



IDDC WORKING PRACTICES

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1 ROLES AND RESPONSIBILITIES

1.1 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 its members and to ensure that the aims and objectives of the organisation are fulfilled, IDDC has developed a structure which is composed of three different entities.

These are the General Assembly, the Board¹ and the IDDC Secretariat.

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1.2 THE GENERAL ASSEMBLY

1.2.1 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 IDDC members. The GA should strive to reflect fully IDDC's values, beliefs and operating principles.

1.2.2 Composition and voting rights and procedures

Article 11.

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 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.

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

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 and Associate members are present or represented.

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

1.2.3 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 and Associate 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 the "IDDC Working Practices" and "IDDC Values, Beliefs, and Principles";

All other powers are vested in the Board of Directors.

The GA approves any Strategic Framework for IDDC.

While IDDC Treasurer recommends an auditor, the GA has the right to review and request a new tender for an auditor if it is deemed that the performance is not satisfactory.

1.2.4 Hosting and Facilitating the GA**Article 14.**

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.

- a. The GA is hosted by IDDC member organisations on a rotating basis.
- b. Chairing, co-chairing, facilitation and minute-taking of the different sessions during the GA is generally shared between Board members and GA participants.
- c. Facilitators of the different GA sessions can be proposed by the Board in advance of the GA, in order to involve them in the preparation process. These facilitators should be approved by IDDC members during the opening session of the GA.

1.2.5 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.

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1.3 THE BOARD OF DIRECTORS

1.3.1 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) 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.

1.3.2 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 any Strategic Framework and activities agreed at the GA
- c. Oversee and monitor the budget implementation
- d. Ensure IDDC’s ‘Values, Beliefs and Principles’ and ‘Working Practices’ are complied with

- e. Support and liaise with IDDC Secretariat 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 (TG) or a group of IDDC members to do so
- h. Maintain good communications between the Board and Task Groups by selecting Board members to be TG link persons for every active TG, and ensuring regular updates and exchanges
- i. Participate in the preparation of the GA
- j. Oversee Human Resource Management

1.3.3 Elections, Resignation and Expulsion of Board Members

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.

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.

Nomination Process:

- a. Well in advance of the General Assembly the Board appoints an election committee of at least two individuals, who are from an IDDC member and are actively engaged in IDDC work.
- b. The members of the election committee must not be candidates for the Board election.
- c. The election committee has the responsibility to encourage and stimulate nominations for Board membership and to ensure a timely and inclusive nomination process.
- d. The election committee approaches Full and Associate members of IDDC for nominations at least two months prior to the General Assembly. It also encourages IDDC members to suggest suitable candidates, and then checks the nominee's, and their respective organisations', willingness to stand as a candidate.
- e. One month prior to the General Assembly, the election committee reports to the Board on the nominations received. The Board then reviews the nominations in relation to the Board composition principles (see 1.3.1.) and provides respective feedback.
- f. Two weeks prior to the General Assembly, the election committee presents the nominations for the Board elections to all IDDC members.
- g. Nominations by Full and Associate members can be done until the day prior to the elections.
- h. The election committee organises the Board elections during the GA ensuring a transparent and inclusive election process.

Replacement of Board members:

In case Board members step down during their three year term, a replacement Board member will be elected at the following General Assembly. However, the Board may appoint an interim Board Member up until the next General Assembly. The Board is also empowered to re-designate the positions of Secretary, Treasurer and Vice-Chair, in case a Board member holding one of these portfolios steps down.

1.3.4 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.

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.

1.3.5 Roles and Responsibilities of Designated Posts

The GA elects the Board Members with the designated posts.

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

Chairperson of the Board:

- a. Can be elected for a maximum of two consecutive terms.
- b. Convenes the GA in accordance with the Articles of Association (the IDDC Statutes).
- c. Prepares Board meetings and the GA in cooperation with the Secretary, other Board members and the IDDC Secretariat.
- d. Chairs the Board meetings and oversees the agenda, in cooperation with the Secretary, other Board members and the IDDC Secretariat.
- e. Ensures professional facilitation of GA meetings.
- f. Signs agreements/contracts on behalf of IDDC, together with one other Board member.
- g. Provides regular support to the IDDC Secretariat staff.

Vice Chairperson:

- a. In the absence of the Chairperson, the Vice Chairperson signs agreements/contracts on behalf of IDDC, together with one other Board member.
- b. Supports the Chairperson in all his or her duties.

- c. If the GA elects more than one Vice Chairperson, the division of roles and responsibilities has to be decided upon by the Board.

Treasurer:

- a. The Treasurer gives a financial report at every Board meeting.
- b. The Treasurer is responsible for preparing a yearly budget and an annual financial report with input from the Board, and has to present them to the GA (at least one month before the GA) for approval, and discharge of the Board.
- c. In addition, the Treasurer:
 - i. Maintains regular communication with the IDDC Secretariat staff regarding the management and audit of the financial accounts
 - i. Reviews and supports budget developments of new proposals
 - ii. Supervises financial implementation of proposals
 - ii. Supervises payments, and authorises payments according to GA specification.

Secretary:

- a. Is aware of and monitors the legal obligations of IDDC as an international association and is responsible for supporting the IDDC Secretariat to submit 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 the GA, oversees the agenda and signs off minutes.
- d. Supports the IDDC Secretariat in first review of applications for membership and/or partnership submitted to IDDC.

1.3.6 Signing Official IDDC Documents and Legal Role

Article 24.

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.

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1.4 IDDC STAFF AND CONSULTANTS

1.4.1 Recruitment and Function

Paid IDDC Secretariat staff and Consultants will be recruited by the Board and maintained as required to assist IDDC to achieve its objectives. IDDC Secretariat 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.

1.4.2 Secretariat responsibilities

The IDDC 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. Supporting the Board and Task Groups
- c. Coordination of activities and projects
- d. Encouraging and facilitating the participation of IDDC members
- e. Supporting communication (internal and external)
- f. Management of mailing lists, data bases and the website
- g. Maintaining the IDDC Archive
- h. Maintaining 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 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.

1.4.3 Principles for IDDC Secretariat employment

- a. Paid IDDC Secretariat staff should not be a substitute for, or cause a reduction in participation or activity by IDDC 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.

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1.5 IDDC TASK GROUPS

1.5.1 Task Groups

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

- a. Task Groups are composed of IDDC members who volunteer to work together to carry out tasks related to a particular theme or project, prioritised within IDDC's overall strategy.
- b. IDDC members may nominate representative(s) of their choice for each Task Group. These persons do not need to be the same person who attends the GA. A Task Group requires a person with particular expertise and/or field experience.
- c. Task Groups are composed mainly of IDDC members (organisations or individuals). However, non-IDDC members can be invited by the Task Group to participate in TG activities as long as they are committed to the values and principles of IDDC, and are willing to contribute to the active 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. The formation of a Task Group can be provisionally approved by the Board.

- 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 in order to ensure their work is more effective.
- 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 an update at the GA on progress 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.
- i. Task Groups may work as a representative group working on a topic that is important to all IDDC members. TGs may also be formed to represent a topic that is very important to some members.

1.5.2 Minimum Criteria to set up a Task Group

- a. At least five people from IDDC members for whom the subject and purpose of the TG are relevant for their day-to-day work in their own organisation, and who see value in the TG's purpose for their own work objectives;
- 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;
- d. A focused and time bound objective for the TG's current work;
- e. A clear understanding by the TG Coordinator(s) of the range of motivations for different TG members who are part of the group;
- f. An effort to educate those TG members who are not specialists in the subject of the group's work.

1.5.3 Task Group Coordinators

Task Group Coordinators:

- a. 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.
- b. The positions of the Coordinator and Co-coordinator(s) should be reconsidered and rotated every two years. Re-appointment is possible.
- c. Take the lead in communicating with Task Group members, and act as the main contact person for Task Group communications.
- d. Facilitate the development of the Task Group work plan.
- e. Liaise with the IDDC Secretariat and the Board about the execution of the work plan, and linkages with other TGs and areas of IDDC work.
- f. Report to the GA.
- g. Speak on behalf of members of the Task Group.
- h. Can represent IDDC in the framework of the agreed upon ToRs of the TG.
- i. 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.
- j. Should be committed to attend the GA.

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1.6 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 is usually one or two IDDC members who are particularly interested in the topic and working on it on a regular basis.

The Focal Point disseminates relevant information via a relevant mailing list 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.

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1.7 IDDC WORKING GROUPS

These are usually temporary groupings that are formed with the approval of the GA, 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.

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2 MEMBERSHIP AND PARTNERSHIP

2.1 MEMBERSHIP

2.1.1 Criteria for all Members (Full, Associate and Individual)

Article 5.

The association is composed of Full members, Associate members and Individual members.

All IDDC 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 persons with disabilities, 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

2.1.2 Categories of Membership

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

1. Full members
2. Associate members
3. Individual members

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2.2 FULL MEMBERS

2.2.1 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 global 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 the GA
- b. Participating in Task Groups, Focal Points, Working Groups, and attending the respective meetings
- c. Carrying out tasks between meetings
- d. Sharing experience and information
- e. Contributing to IDDC's annual budget (refer to section 3.3.1)
- f. Collaboration and partnership, and listening to and accepting other IDDC members with different backgrounds and perspectives
- g. Contributing resources to support IDDC activities (through either funding, personnel, expertise and information)
- h. Engaging in international networking

2.2.2 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 officially 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 membership 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 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 speciality 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 final decision to be taken. Participation in the GA will enable all parties to get to know each other and to make the final decision.
- g. The GA will take a vote on membership applications when the prospective member(s) are not present. They will then be informed of the result and if rejected, be presented with the reasons.

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2.3 ASSOCIATE MEMBERS

2.3.1 Criteria for Associate Membership

Article 7.

7b Associate members are international member-based networks working in the field of inclusive development and composed of at least 10 (ten) independent national organisations.

Additional criteria for Associate membership are:

- a. Being registered as a legal entity
- b. Being an international member-based network composed of at least 10 independent national organisations

- c. Having one focus of their work on the global South
- d. Structured with a Board which is representative of the organisation's constituency and independent in its actions
- e. Ability to fund or obtain funding for own attendance at the GA
- f. Agreement to pay the membership fee
- g. Willingness and ability to host meetings

Associate members should be committed to:

- a. Attending the GA
- b. Participating in Task Groups, Focal Points, Working Groups, and attending the respective meetings
- c. Carrying out tasks between meetings
- d. Sharing experience and information
- e. Contributing to IDDC's annual budget (refer to section 3.3.1)
- f. Collaboration and partnership, and listening to and accepting other IDDC members with different backgrounds and perspectives
- g. Contributing resources to support IDDC activities (through either funding, personnel, expertise and information)
- h. Engaging in international networking

2.3.2 Procedure for Associate 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.

The procedure to obtain Associate Membership is identical with the procedure to obtain Full Membership.

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

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2.4 INDIVIDUAL MEMBERS

2.4.1 Criteria for Individual Membership

Article 7.

7a Individual members are physical individuals who work in the field of inclusive development.

Article 11.

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

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)

Applications to attend the GA are submitted to the Board, and are decided on a case by case basis. Individual members have an advisory role during the GA but do not have a vote.

2.4.2 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 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 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).

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2.5 MEMBERSHIP TERMINATION AND EXCLUSION

2.5.1 Legal Statutes

Article 9.

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.

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

2.5.2 Additional Criteria for Termination or Exclusion

IDDC members compromise the moral or material interests of IDDC by, amongst other things:

- 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
- d. Not participating in any activities of IDDC over a period of two years

2.5.3 Exclusion Process

- a. The Board may initiate an exclusion process on its own, or on the request of an IDDC member organisation
- b. The Board issues a written statement to the party concerned, expressing the proposition to not exclude or to exclude the member, and presenting the reasons.
- 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.

2.5.4 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 able to participate fully in IDDC activities.

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2.6 PARTNERS AND COLLABORATION

2.6.1 Purpose of Partnership

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

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

2.6.2 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

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3 FINANCE AND FUNDRAISING

3.1 LEGAL STATUTES

Article 4.

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

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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 revenue of the association consists 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 to the General Assembly for approval within six months.

IDDC Financial Handbook

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

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3.2 FUNDRAISING

3.2.1 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 IDDC 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 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.

Conversely, should IDDC raise excess funds for a specific programme or project the Board must negotiate with the donor to ensure their requirements are met. 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.

3.2.2 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.

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3.3 FINANCIAL POLICIES AND PROCEDURES

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

3.3.1 Members Fees and Budget Contributions

Article 8.

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

The running of IDDC depends on members financial contributions. Full and Associate members agree to contribute a minimum of 1,000 EUR to the budget of IDDC in addition to the membership fee of 100 EUR, thus the minimum fee is 1,100 EUR per annum.

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

Apart from the Members Fee, budget contributions over and above this amount are required in order for the network budget to be met.

The budget contribution should be discussed with IDDC membership applicants as part of the application process in advance of the General Assembly.

3.3.2 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 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.

3.3.3 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.

3.3.4 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.

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3.4 EXPENSES AND RESERVES

3.4.1 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 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.

3.4.2 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.

3.4.3 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 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.

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4 COMMUNICATION

In progress

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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 and Associate 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 3/4 (three quarters) of the valid votes cast.

If the attendance quorum of 60% (sixty percent) of the Full and Associate members is not met at this meeting, a second meeting will be convened, to be held no sooner than 15 (fifteen) days after the first meeting, at which valid resolutions regarding the proposal can be adopted by a majority of 3/4 (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.

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.

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