

Minutes for EXECUTIVE BOARD MEETING EB 02-11

Date : 13th & 14th July 2011

Venue : Grange Hotel , London

Starting Time : 0900

Confirmed attendance	
EB members	Alternates/advisor
AAK - Tim Stephenson (TS)	Cadbury - Tony Lass (TL)
Cadbury - Neil La Croix (NLC)	Carrefour – Agathe Grossmith (AGG)
Conservation Intl - Tim Killeen (TK)	NBPOL – Simon Lord (SL)
HSBC - Paul Norton (PN)	GAPKI – Edi Suhardi (ES)
IOI - Hidde van Kersen (HvK)	MPOA – Puvan Selvanathan (PS)
MPOA - Jeremy Goon (JG)	AAK- Martin Craven (MC)
Oxfam Intl - Johan Verburg (JV)	Retailers’ Palm Oil Group – Hugo Byrnes
Rabobank – Jose den Toom (JdT)	
Retailers’ Palm Oil Group - Belinda Howell (BH)	
)Unilever - Jan Kees Vis (JKV) – Chair	Advisor - M R Chandran (MC)
WWF - Adam Harrison (AH)	
FELDA - Mohd Nor Kailany (MNK)	
Sawit Watch - Abetnego Tarigan (AT)	
	Secretariat
	Darrel Webber (DW)
	Anne Gabriel (AG)
	Salahudin Yaacob (SY)
Excused	
Conservation International- Jatna Supriatna (JS)	Oxfam Intl – Kate Geary (KG)
HSBC -Wei Kwang Chong (WKC)	Sawit Watch - Norman Jiwan (NJ)
IOI – Peter Lim (PL)	GAPKI – Derom Bangun
SIAT – Gert Vandersmissen (GV)	

Agenda 13th & 14th July		
Item No.	Description	Focal Person
1	<p>Introduction</p> <ul style="list-style-type: none"> 1.1 • RSPO Antitrust Laws 1.2 • RSPO EB Consensus based decision making <p>The chair reminded all attendees of the Antitrust laws that should be abided and further reminded all of the consensus based approach towards any EB decision.</p> <ul style="list-style-type: none"> 1.3 • Approval of Minutes of previous meeting EB1-11 <p>Decision:</p> <p><i>The approval of minutes for EB01-11 will be placed on hold. EB asks secretariat to ensure that all other minutes, pending approval, be circulated via email within 2 weeks to circulate all.</i></p> <p><i>EB asks secretariat to ensure that papers and minutes are circulated within 2 weeks before any EB meeting.</i></p>	JKV
2	<p>RSPO Global Comms and Consumer Goods Forum</p> <p><i>Background:</i></p> <p><i>Consumer Goods Forum brings together all international retailers and its suppliers. Combined revenues are USD 2 Trillion. A few work streams including a work stream on sustainability. Under this w/stream they are focusing on refrigeration. In order to reduce CFC gas and b) deforestation</i></p> <p><i>Their deliberation at a recent meeting of palm oil resulted in the following:</i></p> <ol style="list-style-type: none"> 1. <i>Company members would write to Cargill, Bungee and ADM to respond to sustainable palm oil procurement and trading</i> 2. <i>To write to all members of CGM to become members of RSPO and to set a public goal of sourcing all their palm oil sustainability.</i> 3. <i>To act on changing patterns and attitudes in China and India towards palm oil and soy.</i> 	Invited Guest Gavin Neath ¹

¹ Of Unilever

	<p><i>They Request:</i></p> <p><i>To organize jointly organise an event, in China, to raise awareness in China. The objective is to raise awareness to the policy makers wrt sustainable palm oil.</i></p> <p><i>Decision:</i></p> <p><i>The EB agrees that RSPO and CGF to jointly organise an “event” in China. Likely to be by June 2012. A CGF representative will reach out formally to AG</i></p>	AG
3	<p>Roundtables & REDD</p> <p>Both Tracy and David gave a presentation of the initiative that calls for roundtable on REDD and Agriculture.</p> <p>They propose for RSPO to be part of this initiative.</p> <p><i>Decision:</i></p> <p><i>EB agrees to participate in this initiative and for the RSPO secretariat to hire a full time GHG Manager .</i></p>	<p>Invited Guest</p> <p>Tracy Johns²</p> <p>David Tepper³</p>
4	<p>Reporting on progress on actions identified at EB meeting 01-11</p>	
4.1 4.1.1	<ul style="list-style-type: none"> • Follow up on decisions made regarding RSPO governance <ul style="list-style-type: none"> ○ A proposal on progressing the additional EB seat for Integrated Multi National Companies (Appendix1) <p>Decision required:</p> <ul style="list-style-type: none"> - To endorse proposal from PJS <p>Decision:</p> <p><i>PJS to gauge support for this new category from existing membership and revert back with a report to the EB by EB Meeting 03-11.</i></p>	PJS

² Of the Environmental Research Institute of the Amazon (IPAM), Brazil

³ Of Forest trends

(OXFAM); GV (SIAT); NJ (SAWIT WATCH); SIMON SIBURAT (WILMAR); TK (CI). AH would sought a nomination to have a committee member representing Indonesian growers.

Decisions:

ES volunteers himself to be a member of the Standards and Certification Committee, representing the Indonesian growers.

DW briefs that there was a proposal by the Royal Society to conduct research on the Impacts of RSPO. The EB was requested to approve the project and grant RM 225,000 for this purpose.

Decision:

EB approves the Royal Society Project in principle. Budget for RM225K is allocated.

AH informs that there some task forces will be established soon. Amongst them are a) The Impacts Task Force b) The P&C review Task Force c) Conduct of Conduct task force. AH further requests nominations to these taskforces.

FYI only

AH requests the EB to decide on the scope of upcoming RSPO Principles &Criteria review and to agree on timelines

Decision:

- ***The EB instructs that the P&C review be conducted by RT10, 2012.***
- ***The Scope of this P&C review is the wording of the RSPO P&C and to harmonize all related documents***
- ***There will be a Single document for P&C certification systems document***
- ***There will be a new document called the Supply Chain Standard Document.***

SY briefed the EB on progress of the National Interpretations. SY briefed on the current status with the Thai NI. It was pending feedback from members of the NI

Decision:

SY to keep Sandra Seeboldt and Norman Jiwan updated on the progress of the Thai NI. SY to need to be provided with other potential contacts

SL briefed on the proposal to have a simplified NI fro small producer countries.

DECISION:

Secretariat to circulate document to all EB members for comments. Giving one month for comments and amendments.

SL will then circulate the final draft to all EB members for comments, after incorporating the necessary changes in the proposed new procedure.

Info: SY informed that SAR AGRIGROUP, in Ivory Coast, was conducting a Local Interpretation of the RSPO P&C.

SY reported on progress of Accreditation Services International audits of RSPO certification bodies (CB). There is currently a report of poor performance of one CB.

Decision: Secretariat to await & review final report from ASI. If a suspension is warranted, then DW will draft an official letter to circulate to volunteer EB members for approval. JG has volunteered to assist in the drafting of the letter.

SY updated on the approval process of HCV Assesors. SY further request the EB to endorse the extension of the expiry date of current assessors by 6 months. The BHCW-WG will ask assessors to re-register. The BHCW-WG will develop a procedure that can check the quality & that there should not have a closing date for new assessors.

Decision:

EB endorses the requests

AH briefed on the Annual Reporting of Progress of members. The current exercise to encourage members to report is in

	<p>progress. However AH requests that the EB assist in chasing up replies to the sent questionnaires, assist in resolving processor/trader category' and to allow WWF access to data collated, thus far.</p> <p>Decision:</p> <ul style="list-style-type: none"> • Secretariat to provide emails contacts to each EB member of their constituents. Then EB members can send a message to encourage their constituents to complete their questionnaire. • EB agrees to allow WWF early access to the information gathered, this year, the Annual Progress Report. This is an aid to the WWF effort to compile a Palm Oil Scorecard. <p>(note: More discussion points can be read in Appendix 3)</p>	
6.0	<p>Updates from the Communications and Claims Standing Committee which include:</p>	JKV
	<ul style="list-style-type: none"> - Trademark updates - New Website updates - Global communications plan for EU, China, India and SEA. - New terms proposed by service Greenpalm - Terms of Reference for the C&C SC <p>Decisions:</p> <p>T&T and C&C to form a task force to review the communications & claims rules surrounding the trademark</p>	JKV/AG JKV/HvK
7.0	<p>Updates from the Trade and Traceability Standing Committee which include:</p>	HvK
7.1	<ul style="list-style-type: none"> • Terms of Reference for the T&T SC <p>FYI:</p> <ul style="list-style-type: none"> - Marieke Leegwater handed over her role as chair to HvK. - The previously independent Derivatives Taskforce has now been incorporated within the T&T SC. The lead on this is Mr. Harald Sauthoff of BASF. - T&T suggests that they become the focal point for discussions on service and contracts - HvK reports that there will be a joint committee between the C&C and T&T to review the rules surrounding the RSPO trademark. - T&T will want to review the Greenpalm service 	HvK

	<p><i>contract in parallel to the current UTZ review . This Greenpalm review will be conducted in collaboration</i></p> <ul style="list-style-type: none"> - <i>JG mentions that under the “grandfathering” ⁴ clause palm oil can still be used as feedstock</i> - <i>T&T will take under its wing the current the Bioenergy Task force.</i> <p>Decision:</p> <p><i>With regards to the Terms of Reference of the T&T:</i></p> <ul style="list-style-type: none"> - <i>EB agrees that T&T will be the focal point to discuss with service providers UTZ and Greenpalm on service levels and contracts.</i> - <i>EB agrees that T&T has the mandate to create the rules on trademark use.</i> - <i>EB decides that JG should contact Arjen Brinkmann to pursue on the latest updates on RSPO applications for EU-RED recognition</i> - <i>EB agrees to approve Terms of Reference of the T&T SC and the C&C SC via email circulation.</i> - <i>EB agrees to include a customer satisfaction survey on Greenpalm. HvK will lead on this via the independent consultant who is reviewing the UTZ system.</i> 	<p>HvK</p> <p>HvK</p> <p>JG</p> <p>FYI</p> <p>HvK</p>
<p>8.0</p>	<p>Updates from the Grievance panel</p> <p>Inform EB about panel decisions and agree on proposed next steps by Secretariat w.r.t the list of outstanding grievances</p> <p>Information:</p> <p>Decision:</p> <ol style="list-style-type: none"> 1. <i>Dutapalma > Grievance Panel recommends to lift suspension since they have submitted their timebound plan as requested. Subsequently the Panel and Secretariat will look into the possibility of covering the issues raised by the complainants in any upcoming CB audit.</i> <ol style="list-style-type: none"> a. <i>Because of lack of clarity about ownership situation of the alleged plantations (Dutapalma, Darmex Agro, other?), Secretariat is asked to investigate further on exact location & review all original</i> 	<p>JV</p> <p>DW</p> <p>DW</p>

⁴ Production facilities that were in operation on 23 January 2008 are exempted from complying with the EU-RED greenhouse gas saving criterion until 1 April 2013.

	<p><i>complaints to the determine exact nature & area and involvement of any RSPO member or members.</i></p> <p>2. GAR ></p> <p><i>a. Grievance Panel recommends to lift the freeze on certification processes for those plantations that have already been audited. GAR will be informed NOT to actively communicate this decision until the complete approval for certification has been achieved for all those plantations.</i></p> <p><i>b. Grievance Panel recommends to continue the freeze of all pending new audits UNTIL the approvals have been received for the first set of plantations.</i></p> <p>3. Sime Darby Compensation Proposal > The BHCV-WG will review the proposal and advice the Grievance Panel (GP)</p> <p>4. Secretariat to place full case history of all grievances on the RSPO web</p> <p>5. GP will call upon the expertise of the Secretariat, the BHCV-WG or any other expert group in RSPO to provide expert advice where needed on grievance related content, notably HCV compensation issues. Authority to decide rests with the Panel, in close consultation with the Secretary General, who is the official contact point towards the involved members.</p> <p>6. The change of the term Grievance to Dispute and hence Grievance Panel to Dispute Resolution Panel will be considered during the review of the P&C in 2012, as this will affect many areas of the RSPO normative documents.</p> <p>7. IOI - Meaningful discussions and exchanges have been held. The Grievance Panel now waits for a formal response from IOI.</p> <p>8. For grievance cases, that require special expertise/knowledge, relevant board members can be nominated to sit in for advice; to review the current procedure and flow chart for the GP to make sure it is tight and practical.</p>	<p>DW</p> <p>SY</p> <p>DW/AG</p> <p>DW/SY</p> <p>AH//DW/SY</p> <p>FYI</p> <p>FYI/JV</p>
9.0	<p>Updates from Finance Committee</p> <p>Decision:</p>	TS

	9. The budget is approved as proposed by TS (see appendix 4. This includes the extra budget items for increase in H&K fees	
10.0	Update on Secretariat finances; HR; Office; Legal matters. (FYI)	DW
11.0	<p>Discussion on Membership</p> <p>Decision required from EB:</p> <ul style="list-style-type: none"> • Formula for multi tiered membership rates <p>Decision:</p> <p><i>Agreed to use the current Roundtable on Sustainable Biofuels rates as guidelines. This will be for the interim (internal guidelines). See Appendix 5.</i></p> <p><i>Further, the secretariat will propose multi-tiered membership rates for all membership categories to be submitted at a future meeting.</i></p> <ul style="list-style-type: none"> • Decision on criteria for OM/AM (DEC) <p>Decision: <i>UN-PRI, World Food Programme would be eligible for OM membership. WFP can be considered as a “trader”.</i></p>	JV/TK
12.0	UPDATES on RT9	DW/AG
13.0	<p>AOB</p> <p>Discussion on Greenpalm contract:</p> <p>Decision:</p> <p><i>EB agrees that AAK reduces the administration rate to USD 1.50 per certificate on signing the new agreement and USD 1 per certificate by 2012. The EB further requests Greenpalm to consider, by next EB meeting, a tiered admin fee charge based on volumes and based on actual admin costs.</i></p> <p>Issues pertaining to RILO:</p> <p><i>Golin Harris to run a survey abt what members needs – outreach and AG to lead . RILO will take this survey into account when developing their activities roadmap for the coming year.</i></p> <p>SECRETARIAT:</p> <p><i>To add onto the dashboard and the website the</i></p>	<p>TS</p> <p>AG</p> <p>DW</p>

	<p><i>organization chart of the secretariat on the website and roles of everyone</i></p> <p><i>H&K:</i> <i>An issues management and risk register should be established by H&K</i></p>	AG
14.0	Venue and Date of EB 3-11	

Next EB meeting:

Decision: Will be via teleconference on Oct 5 2011

Appendix1

Proposed change to RSPO By-laws

Art.4.1.Eligibility to be amended as follows:-

RSPO is composed of ordinary members in **eight** different sectors and affiliated members.

The **eight** sectors are:

1. Oil Palm Growers
2. Palm Oil Processors or Traders
3. Consumer Goods Manufacturers
4. Retailers
5. Banks and investors
6. Environmental/nature conservation NGOs
7. Social/developmental NGOs.
8. **Vertically Integrated Players (VIPs)**

Each applicant for membership has to specify and qualify for one specific sector membership from sectors no. 1-7, and may specify and qualify for sector no.8 if the applicant meets the necessary criteria.

Definition of VIP

For purposes of Art.4.1, a vertically integrated player (VIP) is defined as a company or a group of related companies with PO operations at different points on the supply chain and has wide geographical spread. To be eligible, a VIP must satisfy the following criteria:-

Qualifying criteria

- 1) A VIP is an incorporated entity or a group of related companies;
- 2) It has operations across a larger part of the PO supply chain, with at least 3 constituencies from any of these sectors - oil palm grower, palm oil processor, trader, consumer goods manufacturer, retailer; and
- 3) It has wide geographical spread, with footprints in at least 3 continents.

Potential qualifying members include-

- 1) Sime Darby
- 2) Wilmar
- 3) Agropalma Group
- 4) IOI
- 5) Cargill
- 6) SIPEF

Appendix 2

GAPKI's Position in RSPO

GAPKI's special requests

1. Request for a privilege veto rights within EB
2. Request for cancellation of NPP and to freeze the P&C review and amendments

APPENDIX 3

Standards and Certification Standing Committee

DRAFT Adam Harrison 7th July 2011

Report of the S&C SC to the EB, July 2011.

Members:

Name	Affiliation	
Adam Harrison (Chair)	WWF International	eNGO
Salahudin Yaacob	Technical Director	RSPO
Johan Verburg	Oxfam International	sNGO
Gert Vandersmissen	SIAT	RoW
Norman Jiwan	Sawit Watch	sNGO
Tim Killeen	Conservation International	eNGO
Simon Siburat	Wilmar	Malaysian growers

Needed:

Indonesian growers

Rest of supply chain?

Action for EB: Indonesian growers to nominate S&C members

Other categories to consider participation

Structures within the S&C SC:

Standing Committee – EB participation, permanent, to link to EB discussions

Working Group – long term or permanent, EB chaired, issue specific

Task Force – short term and timebound, task specific

S&CSC – EB membership plus SY, see above on need for further participation.

1. **BHCVWG** – HB and co-chair (to be identified), Biodiversity Coordinator
 - **Compensation TF**
 - **Ad Hoc HCV in Indonesia WG?**

2. **GHG2WG**
 - **PLWG**

3. **NPP Review WG**

4. **Smallholder WG (TFS)**

5. **National Implementation WGs** – which ones are active?

Proposed:

6. **P&C Review TF?**
7. **Impacts TF?**
8. **Code of Conduct TF?**

Action by EB: Volunteer participation in new TFs.

Work programme:

1. Define sustainable palm oil, P&Cs and Indicators:

- **Review P&Cs by 2012 including paraquat and GHG** – SY lead. Timeline and proposal being developed with AH and DW.

Action by EB: Decide on scope of P&C review, agree timeline and proposals.

- **Harmonize certification systems document with SCCS document** – SY to report
- **Develop proposals for mill and FFB certification** – SY to report

2. National and Local Interpretations:

- **Review NIs and make recommendation to EB for approval** – report by SY
 - o Ecuador, Guatemala and Nigeria ongoing
 - o Thai is still pending.
- **Report LI progress** – SY to report
 - o SAR AGRIGROUP In Ivory Coast
- **Develop system for NIs for RoW** – SL to report

Action by EB: Agree on proposed RoW national interpretation framework.

3. Manage the certification process:

- **P&C CB approvals** – ASI phase II, overview of ASI project via AH and GV participation in the T&T steering group – report by SY to EB
- **HCV assessor approval** – SY to report on BHCVWG work
- **Annual Reporting of Progress of members towards certification** – report by AH

**Action by EB: Agree to chase up replies,
Resolve processor/trader category'
Allow WWF access to data.**

- **Reporting of Certification Progress** - Assessment Notifications, Annual Surveillance Assessments and NPP notifications – report by SY
- **NPP review** – report by AH

4. Build capacity for certification:

- **Capacity to deliver HCV** assessments and management in CBs, HCV assessors and within members – part of on-going work of the BHCVWG, report by

- **Compensation process development** – delivered through the proposed Compensation TF under the BHCVWG – update from SY

- **CB capacity** in general – update from SY on CB training

- **HCV and Indonesian land use** – Daemeter research and Ad Hoc HCV Indonesia WG – AH to report

Appendix 4

Balance sheet 31May 2011

RM'000

<i>Fixed assets</i>	247	25
<i>Membership Debtor</i>	1,369	1,153
<i>Receivable - Book & Claim/UTZ</i>	1,374	798
<i>Sundry receivables, deposits and prepayment</i>	353	449
<i>Cash and bank balances</i>	3,166	4,045
<i>Fixed deposits with licensed bank</i>	3,958	2,400
Total assets	10,466	8,891
<i>Deferred income and sundry payables</i>	2,168	2,185
<i>Project and other accruals</i>	1,235	913
Net assets	7,063	5,772

- Cash RM7m;
- Reserves around RM6.5m after deducting sponsorship funds
- Membership debtors = 4 months of income

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Income and expenditure

RM'000	11m to 31-May	Full year Budget	Full year 2009/10
<i>Income</i>	8,723	8,995	6,882
<i>Operating costs</i>	4,679	5,379	2,665
Operating surplus	4,044	3,616	4,217
<i>Projects</i>	2,394	3,500	1,782
Surplus	1,650	116	2,434

See analysis on subsequent slides

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Income

RM'000	11m to 31-May	Full year Budget	Full year 2009/10
Subscriptions	3,687	3,467	3,314
Royalties	4,850	5,000	2,822
Interest	71	28	51
RT surplus	115	500	695
Income	8,723	8,995	6,882

Nearly 500 ord members

GreenPalm RM3.5m
Utz RM1.4m

Income for 12 months expected to rise to around RM9.5m



Operating costs

RM'000	11m to 31-May	Full year Budget	Full year 2009/10
KL secretariat	1,953	2,465	770
RILO	373	500	343
Communications	797	753	512
Consultancy	354	500	338
EB meetings	260	-	(3)
Bad debts	226	250	291
Trademark	240	-	-
Other	476	911	413
Operating costs	4,679	5,379	2,665

Includes recruitment costs (RM400k); employee dispute (RM200k)

Mainly Fort Dickson

Budget includes RM700k for comms



PROJECT COSTS

<i>RM'000</i>	<i>11 months to 31 May</i>	<i>Full year 2009/10</i>
<i>RILO projects</i>	100	
<i>RSPO Certification Support</i>	235	78
<i>Task Force on Smallholders Project</i>	-	24
<i>HCV Indonesia Working Group (HCV-RIWG)</i>	-	50
<i>Integrated Weed Managemnt (IWM)</i>	-	365
<i>New Planting W.Group (NPWG)</i>	114	30
<i>Gree House Gas W Group (GHGWG)</i>	-	106
<i>Biodiversity Technical Comm (BTC)</i>	209	117
<i>Group Certification Scheme</i>	(280)	429
<i>RSPO Securing HCVs in Indonesia</i>	-	175
<i>Green House Gas Working Group (GHGWG 2)</i>	522	135
<i>Taskforce on Smallholder Projects -2</i>	44	123
<i>Indonesia Smallholder WG (INASWG)</i>	-	150
<i>Umbrella Project -Closure</i>	(16)	
<i>Renewable Energy Directive - EU RED</i>	69	
<i>HCV As</i>	23	
<i>Borneo Child Aid Society - Donation</i>	100	
<i>Oxfam - TFS & Dispute Settlement</i>	616	
<i>HCV Assessment - Investigation of Barrier</i>	61	
<i>Solidaridad -POPSI</i>	444	
<i>Grants</i>	2	
<i>Annual Communication Report</i>	55	
<i>ASI Certification Body -Project</i>	37	
<i>Technical Support from Proforest</i>	60	
	2,394	1,782
<i>Add: GHG WG2 funded by UK Govt</i>	859	135
<i>Total project costs</i>	3,253	1,917

Budget proposal 2011/12

	2010/11 11 m onths RM'000	2010/11 Forecast RM'000	2011/12 Budget RM'000	2012/13 RM'000	2013/14 RM'000
Subscription	3,687	4,000	4,800	5,760	6,912
Royalty income	4,850	5,500	8,250	12,375	18,563
Interest from Fixed Depos	71	80	50	50	50
RT Surplus	115	115	350	350	350
Total Income	8,723	9,695	13,450	18,535	25,875
KL Secretariat	1,949	2,290	3,483	3,963	4,512
RILO	372	440	593	673	738
Comms - retainer	797	1,200	1,030	1,185	1,362
Comms - other	38	100	1,610	1,771	1,948
Other costs	1,523	1,940	1,713	1,744	1,797
Operating costs	4,679	5,970	8,429	9,335	10,357
Projects	2,394	2,700	3,641	1,817	719
Surplus	1,650	1,025	1,380	7,383	14,799
Reserves		6,200	7,580	14,963	29,762

Policy is to maintain reserves at operating costs for one year

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Project commitments

	RM000	Budget 2011/2012	Budget 2012/2013	Budget 2013/2014
GHG		741		
Oxfam - TFS & DS		594		
HCV Assessment - Investigation Barrier		49		
Solidaridad - Smallholder Program		880	880	440
UTZ Review		57		
ASI Certification Body -Project		132		
BTC - Meetings & Adhoc issue		50		
REDD		300	300	300
BHCV		250		
SCCS Consultant		88		
P&C Review		500		
		3,641	1,180	740

Last four are proposals since the last EB meeting

Addition: Royal Societyscoping RM225k

Addition: GHG manager from January

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Comms budget

<i>RM'000</i>		
<i>H&K Retainer Fee</i>		1,500
<i>H&K - others such as website, helpline</i>		350
<i>Trademark Branding</i>		350
<i>Global communication initiatives</i>		1,050
<i>Sub Breakdown</i>		
<i>- Global market</i>	500	
<i>Indonesia</i>	200	
<i>Malaysia</i>	150	
<i>Sth America</i>	100	
<i>Africa</i>	100	
	105	
		3,250
<i>Budget allocated</i>		2,840
	Shortfall of	410

Contracted retainer RM1,020

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Summary

Increasing costs, and increasing income, both as expected

Strong balance sheet, with reserves matching Executive Board policy requirements

Do we need to scale up secretariat resources further as membership and activities expand?

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Appendix 5

Interim Fee Structure for Non-profit and Public Sector Organisations

	Annual Operating Budget (Millions of Euro)	Annual Membership Fee (Euro)
Small	<15	250
Medium	15-30	500
Large	30-150	1,000
Very Large	>150	2,000