

ETHIOPIAN WILDLIFE AND NATURAL HISTORY SOCIETY

**MEMBERSHIP POLICY & STRATEGY OF EWNHS**

JANUARY 2009

## Statement of Endorsement

The Society has undertaken the challenge of revising and updating itself in terms of structure, working manuals and human resources, so as to keep itself abreast of the changes and challenges of today. Accordingly, to enhance its objectives and to move forward as one of the reputable environmental NGOs in the country, EWNHS revised and updated its Administrative and Financial Manuals, which were in use for over a decade. The amended manuals are **Personnel & Resource Management Manual and Financial & Procurement Management Manual**. In the same undertaking, the Society developed this new Membership Policy and Strategy of EWNHS, the first of its kind in the Society, to mainstream membership within its core activities.

The Executive Committee of EWNHS, after having gone through this **Membership Policy & Strategy** document meticulously, has taken a stand that the document is comprehensive enough and can be used as a framework and springboard for the Society to design successive **Strategic Action Plans** to promote membership as one of the pivotal core activities of the organization. The policy document will be instrumental in clearly expounding the benefits that are expected of members and the services that need to be extended to them in reciprocity.

Finally, I would like to congratulate the Secretariat for this commendable task and is pleased to endorse, on the Executive Committee's behalf, the official use of the Membership Policy and Strategy document, until the need for revision is dictated by changing circumstances in the future.

Theodros Atlabachew (Dr)  
Vice President  
Executive Committee of EWNHS  
January 2009

## Contents

Acronyms.....	4
<b>PART I: MEMBERSHIP POLICY OF EWNHS.....</b>	<b>5</b>
<b>1. Brief Profile of EWNHS .....</b>	<b>5</b>
1.1 Establishment .....	5
1.2 Governance.....	5
1.3 Vision.....	5
1.4 Mission .....	5
1.5 Specific Objectives .....	5
1.6 Focus Areas .....	6
<b>2. The membership policy of EWNHS.....</b>	<b>7</b>
2.1 The rationale for running membership.....	7
2.2 EWNHS as a Membership-based Organization .....	7
2.3 Eligibility for Membership .....	7
2.4 The significance of members .....	8
2.5 Membership Services and rights .....	8
2.6 Proposed membership categories and subscription fees .....	10
2.6.1 Ordinary Members .....	10
2.6.2 Family Members.....	11
2.6.3 Elementary School Student Members (Grades 1-6) .....	12
2.6.4 Secondary School Student Members (Grades 7-12).....	12
2.6.5 College & University Student Members .....	12
2.6.6 Nature/Wildlife Club, School & Community-Based Organization Members.....	13
2.6.7 Institutional (NGOs, GOs, Colleges, Universities) Members .....	13
2.6.8 Corporate Members (profit making organizations) .....	14
2.6.9 Supporting Members (Resident Expatriates and Ethiopians with other citizenship) .....	14
2.6.10 Overseas Members (Foreigner living outside Eth including Ethiopians by birth) .....	15
2.6.11 Life members (Resident Ethiopians).....	15
2.6.12 Life members (Resident Expatriates).....	16
2.6.13 Overseas Life Members .....	16
2.6.14 Honorary Membership.....	16
2.6.15 Cost benefits analysis of the proposed membership categories and subscription fees .....	17
<b>Part II: Membership Strategy of EWNHS.....</b>	<b>19</b>
<b>1. Methods and Principles of Recruiting Members .....</b>	<b>19</b>
1.1 Current recruitment methods .....	19
1.2 How to raise members .....	19
1.3 Retention of members .....	20

## List of Tables

Table 1 Subscription fee and servicing cost for ordinary members.....	10
Table 2 Subscription fee and servicing cost for Family Members.....	11
Table 3 Subscription fee and servicing cost for Elementary School Student members .....	12
Table 4 Subscription fee and servicing cost for Secondary School Student Members.....	12

Table 5	Subscription fee and servicing cost for College & University Student Members .....	12
Table 6	Subscription fee and servicing cost for Nature Club, Wildlife Club, School and CBO Members .....	13
Table 7	Subscription fee and servicing cost for Institutional Members .....	13
Table 8	Subscription fee and servicing cost for Corporate Members .....	14
Table 9	Subscription fee and servicing cost for Supporting Members .....	14
Table 10	Subscription fee and servicing cost for Overseas Members .....	15
Table 11	Subscription fee and servicing cost for Life Members (Resident Ethiopians).....	15
Table 12	Subscription fee and servicing cost for Life Members (Resident Expatriates).....	16
Table 13	Subscription fee and servicing cost for Overseas Life Members .....	16
Table 14	Proposed Membership Categories versus Servicing Costs.....	17

## Acronyms

CBO	Community-Based Organization
EE	Environmental Education
ETB	Ethiopian Birr (local currency of Ethiopia)
EWNHS	Ethiopian Wildlife and Natural History Society
GOs	Government Organizations
MoA	Memorandum of Association
NGOs	Nongovernmental Organizations
USD	United States of America Dollar

# PART I: MEMBERSHIP POLICY OF EWNHS

## 1. Brief Profile of EWNHS

### 1.1 Establishment

The Ethiopian Wildlife and Natural History Society (EWNHS) has been legally established in 1966. It is a non-governmental and not-for-profit environmental Association. Since its establishment, most of the Society's activities have been managed by volunteers. However, the growing volume of activities and the level of recognition accorded to the Society at national and international levels demanded the establishment of a permanent Secretariat, and the hiring of professional staff who work in collaboration with volunteers.

EWNHS has no political and/or religious affiliation. It is a conservation organization legally registered with the Ministry of Justice to contribute to the concerted national conservation efforts towards reversing the deteriorating ecological system driven by various environmental problems through awareness raising, advocacy and research and strives to enable the citizens understand and appreciate their environment better.

### 1.2 Governance

The EWNHS is governed by Executive Committee (EC) of Volunteers elected from among members. The EC is composed of 11 members who are elected every three years by the General Assembly. An Executive Director, who is a non-voting member of the EC, heads the Society's Secretariat, based in Addis Ababa.

### 1.3 Vision

Ethiopia's environment conserved and enhanced jointly by citizens and Government and biodiversity sustainably serving livelihoods of present and future generations.

### 1.4 Mission

The Ethiopian Wildlife and Natural History Society endeavors to enhance the conservation, development and sustainable utilization of Ethiopia's biodiversity and nature through education, awareness raising, advocacy and research.

### 1.5 Specific Objectives

EWNHS anticipates attaining the following objectives:

1. Promote **education** on environment, conservation and sustainable utilization of biodiversity and natural resources of the country.
2. **Raise awareness** of members and the wider public on the need to conserve the environment and biodiversity and promoting sustainable utilization of natural resources of the country.
3. **Disseminate information** and **lessons learnt** on biodiversity conservation and environmental protection activities to various stakeholders (e.g. policy and decision-makers, conservation-related

organizations, educational institutions, communities, researchers, etc.).

4. **Advocate** for development of strategies, formulation of policies and issuance of legislations that are pertinent to conservation and sustainable utilization of biodiversity and natural resources.

5. Ensure that **development plans** taking place at key biodiversity sites identified as Important Bird Areas are **eco-friendly** and are not affecting the sites in any manner.

6. Support, promote and conduct participatory **research** initiatives on biodiversity and environment.

7. Undertake **on-the-ground conservation** activities at key and threatened biodiversity sites when deemed necessary.

8. Conduct **monitoring** activities at selected wetlands and other key biodiversity sites designated as IBAs.

9. Formulate a clear **cost-effective Membership Policy and Strategy document**, giving emphasis to recruiting members who can influence decision-makers rather than targeting revenue generation.

10. Advocate and take mitigation measures against potential introduction and expansion of **non-native species** that are detrimental to the existence of indigenous species and promote the planting of indigenous tree species.

11. Work in close and smooth **partnership** with government and other like-minded non-state conservation organizations in the areas of bringing about good environmental governance.

12. Put in place **effective and efficient communication mechanism** which can assist to facilitate **networking** with other stakeholders and promote the mandate of the Society.

## 1.6 Focus Areas

Divided into two major Divisions (Support and Technical), EWNHS operates in four major focal program areas indicated below while the Finance, Fund-raising and Marketing Service and Personnel and General Service Unit provide the required support for the Society to meet its objectives.

1. Publication, Advocacy and Networking Program, which focuses on:

- Publishing of Thematic Promotional Materials
- Managing of Resource Center
- Advocacy (Policy, Strategy, Legal Frameworks, Conventions, etc.)
- Networking & Partnership (Domestic and International)
- Communication (at all levels)
- Information and Data Management (website, databases, etc.)
- Membership Servicing
- Voluntary Service Schemes

2. Awareness-raising and Environmental Education Program, focusing on:

- Awareness-raising at all levels on the need for conservation of biodiversity and protection of environment
- Influencing the Curriculum in Formal Education to incorporate conservation issues

- Management of Nature and Wildlife Clubs
- Organizing various environmental events (WED, Arbor Day, Wetland Day, etc.)

### 3. Important Bird Area (IBA) Program, focusing on:

- IBA Managing and Monitoring
- Waterfowl Census
- IBA Data Base Management
- Site Conservation Actions
- Management of Site Support Groups (SSGs)
- Research and Conservation of Threatened/Endemic Species

### 4. Conservation and Research Program

- Protected Areas & Biosphere Reserves
- Aquatic Ecosystems (Production of National Wetlands Directory)
- Habitats (Savannah Grasslands, Forests, Fragile Highlands, etc.)
- Promotion of indigenous species and restoration of degraded areas
- Cultural conservation of biodiversity and environment

## 2. The membership policy of EWNHS

### 2.1 The rationale for running membership

EWNHS has been registered with the Ministry of Justice as a membership-based Society and therefore, running a membership scheme is a requirement for EWNHS rather than a preference. To that effect, both the Strategic Plan of EWNHS for the period 2004-2008 and the preliminary Fundraising Strategy developed in 2003 emphasize the need for putting in place an effective **Membership Policy** that would contribute towards enhancing the Society's image and to support some of its core expenses. Furthermore, EWNHS is a member of Birdlife International and closely cooperates with Birdlife partners to save birds and their habitats, through involvement of people. The bye-law of BirdLife compels all partners to be membership-based (to enhance networking, advocacy, lobbying and awareness-raising). As a member of BirdLife International, EWNHS needs to be a membership-based Society and should incorporate membership as one of its core activities. Consequently, it is imperative that the Society will be obliged to run membership as a policy and it is required to mainstream the concept in the Society.

### 2.2 EWNHS as a Membership-based Organization

The Ethiopian Wildlife and Natural History Society is an indigenous membership-based Conservation Society. Members are invaluable for the Society, among others, for building political and public supports for its aims and objectives, raising awareness and for core-funding in the form of annual subscriptions. Furthermore, additional financial support can be gained from members through lobbying and campaigns. To that effect, there is a high need to mainstream the concept of membership in the Society.

### 2.3 Eligibility for Membership

Any individual and or institution/organization (CBO, NGO or GO and local or international) interested in the activities of the Society and is willing to subscribe to its mission and objectives can be eligible to register as member provided that his/her age is 18 or more on the date of

registration. Every member of the Society shall have equal and one vote and membership shall not be transferred or passed to third parties.

## **2.4 The significance of members**

As policy, EWNHS envisages that the following major benefits can be accrued from members:

- EWNHS has originated and exists as a membership Society and thus needs members to live up to its establishment mandate.
- Members are used as tools to sustain most activities of the society, although not in terms of financial sustainability as yet.
- Members are income generators (contribute to the core funding of the organization)
- Core-funding comes from annual subscriptions but additional financial support can be gained from members through appeals for specific work and paying a certain percentage to EWNHS and being involved in fund-raising campaigns organized by the Society.
- Membership fees are usually considered as very valuable source of income as they are not earmarked for specific activities and can be thus used flexibly within the organization to cover core costs such as salaries and office running costs.
- Members can be mobilized to play active roles in advocacy, lobbying and awareness-raising
- Members provide expertise in the form of voluntary services (unpaid time)
- Members assist in networking and promoting their mother Society
- Members can play decisive roles in building image of the organization of which they are a part
- Members can be a source of influence in winning the support of the public, politicians and policy/decision-makers for the Society to meet its objectives
- Number of members also matters in terms of giving weight and credibility to statements made through the organization (e.g. when lobbying and advocating at national level).
- Members can help the Society to stay focused on its original mission
- Members can provide useful advice on the future direction of the Society
- Membership is both a support to EWNHS (in terms of finance, advocacy, influence, lobbying) and involvement (in the Society's activities as volunteers).
- The objectives of EWNHS can be better achieved through education, networking, awareness-raising and dissemination of information, advocacy, monitoring and fundraising. The Society's members play decisive roles as springboards in promoting the objectives of the organization. Therefore, membership is the organization's constituency to help promote organizational objectives.

## **2.5 Membership Services and rights**

Members can be of help to a membership-based organization only and if only appropriate services are extended to them as reciprocity to the obligations they discharge. This means that the benefits obtained from members have to be compensated back by extending proper services to members and respecting their due rights. Accordingly, it is EWNHS's policy to respect the rights

and provide to its members the services indicated below:

- Members can elect and be elected to the Executive Committee and can join the various committees of the Society
- Any member of the Society who has dissenting opinions may ask for his opinions to be recoded separately in the minutes
- The members of the Society shall have the right to request the Society to disclose to them the documents that show the activities of the Society.
- Distribution of the Society's bi-annual Newsletter to all members except for membership categories under Elementary School Students, Nature Clubs, Schools and Community-based Organizations (electronically and in hard copies).
- Distribution of **Walia**, an annual quasi-scientific journal of the Society, to certain categories of members in hard copies. It would be worthwhile looking into the option of sending the Journal electronically to some members that have internet access.
- Distribution of **Agazen** magazine to Secondary School student members, Nature Clubs and Community Based Organizations (in hard copies).
- Distribution of **Thematic Readers** to Wildlife Clubs and elementary school students organized under Nature Clubs established in schools when published with funding secured for other projects.
- Distribution of **Posters, Flyers** and **Fact sheets** to relevant domestic members when published with funding secured for other projects.
- Free access to all interested members to indoor lectures, talks and video shows. This activity is being organized on monthly basis by the Honorary Secretary of the Society.
- Participation in the field outings and hikes to various parts of the country, against coverage of own costs. This event is being organized at times by the Honorary Secretary of the Society and is serving as a means of recruiting new members, as being a member is a prerequisite to participate in the outings.
- Providing the opportunity of field outings and hikes for Nature/Wildlife Club members and patrons when project funding is secured for the purpose from donors.
- Providing technical support and training to patrons of Nature Clubs that are members
- Free use of the Resource Centre of the Society, including borrowing of Videos
- Providing stationery materials for member Nature Clubs intending to produce Club Magazines
- Providing technical assistance to member Nature Clubs when they are organizing events like Environment Day and Arbor Day celebrations.
- Providing nursery tools and assorted indigenous tree seeds for member schools and community nature clubs involved in greening activities and rehabilitation of degraded areas.
- Publishing various resource materials in the web site of the Society for free access by members (including non-members).
- Providing opportunities to members to be involved in the activities of the Society on voluntary

basis whereby they can gain work experiences useful for their future careers. Successful volunteers will be provided with certificates and or letters of recommendation.

## 2.6 Proposed membership categories and subscription fees

After having analyzed in detail the gaps that are prevailing at EWNHS relating to membership, the following new membership categories and appropriate membership packages have been proposed to be in use until the need is felt to make a change. Please find the new categories and packages (including expenses and fees) in the various tables indicated below.

### 2.6.1 Ordinary Members

**Table 1: Subscription fee and servicing cost for ordinary members**

Services extended to members	Costs (Birr/year)	Remarks
Walia	19	Including postage (14 + 5) once a year
Newsletter	4	Including postage (0.50 + 0.50) x 4
Lectures, talks and Videos	4	200 ETB for venue x 4 (for 200 members)
Access to Trips	0	members pay for their own costs
Annual activity report of EWNHS	0	Included in staff time
Free access of Resource Centre	0	Included in staff time
Staff time	15	3,000 ETB for 200 paying members
Running costs	10	2,000 ETB for 200 paying members
<b>Total cost</b>	<b>52 + 1US\$</b>	In actual fact, the total cost is about 62 ETB because 1 US\$ is paid for each unsubsidized member to Birdlife International.
<b>Recommended membership fee</b>	<b>60*</b>	

\* Although this category of membership is considered for granted as unsubsidized, members pay 2 ETB less than what is expended for their services.

## 2.6.2 Family Members

Table 2: Subscription fee and servicing cost for Family Members

Services extended to members	Costs (Birr/year)	Remarks
Walia	19	Including postage (14 + 5) once a year
Newsletter	4	Including postage (0.50 + 0.50) x 4
Lectures, talks and Videos	12	200 ETB for venue x 4 (for 200 members)- For 3 persons in a family
Access to Trips	0	members pay for their own costs
Annual activity report of EWNHS	0	Included in staff time
Free access of Resource Centre	0	Included in staff time
Staff time	45	3,000 ETB for 200 paying members - For 3 persons in a family
Running costs	30	2,000 ETB for 200 paying members - For 3 persons in a family
<b>Total cost</b>	<b>110 + 1US\$</b>	1 US\$ is paid for each unsubsidized member to Birdlife International.
<b>Recommended membership fee</b>	<b>Birr125</b>	

### 2.6.3 Elementary School Student Members (Grades 1-6)

**Table 3: Subscription fee and servicing cost for Elementary School Student members**

Services extended to members	Cost in ETB/year	Remarks
Readers	3	Including postage for Addis (2 + 1)
Staff time	15	3,000 ETB for 200 paying members
Running costs	10	2,000 ETB for 200 paying members
<b>Total cost of servicing</b>	<b>28</b>	Subsidized members in the context of investing more on the young generation
<b>Recommended membership fee</b>	<b>5</b>	

### 2.6.4 Secondary School Student Members (Grades 7-12)

**Table 4: Subscription fee and servicing cost for Secondary School Student Members**

Services extended to members	Cost in ETB/year	Remarks
Newsletter	4	Including postage $(0.50 + 0.50) \times 4$
Fact sheet/posters	2.50	Including postage (on average once a year)
Agazen	20	5 copies (once a year)
Staff time	15	3,000 ETB for 200 paying members
Running costs	10	2,000 ETB for 200 paying members
<b>Total cost</b>	<b>51.50</b>	Subsidized members in the context of investing more on the young generation
<b>Recommended membership fee</b>	<b>10</b>	

### 2.6.5 College & University Student Members

**Table 5: Subscription fee and servicing cost for College & University Student Members**

Services extended to members	Cost in ETB/year	Remarks
Newsletter	4	Including postage $(0.50 + 0.50) \times 4$
Walia	19	Including postage $(14 + 5)$ once a year
Lectures, talks and Videos	4	200 ETB for venue $\times 4$ (for 200 members)
Free use of Resource Centre	0	Cost included in staff time
Staff time	15	3,000 ETB for 200 paying members
Running costs	10	2,000 ETB for 200 paying members
<b>Total cost</b>	<b>52</b>	Subsidized members in the context of investing more on the young generation
<b>Recommended membership fee</b>	<b>15</b>	

## 2.6.6 Nature Club, School & Community-Based Organization Members

**Table 6: Subscription fee and servicing cost for Nature Club, School and CBO Members**

Services extended to members	Cost in ETB/year	Remarks
Readers on thematic issues	20	5 copies
Agazen	20	5 copies (once a year)
Fact-sheets/posters	12.50	5 copies x 2.50
Free use of Resource Centre	0	Cost included in staff time
Borrowing of Videos	0	Against deposit of refundable money
Providing Certificates	30	25 for frame + 5 for print
Staff time	20	3,000 ETB for 200 paying members
Running costs	15	2,000 ETB for 200 paying members
<b>Total cost</b>	<b>117.50</b>	Subsidized membership category to encourage involvement in conservation activities on own willing
<b>Recommended membership fee</b>	<b>45</b>	

NB. It was agreed that lectures at schools, the facilitation of panel discussions and guiding will not explicitly be mentioned as a benefit, and will be provided as the need arises, if possible.

## 2.6.7 Institutional Members (NGOs, GOs, Colleges, Universities)

**Table 7: Subscription fee and servicing cost for Institutional Members**

Services extended to members	Cost in ETB/year	Remarks
Newsletter	12	3 x 4
Walia	57	3 x 19
Lectures, talks and Videos	12	3 x 4
Free use of Resource Centre	0	Cost included in staff time
Fact sheets/posters	7.50	3 x 2.50
Certificate	30	25 for frame & 5 for print
Staff time	15	3,000 ETB for 200 paying members
Running costs	10	2,000 ETB for 200 paying members
<b>Total cost</b>	<b>143.50</b>	
<b>Recommended membership fee</b>	<b>250</b>	

## 2.6.8 Corporate Members (profit making organizations)

**Table 8: Subscription fee and servicing cost for Corporate Members**

<b>Services extended to members</b>	<b>Cost in ETB/year</b>	<b>Remarks</b>
Newsletter	12	3 x 4
Walia	57	3 x19
Lectures, talks and Videos	12	3 x 4
Free use of Resource Centre	0	Cost included in staff time
Fact sheets/posters	7.50	3 x 2.50
Certificate	30	25 for frame + 5 for print
Website link	0	Cost included in staff time
Access to field trips	0	Against covering of own costs
Staff time	15	3,000 ETB for 200 paying members
Running costs	10	2,000 ETB for 200 paying members
<b>Total cost</b>	<b>143.50 + 1 USD</b>	In actual fact, the total servicing cost is about 153.50 ETB because 1 USD is paid for each unsubsidised member to Birdlife International.
<b>Recommended membership fee</b>	<b>750</b>	

## 2.6.9 Supporting Members (Resident Expatriates and Ethiopians with other citizenship)

**Table 9: Subscription fee and servicing cost for Supporting Members**

<b>Services extended to members</b>	<b>Cost in ETB/year</b>	<b>Remarks</b>
Walia	19	Including postage (14 + 5) once a year
Newsletter	4	Including postage (0.50 + 0.50) x 4
Lectures, talks and Videos	4	200 ETB for venue x 4 (for 200 members)
Access to field trips	0	Against payment of own costs
Free use of Resource Centre	0	Included in staff time
Staff time	15	3,000 ETB for 200 paying members
Running costs	10	2,000 ETB for 200 paying members
<b>Total cost</b>	<b>52</b>	In actual fact, the total servicing cost is about 62 ETB because 1 USD is paid for each unsubsidised member to Birdlife International.
<b>Recommended membership fee</b>	<b>20 USD (or equivalent in ETB)</b>	

### 2.6.10 Overseas Members (Foreigner living outside Ethiopia including Ethiopians by birth)

**Table 10: Subscription fee and servicing cost for Overseas Members**

Services extended to members	Cost in ETB/year	Remarks
Walia	19	Including postage (14 + 5) once a year
Newsletter	0	Electronic version, 4 times a year
Staff time	15	3,000 ETB for 200 paying members
Running costs	10	2,000 ETB for 200 paying members
<b>Total cost</b>	<b>44</b>	In actual fact, the total servicing cost is about 54 ETB because 1 USD is paid for each unsubsidised member to Birdlife International
<b>Recommended membership fee</b>	<b>30 USD</b> (or equivalent in ETB)	

### 2.6.11 Life members (Resident Ethiopians)

**Table 11: Subscription fee and servicing cost for Life Members (Resident Ethiopians)**

Services extended to members	Cost in ETB/year	Remarks
Walia	19	Including postage (14 + 5) once a year
Newsletter	4	Including postage (0.50 + 0.50) x 4
Lectures, talks and Videos	4	200 ETB for venue x 4 (for 200 members)
Access to field trips	0	Against payment of own costs
Free use of Resource Centre	0	Included in staff time
Staff time	15	3,000 ETB for 200 paying members
Running costs	10	2,000 ETB for 200 paying members
<b>Total cost</b>	<b>52</b>	In actual fact, the total servicing cost is about 62 ETB because 1 USD is paid for each unsubsidised member to Birdlife International.
<b>Recommended membership fee</b>	<b>1,500</b> (once off payment)	

### 2.6.12 Life members (Resident Expatriates)

Table 12: Subscription fee and servicing cost for Life Members (Resident Expatriates)

Services extended to members	Cost in ETB/year	Remarks
Walia	19	Including postage (14 + 5) once a year
Newsletter	4	Including postage (0.50 + 0.50) x 4
Lectures, talks and Videos	4	200 ETB for venue x 4 (for 200 members)
Access to field trips	0	Against payment of own costs
Free use of Resource Centre	0	Included in staff time
Staff time	15	3,000 ETB for 200 paying members
Running costs	10	2,000 ETB for 200 paying members
<b>Total cost</b>	<b>52</b>	
<b>Recommended membership fee</b>	<b>2500</b> (once off payment)	In actual fact, the total servicing cost is about 62 ETB because 1 USD is paid for each unsubsidised member to Birdlife International.

### 2.6.13 Overseas Life Members

Table 13: Subscription fee and servicing cost for Overseas Life Members

Services extended to members	Cost in ETB/year	Remarks
Walia	19	Including postage (14 + 5) once a year
Newsletter	0	Electronic version, 4 times a year
Staff time	15	3,000 ETB for 200 paying members
Running costs	10	2,000 ETB for 200 paying members
<b>Total cost</b>	<b>44</b>	
<b>Recommended membership fee</b>	<b>350 USD</b> [or equivalent in ETB (once off payment)]	In actual fact, the total servicing cost is about 54 ETB because 1 USD is paid for each unsubsidised member to Birdlife International.

### 2.6.14 Honorary Membership

Honorary Membership shall be granted to persons whose personal past, present and future contributions to the image and the mission and objectives of the Society are deemed to be outstanding. Such membership shall be granted by the General Assembly of the Society upon recommendation of the Executive Committee of the Society.

Honorary Membership being a privilege granted to such special personalities, an Honorary Member shall enjoy all the rights of a member but shall, however, he/she will not a) be required to fill out application for membership, b) be elected to any office of the Society except as Chair person of a General Assembly of the Society, c) vote on any matters. An Honorary Member shall not be expelled from membership but reserves the right to withdraw from the Society at any time.

## 2.6.15 Cost benefit analysis of the proposed membership categories and subscription fees

Table 14: Proposed Membership Categories versus Servicing Costs

No.	Proposed Membership Categories	Annual Membership Fee	Actual* Servicing Costs	Balance (Birr)	Remarks
1	Ordinary Members	ETB60.00	ETB62.00	(ETB2.00)	Unsubsidized members
2	Family Membership was recommended and endorsed by AGM	ETB125.00	ETB110.00	ETB10.00	Unsubsidized members
3	Elementary School Students (Grades 1-6)	ETB5.00	ETB28.00	(ETB23.00)	Subsidized Members
4	Secondary School Students (Grades 7-12)	ETB10.00	ETB51.50	(ETB41.50)	Subsidized Members
5	Colleges and University Students	ETB15.00	ETB52.00	(ETB37.00)	Subsidized Members
6	Nature Clubs, Schools & Community-based Organizations	ETB45.00	ETB117.50	( ETB72.50)	Subsidized Members
7	Institutions (NGOs, GOs, Colleges and Universities)	ETB250.00	ETB132.50	(ETB117.50)	Subsidized Members
8	Corporate members (profit making organizations)	ETB750.00	ETB153.50	+ ETB596.50	Unsubsidized members
9	Supporting Members (Resident Expatriates and Ethiopians with other citizenship)	USD20.00	ETB62.00 <sup>#</sup>	+ ETB138.00	Unsubsidized members
10	Overseas Members (including Ethiopians by birth)	USD30.00	ETB54.00 <sup>#</sup>	+ ETB246.00	Unsubsidized members
11	Life Members (Resident Ethiopians) - once off investment	ETB1,500.00	ETB62.00	For 24 years <sup>1</sup>	Potential burden <sup>1</sup>
12	Life Members (Resident Expatriates) (once off investment)	ETB2,500.00	ETB62.00	For 40 years <sup>2</sup>	Potential burden <sup>2</sup>
13	Overseas Life Members (Expatriates and Ethiopians with other citizenship) (once off investment)	USD350	ETB54.00 <sup>#</sup>	For 60 years <sup>3</sup>	Potential burden <sup>3</sup>

# Exchange rate: 1US\$ = 10 Birr

## Notes

1. As Birr is always in the process of devaluation, servicing costs of members will get higher and higher in a course of time.
2. The highest numbers of members of EWNHS fall under Categories 1 - 6, who are under subsidy.
3. Membership categories 7 - 9 are not subsidized and seem to be paying more than their servicing costs. However, the number of members in these categories is very minimal and hence the return is insignificant. EWNHS needs to strategize to recruit more members under these categories.
- 4.<sup>1</sup> Coupled with devaluation of Birr, a member who lives as a member for more than 24 years will be a burden to the Society.
- 5.<sup>2</sup> Coupled with devaluation of Birr, a member who lives as a member for more than 40 years will be a burden to the Society.
- 6.<sup>3</sup> Coupled with devaluation of Birr, a member who lives as a member for more than 60 years will be a burden to the Society.
7. \* The actual membership servicing cost considers postage and packing, staff time, cost of publications, lectures and trips, and use of resource center. In addition to staff time and running costs, the costs of a Membership Officer need to be added to membership expenses in one year. The cost of hiring a full-time Membership Officer has been estimated at 36,000 ETB per year. If we assume that EWNHS manages 1000 full paying (un-subsidized) members, the annual subscription cost per member would increase by 36 ETB. To keep the subscription fees lower, there is a need to cover part of these costs by income raised from other channels than annual membership fee.

## Part II: Membership Strategy of EWNHS

### 1. Methods and Principles of Recruiting Members

#### 1.1 Current recruitment methods

Two approaches are in use currently to recruit members. As there is no concerted coordination between these approaches, there is inconsistency in completing registration forms and populate relevant personal data of members. The two approaches are:

i) *Through EWNHS Secretariat.*

- Some individuals come directly to the Society's office on purpose to register as members
- Opportunistic recruitments take place when individuals come to the office for other purposes and or during various conferences
- Some existing members bring along new individuals to the annual general meeting of the Society
- EE officers recruit members as integral part of their activities in relation to organizing nature clubs and field outings

ii) Through the *Honorary Secretary* who organizes field trips to various historic and scenic sites. As it is only members who are eligible for these outings, signing up as a member is a prerequisite. Most of the members have been recruited in this manner.

#### 1.2 How to raise members

When recruiting members, one needs to take note of the following major principles and it is vital that EWNHS understands the rationale behind recruiting members and their importance. Accordingly, EWNHS will adopt the strategic approaches indicated below:

- ❖ Embark on a membership recruitment drive. Focus on members that are more active, including heads and staff members of organizations that share the objectives of EWNHS, schools, students and those individuals who can influence policy and decision-makers, rather than targeting merely revenue generation.
- ❖ The top priority of recruiting members has to be to retain strong vanguards that can influence policy and decision-makers to create favorable circumstances for the Society to achieve and discharge its objectives and mandate, respectively.
- ❖ For the purpose of management, having a few but influential members is the best option although quantity also matters when undertaking campaigns. .
- ❖ Membership needs to contribute to conservation through supporting EWNHS to meet its objectives
- ❖ It should be noted that **life membership** is a big cost but also is a sign of great commitment
- ❖ Unless membership is handled wisely and carefully, it would be highly likely that it can become a financial liability.

- ❖ Though in some cases membership is seen as a revenue generator, it is unlikely to be the case in the short to medium term and therefore the rationale behind recruiting members has to be for other purposes (for example, advocacy & lobbying activities and influences).
- ❖ All persons or institutions interested to join EWNHS as a member are required to complete an application form prepared by the Society for the purpose. Such applicants will be registered by the Secretariat as temporary members until their membership is endorsed by the Executive Committee of the Society.
- ❖ Membership may be forfeited when a member fails to pay subscription fees for two consecutive years and for any other good reasons. No refund of membership fees shall be made when a member withdraws his/her membership or is expelled by the Society. A member whose membership has been forfeited for not paying subscription fees shall be reinstated if he/she is interested to rejoin the membership.
- ❖ Prepare and disseminate a flyer that would assist for recruiting members (a take-away membership brochure)
- ❖ Put a "become a member" and a 'Please make a donation' link on EWNHS website
- ❖ Recruiting individuals for membership through letters
- ❖ It would be recommended that salaried staff of EWNHS join the Society as non-voting members so that they can not influence other members who are not salaried staff.

### 1.3 Retention of members

- ❖ Becoming a member without knowing much about the purpose will not be of much benefit in terms of retention of members. Members have to be convinced to become members rather than being simply pushed.
- ❖ Ensure that the activities of the Society are relevant to members and meet their concerns
- ❖ Involve members in the various activities of the Society
- ❖ Keep members abreast on activities of the organization of which they are a part ( at least send them annual activity reports of the organization and best wish e-cards to members on festive occasions )
- ❖ Dedicate a "Members Column" in the quarterly News Letter of the Society and mention about members in all other publications of the Society where relevant
- ❖ Put in place a dedicated Membership Management Officer who can handle all issues related to members
- ❖ Construct user-friendly membership database and keep in close contact with members
- ❖ Develop membership management action plan, initially for five years