

IDDC Members' Guide and Working Practices

Revised May 2019

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Introduction

IDDC Members' Guide and Working Practices is a publication for IDDC members which explains agreed ways of working together. It includes an explanation on our governance, different work structures, accountability mechanisms, voting and how we interact with other networks. This version was formally adopted by the General Assembly on 10 May 2019.

IDDC is a member-led global consortium of disability and development non-governmental organisations (NGOs), mainstream development NGOs and disabled people's organisations (DPOs). The actions of the consortium are formulated and implemented by its members and facilitated by a small Secretariat.

Being member-led, the consortium aims to link people and organisations and to develop trusting relationships. This relies on:

- Voluntary participation and commitment of members
- The input of resources by members for the benefit of all, including an annual membership fee

IDDC was founded in 1994 in Oslo by 10 NGOs and DPOs working in the field of disability and development. In 2007 IDDC was legally registered as an international non-profit organisation under Belgian Law. Today, the consortium comprises of 29 full members, 3 associate members and 8 individual members.

IDDIC'S PURPOSE AND OBJECTIVES

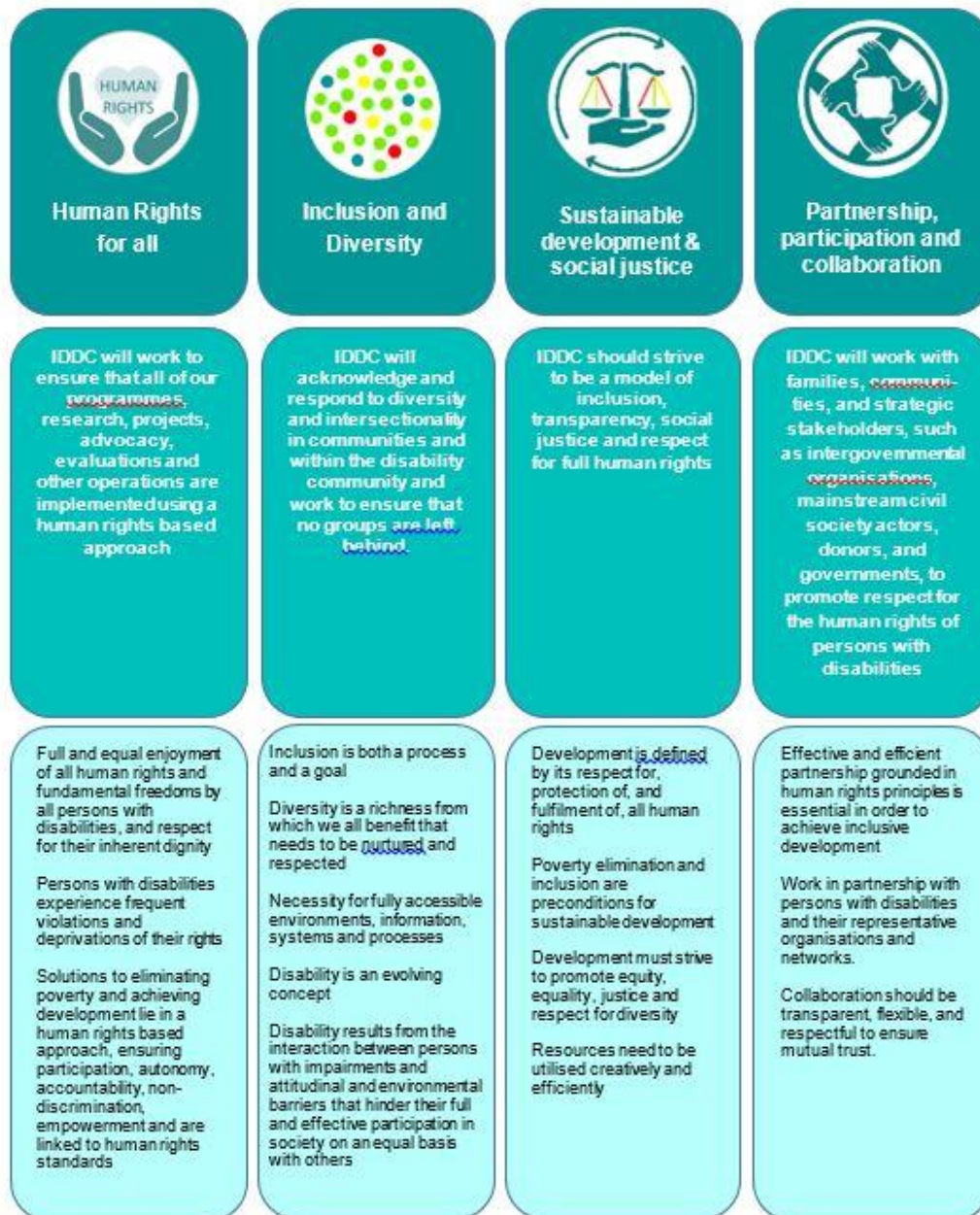
The purpose of the network is to promote inclusive development internationally, with a special focus on promoting the full and effective enjoyment of human rights by all persons with disabilities living in economically poor communities in lower and middle-income countries.



1. IDDC's values and principles

1.1 OUR VALUES

IDDC's [values](#) are in accordance with and reflected in the [Convention on the Rights of Persons with Disabilities \(CRPD\)](#). IDDC is committed to engage in the full realisation of the provisions of this Convention and to ensure that the Convention serves as a guiding framework for implementing the [Sustainable Development Goals](#) in order to realize the full inclusion and empowerment of persons with disabilities.



1.2 OUR PRINCIPLES

In relation to our internal processes, structures and communications IDDC will:

- Strive to be inclusive and transparent
- Promote the equal say of all members, actively including those at risk of being marginalised and reflecting IDDC's diversity of membership
- Encourage diversity and respect differences of opinion, belief and perspective
- Work towards consensus
- Continue to create ownership by and maximum participation of all IDDC members
- Share power and responsibility between members
- Share information with the membership on opportunities for collaboration, latest developments affecting the rights of persons with disabilities, and IDDC achievements and developments
- Use accessible environments, language, materials and processes
- Prioritise our tasks and utilise resources as efficiently as possible
- Encourage a critically aware and flexible environment, open to change and development
- Promote a spirit of trust and equality, and address any conflicts through peaceful mediation
- Actively promote the sharing of learning between organisations within IDDC, and promote wide external dissemination of this learning

2. Governance and Working Structure

The responsibility for achieving IDDC's mission and objectives is largely held by its members. All IDDC members are hence encouraged to participate as actively as possible in all activities, working towards the aim of truly inclusive development. Usually, this is done through the adoption of a [multi-annual strategic document](#).

The working structure of the Consortium reflects this member-based approach and includes the General Assembly, the Board¹, Task Groups and the IDDC Secretariat.



¹ Throughout the text, the Board refers to the Board of Directors.

2.1 THE GENERAL ASSEMBLY

The General Assembly (GA) is a core activity central to IDDC. It is the only occasion in the year where all members can meet and learn from each other and it is a unique opportunity to develop IDDC and to identify innovative ways of working both as organisations and as a network. Every effort will be made to ensure maximum attendance by IDDC members. The GA should reflect IDDC's values and principles in the way it is organised and run.

2.1.1. Composition and rules of procedure²

Article 11 – Articles of Association

The General Assembly is composed of the Full members and Associate Members. Individual members may attend the General Assembly by invitation from the Board of Directors and will have an advisory role. Each Full member and Associate Member has one vote.

Article 14 – Articles of Association

The General Assembly meets at least once a year, no later than 30th June. 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 and Associate members. Notice of the Extraordinary General Assembly, accompanied by the agenda, is given to all members at least 1 (one) month in advance by electronic mail, fax or letter. Requests by Full and Associate 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.

² All boxes refer to articles from IDDC Legal Statutes

Article 15 – Articles of Association

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 – Articles of Association

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 and Associate members are present or represented.

Resolutions are adopted by a 3/4 (three-quarters) majority of the votes present or represented..

Article 17 – Articles of Association

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.

2.1.2. Competencies

Article 13 – Articles of Association

The General Assembly is authorised to:

- amend the Articles of Association, which requires an absolute majority of all the Full and Associate members;
- 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;
- grant discharge to the Directors;
- approve annual budgets and accounts;
- approve and exclude members;
- dissolve the association voluntarily;
- draw up and amend the “IDDC Working Practices” and “IDDC Values, Beliefs, and Principles”;

In addition to the above-mentioned competencies that are outlined in the Articles of Association, the GA approves any strategic directions for IDDC. The GA also approves the auditor based on the recommendation of the Treasurer.

2.1.3. Hosting the General Assembly

- a. The GA is hosted by IDDC member organisations on a rotating and voluntary basis. If more than one member is interested in hosting, the Board will discuss with all interested parties and come to a decision. The GA host is responsible for identifying an accessible venue, accommodation and restaurants. The host shall also appoint one main contact person who will support the IDDC secretariat with the logistics and practical side of GA planning. The host will also usually take a major role in the GA workshop committee. Details can be found in [IDDC Accessibility Checklist for Events](#). To ensure accessibility, the [IDDC Accessibility Guidelines and Checklist](#) for accessibility in the IDDC Communications Toolbox should be used.
- b. At least six months in advance of the GA, the Board appoints a workshop committee and a planning committee responsible for preparing the two parts of the GA; the GA thematic day and the remaining part of the GA, which focuses on information exchange, updates from members and task groups and statutory business.
- c. Chairing, co-chairing, facilitation and minute-taking of the different sessions during the GA is generally shared between Board members and GA participants.

2.2 THE BOARD OF DIRECTORS

2.2.1. Role and Composition

Article 18 – Articles of Association

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) individuals, each nominated by a member. The nomination and election process is laid down in the “IDDC Working Practices” that are approved by the General Assembly.

In exceptional cases, when five Board members cannot be appointed, the Board may operate with fewer than five members for a period of no more than 1 (one) year.

The Board members are elected for a term of 3 (three) years and are eligible for re-election. Election of the Board will take place every year, with electing one third of the Board members.

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

The Board should reflect the diversity of IDDC and the different competencies of the IDDC member organisations. There should be a balance in terms of organisations of persons with disabilities (DPOs), organisations representing DPOs, Non Governmental Organisations (NGOs), geographical distribution, size of organisation, and any other diversity issue that is of importance to the GA.

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:

- Oversee and monitor the implementation of any Strategic Framework and activities agreed at the GA.
- Ensure IDDC’s “Values and Principles and “Working Practices” are complied with.
- Promote the growth and development of IDDC.

- Maintain good communications between the Board and Task Groups (TG) by selecting Board members to be TG link persons for every active TG and ensuring regular updates and exchanges.
- Engage in advocacy processes when relevant and needed, including being represented at specific events. When this is the case, it is the responsibility of that Board member to communicate with any relevant TG Coordinator.
- Approve the presentation of IDDC projects, publications and policy statements, in case the GA or the Board of Directors have not authorised a TG or a group of IDDC members to do so.
- Participate in the preparation of the GA.
- Oversee and monitor the budget implementation.
- Support and liaise with IDDC Secretariat staff and consultants, including overseeing Human Resource Management.

Designated Posts

Article 19 – Articles of Association

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.

The GA elects the Board Members with the designated posts. Board members are responsible for fulfilling the following positions and respective functions. Board members elected as Officers hold their positions for their term of board membership, and need to restand as Board member and for their Officer role, if they choose, at the end of their term.

Role	Responsibilities
<p>Chairperson</p> <p>(Chairperson of the Board can be elected for a maximum of two consecutive terms.)</p>	<ul style="list-style-type: none"> ● Convene the GA in accordance with the Articles of Association (the IDDC Statues). ● Prepare Board meetings and the GA in cooperation with the Secretary, other Board members and the IDDC Secretariat. ● Chair the Board meetings and oversee the agenda, in cooperation with the Secretary, other Board members and the IDDC Secretariat. ● Ensure professional facilitation of GA meetings. ● Sign agreements/contracts on behalf of IDDC, together with one other Board member. ● Provide regular support to the IDDC Secretariat staff. ● Represent the network as agreed with other Board members and relevant Task Group Coordinators
<p>Vice Chairperson(s)</p> <p>(If the GA elects more than one Vice Chairperson, the division of roles and responsibilities has to be decided upon by the Board.)</p>	<ul style="list-style-type: none"> ● Sign agreements/contracts on behalf of IDDC, together with one other Board member in the absence of the Chairperson ● Support the Chairperson in all his or her duties. ● Personnel support to the Secretariat ● Act as Acting Chair should the Chairperson step down during his/her period. If there are more than one vice chair, the Board will appoint one of these to be the acting chair.
<p>Treasurer</p>	<ul style="list-style-type: none"> ● Give a financial report at every Board meeting. ● Prepare and present a yearly budget and an annual financial report with input from the Board to the GA for approval, and discharge of the Board. ● Recommend an auditor to the General Assembly ● Maintain regular communication with the IDDC Secretariat staff regarding the management and audit of the financial accounts ● Review and support budget developments of new proposals ● Support the Secretariat to the extent agreed with the Board and Secretariat, in the financial implementation of externally funded grants and contracts ● Supervise payments, and authorise payments according to GA specification
<p>Secretary</p>	<ul style="list-style-type: none"> ● Monitor the legal obligations of IDDC as an international association and support the IDDC Secretariat to submit proper documentation in a timely manner to the Belgian authorities. ● Ensure that all legal obligations in relation to Human Resource Management are fulfilled. ● Prepare Board meetings and the GA, oversee the agenda and sign off minutes together with the Chair ● Support the IDDC Secretariat in first review of applications for membership and/or partnership submitted to IDDC

Signing Official IDDC Documents and Legal Role

Article 24 – Articles of Association

Except in the case of special mandates, all documents binding the association must be signed by 2 (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 2 (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.

2.2.2 Frequency of meeting and Procedures

Article 20 – Articles of Association

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

Article 21 – Articles of Association

Board Members can authorise other Board members to exercise their vote, with the proviso that no Board member may represent more than two other Board members. The quorum for Board of Directors' meetings is 3/5 (three fifths).

Resolutions are passed by a 3/4 (three-quarters) majority of the Board 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.

2.2.3 Elections, Resignation and Removal of Board Members

Election of Board members

Nominations for the Board:

- a. Full and Associate members of IDDC have the right to nominate a candidate for the Board elections.
- b. Individual members may not nominate candidates for the Board, but in exceptional circumstances can be nominated as Board members (see c.).
- c. Usually nominated candidates have a function within the nominating IDDC member. Only in exceptional cases where a particular expertise is needed within the Board, which cannot be covered otherwise, a Full or Associate member may nominate a person who does not have a function within an IDDC member organisation.
- d. Each Board member elected has full voting rights in the Board, as a nominee of a Full or Associate member.

The election process, which is led by an election committee, is outlined in the guiding document “[Board elections: process and roles & responsibilities of the election committee](#)”.

Resignation and replacement of Board members

In case a Board member steps down during the three-year term, a replacement will be elected at the following GA. However, the Board may appoint an interim Board member up to the next GA, for example, through asking the member organisation of the stepping-down Board member to identify a substitute. This should be an individual that has been active in IDDC and knows the consortium well enough to take on Board responsibilities. The Board is also authorised to re-designate the positions of Secretary, Treasurer, Vice-chair and Chair on an interim basis up to the next GA, in case a board member holding one of these positions steps down.

Removal of Board members

Article 22 – Articles of Association

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

The removal of Board members will require a two-thirds majority vote of current board members, with the potentially removed member retaining their right to vote.

2.3 IDDC TASK GROUPS

2.3.1 Task Groups

Task Groups (TGs) are the core component for implementing IDDC's objectives.

- a. Task Groups are composed of IDDC members who volunteer to work together to carry out activities related to a particular theme or project, prioritised within IDDC's overall strategy.
- b. IDDC members appoint representatives of their choice for the Task Groups. Task Group members should have expertise and/or field experience related to the subject of the Task Group.
- c. Task Groups are composed mainly of IDDC members (organisations or individuals). Non-IDDC members can be invited by the Task Group to participate, as long as they are committed to the values and principles of IDDC, and are willing to actively contribute to the work of the TG. If an IDDC member has member organisations itself, these organisations can participate in TG activities when invited by the respective IDDC member.
- d. Any IDDC member may propose the formation of a new Task Group. To do this, it is necessary to present a concept paper/Terms of Reference (ToR) to the GA for approval, which fits the minimum standards laid out below. The formation of a Task Group can be provisionally approved by the Board, pending approval by the next GA.
- e. Recognising the excellent work of the TGs and the need to inform organisations and individuals about processes and crucial issues within different areas of inclusive development, the mailing lists of the IDDC TGs are open to interested parties upon request (e.g. partners of members and potential members).
- f. Task Groups may communicate via email and phone conference primarily, but should meet at least once a year in person.
- g. Task Groups are required to feed into the overall reporting and planning system of IDDC. Each TG should have an updated work plan and be prepared to provide both inputs into the annual strategic reporting process and an update at the GA on progress, both linked to the Strategic Framework of IDDC.
- h. Task Groups are expected to operate independently of IDDC core funding. In exceptional circumstance, and if the financial situation permits, Task Group budgets are subject to GA approval.

Minimum Criteria to set up a Task Group

- a. At least five IDDC members for whom the subject and purpose of the TG are relevant for their day-to-day work.
- b. At least three TG members who have sound knowledge of the subject;
- c. At least one TG member who is willing and able to offer dynamic leadership for the TG and take on the role of TG Coordinator;
- d. A focused and time bound objective for the TG's current work and clear Terms of Reference;
- e. An effort to build capacity of those TG members who are not specialists in the subject of the group's work.

2.3.2 Task Group Coordinators

[Task Group Coordinators](#) are appointed by the Task Group members, and should be supported by at least one Co-Coordinator, who is also appointed by the Task Group members. At least one of the TG Coordinators should be representing an IDDC member.

The positions of the Coordinator and Co-coordinator(s) should be reconsidered every two years. Re-appointment is possible and continuity of at least one co-ordinator is encouraged.

Role	Responsibilities
Task Group Coordinator	<ul style="list-style-type: none">● Take the lead in communicating with Task Group members, and act as the main contact person for Task Group communications● Facilitate the development of the Task Group work plan● Liaise with the IDDC Secretariat and the Board (through the TG link on the Board) about the execution of the work plan, and linkages with other TGs and areas of IDDC work● Report to the General Assembly according to a format that may change for each General Assembly, but will be communicated well in advance.● Speak on behalf of members of the Task Group.● Can represent IDDC in the framework of the agreed upon Terms of References (ToR) of the TG.● When the issue/decision is not within the agreed ToR of the TG, the Coordinator(s) seek advice or approval from the Task Group link on the IDDC Board for policy statements and other documentation before dissemination in the name of IDDC.● Should be committed to attend the GA.● Should be committed to attend the joint Board – TG coordinators' meeting which takes place at least once a year in person, but may involve additional conference calls, particularly around the GA and reporting process.● Organise TG meetings (face to face and/or virtual).

2.3.3. Task Group links on the Board

For each Task Group, the Board identifies a [TG link person on the Board](#) to keep up to date with the developments in the TG. Task Group link roles are agreed by Board members during their first meeting after the GA.

Only in exceptional circumstances should a TG Coordinator also be the TG link on the Board for that TG, as it is important not to blur the different responsibilities of each role.

Role	Responsibilities
Task Group link on the Board	<ul style="list-style-type: none">• Provide advisory support to the TG Coordinators when needed, and use the Board's resources to provide a big picture view.• Take TG issues to the Board, and look for areas of collaboration.• Decide when to refer matters to the Board, for example this could include decisions on "official IDDC partnerships", potential funding applications, and media / press statements.

2.3.4 Task Group Representation

In all but exceptional circumstances, the TG should be externally represented by a TG Coordinator from an IDDC member. In addition, if it is relevant for a Board member to represent IDDC in an event or process which comes within the remit of the TG, this will be discussed and agreed with the Task Group and the Board link will be the first choice.

2.4 IDDC FOCAL POINTS

Focal Points are established for topics and issues, in which IDDC members are interested, when the minimum criteria for Task Groups are not fulfilled but where the topic remains of interest to IDDC as a network.

This can be the case when an attempt to create a new Task Group has failed, when a Task Group no longer has a sufficient number of engaged members, and where 1 or 2 IDDC members have an active interest in a topic and are willing to act as Focal Points.

IDDC members can nominate a Focal Point but the nomination should be approved by the IDDC Board.

The Focal Point disseminates relevant information to interested members and other parties and is the contact person within IDDC for the topic, for internal and external requests. The Focal Point can, but is not required to, report to the GA. The Focal Point should only represent the network externally with the approval of the Board.

2.5 IDDC WORKING GROUPS

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

The Board may also set up Working Groups to address overarching development issues, which are important to promote inclusive development and cannot be dealt with at the level of an individual Task Group. Such Working Groups are led by a Board Member, with a Co-coordinator appointed by the members of the Working Group. Each IDDC member has the right to participate, and other stakeholders from non-IDDC members may be invited to participate as observers.

2.6 IDDC STAFF AND CONSULTANTS

The IDDC Secretariat has the role of supporting the Board and of facilitating the running of IDDC day-to-day business. Other staff and consultants may be recruited to fulfil very specific or short term tasks. Paid IDDC Secretariat staff should not be a substitute for, or cause a reduction in participation or activity by IDDC members, but rather support, facilitate and encourage increased participation.

Staff and Consultants involved in core activities should demonstrate clear commitment to IDDC values and principles.

Role	Responsibilities
Secretariat	<ul style="list-style-type: none">● Support the Board and Task Groups● Deliver effective financial management● Coordinate activities and projects● Encourage and facilitate the participation of IDDC members● Promote coordination and internal communication amongst the IDDC Task Groups, the Board and other working structures.● Manage IDDC external communications, including mailing lists, databases and the website● Maintain the IDDC Archive● Maintain IDDC documents and records, including recording any decisions taken by the GA and entering them in the IDDC Register of Records● Supporting all Board meetings including logistical arrangements and ensuring accurate recording of meetings in agreement with the Secretary and Chair

Detailed positions, job descriptions and the extent of responsibility are to be decided upon by the Board, in accordance with any strategic framework and work plan, and the annual budget.

3. Communication

Good and clear communication is key to enable sharing and learning within the network, but also to dialogue and share information with external stakeholders, be it partners, governments, UN organisations or other development organisations.

To maintain an adequate flow of information within the network. IDDC uses mailing lists at different levels, with the mailchimp platform as primary list manager. A quarterly IDDC Internal Newsletter is issued for the same purpose. We use a joint working platform on google drive to allow sharing of documents and working on content on a single space.

If you want to sign up to a mailing list or the newsletter, or you want to access the google drive platform, please contact the secretariat:

coordinator@iddcconsortium.net

Ensuring a streamlined and coherent external communication across IDDC's different working structures is key to increase IDDC's visibility and reach. IDDC has therefore developed a [Communications toolbox](#), which includes:

- [Branding guidelines](#)
- [Accessibility guidelines](#)
- Templates for [position papers](#), [letters](#), [powerpoint presentations](#)
- [IDDC logo](#) in different formats
- [Banner with IDDC member logos](#) – two versions in different formats

4. Membership and Partnership

IDDC is composed of Full members, Associate members and Individual members.

Full Member	Associate Member	Individual Member
<p>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.</p> <p>Article 5 - Articles of Association</p>	<p>Associate members are international member-based networks working in the field of inclusive development and composed of at least 10 (ten) independent national organisations.</p> <p>Article 7b - Articles of Association</p>	<p>Individual members are physical individuals who work in the field of inclusive development. They may attend the General Assembly by invitation from the Board of Directors and will have an advisory role.</p> <p>Articles 7a and 11 - Articles of Association</p>

The number of Associate members should not exceed one third of the Full Members.

All IDDC Members should be:

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

4.1 FULL AND ASSOCIATE MEMBERS

4.1.1 Criteria for Full and Associate Membership

To be eligible for IDDC membership, full members must have a proven record of working with or in more than one country with a focus on the global South. Associate member, for their part, shall have one focus of their work on the global South.

In addition, IDDC Full and Associate Members should:

- a. Be rooted in civil society
- b. Work internationally
- c. Be non-profit making in aim

- d. Be independent to pursue their own development objectives
- e. Be publicly accountable and transparent
- f. Be registered as a legal entity
- g. Be structured with a Board which is representative of the organisation's constituency and independent in its actions
- h. Be able to fund or obtain funding for own attendance at the GA
- i. Agree to pay the membership fee
- j. Be willing and able to host meetings

Full and Associate members should be committed to:

- a. Attend the GA
- b. Participate in Task Groups, Focal Points, Working Groups, and attending the respective meetings
- c. Carry out tasks between meetings
- d. Share experience and information
- e. Contribute to IDDC's annual budget (refer to section 5.2.1)
- f. Collaboration and partnership
- g. Contribute resources to support IDDC activities (through either funding, personnel, expertise and information)
- h. Engaging in international networking

4.1.2 Procedure for Full and Associate Membership

Article 12 – Articles of Association

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 taken 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 assesses whether the application meets the membership criteria and if it does, will circulate the application to IDDC members for comments and questions. If

the Board concludes that the application does not meet the criteria, the applicant may submit their application directly to the GA.

- d. A period of not more than two months for mutual discussion between the prospective member and IDDC members will then take place.
- e. IDDC members will consider the contribution of the applicant to the overall balance of IDDC membership, and the potential benefit to IDDC as a whole. Criteria could include geographical location, focus or specialty of the NGO, type of NGO (e.g. service-provider, DPO, mainstream development).
- f. At the end of this period of mutual discussion, if there is no opposition from IDDC members, the prospective member will be invited to the next General Assembly of IDDC where a decision is taken. Participation in the GA will enable all parties to get to know each other and to make the final decision.
- g. The GA takes a vote on membership applications when the prospective member(s) are not present. They will then be informed about the result and if rejected, be presented with the reasons.

4.2 INDIVIDUAL MEMBERS

4.2.1 Criteria for Individual Membership

Individual members are persons who have particular expertise in and extensive experience from working with inclusive development. Individual members are entitled to:

- a. Be members of Task Groups
- b. Receive all communication addressed to IDDC members
- c. Propose the formation of a new Task Group

Individual members are committed to:

- a. Sharing experience and information
- b. Engaging in international networking
- c. Contributing resources to support IDDC activities (expertise, information, funding or personnel).
- d. Pay annual membership fee.

Individual members have an advisory role during the GA but do not have a vote.

4.2.2 Procedure for Individual Membership

- a. Applications for individual membership should be submitted in writing to the Board of IDDC (Article 12) The letter should contain;
 - i. Reasons for the application, stating how the applicant can contribute to and will benefit from IDDC
 - ii. Evidence of ability to meet the membership criteria.
- b. The Board of IDDC assesses 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 applicant to the overall balance of IDDC membership, and the potential benefit to IDDC as a whole.
- e. At the end of this period of mutual discussion, if there are no objections, and there is approval from 75% of the IDDC membership, then the applicant's membership can be approved provisionally. This will be formally voted on at the next GA (Article 12).

4.3 MEMBERSHIP TERMINATION AND EXCLUSION

4.3.1 Criteria for Termination or Exclusion

Article 9 – Articles of Association

The Board of Directors may propose the exclusion of members who compromise the moral or material interests of the association. Exclusions will be pronounced by the General Assembly with a majority of three quarters (3/4) 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 resign their membership by writing a letter to the Board, which will notify the General Assembly of the resignation.

Article 10 – Articles of Association

A member who has resigned his membership or has been excluded has no claims whatsoever to the association's authorised capital.

IDDC members compromise the moral or material interests of IDDC by:

- a. Not paying the annual membership contribution until the General Assembly of the following year
- b. No longer fulfilling the IDDC membership criteria
- c. Acting diametrically opposed to the IDDC values, beliefs and principles

4.3.3 Exclusion Process

The exclusion of a member has to be approved by the GA. The process to exclude a member can be initiated by the Board or by a member organisation.

- a. **Initiated by the board:** The Board first seeks a dialogue with the relevant member, if that is unsuccessful, the board proposes the exclusion to the GA. The relevant member is asked to supply a written or oral statement to the GA.
- b. **Initiated by a member:** An IDDC member requests the board to exclude a member. The Board enters into a dialogue with the relevant member, requesting to respond to the allegations.
 - i. If the Board concludes that the allegations are justified, it proposes the exclusion to the GA. The relevant member is asked to supply a written or oral statement to the GA.
 - ii. If the Board concludes that the allegations are unsubstantiated, it will not recommend exclusion to the GA. The member that had requested the exclusion, can now ask the GA directly to exclude the member.

4.3.4 Resigning Membership

If a Full, Associate or Individual member wishes to resign their membership of IDDC they must do so in writing to the Board, and then:

- a. A 1-year notice period applies from the date of the letter of resignation
- b. Membership fees and financial commitments will be valid for the 1-year notice period, on a proportional basis if split across a calendar year.

For the duration of the notice period the member is allowed to participate fully in IDDC activities.

4.4 PARTNERS AND COLLABORATION

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

4.4.1 Purpose of Partnership

IDDC will:

- a. Encourage the formation of national networks in the South to promote Inclusive Development, and seek to enter an official partnership with such networks based on a Memorandum of Understanding
- b. Seek out partnerships and collaboration with agencies who are also committed to Inclusive Development
- c. Actively develop partnerships with primary stakeholder groups, for example DPOs, parents groups, and local initiatives
- d. Identify and reach out to organisations who should be committed to Inclusive Development
- e. Strive to influence development organisations to ensure inclusion of persons with disabilities, and disability organisations to integrate a development perspective
- f. Build bridges between all groups reflecting diversity and experiencing discrimination

4.4.2 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

5. Fundraising and Finance

Article 4 – Articles of Association

[...] The association operates strictly on a non-profit basis. [...]

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.

Article 25 – Articles of Association

The revenue of the association consists of:

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

Article 26 – Articles of Association

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

5.1 FUNDRAISING

5.1.1 Fundraising Criteria

All IDDC fundraising must meet the following criteria:

- a. All funding, whether sought pro-actively or received reactively, must support the agreed strategy and activities as approved by IDDC members and the Board. All funding must also be consistent with IDDC's values and principles
- b. Funding must not be from sources that undermine IDDC values and 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. Fundraising 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 framework, and its specific aims and objectives.
 - iii. All IDDC 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 and where input required involves human resources from the IDDC Secretariat, Board, or membership rather than financial input from IDDC.

As outlined in IDDC's Reserves Policy, IDDC does not want to build significant reserves so if excessive funding is received, the Board will be required to develop a coherent plan as to how the funds can be spent to maximise IDDC's impact over a reasonable timeframe.

g. Management Responsibility

If IDDC is engaging in a significant fundraising proposal, the Board will ensure that an appropriate management structure is in place to oversee the proposal development and, if successful, the project implementation. Programme management overhead costs should be built into the fundraising proposal to as great an extent as possible.

5.1.2 Management Procedure

Where an IDDC member organisation takes prime management responsibility for a grant, the Board will establish a contract management system to track grant income, expenditure and reporting. Clear processes for oversight and reporting will be formally agreed by all organisations involved prior to the commencement of any such fundraising application.

5.2 FINANCIAL POLICIES AND PROCEDURES

The IDDC Financial Handbook sets out in detail procedures for the sound, efficient and secure handling of the day-to-day operating of IDDC financial resources.

5.2.1 Members Fees and Budget Contributions

Article 8 – Articles of Association

The minimum amount of the annual membership fee payable by Full and Associate members is 100 (one hundred) Euros.

The membership fee for individual members of IDDC is 100 EUR.

For organisational members, the membership fees and minimum financial contribution is 1,100 EUR.

The members of IDDC commit time and resources to the network, including in most cases financial contributions significantly above the minimum contribution. These contributions are vital to meet the annual budget adopted by the General Assembly. Members are usually asked to adjust their annual contribution with a certain percentage on basis of the inflation rate. The IDDC secretariat will send this request to the members well in advance of the General Assembly, for the Board to be able to propose a budget to the General Assembly. Any significant increase in the budget beyond normal adjustment would only be proposed after extensive consultation with members.

IDDC membership contribution is discussed with IDDC applicants as part of the application process in advance of the General Assembly.

5.2.2 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 IDDC members at a General Assembly. The IDDC Treasurer has overall responsibility for all IDDC programmes' and projects' budgets. The 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 as and where necessary, and an amount of money allocated for total spending in that area.
- c. Identified budget holders for elements of the budget should this be necessary i.e. a specific project can be managed by an individual budget-holder, but the Treasurer has overall responsibility for all IDDC funds. Note that in the absence of specific funded project work it is unlikely that this will be necessary.
- d. An agreed spending limit for each identified 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 their place. Wherever possible, the Treasurer should provide advance notice of dates of absence to the IDDC Secretariat and Chairperson.

5.2.3 Financial Reporting

A financial report will be produced by the Treasurer ahead of each Board meeting and presented to the Board. The end of year Financial Accounts will be presented to and agreed by the General Assembly.

5.2.4 Financial Controls

Financial controls regarding signatories to bank accounts and payment authorisation levels are detailed within the IDDC Financial Handbook and updated as and when necessary.

5.3 EXPENSES AND RESERVES

5.3.1 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 IDDC Secretariat prior to business trips to confirm eligible expenses. For all specific details, refer to the IDDC Financial Handbook.

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

5.3.2 Non-Secretariat expenditure

- a. It is expected that 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 by the Board. This should be exceptional rather than routine as IDDC financial capacity to support on-going costs of this nature is limited.
- b. Task Groups do not have annual budgets unless the Task Group Coordinator has negotiated this with the Board in advance and the amount has been included in the approved annual budget for IDDC. Again, this should be exceptional rather than routine as IDDC's financial capability to support on-going costs of this nature is limited.
- c. For any other IDDC activity not covered by the above, prior approval by the Board will be needed.

5.3.3 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 organisations' involvement – even where that benefits the reserves position. The policy is to build reserves to a level where they are within an agreed target range specified in the IDDC Reserves Policy.