does not need to be the same person representing IDDC at the GA or other meetings. A Task Group requires a person with particular expertise and/or field experience.
- c. Organisations or persons that want to be permanently present and active in a TG need to be a member of IDDC. Non members can attend individual TG meetings as guests, upon invitation of the TG.
- d. Any member may propose the formation of a new Task Group. For this, the presentation of a concept paper/Terms of Reference (ToR) to the GA is necessary. The formation of a Task Group can be provisionally approved by the Board.
- e. Task Groups may communicate via email and phone conference primarily, but should meet at least once a year in person in order to ensure their work is more effective.
- f. Task Groups are required to prepare an annual report and an action plan for the GA, that should be submitted to the members at least one month in advance.
- g. The Task Groups' budgets are subject to GA approval, including the possibility of budgeting the attendance of the Task Group leader at the GA, if needed.
- h. Task Groups may work as a representative group working on a topic that is important to all IDDC members. Task Groups may also be formed to represent a topic that is very important to some members.

2.5.2. Task Group Coordinators

Task Groups should be coordinated on a rotating basis

Task Group Coordinators

- a. Are appointed by the Task Group members and should be supported by a Co-Coordinator, who is also appointed by the Task Group members. The positions of the coordinator and co-coordinator should be re-considered every two years. Re-appointment is possible.
- b. Take the lead in communicating with Task Group members, and act as focal point for Task Group communications
- c. Facilitate the development of the Task Group work plan
- d. Liaise with the Management/Secretariat about the execution of the work plan, and linkages with other TGs and areas of IDDC work
- e. Report to the GA
- f. Speak on behalf of members of the Task Group
- g. Can represent IDDC in the frame of the agreed upon ToRs of the TG
- h. Seek authorisation from the IDDC Board for policy statements and other documentation before dissemination in the name of IDDC
- i. Should be committed to attend the GA

2.5.3. Working Groups

These are usually temporary groupings that are formed with the approval of the GA or Board for the fulfilment of particular time-limited or organisational development activities.

3. Membership and Partnership

3.1. Membership

3.1.1. Criteria for all Members (Full and Associate)

Article 5.

The association is composed of Full members and Associate members.

Members should be

- a. Committed to IDDC values, beliefs and principles
- b. Strongly committed to the Social Model, Human Rights and Inclusion, as well as to collaborate with disabled people, DPOs, networks and all other stakeholders promoting a rights based approach to development
- c. Practically working to promote Inclusive Development

Organisations should be

- a. Rooted in civil society
- b. Working internationally
- c. Non-profit making in aim.
- d. Independent to pursue their own development objectives.
- e. Publicly accountable and transparent

3.1.2. Categories of Membership

The two categories of membership also each have their own criteria. The two categories are:

1. Full members
2. Associate members

3.2. Full Members

3.2.1. Criteria for Full Membership

Article 6.

Full members are non-governmental organisations according to national law who are involved in and committed to inclusive development, and who are committed to a human-rights approach.

Additional criteria for Full membership are

- a. Being registered as a legal entity
- b. Structured with a Board which is representative of the organisation's constituency and independent in its actions.
- c. Having a proven record of working with or in more than one country with a focus on the South
- d. Ability to fund or obtain funding for own attendance at the GA
- e. Agreement to pay the membership fee
- f. Willingness and ability to host meetings

Full members should be committed to

- a. Attending GA
- b. Participating in Task Groups, working groups and attending the respective meetings
- c. Carrying out tasks between meetings
- d. Sharing experience and information
- e. Contribute to IDDC's annual budget
- f. Collaboration and partnership and listening and accepting agencies with different backgrounds and perspectives
- g. Contributing resources to support IDDC activities (through either funding, personnel, expertise and information)
- h. Engage in international networking

3.2.2. Procedure for Full Membership

Article 12.

Applications for membership must be submitted to the Board of Directors in writing. The General Assembly decides on the admission of new members.

- a. Decisions on Full membership applications are finally decided once a year at the IDDC GA (Article 12). Applications should be submitted to the Board at least 3 months in advance of the GA to guarantee consideration
- b. The application letter to the Board should contain:
 - i. Reasons for the application, stating how the NGO perceives it can contribute to and benefit from IDDC
 - ii. Evidence of ability to meet the membership criteria
 - iii. Documents that provide evidence of legal status and the ethos of the organisation, e.g. Legal Statutes and Annual Report, financial accounts.
- c. The Board of IDDC will decide whether the application meets the criteria and if it does, will circulate the application to IDDC members for comments and questions. If the Board decides that the application does not meet the criteria, the applicant may submit their application to the GA.
- d. A period of not more than two months for mutual discussion between the prospective NGO and IDDC members will then take place
- e. IDDC members will consider the contribution of the NGO to the overall balance of membership within IDDC and the potential benefit to IDDC as a whole. Criteria could include geographical location, focus or speciality of the NGO, type of NGO (e.g. service-provider, DPO, mainstream development)
- f. At the end of this period, if there is no opposition from IDDC members, the prospective member will be invited to the next General Assembly of IDDC to enable a final decision to be made. Participation in the GA will enable all parties to get to know each other and to make a final decision
- g. The GA will take a vote on the membership of the NGO when they are not present. They will then be informed of the result and if rejected, given reasons.

3.3. Associate Members

3.3.1. Criteria for Associate Membership

Article 7.

Associate members may be organisations possessing legal personality or physical individuals who work in the field of inclusive development.

Article 11.

Associate members may attend the General Assembly by invitation from the Board and shall have an advisory voice.

Article 23.

The rights and obligations of associate members are regulated by the Standing Orders (Constitution).

Associate members are entitled to:

- a. be members of Task Groups
- b. receive all communication addressed to members
- c. propose the formation of a new Task Group

Associate members are committed to:

- a. share experience and information
- b. engage in international networking

- c. contribute resources to support IDDC activities (expertise, information, funding or personnel)

Applications to attend the GA are submitted to the Board and decided on a case to case basis.

3.3.2. Procedure for Associate Membership

- a. The individual or agency submits a request in writing to the Board of IDDC (Article 12)
The letter should contain;
 - i. Reasons for the application, stating how they perceive they can contribute to and benefit from IDDC
 - ii. Evidence of ability to meet the membership criteria
- b. The Board of IDDC will decide whether the application meets the criteria and if it does, will circulate the application to all IDDC members for comments and questions
- c. A period of at least two months for mutual discussion between the prospective applicant and IDDC members will then take place
- d. IDDC members will consider the contribution of the individual or agency to the overall balance of membership within IDDC and the potential benefit to IDDC as a whole.
- e. At the end of this period, if there are no objections, and there is approval from 75% of the membership, then the membership can be approved provisionally. This will be formally voted on at the next GA. (Article 12)

3.4 Membership Termination and Exclusion (Full and Associate)

3.4.1. Legal Statutes

Article 9.

The Board of Directors may propose exclusion of members who compromise the moral or material interests of the association. Exclusions are pronounced by the General Assembly by a majority of three quarters of the votes, in accordance with the law, after the party concerned has been asked to supply a written or oral explanation to the General Assembly or to the Board at their option.

Members can submit their resignation by writing a letter to the Board, who will propose it to the General Assembly.

Article 10.

A member who resigns or has been excluded has no right to the authorised capital of the association.

3.4.2. Additional Criteria

Members compromise the moral or material interests of IDDC amongst others by

- a. Not paying the annual membership contribution until the General Assembly of the following year
- b. Not fulfilling any longer the membership criteria
- c. Acting diametrically opposed to the IDDC values, beliefs and principles
- d. Not participating in any activities of IDDC over a period of two years

3.4.3. Exclusion Process:

- a. The Board may initiate an exclusion process on its own or on the request of a member of the association
- b. The Board issues a written statement to the party concerned, expressing the proposition to not exclude or to exclude the member, with reasons given
- c. If the Board proposes the exclusion, the party concerned is asked to supply a written or oral explanation to the General Assembly or to the Board at their option.
- d. After having received an explanation, the Board decides whether to propose an exclusion of a member to the General Assembly.

3.5. Partners and Collaboration

3.5.1. Purpose of Partnership

IDDC is fundamentally committed to partnership and collaboration as a means to achieve Inclusive Development.

IDDC will

- a. seek out partnerships and collaboration with agencies who are also committed to Inclusive Development
- b. Actively develop partnerships with primary stakeholder groups, for example DPOs, parents groups, and local initiatives.
- c. Identify and reach out to agencies who should be committed to Inclusive Development
- d. Strive to influence development agencies to ensure inclusion of persons with disabilities, and disability agencies to integrate a development perspective
- e. Build bridges between all groups reflecting diversity and experiencing discrimination

3.5.2. Examples of potential partners include:

- a. DPOs, North and South
- b. UN organisations
- c. Regional or international DPOs
- d. Headquarters of mainstream development organisations
- e. Headquarters of human rights organisations
- f. Other NGOs having a policy/commitment to disabled people and/or Inclusive Development.
- g. Other inclusive development networks

4. Finance and Fundraising

4.1. Legal Statutes:

Article 4.

The association operates strictly on a non-profit basis.

Article 4.7. Carrying out commercial activities, which the international not-for-profit association is allowed to do in so far as these are closely related and wholly subordinate to the organisation's main not-for-profit object.

VII. REVENUE, FINANCE AND ACCOUNTS

Article 25.

The revenues of the association consist of:

- 1) membership fees;
- 2) income from activities and the management of the association's assets;
- 3) subsidies, donations, gifts and legacies.

Article 26.

The accounts are closed each year on 31st December, and presented for approval to the General Assembly within six months.

Financial Handbook

For the day to day operating of financial procedures, the IDDC Financial Handbook should be consulted and regularly updated

4.2. Fundraising

4.2.1. Fundraising Criteria

All IDDC fundraising must meet the following criteria:

- a. It must be consistent with the mission of IDDC and its member organisations, and with IDDC principles**
 - i. All funding, whether sought pro-actively or received reactively, must support the agreed strategy and activities as approved by members and the Board.
 - ii. All funding must also be consistent with IDDC's values, beliefs and principles, as enshrined in this Constitution.
- b. It must be from sources that do not undermine IDDC values, beliefs or principles**
 - i. No funds will be taken from any source that might directly or indirectly compromise IDDC or its members. Any conflict arising from funding must be resolved by the IDDC Board before the funding can be accepted.
 - ii. Fundraising activities must reflect the social model of disability and encompass a rights-based approach.
 - iii. Any fundraising that could potentially be detrimental or counterproductive to the empowerment of disabled people is unacceptable.
- c. It must be for specific approved projects, programmes or activities**
 - i. No fundraising may be undertaken – or funds received – for activities, projects or programmes that have not been approved by the IDDC Board. These will normally – but not exclusively – be for approved Task Group activities, in which case the proposed fundraising will need to be approved in advance by the Board.
 - ii. Fundraising may be undertaken for other approved activities, following the same approval process. In either instance, it is expected that such fundraising will be designed to support IDDC's agreed strategic plan and its specific aims and objectives.

- iii. All members will be informed of any fundraising activities and project opportunities

d. Competition

Should any IDDC fundraising give rise to a perception or actuality of competition with individual IDDC members, this must be negotiated in an open and transparent manner.

The Board must reach a consensus on IDDC fundraising applications.

e. Fundraising Methods and Use of IDDC Name/Logo

IDDC member organisations may not apply in the name of IDDC in order to raise money for their own individual projects or activities.

f. Fundraising Costs and Surpluses

IDDC will not engage in fundraising activities that involve substantial fundraising costs, and all activities must demonstrate efficient use of resources. While all fundraising is to some extent speculative, it is expected that IDDC efforts should concentrate on opportunities where prospects for success appear good.

Conversely, should IDDC raise excess funds for a specific programme or project this must be negotiated with the donor to ensure their requirements are met and IDDC's general wish not to accumulate substantial amounts of excess funds adhered to in line with IDDC's reserve Policy as outlined in the IDDC Financial procedures Handbook.

g. Responsibility

A Project Manager will be identified by the Board at the time of approval, and will be responsible for the fundraising proposal.

4.2.2. Management Procedure

Where another agency is used to manage IDDC finances, including an IDDC member, IDDC will establish a contract management system to track grant income, expenditure and reporting. The IDDC Financial Procedures Handbook will be agreed by both parties.

4.3. Financial policies and procedures

Please also refer to the Financial Handbook which sets out in detail procedures for the sound, efficient and secure handling of IDDC financial resources.

4.3.1. Member's Fees and Contributions

Article 8.

The minimum amount of the annual membership fee payable by Full members is 100 euro.

In addition to the annual membership fee, Full members will contribute a minimum of €1,000 to the annual budget.

4.3.2. Budget Management

IDDC will develop a budget for all of its planned activities for each calendar year, in advance, to be discussed and agreed by members at a General Assembly. The IDDC Treasurer has overall responsibility for all IDDC programmes' and projects' budgets. He/she will develop a detailed budget for all IDDC work or co-ordinate the production by others. Each budget will show:

- a. Key areas/projects within the overall budget, with each area allocated a sum to spend for the year.
- b. A breakdown of each separate area/project into further sub-sections and an amount of money allocated for total spending in that area.
- c. The name of the budget holder. Each project can be managed by an individual budget-holder, but the Treasurer has overall responsibility for all IDDC funds.
- d. An agreed spending limit for each budget holder. If any projected spending appears likely to exceed the limit, the Treasurer's advance approval will be needed.

- e. Should the Treasurer be unavailable for any reason then the Chairperson of IDDC is authorised to act in his/her place. Wherever possible, the Treasurer should provide advance notice of dates of absence to the Secretariat / Administrator and Chairperson.

4.3.3. Financial Reporting

A quarterly financial report will be produced by the Treasurer and presented to the Board. The end of year audited Financial Account will be presented to and agreed by the General Assembly.

Payment validation Any IDDC account must have at least three signatories, of whom at least two are required to sign any cheque over the minimum set out in the Financial Handbook. The signatories will comprise the Chair, the Treasurer and the Administrator. No payment may be authorised by the beneficiary in isolation and where possible the person(s) authorising the payment should be different from the person processing the payment.

For all purchases over an amount also set out in the Financial Handbook at least three competitive quotes are required. If the lowest quote is not recommended, justification must be set out in writing and agreed by at least two signatories before the purchase is made.

An auditor will be appointed by the General Assembly on the recommendation of the Treasurer.

4.4. Expenses and Reserves

4.4.1 Staff and consultant expenses

IDDC will reimburse contractors and employees for expenses that are directly business-related to include: travel expenses, office supplies and mileage incurred while travelling on business. Employees/contractors must submit receipts for all expenses and should consult with the Administrator prior to business trips to confirm eligible expenses. For all specific details, refer to the Financial Handbook.

Any claims submitted outside of the above limitations will be treated as exceptional and treated on a case-by-case basis. The budget manager will have final decision as to the authorisation of such exceptional claims.

4.4.2 Non-Secretariat expenditure

- a. Where possible IDDC members are responsible for funding their own IDDC participation. Expenses arising from involvement on the Board however may be covered by IDDC if requested, but only by prior agreement.
- b. Task Groups' annual budgets may include an element to cover members' participation, at the Task Group's discretion.
- c. For any other IDDC activity not covered by the above, prior approval by the Board will be needed.

4.4.3 Reserves

IDDC needs to balance the importance of building reserves to enable it to meet unforeseen eventualities, with the need to ensure as much as possible of its resources are allocated to furthering its mission. IDDC also needs to keep membership contributions, its main source of income, as low as reasonable and not to set rates that might exclude agencies' involvement – even where that benefits the reserves position. The policy is to build reserves to a level where they are equivalent to at least three months' but not more than six months' operating costs.

5 Communication

5.1. Introduction

5.1.1. Importance of Communication

Efficient and effective communication is central to IDDC's function as an international network. In a consortium, all members are equal, and it is the communication between members that creates, maintains and develops the consortium.

5.1.2. Communication and IDDC objectives

IDDC's core objectives focus both on external audiences and the membership of IDDC itself, requiring strong internal and external communication skills and systems. (see 1.1.). Achieving these objectives requires many different types of activities that have communication at their core:

Article 4:

To achieve its objectives, the association can perform any acts that may contribute, either directly or indirectly, to the realisation of its social object. Foreseen activities are:

1. meeting to share experiences and learn from each other;
2. working with and influencing other organisations to assist them in developing inclusive policies and practices;
3. producing resource materials, training packages and other publications to promote inclusive development;
4. conducting research related to the inclusive development of people with disabilities;
5. the joint co-ordination of programme activities in countries where a number of members are active;
6. offering advice and training on inclusive development topics to other organisations;

5.2. Inclusive Communication

5.2.1. key principles (applying to both internal and external communications)

IDDC is committed to inclusion in both its development activities and internal processes (1.2.2.a. and 1.3.). Fully accessible and inclusive communication is a high ideal that IDDC is constantly striving towards. It should be characterised by 'the 4 Ds'⁴: Diversity, Dynamism, Democracy and Decentralisation. It includes

- a. Always consulting with stakeholders themselves to determine communication needs. (1.2.1.d)
- b. Applying the social model to making communication inclusive. That means identifying the barriers that exclude or marginalise particular groups or individuals and taking responsibility for removing or overcoming them. (1.2.2.)⁵
- c. Taking account of global inequality in cultures of communication (e.g. oral or written communication tradition) and access to communication technologies

5.2.2. Diversity and Discrimination

Diversity is at the heart of IDDC as an international association promoting inclusion. This diversity includes culture, ethnicity, language, age, impairment, gender, health status and potentially all other forms of difference present in the world. Diversity should be celebrated and used as a strength in communication, giving rise to creativity and innovation.

Discrimination is also a reality and will be present unless specifically addressed. Members need to understand and actively combat sexism, racism, disablism and other forms of discrimination in all communication processes and systems.

⁴ Robert Chambers, (1997) 'Whose Reality Counts? Putting the First Last. London: IT publications

⁵ The Save the Children publication 'Access for All' (2000) provides detailed guidelines on making participatory processes fully accessible.

5.2.3. Language

Language used should be fully accessible and inclusive. This means

- a. Using simple, clear language, with minimal jargon.
- b. Being sensitive to those for whom English is not their mother tongue.
- c. Responding to the language needs of people with different impairments. E.g. sign interpretation.
- d. Being aware of different cultural meanings in language, and different cultural approaches to using language.

5.2.4. Documents

Documents need to be accessible and inclusive for all. This includes

- a. Considering visual accessibility (print size, font, colours, layout etc).
- b. Providing alternative formats, e.g. Braille, large print, audiotape, translations

5.2.5. Meetings

Meetings, presentations and discussions need to be accessible and inclusive. This means

- a. Ensuring a welcoming and inclusive ethos
- b. An accessible and inclusive environment (includes room layout and participant positions)
- c. Ensuring sufficient preparation time and support
- d. Accessible presentations and communication aids
- e. Consideration of schedules and timing

5.2.6. Electronic

- a. Accessible and clear website
- b. Sensitivity to members and partners in countries where access to internet/email is non-existent, limited or very slow
- c. Awareness of the needs of different impairment groups.

5.3. Internal Communication

5.3.1. Key Elements

The main internal communication systems and processes include;

- a. Physical meetings: The General Assembly where all IDDC members consort once a year, Board meetings, The Task Group meetings, working groups, field level meetings and seminars for staff and partners, meetings between and with staff and consultants.
- b. Electronic communication between different groups: general members, the Board, Task Groups, working groups and the Secretariat
- c. Web-based discussion forums, members-only pages
- d. Process documents including: minutes of GA and Board meetings, Task Group reports and action plans, financial reports, Legal Statutes and Constitution
- e. Work documents for sharing between members: discussion papers, reflection papers, policies, evaluations, reports etc. Some of these may also be for external audience
- f. Data bases: lists of members, Task Group participants

5.3.2. Challenges and Opportunities

Challenges:

- a. IDDC members are spread over large geographical areas, come from a wide range of different cultures, and include members with different impairments and using different languages. The north-south global inequality issues are very challenging for communication systems (see above).
- b. It is important in a consortium for all members to have equal access to information. It is then challenging to avoid information overload and to ensure that members are willingly involved in communication and that it flows in all directions.
- c. Listening to 'smaller' voices – ensuring active participation of all members, and identifying those who are marginalised and in danger of being excluded.

Opportunities

- a. Web-based and electronic forms of communication can increasingly enable a wide range of people from different locations and with different impairments to access information when and how they choose.
- b. Active involvement of a diverse range of members can ensure that members themselves create and request the forms and structures that they need.

- c. Increasing communication between Task Groups and between the Board and non-Board members, to ensure synergy and equal involvement.

5.4. External Communication

5.4.1. Key Elements

The main external communication systems and processes include

- a. Website providing information on Inclusive Development and IDDC as an organisation
- b. Documents, publications and research: discussion papers, policies, reflection papers that are circulated to an external audience. Research and publications; chapters in books and journal articles, manuals, booklets, guidelines. Inputs into publications by other organisations
- c. Email correspondence; individual correspondence and E-letters to different external groups. IDDC participation in other electronic mail-lists, links with other websites and data bases
- d. Thematic Seminars open to a wide range of external participants, and seminars forming part of the annual General Assembly, involving guests and observers from other agencies.
- e. Participation in networks and partnerships. IDDC is involved in a range of other networks and both formal and informal partnerships with other agencies

5.4.2. Challenges and Opportunities

Challenges

- a. Ensuring that IDDC does not unnecessarily duplicate what is already available, e.g. in websites, publications, databases
- b. Creating documents and publications that are high quality, innovative and critical, and at the same time having ownership from IDDC members
- c. Keeping records and systems that require low-maintenance, that can be managed by several members and handed over easily, and at the same time ensuring that they meet everyone's needs

Opportunities

- a. Creating and maintaining a website that shares information at the cutting edge of inclusive development
- b. Producing effective, practical and high quality documents and publications that can influence others to make development inclusive, and provide practical assistance both at policy and practice levels.

Annex: Dissolution of IDDC

From the Legal Statutes

TITLE VIII. AMENDMENTS TO THE ARTICLES AND WINDING UP

Article 27.

Without prejudice to the application of Article 50, paragraph 3, and Articles 55 and 56 of the Act on not-for-profit associations, international not-for-profit associations and foundations, a proposal to amend the Articles of Association, or to dissolve the association, must be made by at least 5% (five percent) of the Full members of the association.

The Board of Directors must notify the members at least 3 (three) months in advance of the date of the meeting of the General Assembly at which the proposal will be considered, and of the proposed amendment(s).

The General Assembly can only consider a proposal in a legally valid manner if at least 60% (sixty percent) of the association's members who are entitled to vote are present or represented.

Any resolutions taken are only valid if they have been adopted by a majority of three quarters of the valid votes cast.

If the attendance quorum of 60% of the Full members is not met at this meeting, a second meeting will be convened, to be held no sooner than fifteen days after the first meeting, at which valid resolutions regarding the proposal can be adopted by a majority of three-quarters of the valid votes cast, irrespective of the number of members present or represented.

Amendments to the Articles of Association can only take effect after the approval of the competent authority has been obtained, in accordance with Article 50, paragraph 3, of the aforementioned Act of June 27th, 1921, and after they have been published in the Appendices to the Belgian Official Journal, in accordance with Article 51, paragraph 3, of said Act.

The General Assembly determines the manner of dissolution and winding-up of the association.

Article 28.

In the event of the dissolution of the association, its net assets will be donated to an artificial person under private law which is a not-for-profit organisation and whose objects are similar to those of the dissolved association or, in the absence of such an organisation, to an altruistic cause, preferably to projects in developing countries for the benefit of people with disabilities.

FINAL AND TRANSITIONAL PROVISIONS.

ACQUISITION OF LEGAL PERSONALITY.

By the application of Article 50 of the Act on not-for-profit associations, international not-for-profit associations and foundations, the association will acquire legal personality on the date of the Royal Decree recognising the association.

23/06/2010

The undersigned civil-law notary points out that, nevertheless, the association may assume obligations before it acquires legal personality. The people who assume these obligations, under whatever title, are personally and severally liable for them, unless the association acquires legal personality within two years after the obligation was created and has assumed the obligation within six months after acquiring legal personality. Any such obligations that are assumed by the association will be deemed to have been assumed by it from the time of their creation.