



World YWCA

2014 World YWCA Annual Report to INGO Accountability Charter:

World YWCA movement effectively fulfils its purpose to develop the leadership of women and girls by functioning at the highest level of organisational accountability



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1. Profile Disclosure

Strategy Commitment to Accountability

Statement from the most senior decision maker of the organization

As a movement that continues to expand around the globe, the World YWCA's ongoing vision and challenge is to uphold the highest level of management through good governance and accountability and to ensure that we find ways to ensure women, young women and girls' voices worldwide are heard, while helping to improve their lives and make sure their rights are respected.



Nyaradzayi
Gumbonzvanda,
General Secretary
World YWCA

For the World YWCA, accountability is taking responsibility for decisions, acting in accordance with set norms or laws and being answerable to others. As a human rights principle, accountability is part of a framework of human rights entitlements and obligations set out in international treaties.

Therefore, accountability is crucial part of our work because we are accountable to our stakeholders for achieving our stated mission effectively and transparently, and consistently with our values.

This includes people whose rights we seek to protect and advance, YWCA members and member associations, supporters, staff, volunteers, donors, partners, regulatory bodies, media, and the general public. At the same time, affiliated YWCA member associations are accountable to the World YWCA for meeting the conditions of affiliation.

As part of the World YWCA movement, all YWCAs subscribe to our shared values, including mutual respect, integrity and responsible accountability. These values are embedded in the way the World YWCA is governed, in the standards we uphold and in the way YWCAs work together. Sustainable development is built on good governance and accountability, including shared and transformative leadership.

At the core of both the YWCA's identity and its global governance practices are the Standards of Good Management and Accountability (SGMA). These standards, adopted in 2003, guide our member associations' effective and accountable governance, management, programming and operations.

We continually promote these standards among YWCAs nationally and locally to ensure awareness and implementation, while strengthening systems for assessing compliance. We also have many initiatives in place to build institutional capacity to meet these standards.

“Accountability is taking responsibility for decisions, acting in accordance with set norms or laws and being answerable to others. As a human rights principle, accountability is part of a framework of human rights entitlements and obligations set out in international treaties”

During this quadrennium (2012-2015), based on lessons learned and best practices, we observed strong management, accountability, close partnerships, resources and expertise sharing and continued support to member associations as key means to achieve accountability, effectiveness, good practices and transparency.

Through our Strategic Framework, we apply a human rights-based approach to our work. This shifts the emphasis away from solely meeting needs, towards realising women's rights, especially for women who experience multiple forms of discrimination. The processes we adopt as part of this approach are as important as the results we achieve.

Within this framework, meaningful participation and accountability is essential we empower women, young women and girls as leaders to claim their rights and take collective action to achieve justice, peace, freedom, health and human dignity.

During 2014, we assessed our 108 affiliated member associations' (MAs) compliance with the World YWCA Conditions of Affiliation. We conducted this work using our four-year questionnaire process, with the intention of sharing the report publically at World Council 2015.

At the same time, we developed a practical regional guide to support MAs as they implement the SGMA. We expect to adapt and contextualize this guide for all the regions in the future. Through our work with MAs and through the INGO reporting process, we have also identified the need to align the accountability framework of the World YWCA with the International Accountability Charter in the future.

We believe that a bold and transformative organisation is one with the courage and vision to plan for its long-term future. In 2012, we initiated our Envisioning 2035 planning process, engaging YWCA members from around the world in developing a stronger, more visionary and accountable YWCA--with women, young women and girls at the centre.

2014 was a pivotal year in this consultation process, which is helping the movement be disruptive and consider it's long-term future in an era where the external and internal environment is constantly evolving. We will continue the dialogue before and during our 2015 World Council and toward adopting an envisioning goal that will guide the movement towards 2035.

We anticipate that systematic self-assessment SGMA processes at each local and national YWCA will help us maintain the quality of organisational effectiveness and accountability. These self-assessment processes also ensure the YWCA is an agile organisation which identify trends, needs, and issues and is strategic in achieving its purpose.

2014 was also a key year at the World YWCA office for improving our practices and implementing an organisational performance improvement process, which included reviewing organisational culture and structure. We will implement the recommendations from this strategic review in 2016 as we begin planning for our new quadrenium and the human and financial resources needed to achieve our objectives.

I would like to personally thank the INGO International Charter and Independent Review Panel because we have seen how the INGO reporting process and your feedback have helped us improve the way we implement our accountability principles. At the same time, we remain committed to continuing to strengthen all levels of accountability throughout the movement.

I would also like to apologise for submitting this report late. We are committed to improving the timeliness of our reporting processes moving forward as we align the INGO Charter with our accountability framework and monitoring, evaluation and learning processes.

Thank you in advance for your in-depth feedback, and we look forward to our continued collaboration.



Nyaradzayi Gumbonzvanda

General Secretary
World YWCA

2. Organizational Profile

2.1. Name of the organization

The name of the organization is the World Young Women's Christian Association (World YWCA) (Art. 1 [World YWCA Constitution](#)).

2.2. Primary activities

The World YWCA is a volunteer membership movement inclusive of women from many faiths, backgrounds, and cultures. The main activity is to develop women's leadership to find local solutions to the global inequalities women face with a commitment to women's full and equal participation in society. Through advocacy, training and development, the World YWCA empowers women, including young women and girls, to lead social change.

The World YWCA advocates and supports volunteerism, membership, partnership, diversity, tolerance, mutual respect, integrity and responsible accountability. The organisation also embraces a human rights-based approach and works in collaboration with members associations, donors, partners and global networks to advance its advocacy and programme work. This includes women's networks, ecumenical, youth and international organisations, governments and UN agencies.

The World YWCA Strategic Framework 2012-2015 identifies three goals:

1. Women's Intergenerational Leadership
2. Women's Rights and
3. Movement Building and Good Governance

In addition, its priority advocacy areas are Young Women's Leadership, Sexual Reproductive Health and Rights and HIV, and Violence against Women.

The World YWCA movement implement its work through skills building and knowledge sharing internally and externally, transformative leadership and advocacy at the local, national, regional and global levels. The organisation also provides resources and opportunities to empower women, young women and girls through the Power to Change Fund, effective partnerships and networking among YWCAs and other organisations and networks.

For more information, please review our [report from 2014](#).

2.3. Operational structure of the organization

The World YWCA is a membership organisation made up of 108 autonomous national affiliated **full** and **associate** member associations. The World YWCA unites and coordinates member associations in a world movement and acts on their behalf in matters for which it has received authority. We also fundraise for member associations and share key programmes and events with some member associations.

The World YWCA registered with the Swiss Register of Commerce as a non-profit organisation in 1975. Registration number: 06853/1975. The World YWCA office is based in Geneva, Switzerland.

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

The World YWCA President, Treasurer, Officers (Vice Presidents) and General Secretary meet online for periodic briefings during the year, and the General Secretary presents periodic reports to the President. The Board also conducts consultations with the movement about different matters.



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

The World YWCA operates by providing resources and opportunities for empowerment; working towards a common goal; facilitating skills building and knowledge sharing, offering community grounded programmes, supporting good governance, developing intergenerational leadership, establishing strong networks and partnerships and driving advocacy at local, national and global levels.

Financial Year: 1 January to 31 December 2014.

2.4. Location of the organization's headquarters

World YWCA Office

16 Ancienne Route, 1218 Grand Saconnex, Geneva, Switzerland.

2.5. Number of countries where the organisation operates

The World YWCA has 108 MAs and is active in 122 countries worldwide.

Affiliated MAs by region:

- **Africa (28):** Angola, Benin, Botswana, 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 (26):** Albania, 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 (8):** American Samoa, Aotearoa/New Zealand, Australia, Fiji, Papua New Guinea, Samoa, Solomon Islands, Tonga

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



We also have several YWCAs that are still developing. This includes:

- **Africa (5):** Burkina Faso, Ivory Coast, Mali, Senegal, Swaziland
- **Asia (2):** East Timor, Mongolia
- **Europe (6):** Armenia, Kazakhstan, Kosovo, Macedonia, Malta, Moldova
- **Latin America (1):** Costa Rica

2.6. Nature of ownership and legal form

The World YWCA was established in 1894 in Great Britain and is an international not-for-profit organisation registered in the United States as a 501(c) (3) entity, as well as in Switzerland. The organization enjoys a special consultative status at the United Nations Economic and Social Council (ECOSOC).

The World YWCA is a federation of 108 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](#)), including substantial compliance with the [Standards of Good Management and Accountability](#).

There are three categories of membership: Full, Associate and Special Cases. A full MA is entitled to have six voting delegates, and an associate MA is entitled to have three voting delegates at a World Council meeting. The majority of the national MAs have their own constitution 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 as well 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, elected by representatives from the 108 affiliated member associations at the World YWCA Council, held every four years. 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 women, young women and girls supported through the YWCA member associations. 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; governments and multi-lateral institutions such as the United Nations. The main geographical area(s)/region(s) of intervention include Africa, Asia, Caribbean, Europe, Latin America, Middle East, North America and Pacific.

2.8. Scale and Scope of the reporting organization

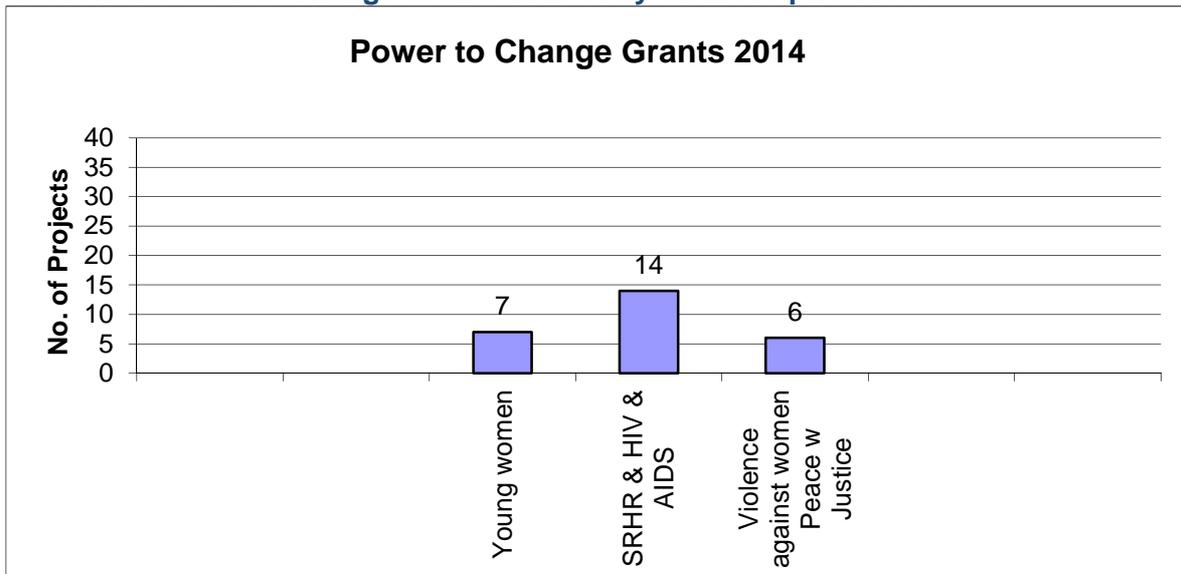
25 million women and girls
 3 million members
 122 countries
 7.6 million programme participants/year
 20,000 communities
 108 associations (+ 14 countries working towards affiliation)

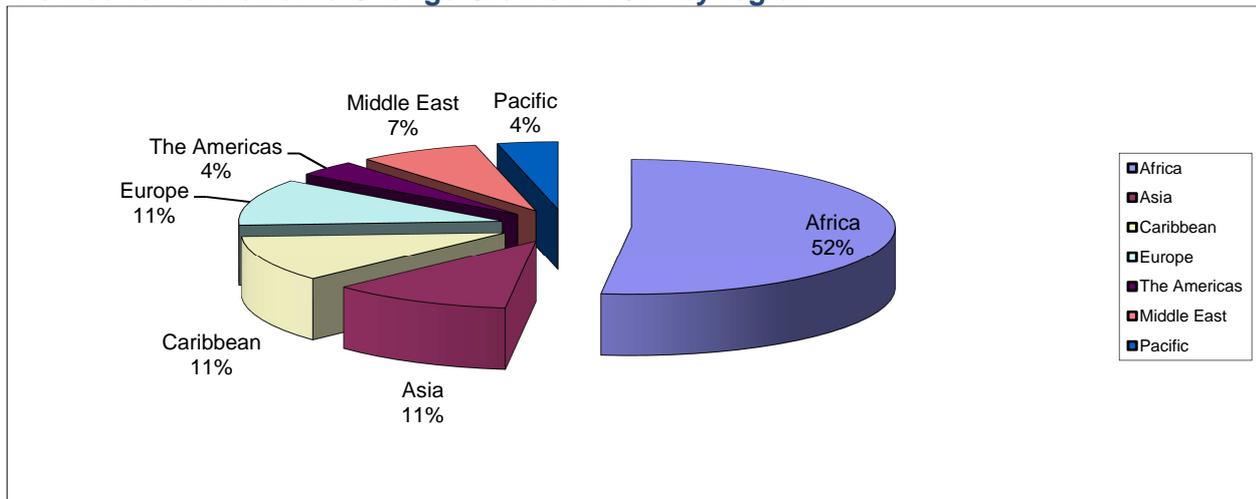
Number of employees: 17
 Number of volunteers: 10
 Number of interns: 2 long term interns plus 7 short term interns
 Total fund balances and reserves: CHF 14,760,042
 Total Income: CHF 3,075,359
 Current Assets: CHF 18,617,205
 Current Liabilities: CHF 2,896,388
 Total Assets 2014: CHF 18,762,287

The World YWCA [Power to Change Fund](#) is a re-granting mechanism from the World YWCA to YWCAs member globally. It provides strong support for locally-led YWCA initiatives that provide women, young women and girls with leadership opportunities in communities worldwide.

In 2014, with support from the Power to Change Fund, YWCA associations delivered 27 projects in areas including SRHR and HIV, violence against women, economic empowerment, human rights and advocacy. The Fund also provided additional technical support, capacity building, monitoring and evaluation. In 2014, YWCA MAs across the globe received grants for a total amount of 679,574 CHF. For more information about YWCAs Power to Change projects, see our [website](#)

Distribution of Power to Change Grants in 2014 by thematic priorities:



Distribution of Power to Change Grants in 2014 by region:

The World YWCA movement conducts a monitoring and evaluation process of the movement (108 MAs) every 4 years, through a four-year questionnaire. In the 2015 INGO report, we will share more details on the financial situation of YWCA MAs. However, we will update our M&E systems and processes with our MAs so we can access their information more regularly. In addition, the World YWCA office plans to have one staff person dedicated to M&E&L from the first year of our new quadrennium (2016).

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

During the last six months of 2013 and all of 2014, the World YWCA office experienced a high level of staff turnover, with four (4) senior staff leaving during this time period. Vacancies significantly impacted the workloads for existing staff.

In this framework Board and management took the opportunity to implement an overall organisational performance improvement process, which included measures to build a new organisational culture. The management engaged an external consultancy to facilitate this process, and they collaborated with staff to rebuild team spirit and trust and to develop efficient structures and practices.

This process sought to create a new organisational culture conducive to harmony, efficiency, performance and accountability, which better reflected the World YWCA's values. It also improved organisational structure to facilitate better operational and financial efficiency, results-based performance and strategic, values-based leadership. At the same time, it equipped staff with the skills and tools for high quality performance, service and excellence, improved management systems and operational procedures, and enhanced employee well-being.

The consultants' recommendations following this process included:

- **Organizational diagnosis:** to understand the desire and actual organizational culture and to get an overview of current work practices and their impact on organizational performance;
- **Conflict mediation and resolution:** to recreate common and positive work dialogue, to resolve unsettled conflicts and build staff capacity for conflict mediation and resolution,
- **Vision, mission and values:** to develop a shared understanding and project into the future by translating vision, mission and values into concrete daily work life actions,
- **Management team building:** To build a robust and cohesive management team and to develop organizational design, and
- **Validation of change decision and action plan:** to validate the change strategy and action plan and develop a monitoring and evaluation plan.

As part of the organisational performance improvement process, the World YWCA conducted a review of its office structure with the objective of creating lean and effective structure that aligns with both key organisational functional needs and our funding framework. Changes included:

- Positioning the Head of Programme function to strengthen programme coordination, monitoring, evaluation, learning and reporting.
- Shifting from having a Deputy General Secretary to reduce hierarchy and eliminate conflicts in roles.
- In the revised structure, the Head of Programme is responsible for implementing the Strategic Framework implementation,
- The Head of Finance and Operations for budgetary framework and compliance.
- The Head of Communications is responsible for internal and external communications and brand management,
- The General Secretary is accountable through the Board, and is responsible for management and policy framework and governance support. In addition, the General Secretary now delegates more authority to the various functions.

As an additional part of this process in 2014, the World YWCA created a Human Resources Task Force, composed by staff from each department and led by the General Secretary. The task force developed the following policies for World YWCA Board approval in their annual meeting in 2015:

- Staff Code of Conduct,
- Grievance and Appeal Policy and
- General Complaints Procedure for World YWCA.

In 2013, the World YWCA Board approved the recommendations from a compensation review process, which in 2014, enabled the World YWCA office to:

- Align salary ranges to those offered by similar advocacy and development international non-profit organizations in Geneva;
- Provide annual salary increases to compensate for cost-of-living increases;
- Offer benefits comparable to peer institutions;
- Establish ranges of compensation for different positions based upon a systematic analysis of factors such as responsibilities and accountability as well as the levels of education, skills and experience required to perform a given function, with the goal of providing equitable compensation for comparable work;
- Acknowledge a staff member's individual contribution to the World YWCA Office, as reflected both in current levels of skills, the length of service and the history of performance at the

organization, when determining individual initial positioning and salary increments within the salary range;

- Endeavour to assess individual performance in a consistent, fair and helpful way that is aligned with the organization values and mission and that is documented accordingly.

The main outcome of the compensation review process is a new base salary scale for the World YWCA Office. (Appendix 1).

2.10. Awards received in the reporting period

In May 2014, the World YWCA General Secretary, Nyaradzayi Gumbonzvanda, was named Goodwill Ambassador of the African Union Campaign to End Child Marriage. This further consolidating the World YWCA's important work on ending child, early and forced marriage in a single generation. The same year, the General Secretary received the Zimbabwe Achievers Awards (ZAA) 2014, which honours some outstanding Zimbabweans who have made significant contributions to women and children's rights, wildlife conservation, education and philanthropy, and youth empowerment. She also received the 2014 Humanitarian Award from the Zimbabwe International Women's Award (ZIWA).

3. Reporting Parameters / Report Profile

3.1. Reporting period for information provided

This report covers a 12-month period (January to December 2014).

3.2. Date of most recent previous report

2013

3.3. Reporting cycle (annual, biennial, etc.)

January to December (annual)

3.4. Contact point for questions regarding the report or its content

Sara Llord – Head of Finance and Operations - sara.llort@worldywca.org +41 22 9296030

Caterina Lemp – Programme Officer for Membership Support – caterina.lemp@worldywca.org +41 22 9296041

Report Scope and boundary

3.5. Process for defining report content

In the previous year, an interdepartmental team wrote this report. However, the information in this report was compiled by a staff member with clear guidance from the World YWCA Leadership Team and in consultation with key staff members. The Constitution and Governance Committee of the World YWCA Board is responsible for overseeing this process and reviewing and monitoring compliance with the Charter.

Through this reporting process, the World YWCA realized the importance of aligning the World YWCA Standards of Good Management and Accountability with the INGO Charter. It is important to read the evolution of processes having in mind the significant changes occurred in late 2013 and during 2014, that leads the organization to focus first on key reorganization, in order to be able to achieve strengthening of the internal processes. The World YWCA will substantially progress this work in our next Strategic Framework 2016-2019, which will include clear planning and resource allocation for implementation. This will encourage MAs to participate in this process in a meaningful way, as well as to implement the SGMA and Charter's principles and framework.

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. Following feedback received through the INGO reporting process, in the future we intend to be able to report more substantially about the 108 affiliated MAs. However, this report includes information from the different MAs activities.

3.7. State any specific limitations on the scope or boundary of the report

Unfortunately, there is some information that we don't have and can't report about at this stage. For example, we don't have all the financial information from our affiliated MAs or their measures of greenhouse gas emissions. However, we evaluate these criterias as not significant and with minimal impact, considering the nature of our activities. We will continue to progress in these areas as part of our organizational culture and accountability system and processes.

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

The World YWCA is a membership-based organisation, and while its 108 affiliated MAs are autonomous, they should be in compliance with the World YWCA Conditions of Affiliation (Art. 10 World YWCA Constitution - <http://www.worldywca.org/About-us/Constitution>).

This means the associations should be in substantial compliance with the World YWCA [Standards of Good Management and Accountability](#) (SGMA). These standards represent a level of management and practice, which exhibit quality, responsibility and accountability. A YWCA may not meet every standard immediately, but will strive to improve to meet all standards over time.

The purpose of the SGMA and related tools is to support MAs and their local associations and branches in assessing how well they are meeting basic Standards of Good Management and Accountability. The World YWCA developed this SGMA tool based on similar tools from YWCAs and other NGOs, including the organisation's original charter of accountability commitments.

We are happy to report that the 2015 report will include information we have received from MAs through the four-year questionnaire process. In addition, for the first time, after changing the World YWCA Conditions of Affiliation (COA) in the revised World YWCA Constitution in 2007, we are measuring MAs compliance with COA.

As part of the verification process for the information MAs submitted, we asked them to provide various core organizational documents, including narrative and financial reports. In total, 90 of 108 MAs submitted their questionnaires, including core documents. This process is very time consuming; therefore, we are exploring implementing a co-responsibility approach in the M&E&L process to maximize the use of new technology. This is an area in which we hope to learn more from other membership-based INGOs.

3.9. Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report

There are no significant changes in this item. We primarily cover the work the World YWCA office leads. The World YWCA office is the operational body of the World YWCA movement, including the World YWCA Board.

3.10. Table identifying the location of the standard disclosures in the report

Not necessary 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 body, something that is explored in greater depth in *SGMA 2 Governance*. While it is important to get input and guidance from others, the governing body drives and determines the organisation's direction. The General Secretary, management and staff all play a role in implementing this direction, and determining how the organisation will reach these goals. However, it's the governing body that actually owns the goals.

World YWCA Council

The World Council is the supreme authority of the World YWCA. The World YWCA convenes an ordinary meeting of the World Council at least once every four (4) years. (for more details see art. 11,12 and 21 of [World YWCA Constitution](#)). The World YWCA Council is the largest gathering of YWCA members from all around the world. It is a time for membership engagement, decision-making, reflections and networking. During this auspicious meeting, representatives from each affiliated association come together to elect the members of the World YWCA Board, to set priorities for the coming years work and to determine policies through resolutions.

World YWCA Board

Between World Council meetings, the World Board is the main decision-making body for the World YWCA. An overview of the main role and responsibilities of the Board is available in articles 33 y 34 of the [World YWCA Constitution](#).

The Board both represents the diversity of the women of the movement and provides the skills needed to carry out its responsibilities. It has 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. There is also one additional member from each of the four largest regions.

The Officers of the World Board are:

- **The President**
- **The Treasurer**, who shall be from a different country from the President;
- **Six (6) Vice-Presidents** from the World Board members, each from a different region and at least two (2) of whom are thirty (30) years or under at the time of election.

The World Board meets at least once a year. The quorum for a World Board meeting is one half (1/2) of its members. Each World Board member has one (1) vote, and decisions of the World Board are passed by a majority of votes cast. The President has the deciding vote where there are equal votes for and against a motion. The Board is answerable to the World Council who will hold the Board accountable if it does not work effectively. All members of the Board sign ethical guidelines (available on request).

The World Board sets up committees and subcommittees for any purpose it considers appropriate. The Board Committees focus on governance and policy dimensions of the mandate, however management/staff are responsible for implementation. For the quadrennium 2012-2015, the Board Committees are:

- **Finance and Human Resources** (makes recommendations to the World Board on compliance with financial and personnel obligations);
- **Audit, Constitution and Governance** (makes recommendations to the World Board on the Constitution of the World YWCA, and general governance practices of the World YWCA);
- **Fund Development** (makes recommendations on fundraising policy and strategies for the Board and on expanding the financial and human resource base of the World YWCA);
- **Member Association Support and Affiliation** (makes recommendations and advises the World Board on the policy to guide MA affiliation and implement the Strategic Framework in relation to movement building and MA good governance and accountability);
- **Policy and Strategy** (makes recommendations to the World Board regarding policy to guide implementation of the World YWCA Strategic Framework 2012 – 2015, review progress reports on implementation of the Strategic Framework approved by World Council, and make recommendations for the key strategic directions for the proposed strategic framework for the following quadrennium).
- **The Nominations Committee**, independent of the World Board, is a World Council committee which was established under the Constitution. Its role is to deliver a transparent and open process for nominations and elections to the World Board and to fill vacancies on the World Board.
- **An Affiliation Fee Task Force** has been established to review the affiliation fee formula.
- There is also an **Investment Advisory Group** made up of the Treasurer, Head of Finance and outside consultants.

The Constitution and Governance Committee 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.

We make sure that our funding mechanisms follow the determinate process of application, selection, follow up of core organizational documentation, cooperation agreements and regular narrative and financial reports from MAs projects.

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 Carver¹ – model. The governing body governs through policies that define its relationship with the General Secretary or CEO and establishes the organisational aims, governance approach and management limitations.

This governance model aims to clearly define who is responsible for what and accountable to whom. It aims to articulate what the governing body should and shouldn't be doing and how to exercise authority to add value. It also aims to provide staff/management with clearly delegated authority and accountabilities and ensure they know the limits of that authority and their reporting requirements.

In this model, there is a focus on ensuring an understanding of how the governing body and management interact, so they can establish and maintain a sound partnership.

The General Secretary 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 General Secretary 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 meeting with UN agencies and committees, government leaders, international NGOs, donors and other partners. At the same time, the General Secretary effectively manages World YWCA personnel and assets and implements the organization's Strategic Framework working closely with her leadership team, the Head of Programmes, the Head of Finance and Operations, and the Head of Communications.

She supports, guides and informs the World Board, maintain 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.

¹ More information regarding the Carver Governance Model can be found at: <http://policygovernance.com/model.htm>

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 General Secretary (who is ex-officio) is paid.

4.4. Mechanism for internal stakeholders (e.g. members, shareholders and employees) to provide recommendations or direction to the highest governance body

Affiliated MAs are able to provide recommendations and strategic directions at the World Council held every four years. There is a voting process which ensures meaningful participation in the organisation's policy making, and appropriate information is sent MAs for their internal discussion in advance of the meeting.

Between World Council meetings, affiliated MAs, YWCA developing groups 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. In addition, the World Board shares its decisions regularly with the movement through an official communiqué.

One example of internal stakeholder engagement during 2014 was establishing the World YWCA Reference Group on Peace with Justice – an advisory group on global issues of peace with justice. The objectives of this group are to:

- Advise the World YWCA on its work with UN Security Council Resolution 1325 and organizational policies related to peace with justice;
- Support World YWCA advocacy, with key messages and to keep peace with justice work on the global agenda of the World YWCA movement
- Integrate issues of peace with justice more strongly into the Envisioning 2035 process and ensure they are on the agenda of the next World Council meeting in 2015.

The Reference Group is composed of 15 women, including a young women, a World YWCA staff member and two World Board members.

At the 27th World YWCA Council in 2011, the World YWCA movement embarked on a four-year process to consult the movement on envisioning the future, and requesting that it adopt a bold and transformative common agenda. As part of this process, in 2014, the organisation established an Envisioning 2035 Working Group, working online and holding monthly online meetings as well as conducting online consultations through its website and social media channels, including regional webinars, group and individual calls.

We also convened two global roundtables, one focused on identity and sustainability and the second on governance and transformative leadership with representatives from the movement as

well as partners and donors. The final Envisioning Goal and proposal will be presented at the World YWCA Council in 2015 for the movement's approval.

Employees are able to provide recommendations to the Finance and Human Resources Committee of the World Board through a staff representative elected from among the staff. Staff are also free to approach the President individually or collectively. There may not be a management response as the World Board is answerable to the World Council, not to employees.

As part of the General Secretary's appraisal process, World Office staff may provide recommendations and feedback to the World Board through the World President. As well, a staff representative participates in the meeting when the Human Resources report is presented to the Board, so Board members can ask questions or request clarifications from that person.

As was mentioned previously in this report (section 2.9), during 2014, the World YWCA established a Human Resources Task Force composed of staff to provide advice on key policies. The policies the Task Force develops will be presented for Board approval in 2015.

As part of the Envisioning 2035 and Organizational Culture Review processes, the World YWCA office holds an annual staff retreat and sessions with Burkhard Gnärig, Executive Director of the International Civil Society Center and Jan Campbell, a consultant from Strategisense.

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 new salary scale, which was the outcome of the compensation review process conducted in 2013. (For more information, see point 2.9.) The World YWCA will also update its Staff Policies and Regulations to align with the new salary scale and for full implementation.

Departure arrangements are stated in the personnel regulations and include travel and the payment of an installation/removal allowance for staff as defined in the World YWCA Personnel Policies, point 2.0 'Staff Categories' B, C & D who are non-resident staff.

4.6. Processes 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 signed the “World YWCA Ethical Guidelines.” The purpose of these guidelines is to outline the appropriate conduct, transparency, accountability, and good management practices for World YWCA Board members and to protect the integrity of the World YWCA. The Ethical Guidelines also cover conflict of interest situations.

4.10. Process to support the highest governance body’s own performance.

Each World Council elects a World Board, which reports back to the World Council after four years in office. The World Board is accountable to the voting delegates at the World Council who are each representing their national YWCAs. A candidate for the World Board, including Officers, must be a woman from a MA who is an active member 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, a Committee of the World YWCA Council, leads the procedure to elect the governing body of the World YWCA. Its function is to create a transparent and open process for nominations and elections for both the World Board and the Nominations Committee and to fill vacancies on the World Board and the Nominations Committees as needed. The functions of the Nominations Committee are stated in the [World YWCA Constitution](#) (article 65).

In addition, the World Board Governance and Constitution Committee has a mandate during this quadrennium to develop and implement 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 with the Ethical Guidelines.

4.12. Externally developed environmental or social charters, principles 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 Millennium Development Goals 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.

4.14. List of Stakeholders groups engages by the organization

The World YWCA's main constituency is its 108 member associations and associations working towards membership. Through these associations, the organization also reaches local associations and individual women in the community. 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, government, UN agencies, INGOs, private and academic sector organizations, regulatory bodies, the media and the general public.

In 2014, the main financial stakeholders outside the YWCA and individual donations and legacies were:

- Action Aid International
- ARROW (Asian-Pacific Resource and Research Centre for Women)
- Bread for the World (Formerly EED)
- Christian Aid, Great Britain
- Department of Foreign Affairs and Trade (DFAT), Australia Government
- Horyzon
- Interchurch Organisation for Development Cooperation (ICCO)
- IPAS Africa Alliance
- Ministry for Foreign Affairs, Finland Government
- Norwegian Agency for Development Cooperation (NORAD)
- Norwegian Church Aid
- The Robert Carr Fund,
- Rutgers (The State University of New Jersey)
- The David & Lucile Packard Foundation
- UNDP (United Nations Development Programme)
- United Methodist Committee on Relief (UMCOR)
- United Methodist Women
- World Day of Prayer
- YGlobal

Programmatic stakeholders included: Plan International, Centre for Reproductive Health, Sexual Rights Initiative, Lutheran World Federation, NGO CSW Geneva, World Women's Summit Foundation (WWSF), Femme Africa Solidarité (FAS) and Inter-African Committee (IAC).

5. Performance Indicators

I. Programme Effectiveness

NGO1: Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programmes

Member Association stakeholders have the opportunity to meaningfully influence decision-making through World Council. At World Council meetings, they can propose resolutions and recommendations which, if approved, become policy. They can also influence the four-year strategic plan, which the World Council discusses and votes to approve. In between World Councils, the World Board monitors the strategic plan as a representative of the World Council.

The strategic plan is revised every four years in consultation with the World Board and with feedback from MA's four-year reports. The World YWCA implements the plan in collaboration with MAs and partners. The plan is also evaluated each year in the World YWCA annual report based on feedback and input from MAs (for example through evaluations following specific events, specific surveys, MA project reports, evaluation reports from interns and participants, etc.).

Annual events such as World YWCA International Training Institutes, visits (usually to at least 10 associations per year), and regular contact by email and phone, are all ways that the World YWCA continually involves the MAs in designing, implementing and monitoring and evaluating its programmes. Some examples are the Affiliation Fee Formula Review Task Force, led by the World YWCA Treasurer and representatives from the movement, as well the different consultations undertaken in 2014 to further develop the 2035 Envisioning Goal under the leadership of the Envisioning 2035 Working Group.

Members of the Envisioning 2035 Working Group provide feedback and support to develop the envisioning engagement plan, implement the envisioning engagement plan with support from the World YWCA Communications Team, promote the envisioning engagement plan through various communication channels and generate discussion and debate in both online and offline spaces around the envisioning document.

As part of the same process, in October 2014, the World YWCA designated a well-known leader from the movement as a Goodwill Ambassador for World YWCA's Envisioning 2035. Her main role was to raise awareness of the process within the movement and beyond and to serve as the champion of this process.

The World YWCA also answers to its partner stakeholders to whom we are under contract to carry out the activities agreed as part of the project proposals they approve. They do not have a direct influence on our decision-making, but as partners with the World YWCA, they share our vision and purpose.

In addition, we call upon MAs to nominate participants for programmes and to contribute to create content and make recommendations. We also work with partner stakeholders to develop agendas for events such as the two Envisioning 2035 Global Roundtables held during 2014.

NGO2: Mechanism for feedback and complaints 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 for any feedback, comments, suggestions and complaints through the section [contact us](#) in our website. This communication is channeled to the World YWCA office email, and the person in charge forwards the information to the appropriate staff in the office for follow-up.

During 2014, the Human Resources Task Force, established in the World YWCA office under the leadership of the General Secretary, developed a general complaints procedure for the World YWCA. This will be presented for approval at the World Board Meeting in 2015, and we expect to fully implement this procedure during the new quadrennium of 2016-2019. As the procedure still needs approval, we are not able to provide data at this stage.

In 2013, the World YWCA Board also approved a policy on [World YWCA Intervention in Member Association Disputes](#). However, during 2014 we did not receive any formal requests for intervention. Also in 2013, the World YWCA Board approved a [Child Protection Policy and Code of Conduct](#), and there was a training session covering this policy for Board members and staff during 2014.

The Child Protection Policy outlines our stand against all forms of abuse against children. It also provides policy direction for our programming and development work in relation to children. The policy applies to all staff and volunteers, including interns and work experience students, all contractors, e.g., consultants, all Board members, and all affiliated MAs. We will review the implementation of all our membership policies during the next quadrennium and include them as part of the World YWCA Accountability Framework.

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

As part of its culture, the World YWCA incorporates appropriate monitoring and evaluation practices in all relevant policies and systems to establish mutual accountability. The organisation also conducts regular and deliberate evaluative activities to examine progress towards its goals and mission. In addition, it employs adequate financial and human resources in its budget and work plans for monitoring and evaluation.

The World YWCA is placing additional emphasis on monitoring and evaluation, and in 2014, the organisation conducted an external evaluation of the World YWCA Strategic Framework 2012-2015 covering the time period of 1st January 2012 to 31st December 2014. The external evaluation team

reviewed key documents and then undertook a Theory of Change process to generate a shared understanding of what the World YWCA intends to achieve, and how it will achieve and measure success.

Members of the evaluation team also participated in two key advocacy events in which the World YWCA was actively participating. This enabled the evaluation team to observe the World YWCA's advocacy work and capacity-building interventions to ensure the full participation of all women in these processes. The evaluation team then developed a quantitative survey and a monitoring tool.

The evaluation team also conducted qualitative telephone interviews with Mas and sent surveys to young women who participated in the Internship Programme. The external team also reviewed the findings from the institutional survey the World YWCA MAs completed in the 2014, '4 Year Questionnaire'. The report, to be developed in 2015, will provide the initial findings from the evaluation, which focused on:

- The impact of the programmes to date, including how they generated sustainable change;
- The relevance of YWCA activities and programmes;
- Achieving programme objectives;
- Programme effectiveness; and
- The efficiency of programme implementation.

Key results from the external review will impact key World YWCA programmes, which the organisation will review at the beginning of next quadrenium. The review will take into account the key findings and recommendations from this external evaluation.

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, which the organisation has advanced through policy implementation, programmes and partnerships, the World YWCA intrinsically works to advance gender equality. It recognises the importance of changes in attitudes, behaviours and practices; as well as in norms, laws and legislation for real changes in gender equality to be attained 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 its Gender Policy the World YWCA commits to ensure that a gender analysis which identifies, analyses and helps to act upon inequalities that arise from the different roles of women and men or the unequal power relationship between them will be used in the following areas:

- **Programmes:** To ensure that programmes challenge the unequal power relations in society and broaden women's equitable participation at all levels of decision-making.

- **Organizational Culture:** To promote an organizational culture that promotes an organizational culture that integrates gender sensitive criteria in formulating policies and practices.
- **Public Profile:** To ensure that all public representations of the World YWCA reflect its commitment to the empowerment of women.
- **Membership:** To develop a constituency that upholds gender justice in transforming social and institutional structures.

The World YWCA has also a long tradition of working in the areas of public health and health issues. The World YWCA strives to be a strong and qualified voice of social conscience and knowledge in promoting and protecting the health of all its employees and stakeholders. For example, since 1999, the World YWCA has responded to AIDS as a global issue facing women, young women and girls. The World YWCA recognises the seriousness of HIV and the potential impact it can have in the workplace without a supportive environment.

The World YWCA also respects the meaningful involvement of women living with HIV (MIWA). The organization supports any evidence-based efforts to reduce the spread of infection and to minimize the impact of HIV. As such, in 2009, the World YWCA adopted an HIV and AIDS Workplace Policy to ensure a consistent and equitable approach to preventing HIV and AIDS among employees at the World YWCA and their families.

The policy is also designed to cover the management consequences of HIV and AIDS, including caring for and supporting employees living with HIV and AIDS. The World YWCA has implemented this policy in consultation with employees at all levels.

YWCA Haiti Youth Centre – Example of the YWCAs girl-centered gender programme design

The centre received girls from 10 to 19 years old. Espas Pa'm: in post-earthquake Haiti, amidst increased reports of violence against adolescent girls, a working collaborative of individuals and organizations gathered in the summer of 2010 to form the Haiti Adolescent Girls Network (HAGN).

Network members share a commitment to offering regularly scheduled girls-only meetings that build protective assets – social, economic and health – supported by a local cadre of female mentors from their communities.

YWCA-Haiti hosts one of these safe spaces called “Espas Pa'm” (translated as my space), offering after school tutoring and workshops that empower girls 8 to 18 years old on a variety of subjects. YWCA-Haiti is currently the HAGN network coordinator in Haiti.

Espas Pa'm participants take part in workshops where they experience the discovery of self and of their true potential. A trained psychologist invites them to get in contact with their core, to reflect on the image they have of themselves versus the one they portray, and to acknowledge and appreciate their differences.

They also learn to think about the values affecting a child or an adolescent's sense of self-worth and each person's uniqueness. For more information visit: <http://www.ywcahaiti.org/>

The policy includes provisions in the following areas: protecting the rights of those infected and affected by HIV and AIDS, and focusing on prevention through information, education and training and caring and supporting employees and their families.

This is reflected in the programme design as all programmes are designed in accordance with the World YWCA Vision, Purpose, Policies and Strategic Plan. Implementation and gender and diversity are in the values of the Strategic Plan - placing women, young women and girls' empowerment 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.

The organisation's written non-discrimination policy affirms its commitment to gender equity, to non-discrimination for sexual orientation, to ethnic and racial diversity, and to the inclusion of people with disabilities at staff and board levels. The organisation's personnel orientation, training and instructional material address non-discrimination.

A concrete example of implementing the gender and diversity policies of the World YWCA is the Power to Change Fund mechanism. Through the project appraisal committee process, committee membersevaluate project proposals from MAs using a checklist (Appendix 2). In addition, progress and the final report are measured using a Project Report Review Form (Appendix 3), to ensure that the MA project included key principles and approaches.

Another tool that we developed to ensure MA programmes and services, are inclusive and account for gender and diversity, while focusing on the most vulnerable population is the [YWCA Safe Space for Women and Girls: A Global Model for Change](#).

This publication seeks to outline the defining characteristics of YWCA Safe Spaces as a model for creating lasting change in the lives of women, young women and girls. While this model has emerged from programming on sexual and reproductive rights, we can adapt it to broader programming to target young women and girls and support them to claim their human rights.

It applies a human rights based approach to development and puts the fundamental principles of non-discrimination, empowerment and participation, and accountability, into daily practice. the World YWCA SGMA also guides this model.

YWCA Safe Spaces Model

Defining Elements and Best Practices

From the YWCA's extensive experience working in the heart of local communities to advance women's rights, empowerment and leadership, we have identified eight elements that are essential in creating safe spaces for women, young women and girls:



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

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 (Policy on Global Advocacy – Appendix 4).

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. For example, in 2012, we established a World YWCA Reference Group on Violence against Women (VAW). This reference group acts as an advisory group to the World YWCA on policies and issues related to VAW, especially in advising on language for Human Rights Council (HRC) resolutions, but also for VAW-related languages in the CSW Agreed Conclusions and in documents such as the Guidelines on Extreme Poverty. It is therefore more active around the HRC sessions. The group includes 17 representatives from MAs with experts on VAW with support from the World YWCA Global Manager for Violence against Women.

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 also actively communicating on the same strategic areas.

During 2014, we launched the campaign called [NoXcuses](#) for violence against women, as part of our work in this area and our activities of our annual Week without Violence event. We also partnered with the Lutheran World Federation (LWF) and the World Council of Churches (WCC) to add a faith dimension into the discussions of violence.

The WCC and the LWF collected testimonies from church leaders focusing on both the negative and positive roles that church plays in addressing violence. We also joined the ["Thursday in Black"](#) Campaign, a WCC initiative against sexual and gender-based violence. Ecumenical partners for this campaign include the Christian AIDS Bureau for Southern Africa (CABSA), We Will Speak Out Coalition, the Lutheran World Federation, the Fellowship of the Least Coin and the United Methodist Women, among others.

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 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.

During this quadrenium 2015-2015, one of the key strategies to implement the World YWCA Strategic Framework was develop and facilitate effective partnerships and networking among YWCAs and other organizations and networks. For example, the organisation collaborates with like-minded organisations in its international advocacy work, such as the Human Rights Commission and the Commission on the Status of Women at the international level and the Africa Union Summit and ICASA at the regional level.

In some cases, activities with partners can take place under the form of a contract to work on a specific issue. We typically partner with organizations that complement our work, with similar objectives but who also have different experience and expertise, to avoid duplication. At the beginning of next quadrenium, the World YWCA office will review and determine our key programmatic and advocacy partners for the new quadrenium.

II. Financial Management

NGO7: Resource allocation, tracking and control

The World YWCA has a multi-year budget framework which is approved by the YWCA World Council. Each year, the Board reviews and approves plans and budgets, including budget assumptions and a risk management plan, which then determine 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 statement, which is 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. The rules to be followed maintain books of accounts which are comparable, understandable, reliable and relevant.

Each manager for a project or event is responsible for budgeting and reporting on financials. Access to the accounting system respects segregation of duties. In addition, we implement a double signature system for authorizing financial transactions in the banking system.

NGO8: Sources of funding

During 2014, our largest source of funding ecumenical partners followed by government funding and our affiliation fees and contributions (either via affiliation fees payments or donations). For further detail, refer to our 2014 financial report.

WORLD YOUNG WOMEN'S CHRISTIAN ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2014

NOTE 11 - CONTRIBUTIONS

Contributions were received from the following donors along with membership affiliation fees and other income:

		2014 CHF	2013 CHF
Action Aid		7'568	13'801
ARROW Project		14'454	9'470
Department of Foreign Affairs and Trade - AusAid		226'536	385'813
Christian Aid - Great Britain	(1)	15'012	28'950
Bread for the World		277'172	341'282
FINLAND		119'999	
Horyzon Switzerland (YWCA/YMCA Switzerland)		130'000	130'000
ICCO -Interchurches Organisation for Development - Netherlands	(2)	167'475	171'375
IPAS		13'732	
Member YWCAs		102'722	221'191
Nike Foundation		-	64'035
Norwegian Church Aid - Norway		65'072	52'495
NORAD		323'053	372'199
The David and Lucile Packard Foundation - USA		382'100	503'101
Robert CARR		40'623	-
Rutgers		4'755	-
UNDP		91'673	-
UN Women		-	100'998
United Methodist Women		9'585	-
United Methodist Committee on Relief		25'701	-
Urgent Action Africa		-	8'989
Y Global - Norway		257'388	81'596
World Day of Prayer - Germany		48'848	49'120
WHO		-	35'000
Other individuals and Legacies		66'529	320'566
Miscellaneous Donations	(3)	29'011	2'248
Donations New Headquarters		12'477	12'477
Membership Affiliation Fees		594'871	611'927
Other income		49'003	141'515
Total contributions as per Statement of Comprehensive Income		3'075'359	3'658'148

(1) Christian Aid grants are allocated to Restricted for 7,158.87 CHF and Unrestricted for 7,853 CHF

(2) ICCO grant is purely Unrestricted

(3) Remaining donations after allocations to per donor

III. Environmental Management

EN16: Total direct and indirect greenhouse gas emissions by weight

Not recorded. We do not have plans to collect data on this indicator. Since this is not significant withing our activities.

EN18: Initiatives to reduce greenhouse gas emissions and reductions achieved

The organisation has a draft Environmental Policy in the staff handbook which outlines purchasing of energy-efficient equipment, recycling measures and energy-conservative facility use. We expect that in 2016, in the review of World YWCA Staff Policies and Regulations, the World Board will approve the Environmental Policy.

At this time, we have not set any targets to reduce gas emissions, and we will start to explore the possibility to start to reduce gas emissions via travel. We are very interested to learn more from other similar INGOs about their implementation of this area.

EN26: Initiatives to mitigate environmental impact of products and services

There has not been a study on the environmental impacts of our programmes, projects and activities and we do not carry out an environmental assessment. The organisation has a policy on sustainable development.

IV. Human Resources Management

LA1: Size and composition of total workforce

World Office Staff (all under contract) – 2014

General Secretariat: Nyaradzayi Gumbonzvanda, General Secretary, Zimbabwe; Ana Villanueva, Executive Coordinator, Argentina (Until March 2014); Melissa Hanawati, Executive Coordinator, Indonesia (From May to August 2014); Melodie Schläpfer, Executive Coordinator, France (From September 2014); Fiona Wilkie, World Council Coordinator, Great Britain (Until April 2014).

Programme Department: Rita Muyambo, Head of Programme, Zimbabwe (From August 2014); Juli Dugdale, Global Programme Manager Women's Leadership; Focal Point Asia-Pacific, Australia; Marie-Claude Julsaint, Global Programme Manager Violence against Women; Focal Point North America and Caribbean, Haiti (Until December 2014); Hendrica Okondo, Global Programme Manager SRHR & HIV and AIDS; Focal Point Africa, Kenya; Caterina Lemp, Programme Officer Membership Support; Focal Point Latin America, Chile.

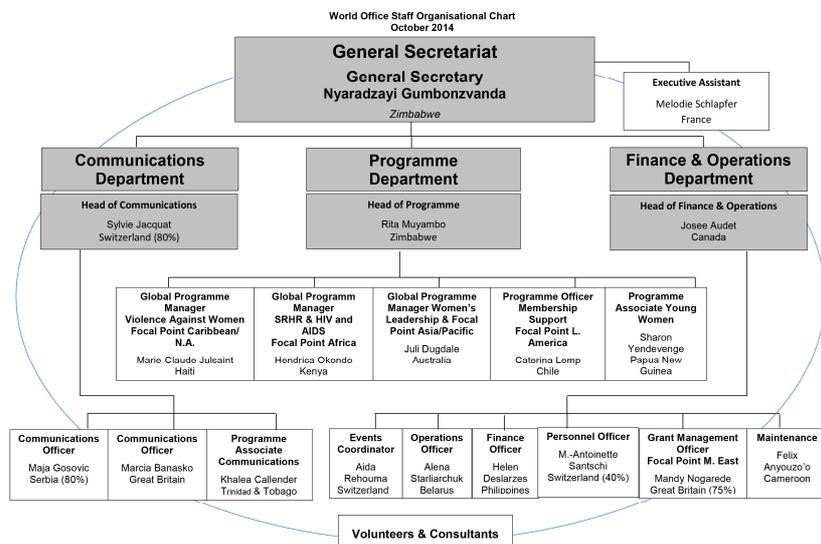
Communications Department: Sylvie Jacquat, Head of Communications, Switzerland (until November 2014); Marcia Banasko, Communication Officer; Focal Point Europe, Great Britain; Maja Gosovic, Communication Officer, Serbia.

Finance and Operations Department: Maria Petty, Head of Finance and Operations, USA (Until August 2014); Josée Audet, Head of Finance and Operations, Canada (From September 2014); Helen Deslarzes, Finance Officer, Philippines; Marie-Antoinette Santschi, Personnel Officer, Switzerland; Alena Staliarchuk, Operations Officer, Belarus; Mandy Nogarede, Grant Management Officer; Focal Point Middle East, Great Britain; Viet Thao Huynh, Finance Assistant, France/Vietnam (From December 2014); Aïda Rehouma, Events Coordinator, Swiss/Tunisia (From July 2014).

Interns: Khalea Callender, Trinidad and Tobago (February to December 2014); Sharon Yendevenge, Papua New Guinea (February to December 2014); Katri Jussila, Finland (Short-term/Advocacy intern – February 2014); Mtisunge Kachingwe, Malawi (Short-term/Advocacy intern – March 2014); Nive Sharat Chandran, Aotearoa/New Zealand (Short-term/Advocacy intern – March 2014); Erin Stine, USA (Short-term/Advocacy intern – March 2014); Balmi Chisim, Bangladesh (Short-term/Advocacy intern – June to July 2014); Sharma Nisha, India (Short-term/Advocacy intern – June to July 2014); Marcie Martinez Carballo, Belize (short-term/Advocacy intern – July 2014).

Volunteers: Abisoué Olukunle, Nigeria (July 2014); Elena May Okondo, Kenya (From May 2014); Lindsey Zawila, USA (Kent University – February to May 2014); Emily S. Hook, USA (Kent University – February to May 2014); Ayomide Adaranijo (Kent University – September to December 2014); Kawa Banda, France-Zambia (September to December 2014); Linnea Hakansson, Finland (December 2014); Yasmin Afina, France-Indonesia (July to August 2014); Bonnie Fatio, USA-Switzerland, World YWCA Global Ambassador for Leadership; and Ping Lee, Taiwan, World YWCA Global Ambassador for Envisioning 2035.

Consultants: Frances Gauthier, USA; Jan Campbell, Canada; Jacqui Thomson, Aotearoa/New Zealand; Liz Nash, Canada; Elisa Mokoena, South Africa; Fungai Rufaro Machirori, Zimbabwe; Jennifer Thomas Mbise, Tanzania; Caroline Maneno, Kenya; Gladys Yegon, Tanzania; Liza Tong, England.



EC7: Procedure for local hiring and proportion of senior management hired from the local community at significant locations of operation.

The World YWCA operates in line with the employment framework at its operations in Geneva, Switzerland which encourages hiring of local staff. At the World YWCA office we try make sure we have geographical, culture and language diversity. MAs normally will hire local people for their work, and when we work with consultants at national or regional level, we make sure to respect the local context and expertise of the selected professional.

LA10: Workforce training to support organizational development

As 2014 was a year of institutional and staff changes at the World YWCA office level, the priority was not provide trainings for staff during the year. Instead, the major investment with the workforce was the organizational culture review process, which also identified the need to build staff capacity in different areas in addition to their daily work duties. We expect to develop a training plan for staff as part of the implementation of the compensation review process. We will also host some reflective sessions related to the Envisioning 2035 process, and organizational culture change, including disruptive change.

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 that strengthens their collective capacity to fulfil the Purpose of the World YWCA.

We use a systematic process to assess the skills and performance of all staff and to develop plans for the next period, which harnesses all staff skills to fulfill the priorities of the World YWCA, while further developing staff.

At the beginning of each appraisal period, there is clear communication of expectations and an agreement on the performance standards for each job position and staff team. There is also a process for regular feedback on job performance throughout the appraisal period between a staff member and her supervisor and among staff team members. At the end of the appraisal period, the staff member and the supervisor review the staff member's performance for the entire period. The areas of positive performance and strength are summarised. Where there are obstacles or hindrances that need to be addressed, we implement a relevant solution.

We implement an appraisal process every year for all staff members. This year, the Human Resources Task Force recommended to the General Secretary a dedicated staff member for human resources issues, as proper follow-up of appraisal feedback is needed in order to improve the process.

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. The following are some of the key factors and reasons for this approach:

- Global statistics continue to highlight the high levels of inequality between men and women; with women being more disempowered and having fewer opportunities and choices than their male counterparts. The daily statistics of HIV prevalence, incidences of violence against women; illiteracy, poverty levels, women in decision-making positions etc. are telling.
- Addressing inequality requires a multi-pronged approach that incorporates empowerment of women, commitment and responsibility of all actors to gender issues, and accountability of institutions to women's rights.
- A focus on women's leadership and empowerment provides safe spaces for women to grow their leadership, to evolve strategies and to engage in social actions in communities from a position of strength.
- The YWCA provides a network of solidarity and joint action, in a way that affirms women's individual and collective leadership.
- The YWCA works in partnership with other organisations in advocating for positive masculinities and male responsibilities. However, this in anyway should not replace the investment in women's empowerment with greater involvement of men.
- YWCA firmly believes and continues to advocate for greater investment in women and girls as citizens, with equal entitlements in our communities and nations.
- There are certain issues especially related to sexuality, violence, HIV and reproductive health that require exploration in a single gender environment, because of the sensitivities surrounding the issues. The YWCA therefore provides such a safe space for women to explore these issues and then partner with other organisations.
- In working in communities, and with policy makers, YWCAs naturally work with other stakeholders and with men and boys.
- A rights based approach requires the rights holders (women in this instance) to have the capacity to claim their rights; and for the duty bearers (institutions and others) to have the capacity to fulfil, protect, promote and respect those rights.
- The global community have affirmed the importance of a focus on women's empowerment and gender equality through specific women focused tools like CEDAW; UN Security Council Resolution 1325/2000 and Beijing Platform for Action and special women's funds.

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:

- a. Two members from each region, at least one of whom is age thirty (30) years or under at the time of election
- b. One additional member from each of the four largest regions.

On the current Board eight out of 20 are age 30 or under.

World YWCA Board Members

Officers: Deborah Thomas-Austin, President, Trinidad & Tobago - Susan Brennan, Vice-President, Australia - Tricia Gideon, Vice-President, Belize - Ida Ituze, Vice-President, Rwanda - Kristy Kelly, Vice-President, Great Britain - Jessica Notwell, Vice Present, Canada - Andrea Nunez Argote, Vice President, Mexico - Carolyn Flowers, Treasurer, USA

Board Members: Silvanna Ayaipoma de Mattos, Peru - Haifa Baramki, Palestine - Belinda Bennet, India - Valerie Ho, Taiwan - Anna-Kaisa Ikonen, Finland - Alice Iwebu-Kale, Solomon Islands - Hoda Kamal El Mankabady, Egypt - Luna Lee, USA - Rebecca Phwitiko, Malawi - Monika Simeon, Namibia - Young Hee Won, Korea - Geeske Zanen, The Netherlands

Investment Advisory Group: Carolyn Flowers - Joelle Ben Hamida - Murielle Joye-Patry - Dominique de Sainte-Pierre - Philippe Treyvaud

NGO9: Mechanism for workforce feedback and complaints

During 2014, the World YWCA office, developed a Grievance and Appeal Policy and Code of Conduct for Staff. They will be presented for approval at the Board meeting in March 2015, and we envisage implementing them from 2016.

Currently, the organisation follows section 24 (Appendix 5) of the World YWCA personnel policy, a Board-approved document, which provides ways to deal with disputes, disciplinary messages and appeals. During 2014, no disputes and/or complaints were received.

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 to adopt a 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 provide the basis our activities. The procedure to collect data of each MA's impact at 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 form part of the basis of our internal strategic planning process.

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

At the organizational level, the World YWCA has the following core documents that form the basis of our internal control system to avoid corruption and bad practices:

- Constitution,
- Staff Policies and Regulations,

- Staff Handbook,
- SGMA,
- INGO Charter
- Other operating documents e.g. Strategic Framework and Budget.

These core documents cover a range of areas including: Organisational management (governance and leadership), financial management, human resources management, ICT management, Fundraising, grant and donor management, member association management and operational management.

Under our internal control system, we identified the following key process based on their impact on our reporting:

- Grant and project management including accounts receivable,
- project expenditure and account payable,
- cash management,
- governance,
- human resources,
- finance and reporting

Based on the list of key processes, the World YWCA categorised the following control areas for continual documentation monitoring and evaluation, including remediation planning for auditing during our annual audits:

- Investment management,
- income management,
- expenditure management,
- cash management,
- grant and project management,
- accounts receivable management and
- salaries management.

Based on the work done to the date, the World YWCA systematically monitors the key control areas, and has tightened its documentation of key control areas. An example is the periodic reconciliations, which two staff members perform and counter-check. If we can detect risks and errors early on to provide timely solutions, we can continually strengthen and/or revise our control to changes in internal and external environments. In addition, our auditors can rely more on control-based testing instead of substantive testing. (See appendix 6 for examples of our internal control flows).

The World YWCA has a yearly audit of the full accounts and specific project accounts. This is conducted by KPMG in accordance with Swiss Law, Swiss auditing standards as well with International Standards on Auditing (ISA). In addition to oversight of the accounts by the Treasurer (monthly) and Board (at least annually), the World YWCA established an audit committee from the World Board in line with governance recommendations (Including the Sarbanes-Oxley guidelines), which meets independently with the auditors at least once a year.

Grants transferred to MAs are also subject to annual reporting requirements from the World YWCA and to national accounting and auditing requirements as separate legal entities.

The World YWCA does not have a policy on anti-corruption, but other internal controls help us to ensure anti-corruption. In addition the human resources task team created in 2014 recommended the organisation develop a whistle-blowing, corruption and anti-fraud policy to complement the World YWCA mechanism for feedback and complaints in relation to programs and policies.

SO4: Actions taken in response of incidents of corruption

No incidents of corruption were reported during 2014.

VI. Responsible Management of Impacts on Society

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 World Council 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 (See appendix 7).

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 World Council 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, see appendix 8 for further information:

No complaints or breaches were reported in 2014

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



Name: Nyaradzayi Gumbonzvanda
Position: General Secretary
Date: 23 May, 2016

List of Abbreviations

- AIDS** – Acquired immune deficiency syndrome
CEO – Chief executive officer
CHF – Swiss francs
COA – Conditions of affiliation
CSW – Commission on the Status of Women
ECOSOC - United Nations Economic and Social Council
HIV – Human immunodeficiency virus
HRBA – Human rights based approach
ICASA – International Conference on AIDS and STIs in Africa
INGO – International nongovernmental organization
MAs – Member associations
M&E - Monitoring and evaluation
M&E&L - Monitoring and evaluation and learning
NGO – Nongovernmental organization
SGMA – Standards of Good Management and Accountability
SRHR – Sexual reproductive health and rights
UN – United Nations
WC – World Council
YMCA – Young Men’s Christian Association
YWCA – Young Women’s Christian Association

Appendix 1 - New World YWCA Office's base salary scale

Staff category	Profile	Min (CHF)	Mid (CHF)	Max. (CHF)
Senior Management /Department Head (Two tier)	Contributes to strategic management of organization, and may include delegated responsibilities by GS; in charge of a department or function. direct support to GS on accountability through governance; supervisory / coaching role of staff; <i>Qualifications:</i> Academic degree + executive training; 10+ years of experience	8,800	9,680	10,560
Manager	Drives content on area of expertise Program/project management including budgetary responsibilities Can include supervisory / coaching role <i>Qualifications:</i> Academic degree + continuous education, 5+ years of experience	7,600	8,360	9,120
Officer	Specialist (technical or thematic), works independently on deliverables In charge of deliverables or projects, but no people or budgetary responsibilities May include administrative tasks <i>Qualifications:</i> Academic degree needed to perform job; 3+ years of experience	6,600	7,260	7,920
Associate	Specialist (technical or thematic); works under close supervision. May include administrative function <i>Qualifications:</i> Academic degree needed to perform job, 0+ years of experience	5,600	6,160	6,720
Administrative (executive level)	Administrative and/or support work of the executive of the organization Project management skills <i>Qualifications:</i> Professional degree or training. 8+ years of experience; requires little supervision	6,000	6,600	7,200
Administrative (standard)	Administrative and/or support work, logistics <i>Qualifications:</i> Professional training; 0-7 years of experience; works under close supervision	5,000	5,500	6,000

Appendix 2 - Power to Change Fund - Check List Applications



Check-list for Applications

Checklist to be completed for all proposals received and filed in the

regional files with a copy of the project proposal

Applying YWCA: _____

Date received:

Project title: _____

P2C Year & Cycle:

Reviewed by: _____

Background information/ Context of application:

Y (Yes), N (No), ? (Not sure or question remains)

Application Details		Comments
Affiliated member		
Paid affiliation fees in current year		
First grant in current year		
Signed by President and General Secretary of national YWCA		
Uses P2C application form		
Any pending reports on previous projects funded through the World YWCA		
Accompanying documents		
• Strategic plan (at least one year) and overall annual budget		
• Last annual report (narrative and financial)		
• Minutes from last national meeting		
• Organisational profile showing inclusion of young women		
A. Relevance		
• In line with P2C purpose (see Policy Document)		
• Responds to World YWCA Strategic Framework and at least one of the following priority areas		
o Sexual & reproductive health & rights (refer to World YWCA strategy)		
o HIV and AIDS (refer to World YWCA strategy)		
o Violence against women (refer to CEDAW)		
o Women in peace building (refer to UNSC res 1325 and 1820)		
o Human rights of Women and Girls (see our website page on World YWCA advocacy priorities)		
o Economic justice (World YWCA Policy on Sustainable Development)		
o Leadership Development (see our website page on World YWCA advocacy priorities)		
B. Project approach		
• Is the target group clearly identified and involved in the project design?		

<ul style="list-style-type: none"> • If the project is related to HIV: were people living with HIV involved in the design and implementation? 		
<ul style="list-style-type: none"> • Are the planned results formulated as concrete outputs that are measurable? 		
<ul style="list-style-type: none"> • Are there any collaborating partners? Who and how many, indicate if they are faith based. 		
<ul style="list-style-type: none"> • Is the proposal clearly presented with problem analysis, & goal(s) and objectives? 		
<ul style="list-style-type: none"> • Does the project include a gender perspective? 		
<ul style="list-style-type: none"> • Which Human Rights-Based Approach Principles/Practices are being applied: <ul style="list-style-type: none"> • Working with marginalized/vulnerable populations: • Active and meaningful participation: • Capacity building to know and claim rights: • Sharing/working with government and other Duty Bearers: • Advocating against discriminatory laws/policies/practices: • Identifying Human Rights violations/data collection and sharing: • Strategic Partnerships: 		
C. Monitoring and evaluation		
<ul style="list-style-type: none"> • Is there a clear plan for monitoring and evaluation? 		
<ul style="list-style-type: none"> • Does it include indicators to assess the project's success ? 		
D. Organisational capacity		
<ul style="list-style-type: none"> • Does the project relate to the member association's overall strategy and planning? 		
<ul style="list-style-type: none"> • Does the YWCA have relevant experience in the area they seek to address? 		
<ul style="list-style-type: none"> • YWCA has staff and/or volunteers able to manage the project? 		
<ul style="list-style-type: none"> • Is it clear who is going to implement the different activities? (local vs national)? 		
<ul style="list-style-type: none"> • Does the YWCA use Standards of Good Management and Accountability? 		
<ul style="list-style-type: none"> • Will the project help develop the capacity of the YWCA (e.g. staff training, equipment)? 		
E. Young Women		
<ul style="list-style-type: none"> • Young women are involved in design and implementation 		
<ul style="list-style-type: none"> • Young women are participants 		
<ul style="list-style-type: none"> • Young women are involved in project monitoring 		
<ul style="list-style-type: none"> • Does the project include a young women's perspective? 		
<ul style="list-style-type: none"> • Does the project foster the progressive realization of 25% of young women on decision making bodies? 		
F. Budget		
<ul style="list-style-type: none"> • Request is USD 10,000 to USD 25,000 		
<ul style="list-style-type: none"> • Clear & complete in USD & local currency & exchange rate correct 		
<ul style="list-style-type: none"> • Budget items are reasonable for work described 		
<ul style="list-style-type: none"> • Clear link between activities (and/or planned results) in budget 		
<ul style="list-style-type: none"> • Are all activities in the proposal included in the budget? 		
<ul style="list-style-type: none"> • Includes staff costs/salaries 		
<ul style="list-style-type: none"> • Includes administration and/or coordination 		
<ul style="list-style-type: none"> • Other funding sources 		

G. Potential for success		
• Is the impact of the project sustainable?		
• Intention to share learnings and replicate with other local branches		
• Intention to share learnings with other partners		
H. Risk Analysis		
• Does the proposal identify potential risks and strategies to address them?		

Comments to the above:

Reviewer name	Too weak for funding	Adequate	Good	Excellent

Recommendation from Project Appraisal Committee:

1)Not Approved 2) Approved in Principle 3)Approved

Follow up actions:

General Secretary Final Decision:

1)Not Approved 2) Approved in Principle 3)Approved

Comments from GS:

Appendix 3 - Power to Change Fund – Project Report Review Form



World YWCA
Report received: _____



World YWCA Power to Change Fund
Report Review Form

Country: _____ Date _____

Progress Report / Final Report

Project Title: _____ Year approved: _____

Reviewed by and date : _____ Report Approved: Y

Report reflects original Application: Y / N
(refer to application and summary in data base) Financial Statement: Y

Project recommended for use by Communications: Y / N Recommended as example of Best Practices: Y / N

Power to Change Reports Information Flow (Process should not take more than one month from receipt of report)

Grant Management Officer (GMO) receives report from MA and passes to lead person, with report review form, original application form and any previous reports.
Lead person : reads report and completes Report Review Form (using the Strategic Framework and HRBA tool-book), contacts MA for clarification if needed (or delegates this task to the GMO), approves report and indicates if it should be used by Communications for web article, returns file to Grant Management Officer
GMO : sends out balance of funding if necessary, shares with Communications if indicated.
Communications : writes web site article and sends copy to the MA, lead person and Grant Management Officer.

Objectives of Report Review Form

- Highlight and share **Best Practices** by Member Associations to support women’s rights and improve the lives of women, young women and girls.
- Demonstrate how Power to Change project activities and outcomes relate to and support the **implementation of the Strategic Framework 2012-2015**.
- Strengthen **Monitoring and Evaluation** of Power to Change projects and the Strategic Framework.
- Ensure a consistent **process** of analysis and approval of reports from Member Associations.
- Identify the strengths and weaknesses of Member Associations in order to provide adequate follow-up on **capacity development** and information sharing thus supporting **Movement Building**.
- Strengthen the flow of information and **Knowledge Sharing** within the office and movement, specifically between the Programming and Communications Departments.
- Ensure **Donors** receive the most relevant and appropriate information.

Identify Best Practice/Skills Bank (use SF and HRBA Practices as reference; include page references)

Key Indicators of success: **Quantitative** (include page references)

Key Indicators of success: **Qualitative** (Explain **Why** this project/story is compelling; include page references)

Important **background information** to support reporting and posting (not necessarily found in the report)

Identify how the project relates to the **World YWCA Strategic Framework** by **circling/highlighting** the relevant Goal/s, Outcome/s and Key Action/s: *(include page references)*

Women's Intergenerational Leadership	Women's Rights	Movement Building and Good Governance
Goal 1	Goal 2	Goal 3
Outcome 1.1 Outcome 1.2 Outcome 1.3	Outcome 2.1 Outcome 2.2 Outcome 2.3 Outcome 2.4 Outcome 2.5	Outcome 3.1 Outcome 3.2 Outcome 3.3
Key Actions: Movement Mobilise Movement Promote Movement Influence Movement Implement World Develop 4 Yr Plan World Develop tools World Promote World Monitor	Key Actions: Movement Deliver Movement Ensure Movement Influence Movement Engage Local World Strengthen World Advocate World Initiate World Engage Global	Key Actions: Movement Review Movement Ensure Movement Contribute Movement Engage World Develop World Continue World Ensure World Coordinate

Comments on how this project contributes to the **Member Association's Strategic Framework**

Circle Strategic Framework's **Programme Priorities** supported: **YW's Leadership / SRHR and HIV / VAW**

Identify implementation of the Strategic Framework's **Key Strategies**: **Y (Yes), N (No), ? (Not sure or question remains)**

Skills building and knowledge sharing	Good governance and SGMA
Transformative leadership and advocacy	Staff and volunteer partnership
Power to Change	Community grounded services and programmes
Collaborative partnerships and networking	Effective use of information technology
Communications, documentation, best practices	

Which **Human Rights-Based Approach Principles/Practices** are being applied: **Yes, No, ? (include page references)**

Working with marginalized/vulnerable populations:
Active and meaningful participation:
Capacity building to know and claim rights:
Sharing/working with government and other Duty Bearers:
Advocating against discriminatory laws/policies/practices:
Identifying Human Rights violations/data collection and sharing:
Strategic Partnerships:

What women's human right(s) are better understood/exercised/claimed/protected/respected/fulfilled as a result of this project ? _____

Specific needs/concerns regarding MA **capacity building**

Follow-up, lessons learned and future considerations

Appendix 4 - Policy on Global Advocacy

November 2002

APPENDIX 19

World YWCA Policy on Global Advocacy

The World YWCA is an international volunteer membership movement uniting some 25 million women working in over 100 countries. Its purpose is to develop the leadership and collective power of women and girls around the world to achieve human rights, health, security, dignity, freedom, justice and peace for all people.

For more than 100 years, the YWCA has gained tremendous experience in advocating for justice and equity for all women and girls.

YWCA advocacy is a programme of local, national and global activities intended to influence public opinion or public policy. The aim is to foster changes in law and practice that expand opportunities for women and girls.

YWCA advocates or lobbyists are expected to represent the informed views of the Association, in line with the policies determined by the membership, the board of directors or the World YWCA Council. Advocacy takes many forms in order to be most effective in delivering the YWCA message to decision-makers at local, national, regional and global levels.

The priorities and objectives for global advocacy are defined by the World YWCA Council which meets every four years.

PRINCIPLES

Fundamental human rights and freedoms as embodied in the:

- Universal Declaration of Human Rights
- International Covenant on Civil and Political Rights
- International Covenant on Social, Economic and Cultural Rights
- Convention on the Elimination of All Forms of Discrimination Against Women
- Beijing Platform for Action
- And other regional human rights conventions

Embrace all human beings regardless of sex and sexual orientation, age, race, ethnicity or creed.

Inequalities in gender relations stemming from patriarchal cultures have resulted in unjust economic, political and social structures, which create more poverty, less education, a heightened vulnerability in times of conflict and exclusion from decision-making for women.

The World YWCA pursues gender justice because of our vision: "to create a fully inclusive world where justice, peace, freedom, health, human dignity and care for the environment are promoted and sustained through women's leadership."

Appendix 5 - Extract from Personnel Policy Section 24: (this system is for World Office staff only).

DISPUTES, DISCIPLINARY MEASURES AND APPEALS

24.1 Direct Amicable Settlement between the Parties Concerned

In case of any dispute arising out of the application or interpretation of the Personnel Policies or the Personnel Regulations, or otherwise relating to the staff member's employment relationship with the World YWCA, every effort shall be made to settle the issue of concern directly between the parties involved.

24.2 Settlement with Referral to the General Secretary

Should a direct settlement between the parties directly involved not be successful, the staff member may refer the matter to the General Secretary for decision.

24.3 Appeal to the World Board

24.3.1 Should the staff member not accept the decision of the General Secretary, she may lodge an appeal to the World Board through the President.

The written appeal must be filed with the General Secretary and the President by the staff member within 30 days after she has been informed of the General Secretary's decision.

24.3.2 There shall be no appeal against the decision not to renew or to extend the agreement of employment (see Article 8.1.2).

24.4 Appeal Board

The President will decide whether to convene an appeal board or present the case to the World Board. Timing will be a factor in determining the nature of addressing the appeal.

24.5 Effect of the Appeal

During the appeal procedure the decision and /or action taken by the General Secretary remains in effect, unless stated in the Personnel Regulations.

24.6 Disciplinary Measures

24.6.1 Without prejudice to the right of terminating the employment, either based on the applicable legal provisions regarding immediate dismissal for just cause or on the terms and conditions of the agreement itself, the General Secretary may take disciplinary measures against a staff member who is guilty of an offence, fault or serious negligence in the fulfilment of her obligations towards the World YWCA.

24.6.2 Disciplinary measures imposed shall be commensurate with the gravity of the offence committed and may consist of an oral warning, a reprimand in writing or suspension from service.

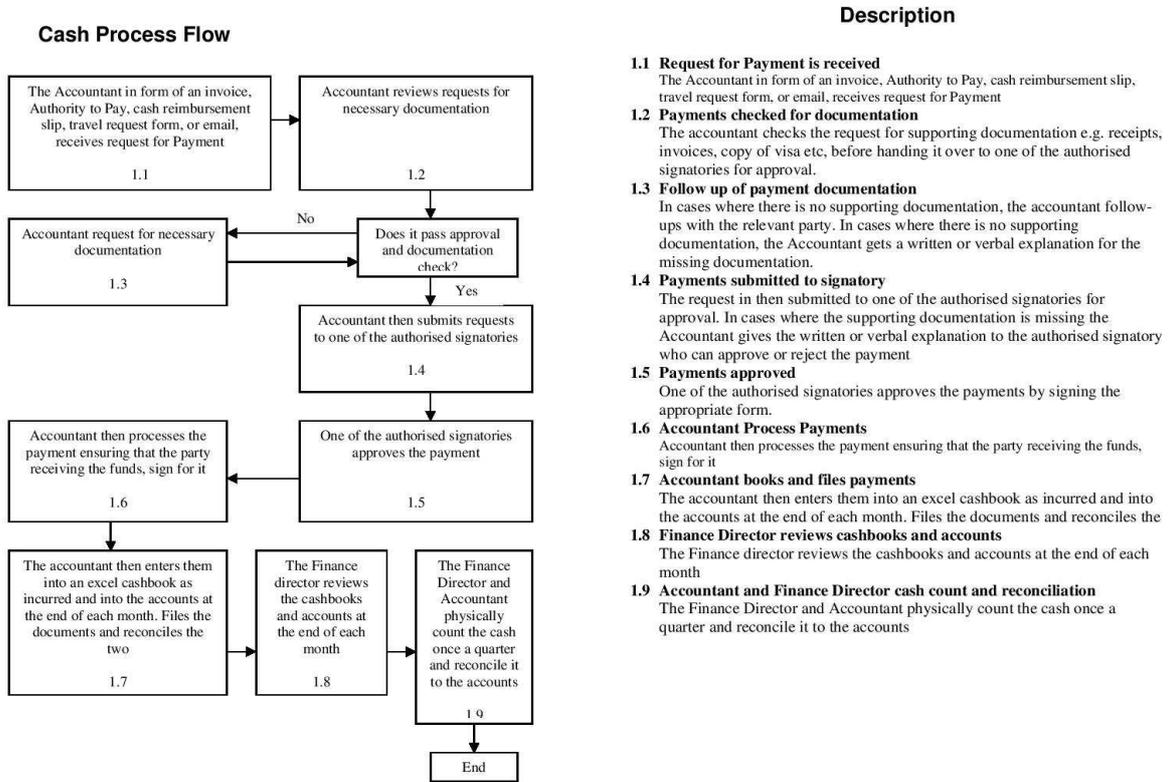
24.6.3 Before disciplinary measures are implemented, a staff member against whom the disciplinary action is envisaged shall be heard by the General Secretary or by a person designated by the latter.

24.7 Right of Appeal in Case of Disciplinary Measures

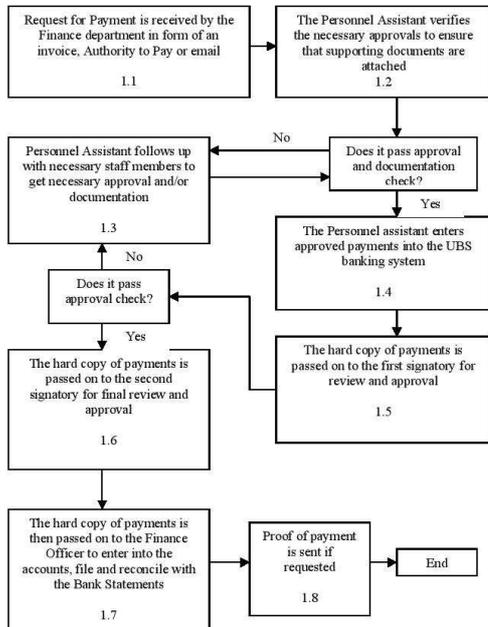
24.7.1 A staff member who considers the disciplinary action taken by the General Secretary to be unjust shall have the right to appeal to the World Board through the President.

24.7.2 The provisions of Articles 24.3.1, 24.4 and 24.5 shall also apply to the appeals procedure in this instance.

Appendix 6 – Examples of internal control flow



Expenditure Process Flow



Description

- 1.1 Request for Payment is received**
Request for Payment is received by the Finance department in form of an invoice, Authority to Pay or email
- 1.2 Payments checked for approvals and supporting documentation**
The Personnel Assistant verifies the necessary approvals and to ensure that supporting documents are attached

1.2.1 The following are the authorised signatories:

- ✓ World YWCA General Secretary
- ✓ World YWCA Deputy General Secretary
- ✓ World YWCA Director of Finance and Operations

Authorisation for bank transfers (through telebanking and manual orders, eg. for the postal account) and cheques require two signatures (General Secretary/Deputy General Secretary/Director of Finance and Administration). Authorised signatories are confirmed and minuted by the World YWCA Board and registered with the Geneva Registre du Commerce.

1.2.2 Grant and Sub-grant Agreements

These are approved by the General Secretary and signed by the Finance Director or General Secretary or Deputy General Secretary. Sub-grant expenditures can be authorised electronically or manually by the sub-grant partner and by the Director of Finance and Administration or General Secretary or Deputy General Secretary. Specific requirements for grants and sub grants will be recorded and registered and disbursements made in line with donor requirements.

1.2.3 Programme Expenditure

Expenditures for programmes are authorised by the programme director or assistant and co-signed by the Director of Finance and Administration or General Secretary or Deputy General Secretary.

1.2.4 Member Association Finances

Expenditures from national association general accounts must be authorised by the member association (via email/letter) and by the programme director or assistant and by the Director of Finance and Administration or General Secretary or Deputy General Secretary.

1.3 Follow up of payment approvals and/or documentation

In cases where approval and/or background documentation is missing the Personnel Assistant follows up with necessary staff members to get necessary approval and/or documentation

1.4 Payments entered into the system

Once all the approvals and documentation is received, the Personnel Assistant enters approved payments into the UBS banking system for payment. If the payment is to be made by cheque, the Finance Officer prepares the cheque for signing. In cases where the payment is made in cash or Western Union, the Finance Officer prepares the cash ad cash slip with necessary documentation for the relevant party.

1.5 Payment hand over to 1st signatory

The hard copy of payments is passed on to the first signatory for review and approval. The authorised signatories review the amount, accounts and supporting documentation for payment. If approved the payments are then passed on to the 2nd authorised signatory. If not, they are returned to the Personnel Assistant to follow up on the missing documentation.

1.6 Payment hand over to 2nd signatory

The hard copy of payments is passed on to the second signatory for final review and approval. The authorised signatories review the amount, accounts and supporting documentation for payment. Once approved the payment is then processed.

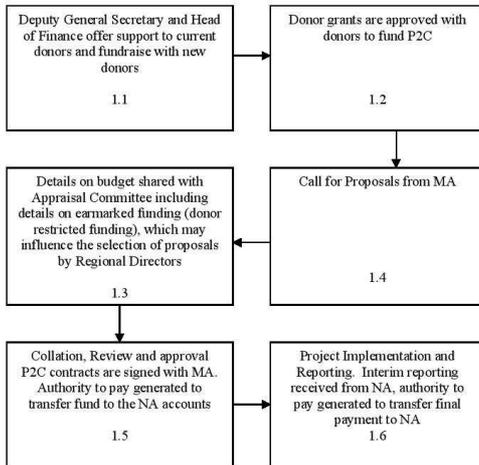
1.7 Payment hand over to Finance Officer

Once the payments are processed, the hard copy of payments is then passed on to the Finance Officer to enter into the accounts, file and reconcile with the Bank Statements at then end of the month.

1.8 Proof of Payment and receipt

Proof of payment is sent if requested. Grants and payments to individuals receipt signed by recipient. Invoice reminders checked by Personnel Assistant.

Grants Process Flow



Description

1.1 Donor support and fundraising

Fundraising Coordinator with Deputy General Secretary and Finance Assistance offer support to current donors, seeking new donors to fund projects.

1.2 Donor grants are approved

1.3 Budget presentation

Board approves funding from the leadership permanent fund (based on investment income and policy document)
Details on budget shared with Appraisal Committee including details on earmarked funding (donor restricted funding), which may influence the selection of proposals by Regional Directors

1.4 Call for proposals

- 1) The Deputy General Secretary (primary), and Regional Assistants review the documentation of the Call for correctness of annexes and dates. The package is available in English, French & Spanish. The team
 - ✓ Reviews the templates for applications to adjust as appropriate
 - ✓ Ensures all dates are confirmed
 - ✓ Organises sending out of Call for Projects
- 2) The Director Communications send out the Call by email, on website (and ordinary mailing/fax to MAs with no email), twice a year (January & July). The website is updated accordingly

- 3) The Regional Directors, Technical Advisor (HIV and AIDS), and Regional Assistants encouraged Member Associations to send in draft proposals throughout the year. These draft proposals are then submitted for technical review and advice
- 4) The Grant Manager centrally receives the Proposals from Member Associations through a central email, acknowledges receipt and forwards to Regional Desks. (Deadline 31 March & 31 October)

1.5 Proposal collation, review and approval

- 1) The Finance Assistant Collate all proposals received into a matrix by region, project title; amount requested and date proposal received (1st week April and November).
 - ✓ Tabulates and prepares a summary sheet
 - ✓ Distributes the proposals to Regional Directors for review, prepares one page summary for proposals in French/Spanish
- 2) The Regional Directors, Technical Advisor (HIV and AIDS), and Regional Assistants Preliminary review of proposals by the Programme Directors and exchange and advise with MAs on improvement (1st two weeks April and August) to:
 - ✓ Ensures all documents and annexes are provided
 - ✓ Ensures application meets the standards of the application guidelines
 - ✓ Advises member association on the technical aspects for quality of the proposal according to the check list
 - ✓ Selects proposals for submission to Appraisal Committee (taking into account earmarked funding) and follows up with member associations whose proposals are not selected.
- 3) Finance Assistant in consultation with Deputy General Secretary sends final selected proposals submitted to the Appraisal Committee 7 days before meeting (3rd week April and November). The Committee members are to read all the final proposals selected (3rd week April and November). The Finance Assistant in consultation with the Deputy General Secretary additionally:
 - ✓ Confirms date and agenda of the appraisal committee meeting

- ✓ Distributes the final proposals for review to the Appraisal Committee
 - ✓ Submits summary information on statistics of the applications and any other information that can inform the Committee
- 4) Director Finance & Administration and the Finance Assistant give confirmation of funds available including funds earmarked for certain issues or regions
 - ✓ Updates on budget shared with Appraisal Committee
 - 5) Appraisal Committee meets to review the proposals
 - ✓ Deputy General Secretary chairs the appraisal committee meeting
 - ✓ Regional Directors make a formal presentation of proposal from own regions
 - ✓ Grant Manager prepares the summary record of the appraisal committee meeting and shares with Appraisal Committee, then submits the recommendations to GS for review and approval
 - 6) Approval Process (May and December): The General Secretary reviews the recommendations of the Appraisal Committee and approves the final selection with necessary amendments or specific follow up action with the Programme or Finance teams
 - 7) Regional Directors & Regional Assistants send a formal letter to Member Associations (May and December) informing them if they were approved, approved in principle, rejected, based on standard letter and signed by the GS. Revised proposal requested for projects approved in principle
 - 8) General Secretary, Director Finance and Administration review and sign project agreements (on going from May and December)
 - ✓ Finance prepares the grant agreement
 - ✓ GS signs on behalf of World YWCA
 - ✓ MA GS or President signs on behalf of the association Finance files the original signed document

1.6 Project implementation and reporting

- 1) Disbursement of Funds: Grant Manager (to prepare payment) 80% upon receiving the signed agreement, 20% after mid term report

- 2) Regional Directors, Regional Assistants support as needed. Payment prepared and transferred
- 3) Project Coordination: Regional Directors, Technical Advisor (HIV and AIDS), and Regional Assistants:
 - ✓ Provide ongoing technical advice and support
 - ✓ If applicable, may suggest potential regional or national partners
 - ✓ In the event of grant implementation changes or amendments, reviews the agreement
- 4) Project Reporting from member associations: Regional Directors and Assistants (Finance Assistant provides list of reports due) track and follow-up for mid term and final Narrative Report, and Financial Report.
 - ✓ Tracking and follow-up for Mid term and Final reports and financial statements
 - ✓ Track regional learning's from the projects and prepare analysis
- 5) Future Strategy & planning based on analysis; monitoring, evaluation and narrative reporting. Deputy General Secretary assisted by Programme Dept, Finance & Administration, Communications report to the Board, mid term and final narrative reports to donors and partners
- 6) Financial reporting communication with donors; Finance & Administration report to Board and donors mid term and final annual financial report.

Time lines:

Work with member associations on applications and projects are ongoing throughout the year.

For review of new proposals four weeks is the minimum requirement for the process, this would usually be the month following the deadline: April and November of each year. Two weeks should be reserved for reviewing the projects within regions, one week for quality reflection on all proposals, then one week for the Project Appraisal Committee meeting.

(1) Revenue recognition (institutional revenue):

In general, the organization recognizes revenue when the following criteria is met:

- a) The amount of revenue can be **measured** reliably.
- b) It is **probable** that the economic benefits associated with the transaction will flow to the entity.

(2) Contracted based grants represent agreements signed with donors that specify terms and conditions to the grant; i.e. restrictions as to use of funds for projects or specified activities within a project, periods over which the funds can be used, etc. (NB: This excludes cash donations and/or grants provided with no contractual relationship).

- A.** For government or government related grants, such as NORAD and AusAid, the organization recognizes revenue following IAS 20 based on the level of expenditures. *^{*}
- B.** For grants / contracts that are restricted to a specific project/fund, the organization recognizes revenue based on the level of services rendered or level of expenditures incurred, up to the amount specified for that year (if applicable). *^{*}
- C.** For grants / contracts that are not restricted to a specific project but are restricted to a time period, the organization recognizes revenue based on the specified time frame.

Note: A donor's payment schedule would not prevent recognition unless it inferred expenditure was limited to a future accounting period.

- D.** For grants / contracts that are not restricted to a specific project or time period, the organization recognizes revenue up front upon signing of the agreement.

Note: In terms of reporting requirements, although periodical (every six months or yearly), they have not historically precluded the organization to earn the revenue at the amount committed per contract.

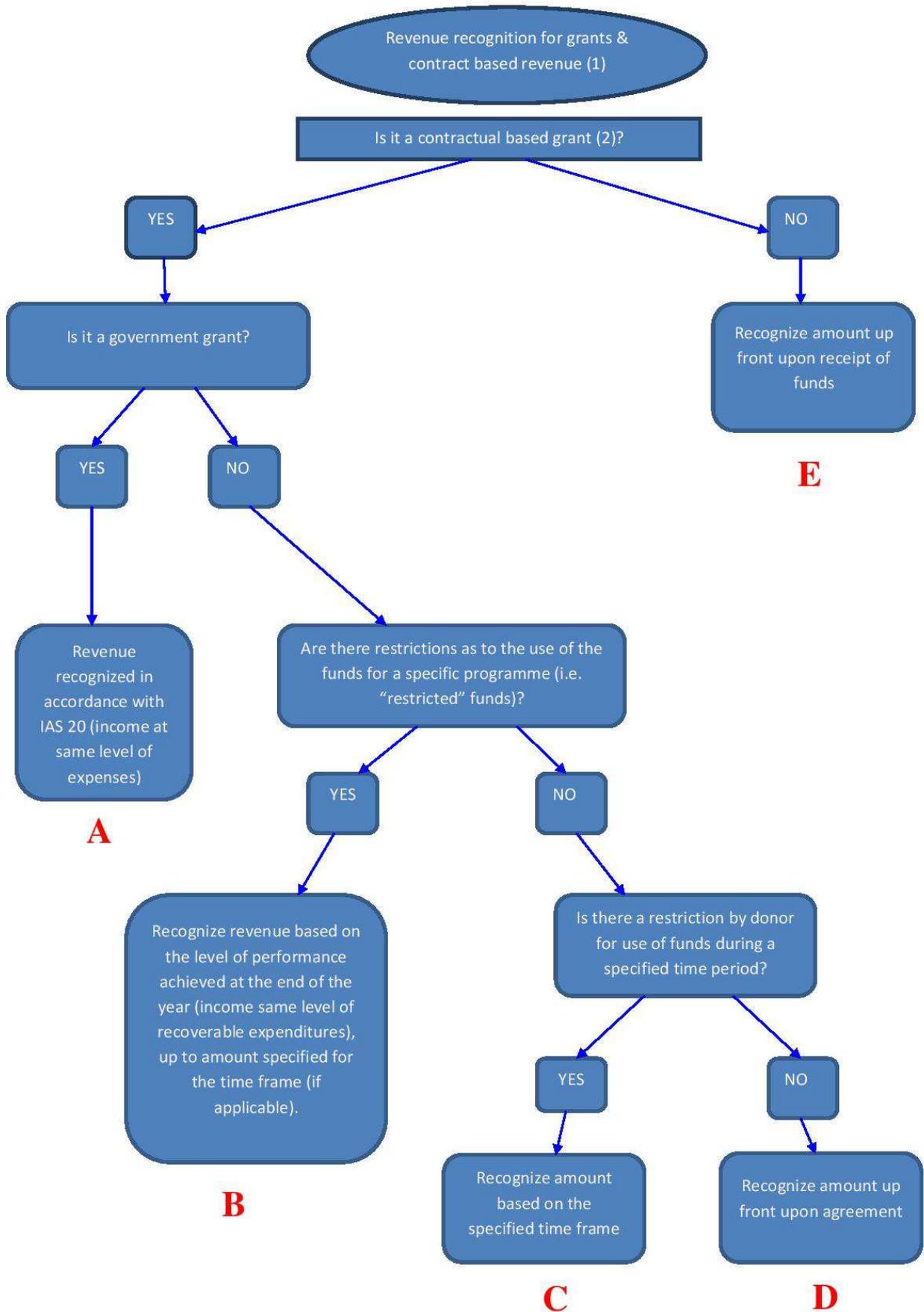
- E.** For grants which are not contractual based, the organization recognizes revenue up front upon receipt of the funds (i.e., donations)

*The remaining funds which are measurable and probably are recorded as current (within the next 12 months) and noncurrent (over 12 months) deferred income / receivable.

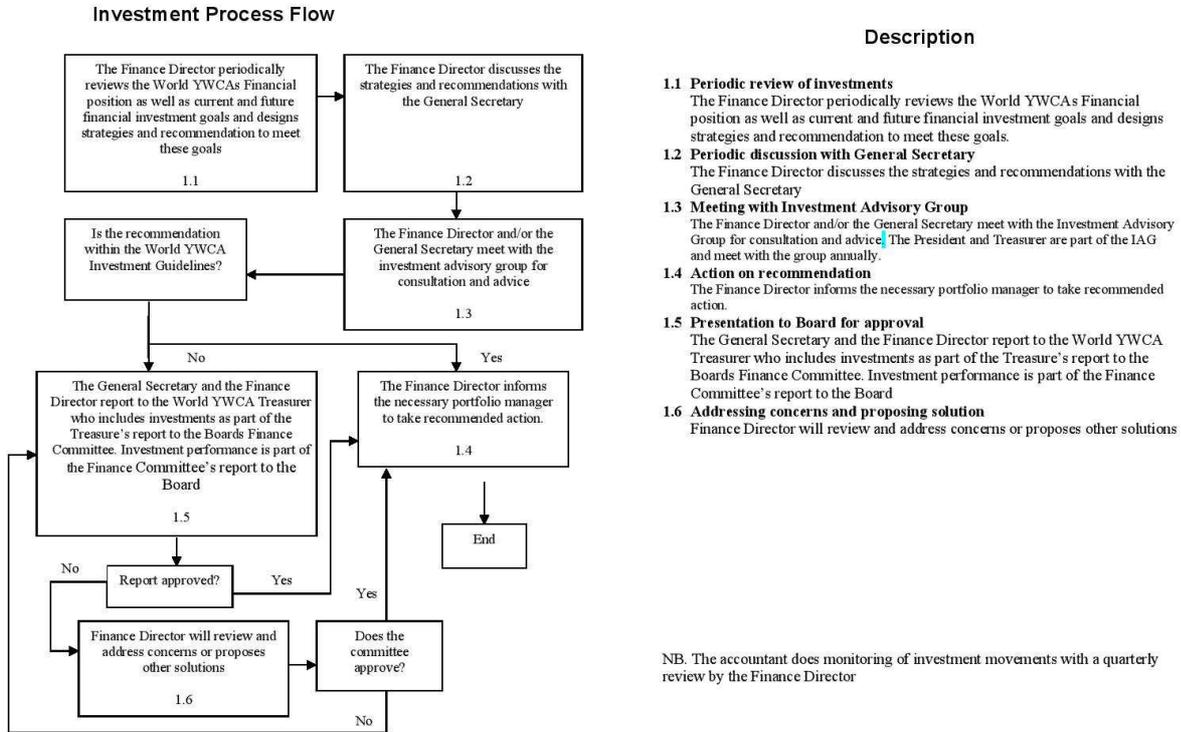
^{*}For the funds which are pledged but not guaranteed, they are disclosed in the notes as contingent assets.

Considerations:

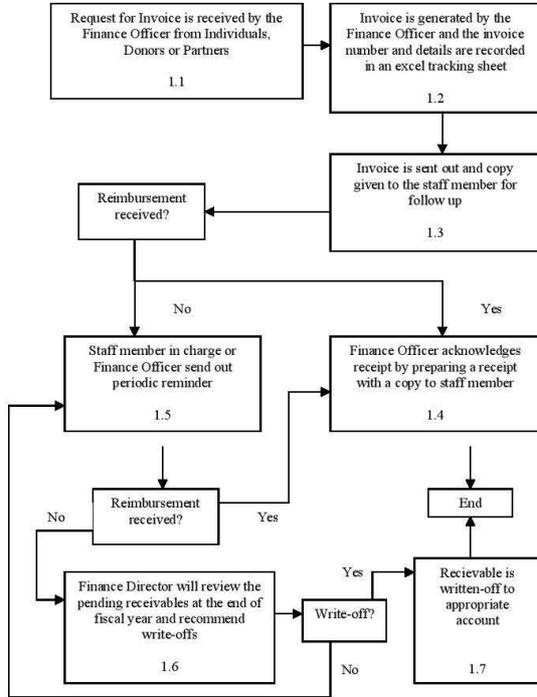
The organizations position is that revenue recognition should not be tied to cash flows or reporting requirements. Occasionally, funders might not disburse the last small percentage of revenue until presentation of the final report, it is the organizations position to recognize revenue as historically the organization has always been able to earn all revenue.



INVESTMENTS WORKFLOW



Accounts Receivable Process Flow

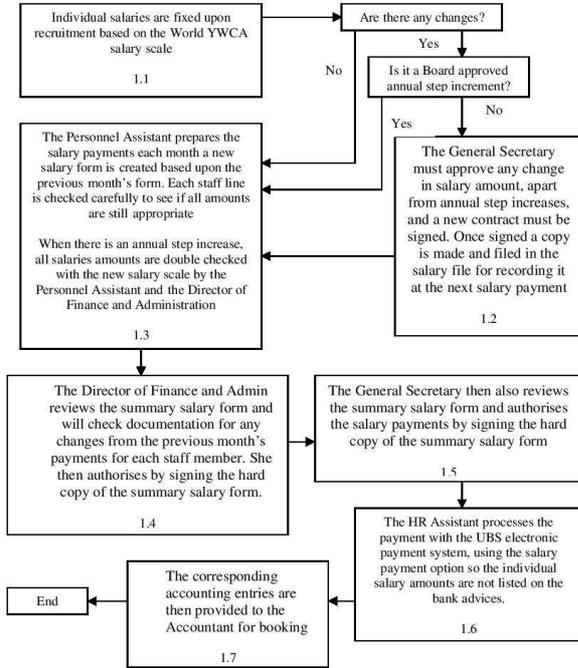


Description

- 1.1 Request for Payment**
Request for invoice is received by the Finance Officer from an individual, organisation or partner with supporting documentation.
- 1.2 Invoice is generated**
Invoice is generated using the official invoice template and signed by the Finance Director. The invoice is recorded in an excel sheet for invoice number tracking purposes.
- 1.3 Follow-up of payment**
A copy of the invoice is sent to the Staff member in charge to follow up with the individual, organisation or partner for payment.
- 1.4 Reimbursement received**
When the funds are received, the staff member in charge is informed and a receipt is then sent to the individual, organisation or partner
- 1.5 Follow-up and reminders**
If the reimbursements are note received the Finance Officer reminds the staff member in charge to send out periodic reminders of the outstanding payment.
- 1.6 Review for write-off**
At the end of the fiscal year the Finance Director reviews the pending receivables and informs the Finance Officer as to which receivables should be written off, based on the correspondence between the World YWCA and the relevant party.
- 1.7 Write-off**
Once the decision is made to write-off a receivable, the Finance Officer processes the write-off to the appropriate account, identified by the Finance Director.

PAYROLL WORKFLOW

1.1.1 Salary and Benefit Payment Process Flow



1.1.2 Description

The World YWCA salary scale is part of the World YWCA Personnel Policies and Regulations (last updated by Board approval in October 2009), which also determine entitlement to other benefits (eg. installation and removal allowance, home leave, language classes etc.).

1.1 Salary rate:

Individual salaries are fixed upon recruitment based on the World YWCA salary scale, the grade of the post, and the appropriate step according to skills and experience, and are confirmed by the personnel contract between the General Secretary and the hired staff.

1.2 Changes in Salary

The General Secretary must approve any change in salary amount, apart from annual step increases, and a new contract must be signed. Each time there is a change in salary or benefits (eg. change of contract for staff, change of rent amount, or any deductions for private travel or private expenses etc) a copy is made and filed in the salary file for recording it at the next salary payment. Any deductions from salary for private expenses must be approved first by the individual staff member.

1.2.1 Annual step increment

An annual step increment is included in the approved World YWCA salary scale and is approved annually by the Board. Staff members with a new contract at 31 March (i.e. under six months) and staff who have reached the last step of their salary grade are not eligible for a step increment

When there is an annual step increase, all salaries amounts are double checked with the new salary scale by the Personnel Assistant and the Director of Finance and Administration. New salaries are announced to the Patrimonia and new Pension fund amount will be input for the employer's portion. The employee's portion is a fixed % of 6.5%. The employer's portion is 6.5%.

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PAYROLL WORKFLOW

plus administration costs and risk insurance calculated by Patrimonia (currently a total of 9.73%).

1.3 Preparation of Salary Payment

The Personnel Assistant prepares the salary payments each month a new salary form is created based upon the previous month's form. Each staff line is checked carefully to see if all amounts are still appropriate. Deductions are recorded accordingly. Records of salaries and benefits/deductions are maintained on a password-protected Excel spreadsheet.

1.4 Finance and Administration Director's authorisation

The Director of Finance and Administration reviews the summary salary form (including benefits and deductions) and will check documentation for any changes from the previous month's payments for each staff member. She then authorises the salary payments by signing the hard copy of the summary salary form.

1.5 General Secretary's authorisation

The General Secretary then also reviews the summary salary form and authorises the salary payments by signing the hard copy of the summary salary form.

1.6 HR Assistance Processes Payments

The HR Assistant processes the payment with the UBS electronic payment system, using the salary payment option so the individual salary amounts are not listed on the bank advices.

1.7 Accountant books and files payments

The corresponding accounting entries are then provided to the Accountant for booking and the detail of the salary amounts are filed in a secure cupboard.

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Appendix 7 – World YWCA Policies and Guidelines on Investment, Sponsorship and Gift Processing

World YWCA Policies and Guidelines on Investment, Sponsorship and Gift Processing

Contents

Discussion on World YWCA Ethical Investment Policy

Event Advertising & Sponsorship Policy

General Principals for Corporate Partnership

Guidelines for the Acceptance and Crediting of Planned and Deferred Gifts

1. Executive Committee Discussion on an Ethical Investment Policy

The World YWCA has had an ethical investment policy, which has been based upon its Constitution and its Policy Statements.

In practical terms, this has meant that in its investments and in other practices, the World YWCA has attempted to avoid investing in companies, which make products or do business in those areas which would be counter to our policies.

Based on our Constitution and Policy Statements, there are four general areas which we would want to carefully examine corporations, banks or governments, for potential investment with our portfolio or from whom we might be seeking financial support for our work:

- Disarmaments
- Women and Children's Health
- Environment
- Human Rights

The World YWCA has sought the advice of other organisations and our Financial Advisers as a new corporation is suggested for investment or for fundraising.

This ethical investment policy has not been stated in writing in more specific terms as yet. We are currently beginning a process of looking at the Ethical Investment Policies of our national associations and other organisations, and reviewing a written policy statement with our Executive Committee.

Date: 2/2/93

2. Event Advertising & Sponsorship Policy

Approved: World Executive Committee, 17-22 September 2001

Preamble

The World YWCA pursues financial partnerships with a range of funding bodies to meet the costs associated with World Council and other large events. Potential sponsors may include business, government, philanthropic or ecumenical donors and individuals.

In seeking these partnerships, the World YWCA will be guided by its Purpose, Constitution and the broader policies of the Association, including those on fundraising and corporate partnerships.

Policy

The World YWCA will permit the following forms of sponsor recognition to be negotiated on a case-by-case basis:

Sponsor name, logo or message on conference promotional materials

Sponsor name, logo or message displayed at sponsored events

Inclusion of sponsor materials in event or conference satchels

Verbal acknowledgement at opening and closing ceremony of event or conference

Promotional stand outside main meeting room

Attendance at relevant sessions of the event or conference

Sponsor recognition will not be permitted where messages are in conflict with the activities or policies of the World YWCA or imply that the World YWCA endorses the sponsor or their product. Sponsor name, logo or message can be displayed in the plenary room, but is not permitted on the main podium or lectern.

3. **General Principals for Corporate Partnership**

Approved by the World Executive Committee, September 2001

The General Principles for Corporate Partnerships are designed to establish strong partnerships with the business and corporate community; raise funds to support women and girls; educate and raise awareness of the YWCA vision and strengthen the global movement.

- **Compliance with Applicable Law:**

The prospective corporate partner to be in compliance with applicable local, national and international laws.

- **Commitment to the Vision of the YWCA:**

The development and management of business partnerships should be consistent with the Vision of the YWCA and the policies and procedures that stem from the Vision. In this regard, the YWCA will engage corporations that have demonstrated a commitment to the Vision. However, a poor record that is counter-productive to the Vision may be reason to work with the potential funder, business or corporation so long as there exists a commitment to improve.

- **Commitment to the Advocacy Work of the YWCA:**

The development and management of business partnerships should be consistent with the Advocacy work of the YWCA. However, a poor record in the areas outlined in the YWCA Vision may be the reason for working with a potential funder, business or corporation if there is a clear commitment to improve. A corporate partnership will not preclude the YWCA from its commitment to advocacy work, and rather will provide an opportunity to employ actions relating to advocacy.

The actions we value include:

- The self-determination of women and girls in all areas of life
- Leadership which improves the status of women and children around the world
- Young women's leadership
- The care of the environment

Regardless of partnerships, the YWCA will maintain its commitment to advocate on behalf of women and girls and for justice, peace, health, human dignity freedom and care for the environment.

- **Avoidance of Conflict of Interest:**

When a conflict of interest arises, it will be examined within the context of the YWCA's Vision. It is important for the Executive Committee to ensure that no individual or business benefits at the expense of the YWCA's Vision, reputation or the community it serves.

- **Transparency:**

In its partnerships with corporations, the YWCA is committed to making actions transparent and understandable to the public.

4. **Guidelines for the Acceptance & Crediting of Planned & Deferred Gifts**

Approved by the World Executive Committee September 2001

- When appropriate, donors may be encouraged to consider making a planned gift
- These gifts can be counted toward the campaign goal and the donor can be recognised as a campaign contributor in keeping with the guidelines below), so long as the gift is unrestricted, or is designated for a purpose consistent with the campaign goals.
- All planned gifts must be confirmed in writing, with proper documentation provided to the World Office.
- Irrevocable gifts can be counted toward the campaign goal in the same way that any binding gift or pledge is counted. Revocable gifts can be counted toward the campaign goal, in a distinct category.
- In the specific case of a gift of life insurance, a policy which names the YWCA as the owner shall be considered revocable, while a policy in which the YWCA is both beneficiary and owner shall be considered irrevocable.
- Planned gifts will be counted toward the campaign goal at face value. Donors will be recognised in a manner that is consistent with – but distinct from–donors of outright gifts with a similar value.

Appendix 8 - Gifts policy - Staff Handbook

3.6 Gifts

3.6.1 Gifts from the World YWCA

In General the General Secretary, Deputy General Secretary or Finance and Administration Director must approve gifts from the World YWCA. Gifts should be of modest in value and not cause undue burden in term of value or purchase to the organisation. Proper planning and research should be done before the purchasing gifts and a care should be taken in understanding different restrictions that may exist for people we plan to give gifts too.

3.6.1.1 Gifts to Member Associations

When a staff member travels to a national or local YWCA Should staff need to take a gift as a token from the World YWCA this should not exceed CHF 100. The General Secretary, Deputy General Secretary or Finance and Administration must approve gifts of larger amounts.

3.6.1.2 Gifts to Speakers and World YWCA Representatives

In general the World YWCA does not give gift to Speakers and/ or World YWCA representative at meeting or other functions any exceptions can be made with the approval of the General Secretary, Deputy General Secretary, or the Director for Finance and Administration.

3.6.1.3 Gifts to Staff Members

The organisation recognises that there are various occasions to give gifts or flowers to staff members. These gifts should be modest in cost any gifts exceeding CHF 100 requires prior approval from the General Secretary, Deputy General Secretary or the Finance and Administration director. The organisation at the discretion of the leadership team can give provide gifts to staff members who have served 20 years in the organisation as a token of appreciation. The gift should be modest and a small gathering may be planned for the occasion.

3.6.1.4 Celebrations

The organisation has a practice of holding a small staff celebration for staff members on their birthdays including a small gift. The cost of the celebration should not exceed CHF 100 and the General Secretary, Deputy General Secretary or Finance and Administration can approve any exceptions for key birthdays.

Any other expense for organizational planned celebrations will be approved and the General Secretary, Deputy General Secretary or Finance and Administration.

3.6.2 Gifts to the World YWCA

3.6.2.1 Gifts from Suppliers

Employees are prohibited from accepting gifts from current or prospective suppliers and vendors valued at over CHF 1000. All gifts must be reported to the Director of Finance and Administration. The employee may retain for personal use small items, such as key chains, notepads, etc. Some suppliers such as printers might provide "samples" of their goods to give staff a better idea of their product. This practice is considered acceptable. Gifts of food items, such as Christmas gift baskets, are considered to be gifts to the entire staff and not just the staff member it is addressed to.

3.6.2.2 Gifts while on Duty travel

All gifts received while on duty travel as a representative of the World YWCA for the World YWCA, must be reported to the Director of Finance and Administration. Such gifts are the property of the World YWCA and will be used as appropriated by the Leadership Team. A log of gifts received will be kept and updated by the relevant staff and any valuable items shall be insured and safely stored.

3.7 Cash Reimbursements or Advances.

A form is available from the finance office, which is to be completed and signed by the head of department and provided to the accountant.

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