World YWCA
Affiliation Fee Policy and Procedure
Interim from date of adoption until WC 2019
Background and principles

The affiliation fee provides an important source of funding for the core budget of the World YWCA, and enables the World YWCA to translate the vision and purpose of the movement into strategic activities for the collective benefit of the movement. Paying affiliation fees is a condition of affiliation under the World YWCA Constitution: “the association shall pay an annual affiliation fee to the World YWCA”\(^1\).

As a membership-based movement, the World YWCA unites and coordinates member associations in the world movement and acts on their behalf in matters for which it has received authority\(^2\). This includes developing and implementing the Strategic Framework agreed by World Council.

Paying affiliation fees also ensures the World YWCA can provide much-needed capacity building and support to member associations in need. This increases the sustainability of the world movement and ensures the movement does not leave any association behind.

The value, privileges and responsibilities of membership

Members Associations (MAs) of the World YWCA are part of a global network driving transformative change. They have opportunities to connect, and share ideas, expertise and best practice, with other members around the world who have the same values and are working on the same challenges. A detailed list of privileges and responsibilities, as approved by the World Board, is included below:

**Privileges:**
- Membership in a global women’s movement with established identity, status and partnerships
- Links between local communities and global networks
- Solidarity with a wider community
- Capacity for collective impact
- Use of YWCA name and brand in promoting identity, programmes and events and securing funds and resources to support work
- Rights to attend and vote at World YWCA Council
- Right to nominate for office and represent the world movement through the Board of the World YWCA
- Participation and representation in global, regional and bi-lateral events

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\(^1\) Art. 10.f - World YWCA Constitution
\(^2\) Art. 5 – World YWCA Constitution
• Peer support, exchange and sharing of best practices, for example successful programmes, concept papers, funding innovations, expert reports
• Skills and capacity building and training e.g. internships, ITIs
• Communications and advocacy tools e.g., annual report, YWCA thematic publications
• Opportunity to apply for access World YWCA resources, where available e.g. Power to Change Fund and training tools

Responsibilities (including conditions of affiliation, according to the Constitution):

• Have a purpose consistent with the World YWCA purpose
• Conduct programmes which are inclusive and rights-based, focused on women and girls
• Foster young women’s leadership
• Support a membership base
• Comply with standards of good management and accountability, including responsible financial management
• Pay affiliation fees
• Obtain approval of constitution by World YWCA
• Create safe spaces for women and girls
• Report to the World YWCA, including through 4 year survey
• Attend and vote at World YWCA Council
• Use YWCA name
• Protect the integrity of the name, logo and brand of YWCA
• Provide mutual support and accountability to other YWCAs
• Advocate for and expand awareness of the YWCA
• Share leadership that is aligned with the vision and purpose of the World YWCA

Setting the affiliation fee

The World Council approves the affiliation fee plan, as established in the World YWCA Constitution³.

Calculating fees for each member association

It is important to note that it is each MA’s responsibility to annually provide updated financial statements in one of the 3 World YWCA official language (English, French or Spanish) as soon they have them ready as well as upon request from the World Office.

Fees for each member association are calculated annually. This ensures the World YWCA can take into account any changes in member associations’ circumstances

³Art. 21d and 76a – World YWCA Constitution
The World YWCA will base each member association’s fees on the latest year-end financial statements available, provided by the member associations. If member associations have not provided their latest statements, the World YWCA will use the highest annual income in the last 4 years available to the World Office.

**Current affiliation fee formula**

From 1\textsuperscript{st} of June until 7\textsuperscript{th} of July 2017, the World YWCA member associations voted to adopt the following affiliation fee formula, based on:

A tiered system in which:

a. All member associations pay 1\% of total annual income
b. Member associations who earn over 500,000 CHF in total annual income pay an additional 750 CHF per year
c. Member associations with annual revenues of 10 million CHF or more pay a maximum fee of 230,000 CHF per year

There is no minimum fee.

**Definitions**

**Total annual income**: includes all income (restricted and unrestricted), including financial donations and unrestricted income. It does not include unrealized gains/losses on investments, projects or activity losses, expenses/costs or funds that one MA passes through to another “flow through funds”. The receiving MA will pay affiliation fees on the funds received (see further definitions below).

**Unrealized gains/losses on investment**: An unrealized gain is a profit from an investment that exists on paper. It is a profitable position that has yet to be sold in return for cash, such as a stock position, where the value of the stock has increased, but the stock has not been sold. An unrealized loss is when an investment has decreased in value, but has not yet been sold. Gains and losses are only realized once the investments have been sold.

**Flow through funds**: Funds or portions of funds that a YWCA or YMCA-YWCA transfers to a third party for the benefit of that party; the third party can be another, MA or organization or a participant not employed by the member association.

**Note**: Member Associations need to provide detailed information on flow through funds.

**Payment and Exemption Procedures**

\(^4\) Definition adopted from YWCA Canada Allocations Policy and Formula
Affiliated Member Associations will be notified of their affiliation fees each year, according to their total annual income. MAs will be invoiced in the beginning of the year, and they will be asked to cover any potential international transfer fees. The affiliation fee has to be paid in full for the entire membership year which runs from January to December. The due date for payments will be 60 days from the date of invoicing. See below the time table of procedure:

<table>
<thead>
<tr>
<th>Date</th>
<th>Item</th>
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<tbody>
<tr>
<td>Between July &amp; September of previous year</td>
<td>MAs will be requested to submit financial reports from year before to the World YWCA Office</td>
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<tr>
<td>October of previous year</td>
<td>Calculation Affiliation Fees</td>
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<tr>
<td>November/December of previous year</td>
<td>Preparation Affiliation Fees Invoices</td>
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<tr>
<td>2nd week January of the year</td>
<td>Invoices to be sent to MAs</td>
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<tr>
<td>Deadline for payment (2nd week of March)</td>
<td>60 days after invoices are sent</td>
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**Exemption Process**

The affiliation fees are calculated annually and therefore more realistic. Exemption request will be considered on an exceptional basis when member associations have exhausted all available options for paying their affiliation fees and will only be considered when at least one of the following criteria will be met:

- If the MA is facing unexpected and exceptional financial constraints (for example significant unexpected losses, insolvency...),
- If the MA is inactive

A MA which meets at least one of these criteria and which is unable to pay the total affiliation fee within the set deadlines can request an exemption on the amount of the fees and/or the deadline of payment. The MA must make a formal request within a maximum of one month after reception of the invoice as follows:

- Sending a letter signed by two authorized signatories of the MA (usually the President and General Secretary, in the case that the MA does not have a paid GS, the Treasurer should sign) before the deadline for payment,
- The letter must explain the reasons why they are unable to pay the full amount on time and suggest alternatives as instalment of payments and/or a limited affiliation fee amount.
- Enclosing a copy of their most recent financial statements (preferably audited), and any other documentation allowing an evaluation of the MA organizational capacity, and supporting their case.
- Exemption request should be sent to the world office email: worldoffice@worldywca.org

The World Office will receive, review and analyse the exemption requests. The purposes of the assessment are:

- To assess the ability to pay of the member association,
- To propose recommendations to the General Secretary for their approval or not of the exemption request.
The exemptions will be approved for one year only and a note will be made of the exemption on the member association’s database record. Therefore, once an exemption is approved the membership affiliation status will then not be suspended and they would retain full membership privileges.

The World YWCA office will make sure that technical support is provided to MAs to fulfil this condition of affiliation.

**Non-payment of fees**

As a membership responsibility, affiliated Member Associations will need to have paid their affiliation fee in order to be able to access to the World YWCA membership privileges, including vote at World Council and to nominate candidate for World Board or Nominations Committee, to access to Power to Change Fund and for their members to participate in World YWCA initiatives, training and advocacy exposure opportunities, internship or international training institutes, among others.

Any member association that has not paid its affiliation fee by the payment deadline, without any satisfactory explanation or discussion with the World YWCA Office, will be considered to be in breach of its responsibilities of membership. This may lead to suspension from membership until either the fee is paid or an agreement on payment is reached the World YWCA Office.

Privileges for suspended member associations will resume as soon as payment is made.

**Changing membership affiliation status**

The World YWCA office presents an annual report on affiliation fee payments to the World YWCA Board. This report will include a list of any member associations who are in breach of their responsibilities of membership.

In accordance with the World YWCA Constitution, the World Council and World Board are responsible for making decisions on any changes in affiliation status.

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5 World YWCA Privileges and Responsibilities Policy
6 Art.69 - World YWCA Constitution
7 Art. 15 - World YWCA Constitution
8 Art. 11 to 18 World YWCA Constitution