

# 2016 Accountability Report

A new approach for shared ownership, solidarity and accountability towards transformative change



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## List of Abbreviations

ECOSOC	Economic and Social Council
GGCC	Global Governance and Constitution Committee
GS	General Secretary
HRBA	Human Rights Based Approach
IFRS	International Financial Reporting Standards
INGO	International Non-Governmental Organization
MAs	Member Associations
M&E	Monitoring and Evaluation
MER	Monitoring, Evaluation and Research
NC	Nominations Committee
SGMA	Standards of Good Management and Accountability
SDGs	Sustainable Development Goals
SRHR	Sexual and Reproductive Health and Rights
UN	United Nations
YWCA	Young Women's Christian Association
WC	World Council

# 1. Profile Disclosure - Strategic commitment to Accountability

## 1.1 Statement from the most senior decision maker of the organization

### A new approach for shared ownership, solidarity and accountability

When Emma Roberts and Lady Mary Jane Kinnaird founded the World YWCA back in 1855, it was in the spirit of solidarity - to support other women who were in need. Today, we are one of the largest, most well established women's movements in the world, and despite our differences, we remain connected by our values, our vision and our purpose.

We are now at a pivotal point in our history and the history of the world. It's a time when the basic rights and empowerment we fight for every day are threatened. It's a time when we face a growing tide of racism, misogyny, anti-Semitism, Islamophobia, and isolationism. It's a time where we face a very serious risk of women's rights taking a giant step backward.

### The challenges women and young women face

Statistically, figures show that despite suffrage and feminist successes, women are not equal in society in varying levels across the world. They still face the issue of the gender pay gap and are underrepresented across political spheres and at executive levels of business with little or no representation in some nations. Safety concerns and the levels of sexual and physical violence that women experience is not subsiding with one in three women globally saying they have experienced this. Women work two-thirds of the world's working hours, yet they earn a mere one-tenth of the world's income resulting in 60% of women in the world living in extreme poverty. These figures show we need to do much more work, and a women's rights organisations need to be at the centre of this change and give a voice to women to achieve greater gender equality and equity for all.

There are more than 1.8 billion young people in the world today, and the YWCA movement brings an important inter-generational leadership approach to empowering women and young women around the world. Our bold and transformative goal 2035: *"By 2035, 100 million young women and girls transform power structures to create justice, gender equality and a world without violence and war; leading a sustainable YWCA movement, inclusive of all women"*, adopted at 2015 World Council (WC), gives us an unprecedented mandate to act.

### Our strategy to drive transformative change

Achieving this mandate requires that we are able to bring together and build on the strengths of the whole movement. This ensures our impacts are even greater than that of the 109 individual national Member Associations (MAs) and keeps the YWCA movement sustainable and visible around the world, while increasing our impact and accountability.

The World YWCA is a global network driving transformative change. We have an opportunity to connect, and share ideas, expertise and best practice, with members around the world who have the same values and are working on the same challenges. We need to stay relevant and harness innovation, greater connections, partnerships, networking, good practices and flexibility.

In order to achieve gender equality, we must ensure our movement is accountable for its actions and is transparent in the way it works. The YWCA is continuing the push forward to ensure the World Board, World Office and the movement as a whole is achieving this. In 2015, the WC, our chief governing body, set a clear direction for our movement, and we are committed to ensuring that transparency and accountability is embedded into all our work.

2016 was a year of great transition in the World YWCA Office as our General Secretary (GS) of eight years left the organization, and we undertook a 10 month search for her replacement. We did not make any changes to our accountability processes or framework during this time. However, moving forward we will continue to review our accountability and transparency processes, policies and framework with respect to our evolving organization and organizational strategy.

A handwritten signature in black ink, appearing to be 'FS' with a stylized flourish.

**Fabrice Sa'a**  
Head of Finance and Operations

## 2. Organisational Profile

### 2.1- Name of the organization

The name of the organization is the World Young Women's Christian Association (World YWCA) which shall be known as the World YWCA<sup>1</sup>.

### 2.2- Primary Activities

The World YWCA is a global movement working for women's empowerment, leadership and rights in more than 120 countries and 20'000 local communities. Empowering young women and girls is our way to change the world. Founded in 1855, the YWCA movement works to empower young women and girls to become leaders and decision-makers in their communities and households.

#### We empower

YWCA's training programmes are initiated, driven and facilitated by women and young women. We use a feminist approach, which is inclusive and intergenerational. We also use a human rights-based approach (HRBA) to empower young women and women to become leaders and decision-makers in their communities. We develop skill-based and thematic trainings to respond to the needs of the communities. We believe that training one girl or woman means opening the door to an entire community.

#### We advocate

The World YWCA actively works to influence policies, regulations and norms which obstruct the rights and leadership potential of women, young women and girls. We bring the voices of young women and girls to the decision-making table. We create opportunities for them to advocate for their rights at global and regional policy-setting platforms.

#### We create safe spaces

For the past 160 years, the YWCA has provided [Safe Spaces](#) to women and girls in the heart of local communities. Through YWCAs in more than 70 countries, the World YWCA is striving to provide safe, inclusive, non-judgmental and confidential spaces for women and girls to discuss issues such as Sexual and Reproductive Health and Rights (SRHR), HIV, and gender based violence.

We are rich in diversity, and our members and supporters include women from many different faiths, ages, backgrounds, beliefs and cultures. Yet we are all working toward the same common goal that *"by 2035, 100 million young women and girls will transform power structures to create justice, gender equality and a world without violence and war; leading a sustainable YWCA movement, inclusive of all women."*

Our strategic priorities for the 2016-2019 quadrennium include:

- Strengthening young women and girls' transformative leadership;
- Realising human rights; and
- Sustaining the YWCA movement.

The World YWCA advocates and supports volunteerism, membership, diversity, tolerance, mutual respect, integrity and responsible accountability. Our work is guided by a human rights framework, as well as the Sustainable Development Goals (SDGs) and international treaties and platforms for advancing women's rights. We also collaborate with many partner organizations globally. The organization enjoys a special consultative status at the United Nations (UN) Economic and Social Council (ECOSOC).

For more information visit our [website](#).

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<sup>1</sup> Art. 1 - [World YWCA Constitution](#)

### 2.3- Operational Structure of the organization

The World YWCA Office is the secretariat of the World YWCA. The World YWCA is a volunteer membership-based organisation made up of 109 autonomous national affiliated full and associate member associations. Along with the World Board, the function is *“to unite and coordinate member associations in a world movement and to act on their behalf in matters for which it has received authority.”*<sup>2</sup> The World YWCA office implements the decisions made by the WC and World Board.

The WC is the supreme authority of the World YWCA. The World YWCA convenes an ordinary meeting of the WC at least once every four (4) years. Between WC meetings, the World Board is the main decision-making body for the World YWCA. Between World Board face-to-face meetings, the Board works through online committees and teleconferences.

The World YWCA President, Treasurer, Officers (Vice Presidents) and GS meet online for periodic briefings during the year. The GS presents periodic reports to the President and Officers, as well as an annual report to the Board. The Board also conducts consultations with the movement on different matters.

The GS leads the internal management of the World YWCA. She is appointed by and reports to the Board. A leadership team made up of the GS, the Head of Programmes, Head of Communications, and Head of Finance and Operations, is responsible for making key implementation and operational decisions and for presenting recommendations to the Board as appropriate.

As the operational body, the World YWCA Office provides resources and opportunities for the development of young women and women’s leadership and empowerment; working towards a common goal; facilitating skills-building and knowledge-sharing, offering community-grounded programmes, supporting good governance and accountability, developing intergenerational leadership, establishing strong networks and partnerships and driving advocacy at local, national and global levels. The World Office fundraises and provides grants (upon availability) and technical support to affiliated MAs and assists and promotes their programmatic and advocacy work.



**Financial Year:** 1 January to 31 December 2016.

### 2.4- Location of the organization’s headquarters

The World YWCA office is located at: 16 Ancienne Route, 1218, Grand Saconnex, Geneva, Switzerland.

<sup>2</sup> Art. 5 – [World YWCA Constitution](#)

## 2.5- Number of countries where the organization operates

The World YWCA Secretariat operates physically from Geneva with a global scope. As a federation, the organization is present in 109 countries through affiliated MAs.

Affiliated MAs by region (109):

**Africa (29):** Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Congo Brazzaville, Democratic Republic of Congo, Ethiopia, Gambia, Ghana, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Nigeria, Rwanda, Sierra Leone, South Africa, South Sudan, Tanzania, Togo, Uganda, Zambia, Zimbabwe.

**Asia (16):** Bangladesh, China, India, Indonesia, Malaysia, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, Hong Kong, Japan, Korea, Singapore, Taiwan.

**Caribbean (14):** Antigua, Bahamas, Barbados, Belize, Grenada, Guyana, Haiti, Jamaica, Montserrat, Puerto Rico, St. Vincent & The Grenadines, Suriname, Trinidad & Tobago, US Virgin Islands.

**Europe (27):** Albania, Armenia, Belarus, Belgium, Bulgaria, Czech Republic, Denmark, Estonia, Finland, France, Georgia, Germany, Great Britain, Greece, Iceland, Ireland, Italy, Latvia, Lithuania, Netherlands, Norway, Poland, Romania, Russia, Sweden, Switzerland, and Ukraine.

**Latin America (10):** Argentina, Bolivia, Brazil, Chile, Colombia, El Salvador, Honduras, Mexico, Peru, Uruguay.

**Middle East (4):** Egypt, Jordan, Lebanon, Palestine

**North America (2):** Canada, USA

**Pacific (7):** American Samoa, Aotearoa/New Zealand, Australia, Fiji, Papua New Guinea, Samoa, Solomon Islands

Contact information on each of our MAs can be found on our [website](#).

## 2.6- Nature of ownership and legal form

The World YWCA was established in 1894 in Great Britain and is an international, tax-exempt, not-for-profit organisation registered from 1949 in the United States of America as well as in Switzerland from 1975.

The World YWCA is a federation of 109 autonomous national MAs organised into eight regions (Africa, Asia, Caribbean, Europe, Latin America, Middle East, North America and Pacific). Affiliated MAs must comply with the World YWCA Conditions of Affiliation (Art.10 World YWCA Constitution). The national MAs are legal entities under the law of their countries and have their own constitutions and boards, which work on a volunteer basis. Some national MAs also have local associations or local branches. Most of our MAs run community programmes and services and advocate locally, nationally and regionally on the World YWCA priority areas.

A World Board provides oversight of the organisation's strategy, policies, governance and finances. The Board is made up of 20 women, who are elected by representatives from the 109 affiliated member associations at the WC. Board members are elected for four-year terms and can serve up to two consecutive terms.

## 2.7- Target audience and affected stakeholders

The primary target groups are individual girls, young women and women supported through the YWCA MAs. The secondary targets are the families and communities that the YWCA engages with and supports. The World YWCA also targets policy makers and opinion leaders in the faith communities, social movements and civil society organizations, governments and multi-lateral institutions such as the UN. The main geographical area(s)/region(s) of intervention are Africa, Asia, Caribbean, Europe, Latin America, Middle East, North America and Pacific.

## 2.8- Scale and Scope of the reporting organization

### World YWCA (World Office - Secretariat)

Number of members: 109 Affiliated Member Associations

Number of employees: 22

Number of consultants: 7

Number of young women interns: 3 long term interns plus 2 short term interns

Non-Current assets = 98,656 CHF

Current assets = 14,546,411 CHF including mainly:

\*Cash & investments = 12,483,583 CHF

\*Account receivables = 2,062,828 CHF

Total assets = 14,645,067 CHF

Total fund balances & reserves = 11,563,859 CHF

Liabilities = 43,081,207 CHF including mainly:

\*Employee benefits = 555,052 CHF

\*Account payable = 748,993 CHF

\*Deferred revenue = 1,724,136 CHF

The net revenue/income corresponds to the cost incurred on the grants, affiliation fees, donations and legacies (See [financial statements](#)). The part of the grant not spent is booked as “deferred revenue”. The accounts receivable mainly related to affiliation fee (286K CHF) and the cash to be received from donors.

### Affiliated Member Associations<sup>3</sup> (Federation)

Outreach: 35.2 million women, including 12.6 young women and girls

Individual members: 0.8 million

Direct influence: 4.9 million

Indirect influence: 14.6 million

Followers: 14.9 million

Programme/training participants/year: 4.9 million

Estimated total income for 2015: 112,317,798 CHF

## 2.9- Significant changes during the reporting period regarding size, structure or ownership

2016 was the first year of the new quadrennium 2016-2019 and, Nyaradzayi Gumbonzvanda, General Secretary, left the organization at the end of May 2016, after almost 8 years as the executive leader. An acting General Secretary was assigned by the World YWCA Board for the transition period (6 months). The World YWCA gives the authority and responsibility for the General Secretary's recruitment to the World YWCA Board, while the Officers (President, Treasurer and Vice Presidents) of the Board, who comprise the Finance and Human Resources Committee, are responsible for overseeing the succession and recruitment process. On March, 2016 the World YWCA Board approved the establishment of a Search Committee comprised of members from both within and outside the World YWCA Board. In December 2016, we welcomed Malayah Harper, as the 14<sup>th</sup> General Secretary of the World YWCA.

## 2.10- Awards received in the reporting period

No awards received during 2016.

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<sup>3</sup> Data from 2016 yearly questionnaire and member associations 2015 financial report

### 3. Reporting Parameters – Report Profile

#### 3.1 Reporting Period for information provided

This report covers a 12 month period, from January to December 2016.

#### 3.2- Date of most recent previous report

2015.

#### 3.3- Reporting Cycle

January to December.

#### 3.4- Contact Point for question regarding the report or its content

Fabrice Sa'a – Head of Finance and Operations – [fabrice.saa@worldywca.org](mailto:fabrice.saa@worldywca.org)

Caterina Lemp Bitsacopoulos - Specialist Governance and Member Services –  
[caterina.lemp@worldywca.org](mailto:caterina.lemp@worldywca.org)

#### Report Scope and Boundary

##### 3.5- Process for defining report content

Due to the transition period of 2016, there were some areas without progress and compilation of this report was led by one staff, with the collaboration of the full team and guidance from the leadership team.

The current process provides that the report as well the feedback from the Independent Review Panel is shared with the leadership team, staff and board members. Specifically, at the governance level, the feedback is shared with the Global Governance and Constitution Committee (GGCC) of the World Board, as one of its responsibilities is “to review and monitor compliance with any global governance charter that the World YWCA has endorsed.”

We are aware of the importance to meaningfully involve the full staff team so they are accountable. However, due to the transition period and staff changes we have not been able to progress in this area.

##### 3.6- Boundary of the report

The report covers the World YWCA's activities, policies and performance, focusing on the accountability progress of the full organization (World YWCA Board and Office), as an affiliated member of Accountable Now. However, this report also includes information from the different MAs' activities when it is available and appropriate.

##### 3.7- Specific limitations on the scope or boundary of the report

Regretfully, we are still not able to report in all the areas. For example, we are not monitoring our green gas emissions and we have not yet developed an integrated plan of implementation. Fortunately, at this time we are able to report more about the affiliated member associations through the results of the 2016 yearly progress questionnaire.

##### 3.8- Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period and/or between organizations

One of the key action of the World YWCA Office for the year 2016 was to develop and implement a monitoring and evaluation (M&E) framework in order to build an effective, well governed, accountable and sustainable movement that has robust assets to sustain the work of the World YWCA movement. As part of the M&E framework, the World YWCA Office developed a strong and coherent M&E tool, the Yearly Progress Questionnaire, which promotes impact measurement, and accountability and fosters learning.

### 3.10/3.11 Significant changes from previous periods in the scope, boundary, or measurement methods applied in the report

The most significant change is the use of the results of Yearly Progress Questionnaire, designed to track member associations' achievement of the Strategic Framework 2016-2019 and Goal 2035.

### 3.12 Table identifying the location of the standard disclosures in the report

Not applicable, as this is only one document.

## 4. Governance Structure and Key Stakeholders Engagement

### 4.1-Governance Structure of the organization and decision making process at governance level

For the World YWCA, providing strategic direction is a key responsibility of the governing bodies, something that is explored in greater depth in the [World YWCA Standards of Good Management and Accountability](#) (SGMA) 2 Governance. While it is important to get input and guidance from others, the governing bodies drive and determine the organisation's direction. The GS determines how the organisation will reach these goals and implements policy with management and staff. However, it's the governing body that actually owns the goals.

**World YWCA Council (WC):** The WC is the supreme authority of the World YWCA, and an ordinary meeting of the WC is convened at least once every four (4) years. The WC is the largest gathering of YWCA members from all around the world. It is a time for membership engagement, decision-making, reflecting and networking. Additionally, the World YWCA Board is elected, priorities are set and policies are determined through resolutions for the coming years' work.

**World YWCA Board:** Between WC meetings, the World Board is the main decision-making body for the World YWCA. The Board represents the diversity of the women of the movement. It has 20 members, two from each region, at least one of whom is age thirty (30) years or under at the time of election. All members of the Board sign ethical guidelines.

The World Board sets up committees and subcommittees for any purpose it considers appropriate. Their focus is on governance and policy dimensions and GS (management) with staff are responsible for implementation.

The GGCC reviews and monitors compliance with any global governance charter that the World YWCA has endorsed. The Audit Committee makes sure that when the World YWCA presents its quadrennial and annual budgets for approval, they are accompanied by an assumptions and risks management plan. Board Committees are served by staff, develop a quadrennial and annual work plan, and report annually to the Board, including recommended areas of improvement.

The risk management system of the World YWCA is based on continuous advice from auditors and lawyers and on several trainings and conferences organized by the auditors and other institutions. We hold regular leadership team, department and staff meetings to monitor compliance and correct implementation by departments.

Following the 2015 WC decisions, during 2016 we established a Sustainability and Affiliation Fee Task Force, with YWCA representatives from all regions, including young women. The Task Force undertook a movement consultation, review and analysis on a range of issues related to Sustainability and Affiliation Fees. Finally, the Task Force presented recommendations on these topics to the World Board for further discussion with the movement.

## 4.2-Division of powers between the highest governance body and the management and/or executives

In the YWCA we strive to work under a policy governance board – or Carver model. The governing body governs through policies that define its relationship with the GS and establish the organisational aims, governance approach and management limitations.

The GS is the Chief Executive Officer of the World YWCA. Reporting to the World Board, she has overall accountability and responsibility for the organization's strategic, programmatic, financial and management operations. The GS is responsible for driving the organization's vision for the future. She is an experienced change-manager with the ability to bring the vision to reality, while articulating, communicating and advocating the World YWCA mission and programme goals to internal and external constituencies around the world.

She is also the chief ambassador for the organization, and represents the World YWCA in high-level meetings with UN agencies and committees, government leaders, international NGOs, donors and other partners. At the same time, the GS effectively manages World YWCA personnel and assets and implements the organization's Strategic Framework, working closely with the leadership team.

She supports, guides and informs the World Board; maintains a close working relationship with the President and Treasurer; and works closely with the Board on global policy, governance and accountability. In addition, she provides personal leadership to World YWCA staff in implementing policy, developing strategy, raising funds and implementing programmes.

The WC and/or Board Committees establish and recommend broad policies and set our strategic objectives on specific subjects. The GS implements the policies approved by the WC and Board.

The World YWCA President, leads the process of appraising the annual performance of the GS in line with the strategic framework and in consultation with the Treasurer. Results are reported back to the full Board. The appraisal is based on the GS' performance and is related to specific objectives established by the President and Board.

## 4.3-Number of members of the highest governance body that are independent and/or non-executive members

The 20 members of the World YWCA Board are volunteers. While they are not paid, the World YWCA covers expenses related to their World YWCA representation. Sometimes Board members self-fund their participation and donate the expenses to the World YWCA. Only the GS (who is ex-officio) is paid. World Board members are not paid even by their national MAs.

Volunteer action was at the heart of the concept of the YWCA when it was founded. In the mid-1800s, during the Industrial Revolution in England, women organized themselves to assist the young women who were flocking in from the countryside to work in mills and factories. A **YWCA Volunteer** is a person who carries out volunteering activities for the World YWCA, a national or local YWCA, occasionally or regularly.

The YWCA is a global not-for-profit organization that has two types of workers; paid staff and volunteers, who participate in YWCA work without pay. They believe deeply in our mission so they give their time to the organization. Staff hold a variety of positions from General Secretary/Executive Director, to programme managers, financial officers, advocates, fundraisers, administrative staff, etc. Volunteers can be members of the Board of Directors or volunteers who bolster the activities of the YWCA, working to deliver programmes or lend their expertise on administrative tasks.

YWCA worldwide work towards a common goal and vision inspired by the guiding values contained in the preamble of the [Constitution](#). The World YWCA advocates and supports volunteerism, membership, diversity, tolerance, mutual respect, integrity and responsible accountability.

#### 4.4-Mechanism for internal stakeholders to provide recommendations or direction to the highest governance body

There are several methods by which we receive feedback and guidance from internal stakeholders. Affiliated MAs are able to provide recommendations and strategic directions at the WC held every four years. There is a voting process which ensures meaningful participation in the organisation's policy-making, and appropriate information is sent to MAs for their internal discussion in advance of the meeting.

Between WC meetings, affiliated MAs and individuals can provide recommendations and strategic direction through different mechanisms such as consultations, surveys, questionnaires, interviews, and roundtables, etc. The World YWCA shares reports on these consultations with the World Board, the movement and donors. In addition, the World Board shares its decisions regularly with the movement through an official communiqué.

An example of meaningful engagement and feedback from internal stakeholders and the positive impact on decision-making and policy processes is the adoption of the [Goal 2035](#) and its strategic actions by WC 2015. The ownership of the 2035 Goal is based on membership consultations and engagement, which makes it easier to implement and achieve.

The World YWCA Board provided the policy leadership for the Envisioning 2035 process. With guidance from the 2035 Envisioning Working Group and the GS, the World Office coordinated the consultation process, documentation and feedback and drafted the document. YWCA member associations contributed by participating in surveys, meetings and conference calls, providing feedback on draft documents, extending their expertise and financial assistance and hosting global roundtables.

In 2012, the World YWCA appointed Ms. Ping Lee of YWCA Taiwan, Global Ambassador for Envisioning 2035, to support and guide the process, and she worked with World Board, staff, member associations and consultants in delivering her mandate. The World YWCA also appointed a consultant and a full time staff coordinator, to support the process. During the consultation period, additional partner organisations provided expert advice and financial assistance. In addition, we established a Working Group representing a diverse membership base from across the movement to act as a sounding board and provide advice on both the content and the consultation process.

Following the 2011 WC, the Board adopted an Envisioning 2035 Concept Note detailing the approach and the timelines. Envisioning 2035 then became a regular agenda item for the World YWCA Board. We undertook several key interactive activities and consultations as part of the Envisioning process, including:

1. Analysing historical trends within the YWCA as well as in other organisations, 2012-2013.
2. Consulting with YWCA Member Associations: Conducted online survey of member associations in 2012 -2013; Shared first Working Document in November 2014 for comments by end February 2015; Submitted Draft Proposal to Members in April 2015 for comments by end June 2015; Conducted as many calls as possible with YWCA member associations as groups or individual associations in July and August 2015; and Posted monthly online questions through our website and social media, shared this through our YWCA e-bulletin, and conducted Google hangouts with members.

3. Convening three Global Roundtables: Taipei, Taiwan in 2013 focused on Women's Rights; Helsinki, Finland in 2014 focused on Identity and Sustainability; and Bogota, Colombia in 2014 focused on Governance and Transformative Leadership.
4. Holding Envisioning sessions during other events the World YWCA had convened, for example: The UN Commission on the Status of Women 2013, 2014 & 2015; The Young Women's Leadership Institute held in Bangkok, Thailand in 2013; The Violence Against Women International Training Institute held in Seoul, South Korea, 2013; The SRHR International Training Institute held in Dar es Salaam, 2014; The Caribbean and North America's Young Women Leadership Institute, Barbados 2013; The YWCA Pacific Governance and Leadership Conference, 2014; The YWCA Africa Consultations at African Union Summits, 2014 & 2015; The European YWCA Regional Meeting, Germany, 2014; and Annual Staff Retreats and Session with Burkhard Gnärig, former Executive Director of International Civil Society Centre and Jan Campbell, founder and Chief Executive Officer of StrategiSense in 2014 & 2015.
5. Envisioning 2035 Working Group Monthly Meetings.

An example during 2016 on meaningful engagement of internal stakeholders, is the movement consultation led by the Sustainability and Affiliation Fee Task Force. Members of the Task Force consulted with member associations of all regions, using different methods, including online meetings, individual calls and a member association survey.

The use of social media tools ([Facebook](#), [twitter](#) and [blogs](#)) and communication systems (Skype/GotoMeeting) has also provided new ways to consult and engage with the internal stakeholders.

#### 4.5-Compensation for members of the highest governance body, senior managers, and executives (including departure arrangements)

Board members are not compensated. World YWCA Staff salaries are determined based on a salary scale defined in 2013. The GS Salary is determined by the Board.

During 2016 we focused on our human resources strategy to strengthen and improve our organizational culture, teamwork, policy' implementation and processes. With the support of external consultants and in consultation with the staff members via the Staff Representative Group, we conducted a review of the personnel policies and regulations to update them and align with local regulations. Revised versions of the personnel policies will be presented in 2017 for World Board approval.

Departure arrangements are stated in the revised personnel regulations under travel costs, including an installation/removal allowance for staff, and exclusion of these benefits.

#### 4.6-Process in place for the highest governance body to ensure conflicts of interest are identified and managed responsibly

At the beginning of the quadrennium, World YWCA Board members are introduced to the organization's core governance, accountability policies and guidance documents at their first Board Meeting. As part of this process the Board signed the World YWCA Ethical Guidelines, the Child Protection Code of Conduct and the Social Media Code of Conduct.

In order to become a Board member, a candidate must be a member of a national YWCA. While they are elected by their regions, their role and representation is global. Normally, they have multiples roles and responsibilities. For example, a Board member can be a board member or staff of a national YWCA. Normally, from a conflict of loyalty perspective, board members exclude themselves from voting in topics where they are directly involved because of their role at their YWCA.

#### 4.10-Process to support the highest governance body's own performance

Each WC elects a World Board, which reports back to the WC after four years in office. The World Board is accountable to the voting delegates at the WC who are representing their national YWCAs. Candidates for the World Board, including Officers, must be women from affiliated MAs, and they must be active members of their MAs with relevant experience at the national or local level. MAs must approve their candidates. (For more details see art. 42 to 52 of the [World YWCA Constitution](#)).

The Nominations Committee (NC), a Committee of the WC, leads the procedure to elect the governing body of the World YWCA.<sup>4</sup> Its function is to create a transparent and open process for nominations and elections for both the World Board and the NC. It also fills vacancies on the World Board and the NC as needed.

In addition, the World Board GGCC has a mandate during this quadrennium to oversee and ensure implementation of a World Board evaluation process for Board meetings and for the Board's objectives for the quadrennium, as well as to ensure Board members adhere to the Ethical Guidelines. The Committee, along with the expert staff servicing the committee and the GS and President, conduct evaluations of board meetings. The results are shared with Board members and staff for review and consideration for subsequent activity/meeting planning. Board members have identified the following areas in which to improve: timeliness of documents received in advance, ability to address and discuss all agenda items, time spent working in committees and overall time management.

#### 4.12-Externally developed environmental or other initiatives to which the organization subscribes

Key global commitments guide the movement in its work. This includes the Universal Declaration on Human Rights, the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the Beijing Platform for Action, the Convention on the Rights of the Child (UNCRC), the Declaration of Commitment on HIV and AIDS, the agenda of the International Conference on Population and Development (ICPD), the Sustainable Development Goals (Specially focus on SDG 3, SDG 4, SDG 5, SDG 13, SDG 16 and SDG 17) and the Busan Partnership for Effective Development Cooperation.

The World YWCA is also a founding member of the Ecumenical Advocacy Alliance of the World Council of Churches, a diverse global network of churches and related organizations committed to campaigning together on common concerns for justice and human rights.

In 2016, the World YWCA joined [ACT Alliance](#), a coalition of more than 140 churches and church-related organisations working together in over 100 countries to create positive and sustainable change in the lives of poor and marginalised people regardless of their religion, politics, gender, sexual orientation, race or nationality in keeping with the highest international codes and standards.

#### 4.14-List of Stakeholders groups engaged by the organization

The World YWCA's main constituency is its 109 affiliated MAs. Through these associations, the organization reaches local associations and individual women, young women and girls in more than 20,000 communities around the world. The World YWCA also engages with people whose rights we seek to protect and advance. This includes members, supporters, staff, volunteers, donors, partner organizations, faith-based and community organizations, governments, UN agencies, INGOs and civil society organizations, private and academic sector organizations, regulatory bodies, the media and the general public.

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<sup>4</sup> Art 65 – [World YWCA Constitution](#) - Functions of the Nominations Committee

In 2015, the main financial stakeholders outside the YWCA and individual donations and legacies were: Australia Government - Department of Foreign Affairs and Trade (DFAT), Bread for the World (Formerly EED), Coraid, Christian Aid (Great Britain), Horyzon, Ministry for Foreign Affairs, Finland Government, Norwegian Church Aid, Oak Foundation, Novo Foundation and The David and Lucile Packard Foundation, UN Women, World Day of Prayer, YGlobal.

Programmatic stakeholders included, among others: Act Alliance, Canadian Mission Geneva, CEDAW Committee, Centre for Reproductive Health, Ecumenical Advocacy Alliance, Femme Africa Solidarité (FAS), Girls not Brides, Inter-African Committee (IAC) on Traditional Practices, International Co-ordination Meeting of Youth Organizations, Lutheran World Federation, NGO CSW Geneva, Plan International, Sexual Rights Initiative, Office of the United Nations High Commissioner for Human Rights (OHCHR), United Methodist Women, World Alliance of YMCAs, World Association of Girls Guides and Girls Scouts (WAGGGS), World Council of Churches, World Women's Summit Foundation (WWSF).

#### 4.15-Process for identification, selection and prioritisation of key stakeholder groups

The identification, selection and prioritization of our key stakeholder groups are initially determined by our Constitution and then by policy/programmatic guidance documents approved by the WC and the Board. Our key stakeholder groups are affiliated MAs, and we specifically target girls, young women and women around the world, while prioritising the most marginalised girls, young women and women.

With the adoption of the Goal 2035 at WC 2015, the World YWCA movement identified that the key stakeholder group as young women and girls as our Goal 2035 is to empower and support 100 million young women and girls to transform power structures for gender equality, peace and security, thereby creating a global movement for young women, by young women.

## 5. Performance Indicators

### I. Programme Effectiveness

#### NGO1 Process for involvement of affected stakeholders groups in the design, implementation, monitoring and evaluation of policies and programmes

MA stakeholders have the opportunity to meaningfully influence decision-making through WC. At WC meetings, they can propose resolutions and recommendations, which, if approved, become policy. They can also influence the four-year strategic framework and budget, which the WC discusses and votes to approve. In between World Councils, the World Board monitors the work plan implementation of the World YWCA Office.

At WC 2015, YWCAs of Japan and Korea presented a resolution on Equal denial of nuclear energy/weapons which was seconded by YWCA Aotearoa/New Zealand, and YWCA Great Britain presented a resolution on Non-Discrimination, which was seconded by YWCA Haiti. Both resolutions were adopted by the WC.

Diverse types of programmes, consultations, working groups, and regular contact with internal and external stakeholders contribute to the engagement of them in the design, implementation, monitoring and evaluation of the policies and programmatic areas adopted by the World YWCA. Internal and external organizational or programmatic evaluations and reports also inform the process.

One example of affected stakeholders groups in policy and programmatic areas was the movement-wide consultation led by the Sustainability and Affiliation Fee Task Force; they presented their recommendations to the World Board.

## NGO2 Mechanism for feedback and complaint in relation to programmes and policies and for determining actions to take in response to breaches of policies

All internal and external stakeholders are invited to contact the World YWCA office with their feedback, comments, suggestions and complaints through the [contact us](#) section on our website. This communication is channelled to the World YWCA office email, and the person in charge forwards the information to the appropriate staff in the office or to the national member association concerned for follow-up. In 2016 we received a complaint in relation to a hostel of a local YWCA, and upon receiving this the general complaint procedure was followed.

## NGO3 System for programme monitoring, evaluation and learning (including measuring programme effectiveness and impact), resulting in changes to programmes, and how they are communicated

There is an increasing demand for showing impact, and measuring our effectiveness. Successful projects influence and ultimately improve people's lives, and we need to be able to measure and demonstrate this. The World YWCA is responding to the intensified focus on outcomes by shifting towards improved measurement of project performance and more systematic, globally synthesized monitoring, evaluation and research practices to nurture an organizational culture of accountability, transparency and learning.

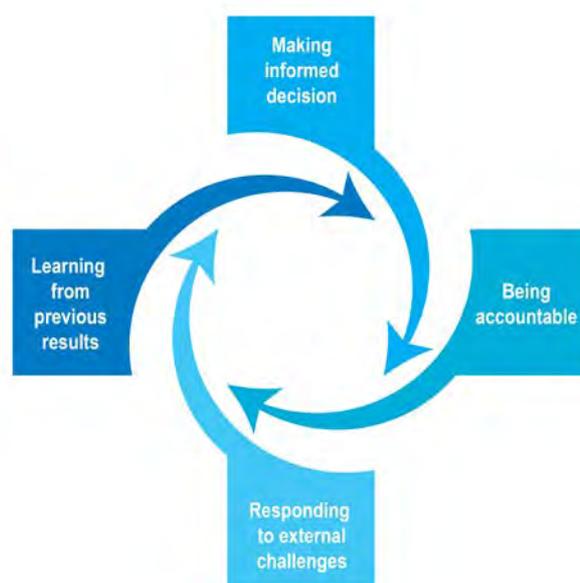
To support this shift towards results, in 2016, the World YWCA developed a coherent monitoring, evaluation and research framework that promotes impact measurement and learning. The Monitoring, Evaluation and Research (MER) framework is simple and user-friendly enough for all members to contribute to the effectiveness of the YWCA movement.

It is important to emphasize that the global MER Framework represents a significant step forward for the YWCA movement. The components of the framework are based on the practices of evaluative evidence so that lessons learned inform future decisions. Furthermore, they are designed to help the YWCA movement to meet the challenge of choosing the right methods, leading to the right results demonstrating the work of the YWCA movement where it matters most—in improving lives.

Within our M&E practices, the YWCA movement places a strong emphasis on research as a more elaborate tool to support innovation and organizational learning. The World YWCA promotes a learning culture that is inclusive, creative and forward thinking.

These components of the MER framework are linked together in a continuous process, contributing to the success of the programme, and ultimately to the success of the movement. Learning from the previous results contributes to more informed decision-making. Better decisions lead to greater internal and external accountability. Better decisions also improve performance, allowing the YWCA movement to better respond the continuously changing external environment.

In parallel the World YWCA Office developed M&E tools to support member associations: a Monitoring and Evaluation Toolkit – Manual and a Most Significant Change Story Collection Guide.



#### NGO4 Measures to integrate gender and diversity into programme design and implementation, and the monitoring, evaluation and learning cycle

As a women-founded, women-led membership movement, the World YWCA was founded on the principle of advancing women's empowerment and rights. With this main focus, the World YWCA works to advance gender equality. It recognises the importance of changes in attitudes, behaviours and practices, norms, laws and legislation to create real change in gender equality in all sectors.

The World YWCA also partners with other organizations working towards similar goals, including those focusing on men and boys like the Alliance of YMCAs. As part of our commitment to gender equality, through our Gender Policy, we commit to a gender analysis which identifies, analyses and helps to act upon inequalities that arise from the different roles of women and men and/or their unequal power relationship.

This is reflected in the programme design, as all programmes are designed in accordance with the World YWCA Vision, Purpose, Policies and Strategic Plan. Gender and diversity are important values in the Strategic Plan - placing the empowerment of women, young women and girls at the centre of our work, respecting diversity and upholding the human rights principles of participation, non-discrimination and accountability, modelling intergenerational and shared leadership.

Being a truly global movement, the World YWCA strongly emphasises that it works to empower women, young women and girls in all of their diversity. In 2015, the World adopted its 2035 goal which specifically emphasises that the World YWCA movement is inclusive of all women (***"By 2035, 100 million young women and girls transform power structures to create justice, gender equality and a world without violence and war; leading a sustainable YWCA movement, inclusive of all women"***). This goal has additionally be complemented with an adopted resolution on non-discrimination which underlines that the World YWCA ensures that its programmes are designed and implemented with particular consideration to non-discrimination on grounds of sexual orientation, ethnic and racial diversity, age and abilities. The World YWCA also recognises that low socio-economic status and a lack of education is a major barrier for women to truly transform their lives and for gender equity to be realised. In program implementation, this approach informs the manner in which the World YWCA conducts its advocacy on the global level.

The World YWCA strives to be an actor which brings unheard voices to the decision-making table and to the attention of policy-makers. This work entails that particular attention is paid to the background of individual young women who are brought to global policy platforms. The YWCA movement has a very diverse membership base and bringing diverse voices to policy platforms from its movement is critical. One of the most important advocacy priorities in its advocacy work is also to ensure that space can be given to marginalised voices. This has meant that the World YWCA has worked to institutionalise young individuals' voices at the Human Rights Council (HRC) and the Commission on the Status of Women (CSW). For these platforms and in relation to other events on the global level, the World YWCA has partnered with different organisations to ensure that true diversity can be achieved amongst its participants and also that any participants brought to policy platforms can be exposed to discussions centred around representation, privilege and power. Having worked with these questions for the past years, the World YWCA has also realised that working with marginalised groups requires more resources than is currently available from funders to make a true difference. The World YWCA is therefore looking to include a specific advocacy ask related to adequate feminist funding to ensure that marginalised young women can participate in the global conversation on gender equality and be represented at the decision-making tables.

## NGO5 Process to formulate, communicate, implement, and change advocacy positions and public awareness campaigns

The World YWCA ensures that its advocacy is rooted in the vision of the YWCA movement. In practice this means that advocacy priorities are in line with its constitutional purpose as well as WC resolutions and decisions.

They are communicated via different publications, including WC minutes, the WC popular report, Board communiqués, and advocacy and campaigns materials promoted via our website and our different social media channels.

The organisation's written advocacy policies describe the criteria or circumstances in which it will involve itself. The policies define the process for adopting and implementing the organisation's positions, and involving partners, experts and other parties as appropriate. They also contain due diligence provisions and sign-off procedures ensuring legal compliance and avoiding unfair or irresponsible public criticism and undue harm to third parties.

The World YWCA facilitates dialogue with MAs when developing advocacy positions to draw on experience and input from local and national entities in the movement. In addition, the World YWCA develops a communications plan which integrates key objectives for public awareness campaigns according to the Strategic Framework for 2012-2015. The communications team also collaborates with partners who are actively communicating in the same strategic areas.

One of the major advocacy highlights in 2016, was that in collaboration with UN Members States, UN Agencies and INGOs, we hosted the 1<sup>st</sup> ever Youth Forum in advance of the UN Human Rights Council (UNHRC). More than 120 young people from around the world participated in the Forum, to discuss and mobilize around the issues of greatest importance to them and to influence decision makers who participated in this vital inter-governmental body for protecting human rights. The young people specially presented their input to the HRC in the form of a [youth declaration](#).

Presently, the World YWCA has not encountered a situation where it has had to correct a campaign or advocacy ask. The World YWCA Office is planning to work on a new Advocacy & Communications Strategy where this will be an element which is considered.

## NGO6 Processes to take into account and coordinate with the activities of other actors. How do you ensure that your organization is not duplicating efforts?

As a global movement, cooperation and partnerships are increasingly important to effectively respond to the complex world in which we work. The World YWCA vision, purpose and values affirm collaboration for mutual support. Combining resources and efforts can maximize our collective impact for women and girls around the world. We affirm the importance of partnerships that are effective, sustainable, respectful and that offer mutual benefits. We also believe in the importance of developing guidelines and/or agreements to hold the different parties accountable and to promote good practices.

One of the key actions for the 2016-2019 quadrennium is to build effective partnerships both from within the YWCA movement, and with external partners from the business, finance, philanthropic and development sectors. This will help strengthen the impact of the World YWCA advocacy and programmatic work.

## II. Financial Management

### NGO7 Resource allocation, tracking and control

The World YWCA has a multi-year budget framework, which is approved by the WC. Each year, the Board reviews and approves plans and reforecasts the budget, including budget assumptions and a risk management plan, which then determines the allocation of resources in accordance with the priorities of the organisation and the availability of funds.

The organisation is under contract to donors to carry out activities as per the approved project proposal. The contracts include budgets and financial reports showing the allocation of resources to the project. Key contracts are also separately audited with individual auditor opinions. All transactions are recorded in accounts and are audited annually. In addition, independent auditors audit the annual financial statements, which are approved by the Board.

The [financial statements](#) are prepared in accordance with the International Financial Reporting Standards (IFRS), designed in a common global language so that accounts are understandable and comparable across international boundaries.

Each manager for a project or event is responsible for budgeting and reporting on financials. Access to the accounting system respects segregation of duties. The requester approves all expenses and the Head of Finance and Operations approves all payments. In addition, we implement a double-signature system for authorizing financial transactions in the banking system and for all payments.

In 2016 we developed a manual on accounting policies and processes. The purpose of this manual is to describe all accounting policies and procedures currently in use at World YWCA and to ensure that the financial statements conform to generally accepted accounting principles; assets are safeguarded; guidelines of grantors and donors are complied with; and finances are managed with accuracy, efficiency, and transparency. All World YWCA staff with a role in the management of fiscal and accounting operations are expected to comply with the policies and procedures in this manual. These policies are reviewed annually and revised as needed by the staff and approved by the Head of Finance & Operations and Finance Committee.

### NGO8 Sources of funding

During 2016, our largest sources of unrestricted funding were member associations' affiliation fee and contributions, and our largest sources of restricted funding were grants from governments, ecumenical organisations and foundations. For further details, refer to our [2016 financial report](#).

#### WORLD YOUNG WOMEN'S CHRISTIAN ASSOCIATION

#### STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR

ENDED DECEMBER 31

	Unrestricted	Restricted	Total	Total
	2016	2016	2016	2015
Notes	CHF	CHF	CHF	CHF
<b>INCOME</b>				
Member Affiliation Fees	452 817		452 817	484 968
Membership Contributions	26 395	91 792	118 187	172 215
Ecumenical Support	-	774 828	774 828	708 186
Governments / Co-op Agencies	-	861 360	861 360	786 134
Trusts and Foundations	5 971	403 391	409 361	309 018
Individuals and Legacies	15 933	2 466	18 399	273 701
Other Donations		2 203	2 203	163 367
Other Income	118 814	9 148	127 961	381 000
Donations new headquarters	9 12 477		12 477	12 477
<b>Total Income</b>	<b>12 632 407</b>	<b>2 145 188</b>	<b>2 777 593</b>	<b>3 291 066</b>

### III. Environmental Management

EN16 Total direct and indirect greenhouse emissions by weight

Not recorded.

EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved

Not progress in this area during 2016.

EN26 Initiatives to mitigate environmental impact of products and services

Not progress in this area during 2016. For your information, access here to the [Sustainable Development Policy](#) as requested by the Panel.

### IV. Human Resources Management

LA1 Size and Composition of total workforce

We have 22 World Office Staff, all under contract in 2016. From the 22 staff, 3 were part time staff and 19 were full time staff. Fulltime equivalent of 21 in 2015 compared to 17 in 2014.

**General Secretariat:** Nyaradzayi Gumbonzvanda, General Secretary, Zimbabwe (Until 31<sup>st</sup> May 2016); Sara Llord, Acting General Secretary, France (June-November 2016); Malayah Harper, General Secretary, United Kingdom/Canada (From December 2016); Melodie Schlöpfer, Executive Coordinator), France; Brazil.

**Programmes Department:** Rita Muyambo, Head of Programme, Zimbabwe; Juli Dugdale, Global Programme Manager Women's Leadership; Focal Point Asia-Pacific, Australia; Hendrica Okondo, Global Programme Manager SRHR & HIV and AIDS; Focal Point Africa, Kenya; Linnea Hakansson, Programme Officer, Sweden; Gladys Yegon, Programme Officer, Kenya; Rebeka Johnson, Monitoring and Evaluation Officer, Hungary.

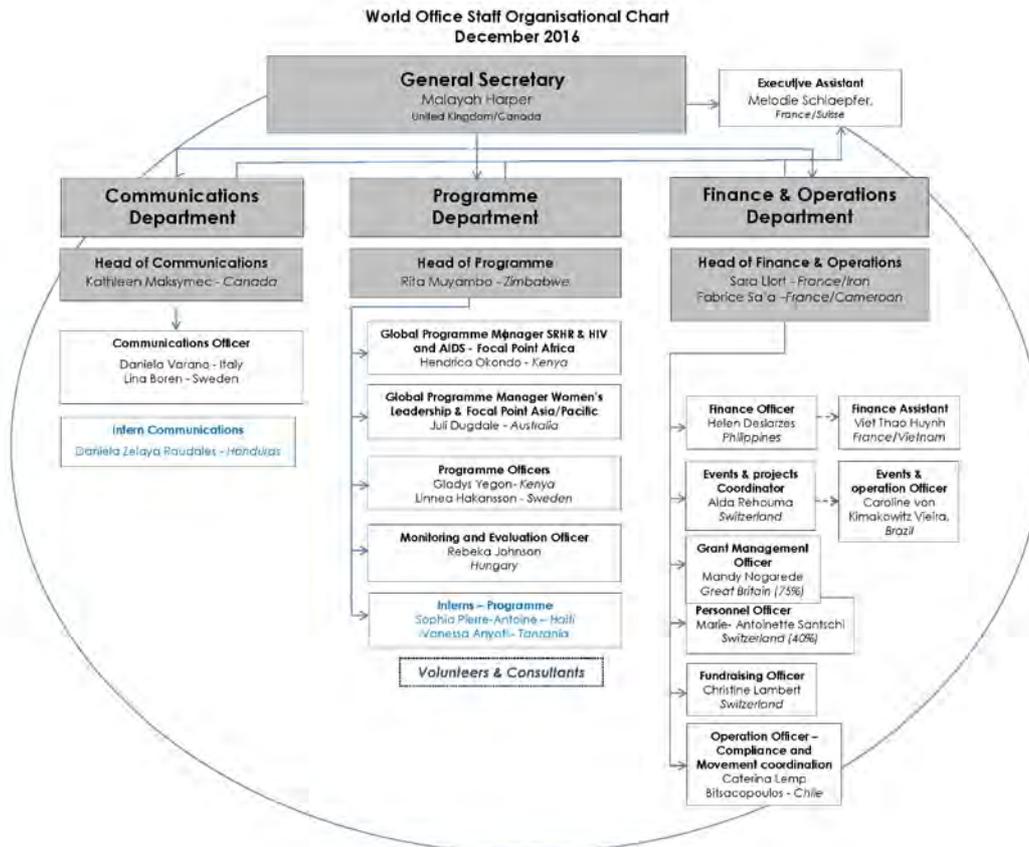
**Communications Department:** Kathleen Maksymec, Head of Communications, Canada; Marcia Banasko, Communication Officer, Great Britain (Until June, 2016); Lina Boren, Communication Officer, Sweden; Daniela Varano, Communication Officer, Italy (From July 2016).

**Finance and Operations Department:** Sara Llord, Head of Finance and Operations (from June to November, 2016) France; Fabrice Sa'a, Acting Head of Finance and Operations (From June to November 2016); Helen Deslarzes, Finance Officer, Philippines; Caterina Lemp Bitsacopoulos, Operation Officer Compliance and Movement Coordinator, Chile; Christine Lambert, Fundraising Officer, Switzerland; Marie-Antoinette Santschi, Personnel Officer, Switzerland; Alena Staliarchuk, Operations Officer (Until June 2016), Belarus; Mandy Nogarede, Grant Management Officer, Great Britain; Viet Thao Huynh, Finance Assistant, France; Aida Rehouma, Events Coordinator, Switzerland; Caroline von Kimakowitz, Events and Operations Officer, Brazil.

**One year's Interns:** Daniela Zelaya Raudales, Honduras; Sophia Pierre-Antoine, Haiti and Vanessa Anyoti, Tanzania.

**Short-term Interns:** Chamodi Peiris, Sri Lanka and Jill Anami, Kenya

**Consultants:** Sonjelle Shilton, Lillian Chege, Singizi, Olga P F Muthambe, Liz Nash, Ivy Josiah, Caroline Maneno.



### EC7 Procedure for local hiring and proportion of senior management hired from the local community at significant locations of operations

The World YWCA operates in line with the employment framework at its operations in Geneva, Switzerland, where the hiring of local staff is encouraged. At the World YWCA office, we try to make sure we have geographical, cultural and linguistic diversity. However, currently due to the Swiss law, each year it is more difficult to justify bringing people from abroad as Switzerland prioritizes Swiss or European citizens.

MAs normally will hire local people for their work. When we work with consultants at the national or regional level, we make sure to respect the local context and expertise of the selected professionals.<sup>5</sup>

### LA10 Workforce training to support organizational development

Due to the transition process, no progress was made in this area during 2016.

### LA12 Performance reviews and career development plans

The World YWCA office has a performance appraisal process that covers the work of staff over a 12-month period. At the end of the period, all staff participate in team and individual performance evaluations. The goal of the process is an enhanced relationship between and among staff, which strengthens their collective capacity to fulfil the Purpose of the World YWCA (See detailed process in [Accountability Report 2014](#)).

No progress on putting a career development plan in place during 2016

During 2016 a review of the Human Resources Policies was conducted by external consultants. Revised Personnel Policies will be presented to the World Board in 2017 for approval.

<sup>5</sup> Not data is collected about this topic from MAs.

### LA13 Diversity in your organization displayed in the composition of governance bodies and employees

The World YWCA is an all-female organisation. The YWCA movement focuses on women's empowerment within a human rights framework (more details in [Accountability Report 2014](#)). In addition, we focus on young women and girls, as the World YWCA has a policy that young women aged 30 or under form at least 25% of all decision-making spaces.

The organisation's World Board is composed as follows: Twenty (20) members, including: Two members from each region, at least one of whom is age thirty (30) years or under at the time of election and one additional member from each of the four largest regions.

On the current World Board elected at WC 2015, 60% of the members are age 30 or under.

One of the key outcomes of the strategic framework is to "uphold the constitutional commitment of having young women holding at least 25% of leadership positions". This outcome has been achieved in 2016. According to the 2016 self-reporting of MAs, over 25% of board positions and over 36% of leadership positions are occupied by young women aged 30 and below, where leadership positions are considered as staff members and above (e.g. president, vice president, executive director, CEO/GS, treasurer, board member).

### NGO9 Mechanism for workforce feedback and complaints

During 2016, no disputes and/or complaints were received from World YWCA Staff.

## V. Responsible Management of Impacts on Society

### SO1 Impact of activities on the wider community

The collective commitment by the World YWCA and its MAs is to adopt a human rights-based approach across all areas of work, including a commitment to respect diversity and uphold the human rights principles of participation, equality and non-discrimination, and accountability across all our activities. The procedure to collect data of each MA's impact at the community level is conducted through the four-year questionnaire, our M&E tool to measure the implementation of the World YWCA Strategic Plan and its impact at the local and national level. Another tool to measure impact is the Power to Change Fund reporting mechanism. Specific evaluations of World YWCA programmes also contribute to measure the impact of our work at the community level. In addition, the feedback received through the different M&E tools forms part of the basis of our internal strategic planning process.

During 2016, as part of the MER framework, the World YWCA Office developed a Yearly Progress Questionnaire to assess MAs contributions to the Strategic Framework 2016-2019 objectives and 2035 Goal. The Yearly Survey is a shorter version of the Four Year Questionnaire focused on assessing the movement's achievement on three global indicators, specifically young women's engagement, and their membership base, programmes, advocacy and partnerships. The Yearly Questionnaire represents a significant step forward for the YWCA movement, promotes impact measurement, fosters learning and demonstrates the work of the movement where it matters most, in improving lives.

### SO3 Process for ensuring effective anti-corruption policies and procedures

The development of the manual on accounting policies and processes, forms the basis of our internal control system to avoid corruption and bad practices. The World YWCA does not have a policy on anti-corruption, but other internal controls help us to ensure anti-corruption.

In 2016 no progress was done on the whistle-blowing, corruption and anti-fraud policy to complement the World YWCA mechanism for feedback and complaints.

SO4 Actions Taken in response of incidents of corruption  
No incidents of corruption were reported during 2016.

## VI. Ethical Fundraising and Communication

PR6 Programmes for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship

The World YWCA is engaged in fund development and fundraising to mobilize resources in support of the organization's programmes and core functions. Resource mobilization within the World YWCA is aligned with the policies and guidelines established by the WC and the Board. The World YWCA mobilizes resources through diverse donors and is committed to applying ethical guidelines to these efforts.

The World YWCA is guided in this work by the Financial Development and Fundraising section of the SGMA and the World YWCA Policies and Guidelines on Investment, Sponsorship and Gift Processing.

The organisation's policy on the use of agents or other third parties for fundraising purposes states that contracts between the organisation and third parties shall be in writing and will oblige the third party to comply fully with the organisation's fundraising policy and ethical standards.

Donations are tracked and reported. In addition, we establish and enforce strict guidelines when opening bids for hosting major events such as the WC in order to avoid any conflicts of interest. In-kind gifts of a personal nature (food, crafts, books) do not exceed reasonable value amounts and are openly shared with office staff.

The organisation has a gifts policy in the Staff Handbook – Administrative and Financial Procedures and Guidelines.

The World YWCA has a Photo and Video Release form which is distributed to participants of any kind of meeting to get their consent for the use of their photos or videos. In addition, the Child Protection Policy included a section on the Use of Child photos and information, to make sure of the protection, consent and dignified use of the photos.

No complaints or breaches were reported in 2016.

**I hereby declare that to the best of my understanding this report fulfils the requirements for a GRI G3 Application Level C.**



**Name: Fabrice Sa'a**

**Position: Head of Finance & Operations**

**Date: 2<sup>nd</sup> May, 2018**



# World YWCA

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