



WSC GUIDELINES

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1. INTRODUCTION

These guidelines are supposed to supplement the WSA by-laws, which define the minimal duties of the officers and the basic functioning of the organization. This handbook serves to expand the meaning of that legal document in order to guide incoming officers of the WSA. It is not intended to be a rulebook, and does not replace study of the by-laws themselves. Furthermore, this handbook is not a definitive or complete list of the duties or roles of the officers, but rather a preliminary orientation and a reminder of simple points for incoming officers. It does not replace commonsense, intelligence and receiving.

2. ORGANIZATION AND AIMS

The WSA is an association of Subud national bodies, which have formed an international association to promote the aims of Subud globally. The Subud national bodies are the members of this association (and as such have duties and rights, as defined in part 4). The national bodies have grouped themselves into Zones, and elect a zonal representative, who serves for a four-year period, usually from Congress to Congress.

To carry out the aims of the association, the members elect, following testing, the international officers who comprise the WSC. Constitutionally, the WSC consists in

The WSA chairperson
ISC chairperson // WSA Executive
The Zonal Councils, speaking through their Zonal representatives
Chairpersons of the Affiliates
International Helpers

The WSA deputy chairperson and the WSA secretary are not members of the WSC, but officers.

The MSF chairperson is a member of the WSC, following the decision of the 1997 World Congress.

The minimum legally defined duties of the WSC are:

- To maintain the assets of the WSA
- To keep a record of all monies spent and received and to report this every year
- To appoint an auditor
- To meet periodically and keep a record of all meetings
- To ensure that a Congress is held at least once every 6 years.

The execution of these duties may be delegated. Other non-specific responsibilities are outlined in the section on the WSA director's role (see page 7) and in appendix 6.

Ultimately, the WSC, and the WSA itself, exists to:

Further the aims of Subud as defined by the objectives of the WSA and the congress.
Strengthen Subud in the global community and
Serve the relevant material needs of Subud members,

Obviously, it is not possible to list the ways in which these overall goals might be achieved. However, the WSC has the obligation to find the best way to achieve these goals in context and in dialogue with the WSA members. The WSC works by consensus (see the section on Zonal Reps, page 6). The aims of the WSA as stated in the constitution are attached (appendix two).

3. THE ROLES OF THE OFFICERS

1) THE WSA CHAIRPERSON

The chairperson has two roles: as the president of the WSA, and as chairperson and coordinator of the WSC.

a) World Subud Association

The chairperson is the figure-head for all the national bodies, on the both the organizational and spiritual side, and for Subud in the world, and as such is responsible to the WSA members and, between Congresses, to the WSC.

The chairperson is responsible, with the rest of the WSC, for the health and development of the WSA and its affiliates. Consequently, he or she needs to promote the democratic principles upon which the WSA is founded. By listening to the WSA membership, he or she needs to understand where Subud as a whole is heading, and where it should go. Part of his or her role is to encourage the WSA membership to initiate new proposals and to ask: What are we not doing that we should be doing?

As chairperson of the WSA, he or she may have a direct relation to the national bodies, listening to their needs and views, helping to resolve conflicts and encouraging participation in the international. However, such a relation must not interfere with the relation between a Zonal representative and the relevant Zonal council; see section 4 below on zonal representative function.

The chair represents the WSA in relation to non-Subud organizations.

b) World Subud Council

The WSC chairperson should contain and facilitate the unity of the WSC as a whole. By encouraging the unity and harmony of the WSC, he or she can enable the WSA to function as a democratic organization through the WSC. In this way, a good chairperson will allow the members of the Council to act each according to their role.

The chairperson participates in the WSC as a whole by encouraging productive dialogue between the WSC and the rest of Subud; by proposing new questions for the WSC to consider; by helping the Council to understand the mission and needs of Subud; by helping the WSC to formulate objectives, strategies, programs and action plans; and by supervising the executive work of the WSC.

Functions:

1. To see that the WSC act as a harmonious and unified body and to be part of that body
2. To make fruitful contacts with outside organizations on behalf of the WSA, in accordance with WSC or congress policy.
3. To help the WSC and Congress formulate a mission, objectives, strategies, priorities and policies for the WSA
4. To help the WSC and Congress define, promote and implement programs that further the aims of the WSA
5. To support the work of the Zonal representatives

6. To help co-ordinate the work of the International Helpers and the committee
7. To help the WSC as a whole work harmoniously and productively with the wings and affiliate organizations, and to help the affiliates perform their function with regard to the WSA aims delegated to them.
8. To help the WSC in its working relation with the MSF, for the longer term benefit of the WSA as a whole,
9. To ensure that there is an annual meeting of the WSC and the MSF trustees to jointly determine the programs and annual budget of the MSF, in accordance with the MSF by-laws
10. To guide the work of ISC, on behalf of the WSC and in accordance with WSC policy
11. To chair the following meetings: the World Congress and the WSC and any other ad hoc meetings the chairperson, with the agreement of Council, deems necessary
12. To chair meetings of the WSA board of directors as necessary (see below)
13. To prepare the WSC meetings with the input of the WSC and the help of the deputy, secretary and the ISC chairperson.
14. To attend the following meetings: the board of director meetings of SDIA, SICA and MSF on behalf of the WSA, as an ex-officio member of those boards and to report back to the WSC.
15. To ensure that the WSC exercises its voting rights regarding the shares or stocks owned on its behalf by the MSF

2) THE DEPUTY CHAIR

In legal terms the function of the deputy chair is simple: to act as chairperson, when he or she is absent. However, this leaves unanswered the difficult question: what is the role of the deputy chair when the chairperson is present? This depends very much on the strengths and weaknesses of the chairperson. For example, some chairpersons do not like to write letters; in which case, the deputy can keep the WSC apprised of recent developments by writing on a regular basis. The deputy chair is selected by the WSC from the candidates chosen by the chairperson, following testing or the guidance of the latihan.

Functions:

1. To support the chairperson, and to act as his/her assistant
2. To perform specific jobs delegated by the WSA chairperson
3. To act as chairperson of the WSC when he or she cannot be present.

3) THE ISC CHAIRPERSON / WSA EXECUTIVE

ISC is the executive body of the WSA and the ISC chairperson is the chief executive officer of the WSA in whom the WSA places responsibility to execute the decisions of the Congress and Council.

The ISC chair is responsible to the members of the WSA via the WSC, when Congress is not in session. However, as a member of the WSC, the ISC chairperson participates in the process of consensus of the WSC. The appointment process of the ISC chair:

officially candidates are put forward by the Zonal representatives (as received by them from their Zones) for testing and approval by the WSA. In this way, although the ISC chairperson is appointed by Congress. He or she is responsible to the members of the WSA through the WSC, when Congress is not in session.

Functions:

1. To keep records of the Subud membership internationally and to maintain a current address list of all National bodies.
2. To fundraise, look after income and expenditure for the WSA in accordance with the agreed annual budget and to publish regular accounts, including annual audited accounts.
3. To present to the WSC a proposed expenditure and income budget
4. To request receive and review regular reports from the national bodies (either via the relevant Zonal representatives or if direct to copy to the ZRs).
5. to look after the transcription, translation, publication, and distribution of Bapak's talks and to hold the copyright of these talks for the WSA.
6. To arrange for the preservation and use of the archives and historical material relating to the development of Subud.
7. To be responsible for all publications (newsletters, books, and world wide web) published in the name of the WSA
8. To ensure that all members of the WSA have adequate information about the activities of the Association, and to facilitate communication between the national bodies and the international
9. To support the work of the international helpers and Ibu Rahayu's office
10. To develop programs and appoint and manage sub-committees to serve the needs of the members of the WSA and to forward the aims of the WSA in consultation with the WSC
11. To present to the WSC proposals concerning the development of the affiliates in relation to the aims of the WSA
12. To implement the decisions of the Congress and the WSC
13. To arrange the financial and physical aspects of the next World Congress and to work with the WSC to prepare the agenda and work of the Congress.

4. ZONAL REPRESENTATIVES

The zonal representatives (ZRs) have four functions:

- a) In their capacity as coordinators of their Zones
- b) As members of the WSC
- c) As directors of the WSA
- d) Helping ISC in the Zone

a) Within the Zones

- 1) To coordinate useful inter-country activities and communication within the Zone; for example, exchanges between countries;
- 2) To assist the National chairpersons to develop and organize Subud in their countries;
- 3) To complement the function of International Helpers in the development of the Zone;
- 4) To support the Zonal representatives of SDIA, SICA, SYAI, SESI and MSF and promote programs that fulfill the aims of the WSA within the Zone;
- 5) To assist the national bodies to be active participating members of the WSA, by helping them prepare for the Zonal Council meetings, WSC and the World Congress;
- 6) To chair Zonal Council meetings;
- 7) To help the Zonal Council formulate proposals to the WSC and Congress
- 8) To appoint and manage an executive committee, in accordance with the policy of the Zonal council, in order to help with the above tasks and to manage a Zonal budget.

The Zonal representative should know intimately the situation of Subud in each country

of the Zone, and should work with the national chairpersons and the committee councilors of the countries in the Zone to help develop Subud in their country, for instance by asking, what does Subud need to flourish in this country? Visits to countries are best undertaken with the International Helpers of the Area. At the same time, the ZR is both the coordinator and the servant of the Zone, answerable to the Zonal Council.

Zonal meetings: it is recommended that the work of the Zonal meeting be divided into three parts

- The issues relating to particular countries in the Zone; countries may wish to discuss a problem related specifically their country;
- Setting of Zonal objectives, priorities, programs and work;
- Preparation for the WSC meeting or Congress, and other international work; this should include the budget for the WSA (the countries in your Zone should pledge to contribute a specific amount to that budget and should understand clearly the WSA expenditure budget, as if it were their own, so that they can explain it within their countries).

The Zonal council consists of: the four representatives of the countries of the Zone (i.e. the national chairperson, the committee councilor and the two kedjiwaan councilors), at least two international helpers from the Area, and the zonal representative. It is important that the National chairperson from each country attend the zonal meetings, as well as the other delegates. It is best to circulate country reports, agenda and proposals prior to the meeting, which should also be sent to ISC and the WSA chair. It is best to have established a regular correspondence within the zonal council prior to the meeting. Please ensure that the national representatives of the Zone have established good working relations within their countries, so that they come to zonal meetings briefed by the groups within the country.

Zones that cannot meet regularly for financial reasons should try to establish a means for deciding issues electronically or by phone.

b) As part of the WSC

The WSC normally makes its decisions by consensus. However, the Zonal Representatives are the only voting members of the WSC, because in their function, they represent the membership of the WSA. This means that the Zonal representatives have the right to ask that a formal vote be taken, when they feel that it is not appropriate for the WSC to work by consensus or when it is impossible to reach a consensus.

The ZRs have a duty to understand the aims of the WSA as a whole, and act in a way that is similar to a company director or the trustee of a foundation. That is, while responding to the needs and concerns in their Zone, the ZRs primarily should carry the vision and interests of the WSA as a whole.

The ZR is a key figure in the democratic functioning of Subud. In effect, the ZRs give the opportunity to national bodies to participate in the direction and work of the WSA between Congresses. This means that The ZRs have obligations that include the following:

- To inform the zonal council on a regular basis of what is happening in the international in writing and to solicit their proposals and agenda items prior to any Zonal meeting;
- To ask the Zonal council to give a brief prior to the WSC meeting, but also to ensure that they understand the ZRs more global role on the WSC;
- To broadly represent the Zone's concerns and voice on the WSC;
- To report back to the Zonal council after the WSC meeting, and to continue

- correspondence through the next cycle
- Act as an ambassador for the Zone at the international level, and vice versa, so as to prevent unnecessary misunderstandings
- To actively look for good candidates for international jobs in the WSA and associated organizations (i.e. affiliate chairpersons, MSF trustees, new Zonal representatives etc)

Two points about the Subud democratic process:

First, how can the national bodies actively participate in the development of the WSA? The national bodies may try to voice concerns which otherwise would not be addressed by the WSC. They can propose ways in which the aims and needs of the WSA can be advanced

Second, because the WSC works by consensus, decision-making would be impossible if Subud democracy did not include some flexibility. Consequently, the Zonal representatives should help the national bodies in their Zone recognize that their voice is only one part of the whole association. The Zonal representative should receive a brief from the Zone that enables him or her to negotiate and discuss on behalf of the Zone. Such flexibility does not give WSC the right to make important decisions without consultation.

c) As directors of the WSA

In addition to being the voting members of the WSC, the Zonal representatives, together with the chairperson of the WSA, form the board of directors of the WSA. The board of directors of the WSA does not replace the WSC's function in Subud. The board of directors of the WSA is the body responsible before the law for the actions of the WSA between Congresses or general assembly meetings. Therefore, the WSA directors are legally responsible for:

- Ensuring that all monies spent by the WSA are spent in accordance with charity law and in accordance with the aims of the association,
- To ensure that all restricted donations are spent in accordance with the explicit wishes of the donor,
- Maintaining the assets of the association,
- Ensuring that all donations are properly recorded and that the member countries receive an annual financial report,
- Ensuring that meetings of the members of the Association (i.e. Congress) are held at least every six years,
- Appointing the trustees of the MSF, in accordance with the by-laws of the MSF

WSA Directors must show due diligence in fulfilling their legally defined duties and complying with US charity law or else may be personally liable. This means that they must exercise good faith in acting in the best interest of the association (see appendix 6).

All decisions between Congresses that are legally significant or important for the WSA as an incorporated entity are the duty and responsibility of the board of directors of the WSA. For example, the MSF bylaws (14d) restrict the distribution of the MSF assets by placing conditions on such a distribution that includes written approval of the WSA. Whether to grant such written approval would be the responsibility of the directors of the WSA. This does not preclude input from the WSC as whole. In other words, in normal practice, such decisions would not take place in a closed meeting of the directors alone.

d) Helping ISC / WSA Executive work

The ZRs should help ISC function in the Zone. For instance, the ZR may know better the

situation of the countries in your Zone than ISC does, and may be able to help ISC chase up on missing information or unanswered correspondence. This function may include:

- Fundraising for the WSA
- Helping ISC obtain the information they have requested from national bodies
- Helping ISC obtain replies to important unanswered correspondence
- Helping ISC to find persons to write articles for international Subud publications
- Sending reports concerning the Zone to the WSC on a periodic basis (as defined by the WSC or ISC)
- Any other reasonable requests made by ISC and any actions defined by the WSC.

Some of these tasks can be delegated to the Zonal executive.

5) INTERNATIONAL HELPERS

The International Helpers have a wide responsibility for the Kedjiwaan aspects of Subud. They are separated into 3 areas and there are 6 IHs per area (3 men and 3 women):

Area 1 for all of Asia,

Area 2 for All of Europe, Russia and Africa

Area 3 for all of the Americas.

They are 'on call' to wherever there is a need. They serve those who do the Latihan Kedjiwaan of Subud Internationally and although they are grouped into three areas of the world, they are not restricted in their activity to any one area. However, cross-overs are expensive and usually not practical. As a generalization it is preferable that IH's travel, at least in pairs (one man and a woman). At the annual meeting of IHs when they attend the WSC meeting they test about the needs of their area and determine which of the countries or groups are a priority for visits in the coming year. In addition they select which helpers are appropriate and the duration of the visits. Consultation with the host country or group is essential and preparation for the visit should take place well in advance of the date. Each area selects a coordinator who acts as a link between the fellow IHs in the area and the coordinators for the other two areas. Visits to countries and their groups does not follow any set format but depends on the IHs simply following what comes from within and attending to the needs of the members. Visits of course include Latihan and Awakening / Awareness testing, but also often include personal testing for members. It is often particularly useful to have informal gatherings, which allow sharing of experiences and understanding. These gatherings often raise problems or difficulties that can be explored through testing later. The main objective of these visits is to increase the enthusiasm, strength and awareness of those doing the Latihan. It is particularly important to do Latihan with the helpers. In this way the helpers can support each other. The above could be viewed as the first function of the IHs.

The second function is to communicate with the Kedjiwaan Councilors in the Zones. In particular, the feedback as to the need and difficulties in countries and groups helps the IHs identify the priorities for travel. It also enables the IHs and KCs to support each other and understand each other's work related needs.

The third function involves the International Helpers being and working together with the KCs who attend the Zonal Council meetings. Prior to the start of the Council meeting it is very important that the ZR and Zonal councilors do Latihan together. Indeed this Latihan and testing is an essential part of the council meeting. The inner preparation for the meeting often gets overlooked or rushed because of the wish to get down to business. Experience shows that a day or two of preparation to realize a wide inner feeling, a wide space which is accompanied by direction through testing, gives a flowing meeting with satisfying results. As the meeting progresses it is the responsibility of the IHs and KCs to

suggest a break if discussions are blocked. The IHs and KCs accompany the other council members with committee responsibilities and together form the complete council. When the council requests testing to be done the Helpers arrange for the questions to be asked.

The fourth area of responsibility of the IHs is to be Helpers to the WSC. The format is very similar to that described above for the Zonal Council meeting. Again the preparation of the councilors for the WSC meeting, so that each person has a wide clear space within him or herself, is an essential part of the preparation for the council meeting. The Committee and Helpers are both equal partners in participating in the meeting. This does not mean that they should speak about the same issues in the same way nor that they have the same roles, but rather that each follows the flow from within, from their guidance, which was received and which accompanies them through the meeting. The IHs conduct testing as requested by the council. Without this inner component these and other Subud Council/ Committee meetings are simply reduced to the ordinary everyday committee meeting that takes place outside the Subud context and lacks content and the flow of direction from the Latihan.

A fifth area of responsibility, which up till now has only formed a smaller part of the IHs role, is answering members' questions/letters in a satisfying way. Ibu Rahayu has taken on a great deal of this up to now but it will need the IHs to fulfill more of this role in the future to relieve some of the burden from our dear sister.

To summarize the International Helpers have five functions:

- 1) To be helpers for the groups and members in their Area
- 2) To be the helpers for the Kedjiwaan Councilors in their Zones
- 3) To be helpers for the Zonal Councils, including the Zone reps
- 4) To be helpers for the WSC
- 5) To answer members question when requested

6) WING CHAIRS

The WSA has initiated affiliate organizations in order to help carry out its aims, especially those which concern Subud's work in the world. An affiliate organization is an autonomous body which is financially and legally separate from the WSA, but which has entered into an affiliation agreement with the WSA for the above purpose. The WSA has effectively agreed to delegate the implementation of the relevant aims to the affiliate, but not WSA responsibility for the aim. In exchange, the affiliate has agreed to:

- Have its chairperson appointed by the WSA's Congress, who shall also act as a member of the WSC
- Have the WSA chairperson as a member of its board of directors
- Recognize the Congress of the WSA as the highest organizational authority in Subud
- Have its bylaws and constitution approved by the WSA
- Have its annual accounts approved by the WSA
- To report to the WSA in a manner defined by the WSC or Congress.

In this way the affiliates can have the advantages of a legal registration separate from the WSA that enables them, for instance, to fundraise outside of Subud, and act as a non-governmental organization in their own field. Yet, at the same time, the wing body legally declares its affiliation to Subud. Having a legal registration implies that the governing body of the affiliate is fully legally responsible for complying with the law. For this reason, an affiliate legally cannot be under the control of the WSA. Needless to say, the WSA maintains its responsibility for the promotion of its aims. The word 'wing' does not appear in the WSA by-laws, but it is used roughly to mean an affiliate of the WSA or

member project support activity within the WSA.

The wing chairs have three main functions:

- a) As the chair of their wing organization
- b) As a member of the WSC
- c) In working with the other wing officers

a) As chair of the wing organization

The role and the duties of the chairperson of the wing organization are more specifically defined in the bylaws and the handbooks of the wing itself. Here are some general duties:

- 1) To lead and guide the process of formulating the vision, priorities, objectives, strategy and action-plans for the affiliate or wing in consultation with the members of the affiliate, the directors, and with the WSA (in accordance with the bylaws of the affiliate);
- 2) To initiate programs that help accomplish the aims of the affiliate; please note that programs are not the same as on the ground projects. Programs are services provided by an organization. One of the programs of SDIA is to support social projects run by individual Subud members
- 3) To support the development and functioning of projects run by Subud members that reflect the aims of Subud;
- 4) To chair the general assembly of the wing or affiliate organization and the meetings of the board of directors;
- 5) To appoint, supervise and manage an executive committee of the affiliate in accordance with the affiliate's own constitution;
- 6) To support the work of the national wing bodies or representatives;
- 7) To help the wing national bodies and their representatives work closely with Subud members and with the relevant national Subud bodies.
- 8) To communicate with Subud members concerning the programs and projects

b) As a member of the WSC

The affiliate or wing chairs are important in the functioning of the WSC; it is primarily through its affiliate organizations that WSA can fulfill its outer obligations to the world. Consequently, the affiliate chairpersons can help the WSC to orientate itself towards the reality of fulfilling these obligations. In general, the affiliate chairpersons have the following duties on the WSC:

- To participate in the deliberations of the WSC as a whole, and to help the WSC promote the aims of the WSA through its decisions and programs;
- To help the WSC understand the meaning of the aims of the WSA relevant to the affiliate, to understand its implications for action and to help the WSC develop policy and programs that advances those aims;
- To understand well the policy of the WSC as a whole with regard to the aims of the WSA relevant to the affiliate and to communicate that understanding to the affiliate body;
- To act as ambassador of the affiliate in the WSC, and vice versa, in such a way to prevent unnecessary misunderstandings and to promote a mutual supporting relationship;
- To help the WSA and its members have the correct working relationship with the affiliates and wings both at international and national levels.

c) In relation to the other wings

There can be considerable overlap in the concerns of the wing organizations. For example, an educational project for young entrepreneurs might be of concern to the Susila Dharma, SICA, SES and Subud Youth.

- a) To identify areas of co-operation between the wings in terms of project support, program development, administration, communication, and finance
- b) To identify longer-term strategies to advance the work that the affiliates and the WSA have in common
- c) To identify other proposals to present to the WSC or to the Congress via the WSC

7) MSF CHAIR

The Muhammad Subuh Foundation (or MSF) is the foundation created by the WSA to promote the aims of the WSA, primarily through the creation, safe management and careful use of long-term capital funds. This is why the MSF has the same general aims as the WSA. The purpose and functioning of the MSF is outlined in appendix three, which contains the MSF by-laws and an explanatory letter from Varindra Vittachi. The basic formal relationship between the MSF and the WSA is specified in the MSF by-laws. Among other points, these by-laws define an annual joint meeting of the MSF and the WSC to establish the programs and the annual budget of the MSF. They also define the conditions and restrictions placed upon the MSF assets (section 14).

The chairperson of the Muhammad Subuh Foundation has two main roles: first, in the MSF itself, and second, in the WSC.

a) As chairperson of the MSF

1. To chair meetings of the board of trustees of the MSF
2. To promote capital donations, wills and bequests to the MSF
3. To ensure that all capital funds are prudentially invested
4. To ensure that all funds are applied in accordance with the aims of the MSF and that they comply with the restrictions placed upon them by donors, the MSF bylaws, and by previous decisions of the MSF board
5. To ensure that there is adequate preparation for the WSC/MSF joint meeting that decides the MSF programs and budget
6. To propose to the MSF board, programs that promote the long-term development of the WSA and its affiliates
7. To help ensure that there is the right balance between capital growth and funding current programs in the MSF
8. To help ensure that there is adequate communication between the MSF and Subud members

b) As part of the WSC

The MSF chairperson can play an important role in the WSC, because a primary concern of the MSF is the longer-term future of the WSA. For this reason, the programs of the MSF are the joint decision of the MSF board and WSA board of directors.

- a) To make proposals to the WSC/MSF annual meeting, re MSF program and budget
- b) To understand well the policy of the WSC as a whole with regard to the MSF and to communicate that understanding to the MSF;
- c) To act as ambassador of the MSF in the WSA and its affiliates, and vice versa, in such a way to prevent unnecessary misunderstandings and to promote a mutual supporting relationship;
- d) To participate in the deliberations of the WSC as a whole, and to help the WSC promote the aims of the WSA through WSC decisions.

Appointment of MSF trustees:

Nominations to the office of trustees may be made by the National organizations through the zonal councils, or by the Muhammad Subuh Foundation trustees presently in office, or by the WSC. It is recommended that nominations from the National organizations are

decided through guidance at Zonal meeting, and all nominations should be accompanied by pertinent information about the candidates. The appointment of trustees shall be made at Congress or at a World Subud Council meeting by the directors of WSA (the WSA chairperson and the Zonal representatives) assisted by the international helpers. The MSF chairperson shall be appointed in a plenary meeting at Congress. Between Congresses, the MSF chairperson shall be appointed by the WSC, following testing.

8) WSA SECRETARY

1. To be responsible for the official records or the minutes of meetings of the WSC and of the WSA (i.e. Congress), and for any resolutions presented to the WSC outside of meetings.
2. To assist the chairperson of the WSA in forming the agenda of the WSC meetings and the Congress and to give the notice for all WSC meetings.
3. To remind the WSC and the WSA of their legally defined obligations regarding the constitution and charity law, and to seek for the WSA directors relevant legal advice when necessary.
4. To remind the WSC of previous minuted decisions when necessary.
5. To furnish the WSA and ISC chairpersons with whatever help is deemed necessary for the proper functioning of WSC outside of meetings.
6. To liaise with the registered agent of the WSA, and with ISC, to ensure that all the required reports are submitted to the authorities concerned with the registration of the WSA

4. THE MEMBERS OF THE WSA

The members of the WSA are the national Subud associations (whether legally registered or not). In other words, the World Subud Association is an association of Subud countries. This means that the WSC and, through it, all international officers, are ultimately responsible to the member countries.

The National bodies have the following responsibilities:

- 1) The general duty to ensure that the WSA as a whole is working well, in accordance with its objectives and Subud principles;
- 2) To appoint a responsible national delegation that attends Zonal meetings and the World Congress;
- 3) To appoint, through this delegation, a Zonal representative, and to ensure that he or she is performing his or her duties adequately;
- 4) To participate in the activities of the WSA, to receive reports from the Zonal representative and to brief him or her for WSC meetings;
- 5) To help fund the activities of the WSA or ISC, and to receive periodic financial reports from ISC and to participate in the WSA budgeting process during the Zonal meetings;
- 6) To report on the international and receive comments and suggestions from individual Subud members and groups within the country, through the National Congress, or the National Council, or through the national newsletter and correspondence in-between national Congresses;
- 7) To consider carefully recommendations from the WSC or the Congress regarding the functioning of national bodies and that of the international bodies which represent them.

All national Subud bodies are eligible officially to become members of the WSA. To do

so, the national body must sign a form agreeing to the by-laws and objectives of the WSA and must pay a minimum annual fee of USD 1. Registered members of the WSA shall receive a membership certificate.

5. CONGRESS

The Congress is held usually every four years and it is usually, but not necessarily, held in the country in which ISC is located. Of course, a World Congress is a spiritual and social event, which includes kedjiwaan gatherings, latihan, and informal workshops. It is also the opportunity for general meetings of the affiliates and other Subud organizations. The main organizational point of a Congress is the general assembly of World Subud Association member countries. For more details concerning the functioning of Congress as a WSA meeting, please see appendix 1.

6. WSC MEETINGS

A fundamental principle that permits the harmonious work of the WSC is that decisions should be taken by consensus. This is based on the idea that the WSC as a whole has responsibility for the development of the WSA, between Congresses, in accordance with its objectives. This means that each member of the WSC is equally responsible, although in different ways, according to his or her role.

Consensus does not require that everyone agrees; it is necessary that those who disagree have the opportunity to explain their views and consensus is reached when they agree that the majority voice carries or when a new proposal is made about which there is consensus. When consensus seems impossible on an important issue, then testing around the issue may make it possible.

Despite the fact that the WSC usually works by consensus, the by-laws appoint the Zonal representatives as the sole voting members of the WSC. This is to ensure that, in a worst case scenario, and when they deem necessary, the representatives of the member countries of the association make decisions. This means that the Zonal representatives always have the right to ask that a formal vote be called.

A second principle that allows the working harmony of the WSC is that every member is primarily a member of the WSC, and only secondly a representative of a Zone, or an international helper or the chairperson of an affiliate.

Third, every member of the WSC has the responsibility to understand and accept the role of the other members of the WSC. This means that each should be able to see the development of WSA and Subud from the point of view of the other roles.

It is not necessary that all members of the WSC are present for all discussions or topics. For instance, it is often more effective for the meeting to split up into three separate groups, for part of the time, according to the agenda items: the international helpers, the affiliates and MSF; and the Zone reps and ISC. For the sake of clarity, it is normal procedure that the minutes or the official record of the meeting is usually agreed during the last plenary session of the meeting.

For the sake of time, there should be written reports submitted before the meeting from each Zone, from ISC, from each affiliate, from MSF and from each international helper area.

7. APPOINTMENTS AND CONTINUITY

a) Appointments

In general, the duties of international officers can be onerous, and the following may serve as a general guideline as to the qualities needed for such work:

1. Should be willing to work to further the aims of the WSA and the relevant organization (i.e. MSF in the case of the MSF chairperson and so on)
2. Should be willing to sometimes take difficult decisions over complex issues
3. Should be willing to work harmoniously in a team
4. Should be willing to understand and respect the relationships that exist between WSA and other Subud bodies
5. Should be willing to provide continuity with the past by receiving a brief from the previous officer and by reading relevant papers from the past
6. Should be willing and able to communicate well both orally and in writing
7. Should be willing and able to travel to the relevant meetings.
8. Should be willing to devote the time necessary to perform the functions
9. For committee work, should be able to understand the basic principles and concepts of management and non-governmental organizations, such as law, finance, and business
10. Should be a member in good standing in his or her local group
11. Should be recommended by the appropriate National body or affiliate organization.

b) Continuity

The WSC normally changes every four years at Congress. Each Council member or officer has a responsibility to ensure that he or she receives an adequate hand-over from his/her predecessor. Similarly, each member has the duty to give an adequate hand-over.

The hand-over should consist in:

- a) Important correspondence related to each aspect of the function
- b) A copy of past minutes and a verbal review of important decisions
- c) A note concerning all outstanding points for action
- d) Some important tips concerning each aspect of the job as outlined in this handbook (for example, an analysis of critical factors for success)
- e) Availability to answer questions during the first few months of office.

Usually, new officers or council members start their term at the end of the World Congress. However, if possible, it is better to do the hand-over outside of Congress, because Congress is very busy.

GT. January 2010

8. WSA FINANCIAL POLICIES, PROCEDURES, AND GUIDELINES

As revised by GT, version 1, July 23, 2002

This document outlines some of the principles that should govern the financial practices of the WSA. It has three parts: a) WSA financial policies; b) procedures; and c) guidelines.

A) POLICIES

I) In General:

The WSC as a whole is responsible for financial policies. The implementation of this policy is an executive function of ISC. If the WSC is dissatisfied with the way the ISC

carries out the WSC's financial policies, it should communicate its concerns to the ISC chairman through the WSA chairperson.

The WSA must organize its finances in accordance with the ever-evolving, internationally accepted financial standards for non-profits. The WSA is registered in the US state of Virginia as a non-profit corporation. Thus, it must comply with both US and Virginia regulations in order to:

- a) Retain its status as a non-profit, non-taxed, organization, and
- b) Protect the WSA's directors (the zonal representatives) from personal liability for the WSA's actions.

We must adhere to these standards in how we solicit, invest and distribute money, and to whom we distribute it, and how we account for it. The WSA's financial policies and procedures should address these issues broadly and in detail. If the WSA/C does not feel competent to set such policies, it can consult experts in this field, such as the permanent accountant (see I)a)vi) or the WSA auditor. See Appendix 9 for materials on legal and accounting issues.

II. Donor's Bill of Rights:

(Adopted from a statement of a nonprofit organization considered to be a standard of excellence)

- 1) To know how the funds of WSA are being spent.
- 2) To know what the programs, projects, and activities the donor has supported are accomplishing.
- 3) To know that WSA complies with the national, state, and municipal laws of all the countries where it operates.
- 4) To restrict or designate gifts to a particular program, project, or activity.
- 5) To receive a quick and accurate response to the donors inquiries about finances and programs.
- 6) To visit the offices of WSA and its sponsored projects to talk personally with the staff
- 7) Not to be high-pressured into giving to WSA or any of its projects or programs.
- 8) To know that WSA is well managed.
- 9) To know that there is a responsible governing board (WSA chair and the zonal representatives) and who those board members are.
- 10) To know that all appeals for funds are truthful and accurate.

III. Accounting Consolidation:

As directors of WSA, the Zonal representatives must report to WSA all the funds they use as directors for consolidation into ISC's accounts. This is required for the WSA to be transparent in its use of members' money.

IV. Financial Viability:

WSA must remain financially viable. All contributions are to be managed, first, to assure the continued existence of WSA and, second, to carry out the aims of the organization (as defined in the by-laws).

V. Permanent Location for ISC Accounting:

ISC accounting should be in a permanent location under the control of someone who can provide continuity and expertise in accounting procedures. This measure is necessary for three reasons.

- a) It will save time and energy, especially considering that US nonprofit accounting is quite different from commercial accounting as usually practiced throughout the world.
- b) It is necessary so that the accounting documents can be stored and maintained in a permanent location, which will make the external audits less expensive.
- c) It will release the ISC chair of a burden, thereby freeing him or her for more productive work. Furthermore, this will encourage more candidates for ISC chair position.

ISC will retain all control over funds and budgets as in the past.

B) PROCEDURES:

I. Kejiwaan workers to report activities:

In addition to reporting their expenses, Kejiwaan workers (i.e. the International Helpers and other persons who are funded by WSA for Kejiwaan. work) should send reports periodic of their activities to ISC, which should include the results of Kejiwaan and similar gatherings. These reports may be published once confidential information has been removed.

II. Donations to specific budgets:

Donations to the General Fund will be considered as unrestricted, which means that they may be used by ISC for funding the approved general budget. In contrast, restricted donations must be used for the specific purpose specified by the donor.

If WSA receives too many restricted (as opposed to unrestricted) donations, then, certain attractive budget line items tend to be over-funded, and those that are less appealing to donors suffer. To control this, ISC should consider the following suggestions, bearing in mind the Donors' Bill of Rights.

- a) Promote General Fund donations.
- b) Allocate indirect costs, as an overhead, to the general budget fund.
- c) If a fixed-amount budget should become fully funded, ISC should be contact the donor and give him/her the options of donating to the general fund, or to another purpose, or having his or her funds returned.

III. Budget Priorities:

The WSA/C should set priorities for its general, unrestricted fund. The following priorities (which follow the principles of S)a)iv), Financial Viability) were agreed by the WSC:

- a) First Priority: running costs for the services sufficient to maintain the organization's operations,
- b) Second Priority: services to member organizations including services such as International Helpers, Ibu Rahayu, the zonal reps, etc.
- c) Third Priority: other WSA services.
- d) Fourth Priority: Grants to other organizations.

IV. Board Designated Funds:

When the WSA receives unrestricted donations (those not restricted by the donor), the WSA board itself may decide to place a restriction on some of those funds by specifying that they will be used only for a specific purpose. Such formally self-imposed restrictions are useful for setting aside funds for longer-term purposes, but such restrictions are not legally binding.

For example, in 1998, the WSC designated funds from the Spokane Congress surplus, for the following purposes,:

Congress 2001 - Seed Money \$7,000

Congress 2001 - Helping members from poorer nations to congress \$7,000

Congress 2001 - Helping youth to attend \$4,000

Services for senior members - \$ 1,500.

It is important that the WSA board creates such designated funds in the proper way. The decision to designate funds should be minuted properly, and the designated funds should be set-aside in the accounts *as such*. There should be documents that define the amounts and the intended purposes of these designated funds, and that specify the conditions that must be met for such funds to be used. When designated funds are spent, the expenditure must be accounted for as such, so that the balances of the appropriate funds are adjusted accordingly in the accounts.

(1) Budget and Grant Expiry

All annual budgets and grants expire at the end of the calendar year.

i) At the end of the year, all office holders who received WSA funds should submit a report of what they have done with their past year's budget. To receive WSA funds for the next year, they also should submit a new budget request. If a budget is not to continue in the next year, then they must return all unspent amounts to ISC.

ii) Organizations that have received grants from the WSA (such as SDIA) should also submit balance sheets and net income statements, in addition to the written report of the previous year's activities and expenditures and any new grant requests.

V. Financial Reporting by Grant Recipients:

Every year, organizations that have received a grant from the WSA should provide ISC with an annual, end of year, financial statement (balance sheet and income statement). This statement should identify all sources of funds and give a detailed listing of all major assets, even when these have already been expensed.

VI. Budget Creation and Allocation of Control given to ISC:

When necessary, the WSA will revise the WSA's annual budget based on ISC's income and expenditure recommendations. The responsibility for raising sufficient funds lies with ISC and the WSA Directors (the zonal representatives and the WSA chair). The proposed budget for each year should be circulated to the member countries at least three months before the next WSC meeting.

From time to time WSA will issue policy statements covering such matters as:

- 1) The extent to which ISC may delegate the control to operate elements of the budget to other WSA officers, such as zonal reps, zonal treasurers, etc.
- 2) ISC budget control procedures. For example, this may include the requirement that those who apply for a budget or a grant must provide written documents for the following purposes:
 - a) Application for a budget or grant
 - b) Agreement to ISC's terms and conditions for the grant or budget
 - c) Request for disbursement under an approved budget or grant
 - d) Acknowledgement of the receipt of a disbursement
 - e) Accounting of how the disbursement was used
 - f) Quarterly financial and activity report.

VII. Banking Relations:

ISC will strive to improve and streamline its banking relationships in order to lower banking charges.

C) GUIDELINES

I. ISC and MSF, general definitions:

ISC is the executive office of WSA. As such, it supports continuing activities as mandated by WSA/C. Historically, these activities have centered on the kejiwaan, Bapak's talks, zonal representatives' activities, and WSA organizational needs.

In contrast, the MSF is the guardian of WSA's long-term assets worldwide. As such, it looks to the long-term needs and strategies of WSA. In effect, MSF is the financial institution of the WSA, providing banking, and advisory and other professional services.

II. Fuzzy borders:

The WSA and its affiliate organizations sponsor and fund Subud programs, projects, and activities in accordance with their aims. Consequently, ISC must check that any funding request it receives will be used for an activity that accords with and promotes the WSA's aims, as stated in its by-laws.

WSA has entrusted some of these aims to its affiliates. For example, it has delegated the support of social, charitable, and humanitarian activities to SDIA, and the support of cultural activities to SICA. Likewise, it has delegated the development of Subud houses and centers to the MSF.

Two factors indicate that the relationship between the WSA and its affiliates and MSF always will be fuzzy or vague at the borders. First, these affiliation relationships are not exclusive. The fact that WSA has an affiliate relationship with SICA and SDIA does not mean that WSA cannot itself fund social and cultural activities. Likewise, the affiliates are not limited only to promoting the appropriate aims of the WSA. They also have other aims. Second, there is some overlap between the aims of the MSF, SDIA, and SICA and those of the WSA.

Because of these two factors, WSA and its affiliates should recognize that there can be no clear division of labor between them. No clear borders can be drawn around the types of activities that each will fund. However, here are some guiding principles:

- a) When an organization receives a grant, it should use that money to fund activities that are compatible with the aims of the organization funding it (e.g. SDIA will fund activities that are compatible with the WSA's aims).
- b) If an organization (e.g. SDIA) has two possible sources of grants for activity (e.g. both WSA and MSF) then, these two organizations will agree amongst themselves which one will sponsor the activity, giving primary consideration to the wishes of the grant applicant.
- c) If the applicant has no clear preference, then the organizations will decide which one is to sponsor the activity, using consensus, guided by the Latihan Kejiwaan, or by vote.
- d) If two organizations both sponsor an activity, then they will agree on a single administrating organization, which will serve as the coordinator amongst them. However, even if they do this, each organization remains responsible to assure that the activity meets its sponsorship and funding criteria.

III. What activities does WSA Sponsor and Fund?

To achieve its aims, the WSA can fund activities in the following 11 categories.

(1) The charitable activities of individual Subud members and groups of them, and of legally incorporated and other Subud entities. The term 'charitable' is defined by the US tax service (the IRS) in section 501 (c)(3) in the regulations for nonprofit organizations. These activities:

- a) Must be in harmony with the aims of WSA, Inc. as stated in its bylaws,
- b) Illustrate the efforts of Subud members and entities to put the fruits of the 1,atihan to work, and
- c) Contribute to the growth and development of Subud in the world. Such funding will be supplement by funds raised locally.

ISC will check thoroughly all applications for funding to ensure that they conform to all applicable regulations and standards.

(2) All Kejiwaan activities carried out at an international level, and all organizational expenses incurred by Kejiwaan workers, including expenses to attend WSA, and WSC meetings and zonal council. This includes all the work of the International Helpers and 1bu Rahayu.

(3) The zonal representatives' expenses incurred in carrying out their functions as chairpersons of their zones, members of the WSC, voting directors of WSA, and agents of ISC, as explained in the WSA guidelines (section 3: The Role of Officers, part 4: The Zonal Representatives). This means that

- a) The expenses of the zonal representatives that are incurred in their work of linking the WSA and the individual members via their zones should be part of the budgeting and accounting of ISC.
- b) The zonal representatives will be responsible to raise in their zones the funds needed for all their activities. Zones falling short of their budget needs may apply to ISC for funding from the ISC unrestricted general fund.
- c) If national organizations make donations to Zonal accounts with the intention that these funds be used *solely* in the zone for zonal purposes, then these donations must be restricted or designated by the national organizations in the appropriate way (as explained in section B.IV above). On the other hand, if the donations are unrestricted, then the funds are to be used for the general purposes of WSA world-wide.

(4) All of WSA's organizational expenses. These include the activities of the WSA chair and his or her staff of officers, as well as all of the expense of the WSA. These activities are focused upon achieving the aims of the association. In practice, many of these expenses are required for the WSA to maintain a close personal contact with individual members and the rest of the Subud organization.

(5) Expenditure required because of emergency situations that are not anticipated in zonal or other budgets. These WSA expenditures may be combined with funds from other sources, such as the affiliates. These emergency situations, which may arise from natural or man-made disasters, are incidents in a country that threaten the well-being of Subud members or of the Subud organization itself.

(6) Funds needed by a national committee to purchase computer equipment, supplies, and services that will as a minimum allow it to access Subud websites, send and receive email, and download and print Bapak's talks. This funding would only be for those national committees that are unable to raise these funds themselves.

(7) Funds that a country may need to send delegates to a zonal or WSA meeting if its own efforts have not provided these funds.

(8) WSC members and WSA officers' expenses incurred in attending WSA and WSC meetings.

(9) Activities based on Bapak's talks and the production of other Subud material, such as

Archives, publications, tape preservation, translations, media projects, and similar activities.

(10) Subud youth activities, as long as SYAI requires ISC's support.

(11) Personnel expenses. These may include the salaries of zonal representatives, WSA officers, and the fees of specialists and consultants, as needed, as well as the salaries of other Subud workers who require support in order to devote themselves full-time to their duties. These expenses also may include training and personal development costs for the WSA directors and the ISC chairperson, (e.g., the cost of training in fund-raising or for attending course and seminars in nonprofit directorship, etc).

(12) Other WSA or ISC projects or programs aimed at achieving WSA's objectives.

IV. What does WSA not sponsor and fund?

(1) Non-charitable activities as defined by the United States Internal Revenue Service.

(2) Projects, programs, and activities not conforming to its sponsorship and funding criteria

ISC's Style and Effectiveness

The executive body of a non-profit organization, such as ISC, needs to adopt a style of communication when dealing with donors and budget holders concerning money matters. This style differs from that assumed by a for-profit corporation. On the one hand, donors to a non-profit are being asked to contribute towards activities that may have no immediate tangible material benefit. They are not purchasing a material good or a service for their own immediate consumption. On the other hand, the people who use these donated funds are being asked to deliver the benefits for which the donors contributed. Because these benefits are often intangible and difficult to define, it is often hard to meet donor expectations. ISC must keep this point in mind when reporting to donors. Usually, donors do not want to hear *only* about their contributions. They also want to hear about the non-quantifiable benefits of the project or activity. For example, how is the project doing in meeting its non-financial objectives, as originally stated in its budget or grant application?

¹.Financial and Accountancy Guide for Not-For-Profit Organizations, 5th Ed.

Malvern J. Gross, Jr. et. al. Price Waterhouse LLP, John Wiley & Sons, Inc. 1995

9. APPENDICES

as separate attachments