

5.4 Membership Fees 2017

Prepared by the Chief Executive

1. Introduction

Membership fees for 2017 will be recommended for approval at a general meeting to be held at the time of the October 2016 Board meeting.

The matter is being raised now for discussion and to seek relevant input at an early stage.

2. Commentary

Membership fees for 2016 were approved at the Assembly of Delegates in October 2015.

Current membership fees now adequately cover the key establishment costs – Chief Executive, staff, office, and travel/accommodation for expected meeting attendance. At present, current fees provide approximately US\$85,000 towards projects undertaken by consultants, thus allowing CAPA to undertake additional initiatives.

It is not anticipated that any imminent new membership admissions will provide any significant level of additional fees.

The 2017 budget will be prepared prior to the October 2016 meeting, alongside preparation of the 2017 Work Plan. The latter only impacts the budget if strategic decisions are taken to undertake initiatives that require discretionary expenditure above normal operating costs.

As noted in agenda paper 5.3 (Strategic Planning), opportunities exist to continue with current initiatives, being:

- Preparation of further publications in the Maturity Model Guidance Series
- Preparation of further publications to support *The Eight Key Elements of PFM Success*

The Board is still to consider future strategic directions, however should the above initiatives feature in the strategy and work plan, then the level of fee increase simply impacts the speed by which these initiatives can be completed. By way of example, each publication in the Guidance Series incurs approximately US\$40,000 of consulting fees, professional writing, design & printing costs and distribution.

As has been discussed previously, 'inflationary increases' in fees allow the organisation to continue to operate in a manner consistent with previous years. Increases above inflation contribute toward an acceleration of strategic initiatives.

At a minimum, an increase of 5% consistent with previous years is recommended.

3. Action Required

Board and other members to discuss.