



2015 ACCOUNTABILITY REPORT

Accountability in our Actions and Strategy



WorldYWCA

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List of Abbreviations

ECOSOC	Economic and Social Council
GS	General Secretary
IFRS	International Financial Reporting Standards
MA	Member Associations
M and E	Monitoring and Evaluation
SGMA	Standards of Good Management and Accountability
SDG	Sustainable Development Goals
UN	United Nations
YWCA	Young Women's Christian Association
WC	World Council

1. Profile Disclosure - Strategic commitment to Accountability - Statement from the most senior decision maker of the organization



At a time when conflict, war, violence and discrimination is still present around the world, with growing inequality and poverty, the mission of the World YWCA is more relevant than ever. There is a long way to go before girls and young women globally can enjoy their basic human rights.

Accountability in our actions and strategy

For the World YWCA, accountability is a pillar of our mission to make a difference to the rights of women,

young women and girls around the world each and every day.

As we move towards our ambitious goal in 2035, I am confident that the World YWCA will continue to use its collective power to create a fully inclusive world where women's leadership generates peace, health, human dignity, freedom and a sustainable environment for everyone.

In 2015, at our World YWCA Council, the World YWCA Movement set a clear direction for the future with our [Vision 2035 Goal](#), which states: **"By 2035, 100 million young women and girls transform power structures to create justice, gender equality and a world without violence and war; leading a sustainable YWCA movement, inclusive of all women."** This commitment confirms our contribution to United Nations (UN) Sustainable Development Goal (SDG) #5, achieving gender equality.

Our Strategic Framework for the next four years includes a focus on young women's leadership, human rights and Sustainability. I am confident that this framework will enable us to continue to strengthen our accountability and to build on the many successes and achievements of 2015, the most notable of which included:

- Influencing the global agenda and decision-making on women's rights. In 2015, we continued our work as a driving force in claiming and influencing women's rights and policies. Through our advocacy efforts, we played a key role in influencing governments and policymakers on women's issues and women's rights at several strategic international events.
- Continuing our strong advocacy in the area of Violence against Women. In 2015, one of our main focus areas was advocating to end early, child and forced marriage. We also began working more closely with faith leaders in many countries to help bring an end to harmful traditional practices, such as child marriage and female genital mutilation.
- Actively promoting sexual and reproductive health and rights for girls and young women. In 2015, we continued our strong focus on championing access to information and health services on sexual and reproductive rights for girls and young women.
- Driving forward our strong focus on training girls and young women to lead. In 2015, we ran several Young Women's Forums in conjunction with global events, as well as a two-day forum before our World Council (WC). This provided young women with a space to share their

experiences and learn how to advocate for their rights, while inspiring and empowering them to lead. At our 2015 WC, young women's leadership within the movement reached a new level with the creation of a new World Board, where 60% of Board Members are young women under the age of 30.

Accountability is key in a changing and demanding environment

Challenging time

We are operating in an increasingly professionalised environment with ever-growing demands from partners for quality-based reports with a specific focus on the internal control environment and the procedures of the organisation.

Donors' contracts now have systematic reporting and/or audit clauses as well as requirements on compliance to specific Codes of Conduct, ethical guidelines, internal procedures and specific norms.

Changing Funding conditions and value for money

With significant political shifts and technological advancements, the world is changing in a way that will highly impact the development sector. As a result, the Aid world is emphasizing the value of money doing the right things in the right places, transparency and request for results. Civil society is changing, with greater specialisation, more advocacy and increased humanitarian and peacebuilding engagement.

In this framework, the World YWCA had to put accountability as a priority in operating and internal processes:

In 2015, we started to invest in organisational effectiveness with a significant shift in our internal processes and a focus on human resources and finances. We also worked to strengthen the internal controls and the financial management tools. We are still reviewing and upgrading our personal policies in line with local regulation and best practices. We also initiated new written policies for our operations department and for finance processes. The World YWCA had an unqualified audited financial statement for its general annual operations as well as for specific project grants.

In support of movement building, programme advocacy and fundraising, the World YWCA stepped up its social media footprint in various spaces: [Facebook](#), [Twitter](#), [Women Leading Change Blog](#) and [YouTube](#).

We intend to continue driving these improvement actions as our priority. We are pleased to be part of Accountable Now, and we are grateful for the support provided to make the work of the entire sector more accountable and professional.



Sara Llori

Interim General Secretary
June to October 2016

2. Organisational Profile

2.1- Name of the organization

The name of the organization is the World Young Women's Christian Association (World YWCA) which shall be known as the World YWCA¹.

2.2- Primary Activities

The World YWCA is a faith-based organisation that advances the empowerment, leadership and rights of women, young women and girls in more than 120 countries around the world. We are a volunteer-based movement that has been at the forefront of progressing women's rights for more than 160 years.

We are rich in diversity, and our members and supporters include women and men from many different faiths, ages, backgrounds, beliefs and cultures. Yet we are all working toward the same common vision of "a fully inclusive world where justice, peace, health, human dignity, freedom and care for the environment are promoted and sustained by women's leadership." The World YWCA recognises the equal value of all human beings.

Our 2012-2015 strategic framework goals are:

- Women's Intergenerational Leadership;
- Women's Rights
- Movement Building and Good Governance

Our work is guided by a human rights framework, as well as the SDGs and international treaties and platforms for advancing women's rights. We also collaborate with many partner organizations globally. The organization enjoys a special consultative status at the UN Economic and Social Council (ECOSOC).

For more information see our [2015 Annual Report](#)

2.3- Operational Structure of the organization

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

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

The World YWCA President, Treasurer, Officers (Vice Presidents) and GS meet online for periodic briefings during the year. The GS presents periodic reports to the President and Officers, as well as

¹ Art. 1 – [World YWCA Constitution](#)

² Art. 5 – [World YWCA Constitution](#)

an annual report to the board. The Board also conducts consultations with the movement on different matters.

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

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



Financial Year: 1 January to 31 December 2015.

2.4- Location of the organization's headquarters

The World YWCA office is located in: [16 Ancienne Route, 1218, Grand Saconnex, Geneva, Switzerland.](#)

2.5- Number of countries where the organization operates

The World YWCA Secretariat operates physically from Geneva with a global scope. As a federation, the organization is present in 109 countries through affiliated member associations (79 full members and 30 associate members) and has a presence in 12 other countries with developing YWCA groups (community groups working toward affiliation).³ At WC in Bangkok, under the implementation of membership policies, YWCA Tonga was disaffiliated and YWCA Armenia (full member) and YWCA Burkina Faso (associate member) were affiliated.

Affiliated MAs by region (109):

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

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

³ YWCAs Developing Groups: Costa Rica, East Timor, Ivory Coast, Kazakhstan, Kosovo, Macedonia, Mali, Malta, Moldova, Mongolia, Senegal, Swaziland

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

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

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

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

North America (2): Canada, USA

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

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

2.6- Nature of ownership and legal form

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

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

A World Board provides oversight of the organisation's strategy, policies, governance and finances. The Board is made up of 20 women, who are elected by representatives from the 109 affiliated member associations at the World YWCA Council. 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 MAs. The secondary targets are the families and communities that the YWCA engages with and supports. The World YWCA also targets policy makers and opinion leaders in the faith communities, social movements and NGOs, and governments and multi-lateral institutions such as the UN. The main geographical area(s)/region(s) of intervention are Africa, Asia, Caribbean, Europe, Latin America, Middle East, North America and Pacific.

2.8- Scale and Scope of the reporting organization

World YWCA (World Office - Secretariat)

Number of members: 109 Affiliated Member Associations (+12 developing YWCAs groups working towards affiliation) Presence: 121 countries

Number of employees: 22

Number of consultants: 12

Number of volunteers: 27

Number of young women interns: 3 long term interns plus 4 short term interns

WC volunteers: 258

WC consultants: 8

Non-Current assets	= 121,869 CHF	
Current assets	=17,611,448 CHF including mainly:	
	*Cash & investments	= 14,812,126 CHF
	*Account receivables	= 2,759,354 CHF
Total current assets	= 17,733,317 CHF	
Total fund balances & reserves	= 13,130,876 CHF	
Liabilities	= 4,602,411 CHF including mainly:	
	*Employee benefits	= 556,340 CHF
	*Account payable	= 782,222 CHF
	*Deferred revenue	= 3,198,376 CHF

The net revenue/income corresponds to the cost incurred on the grants, affiliation fees, donations and legacies ([See financial report notes](#)). The part of the grant not spent is booked as “deferred revenue”. The accounts receivable mainly related to affiliation fee (266K CHF) and the cash to be received from donors.

Affiliated Member Associations⁴ (Federation)

1.6 million Individual members
 110,000 Individual volunteers
 4.6 million Programme participants/year
 Estimated Total budget for 2015: 70 million USD
 Estimated Total income for 2014: 99 million USD

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

2015 was a very important year due to the World YWCA Council Meeting, where the movement met, presented reports and made policy decisions for the next 4 years. At the same time, major staff changes occurred and the focus of the office was to continue to work smoothly and as normally as possible, fulfilling the responsibilities of the organization in the best way while reducing activity in some areas. We can happily inform that in May 2015 the full leadership team was finally recruited.

The WC welcomed new members to the movement by affiliating YWCA of Armenia as a full member and YWCA Burkina Faso as an associate member. The two associations satisfied the significant indicators related to the World YWCA conditions of affiliation. Following the implementation of the disaffiliation of dormant MAs policy, the WC disaffiliated YWCA of Tonga.

The WC also took major decisions to implement the Accountability Charter commitments and adopted the Strategic Framework 2016-2019. The 3rd Goal in the Strategic Framework is to build an effective, well governed, accountable and sustainable movement that has robust assets to sustain the work of the movement and has a key action to “implement the accountability framework for the World YWCA, including a formalised monitoring and evaluation strategy, processes and the International Accountability Charter (INGO).” (For more details, access our strategic framework 2016-2019 [here](#)).

Some of the major changes initiated during 2015 are related to financial and organisational sustainability of the organization. The World YWCA established short-term and long term goals, namely:

- To improve the financial health of the organisation in the short term; and

⁴ Data from 4 year questionnaire survey

- To prepare for a mid- and long-term strategy that would result in financial growth and a sustainable organisation.

The World YWCA established the following specific objectives to achieve the above goals:

- To review the financial business model of the World YWCA;
- To strengthen internal controls and approaches for expenditure management;
- To review and monitor a new approach to investment management;
- To support an IT audit to increase efficiency within the organisation;
- To facilitate the review of the Affiliation Fee Formula; and
- To increase organisational management and provide advisory support to the General Secretary and the Finance Team on Human Resources (HR).

2.10- Awards received in the reporting period

No awards received during 2015.

3. Reporting Parameters – Report Profile

3.2- Reporting Period for information provided

This report covers a 12 month period, from January to December 2015.

3.3- Date of most recent previous report

2014.

3.4- Reporting Cycle

January to December.

3.5- Contact Point for question regarding the report or its content

Sara Llorc –Head of Finance and Operations – sara.llorc@worldywca.org

Caterina Lemp Bitsacopoulos - Operations Officer Compliance and Movement Coordinator – caterina.lemp@worldywca.org

Report Scope and Boundary

3.6- Process for defining report content

Due to the organizational changes that continue during 2015, the compilation of this report was led by one staff, with the collaboration of the full team and guidance from the leadership team.

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

The feedback from the Panel has been very useful in generating a lot of dialogue and reflection, as well as helping to identify the importance of proper policy implementations. The recommendations and/or comments from the Panel have been informed key recommendations from the executive to the governance bodies and key decisions in relation to this have been made during this year.

3.7- Boundary of the report

The report covers the World YWCA's activities, policies and performance, focusing on the accountability progress of the full organization (World YWCA Board and Office), as an affiliated member of Accountable Now.

Following feedback received through the Accountability Charter reporting process, in the future we intend to be able to report more substantially about the 109 affiliated MAs. However, this report includes information from the different MAs activities when is available and appropriate.

We would also like to explore in the future the piloting suggestion from the Panel and we have already identified some member associations who have manifested their interest to learn more on how to implement better accountability policies and practices. We would appreciate if we could get some advice on the possibility to receive some financial and human support on this topic.

3.8- Specific limitations on the scope or boundary of the report

Regretfully, we are still not able to report in all the areas. For example, we are not monitoring our green gas emissions and we have not yet developed an integrated plan of implementation.

Fortunately, at this time we are able to report more about the affiliated member associations through the 4-year questionnaire results/report published during 2015.

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

Through the 4-year questionnaire we were able to access more substantial information from member associations. The [4-year report](#) examines the global progress made towards the implementation of the World YWCA 2012-2015 Strategic Framework, including key issues and trends affecting the World YWCA movement, such as compliance with the Conditions of Affiliation.

As is mentioned in 2.9, the World YWCA adopted a key action for the 2016-2019 strategic framework to "implement the accountability framework for the World YWCA, including a formalised monitoring and evaluation strategy, processes and the International Accountability Charter (INGO)." This is a big step forward in the efforts to align our internal accountability policies, tool with the Charter Commitments and to encourage the implementation of them by our MAs.

Due to our federated structure, it's important that the World YWCA incorporate and use the Global Reporting Initiative standards as an integrated part of its planning, monitoring, evaluating and reporting processes, as well as its implementation. This will help us sustain the movement and achieve our Vision 2035.

The World YWCA office headquarters is the direct affiliated member to the accountability charter. The implementation at this level is a priority to be able to expand it to the whole movement. We are very interested to explore the possibility of starting some pilots with interested MAs and we will appreciate any guidance on this.

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

The only significant change is the use of the results of 4-year questionnaire as the tool to measure affiliated MAs.

3.11- Table identifying the location of the standard disclosures in the report

Not applicable, as this is only one document.

4. Governance Structure and Key Stakeholders Engagement

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

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

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

World YWCA Board: Between WC meetings, the World Board is the main decision-making body for the World YWCA. The Board represents the diversity of the women of the movement. It has 20 members, two from each region, at least one of whom is age thirty (30) years or under at the time of election. All members of the Board sign ethical guidelines (Appendix 1).

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

The 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. Board Committees are served by staff, develop a quadrennial and annual work plan and report annually to the board, including recommendations for areas to improve.

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

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

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

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

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

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

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

As established in Art. 20.3 of the World YWCA Personnel Policies: "the annual performance evaluation of the GS shall be conducted by the World YWCA President." The appraisal is based in the GS performance of the objectives established by the President and Board.

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

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

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

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

Between WC meetings, affiliated MAs, 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, the movement and donors. In addition, the World Board shares its decisions regularly with the movement through an official communiqué.

For examples of internal stakeholders' consultation and involvement see [Accountable Now Report 2014](#).

An example of meaningful engagement and feedback from internal stakeholders and the positive impact on decision-making and policy processes is the adoption of the [Vision 2035](#) and its strategic actions by WC 2015. The ownership of the Vision 2035 Goal is based in the membership consultations and engagements, making the goal more implementable and achievable.

The use of social media tools ([Facebook](#), [twitter](#) and [blog](#)) and communication systems (Skype/GotoMeeting) has increased as a way to consult and engage with the internal stakeholders.

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

Board members are not compensated.

World YWCA Staff salaries are determined based on a salary scale defined in 2013. The GS Salary is determined by the Board. Due to the transition period, the World YWCA was unable to review the Staff Policies and Regulations and to align with the new salary scale. This work will be done in 2016 with the support of external human resources experts and will include alignment with local regulations.

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

At the beginning of the quadrennium, World YWCA Board members are introduced to core governance, accountability policies and guidance documents of the organization at their first Board Meeting as part of their orientation process. As part of this process the Board signed the World YWCA Ethical Guidelines (Appendix 1). The purpose of these guidelines is to outline the appropriate conduct, transparency, accountability, and good management practices for World YWCA Board members to protect the integrity of the World YWCA. The Ethical Guidelines also cover conflict of interest situations. We don't have a conflict of interest disclosure process; it is to be developed in the future. Also, Board members signed the [Child Protection Code of Conduct](#) and Social Media Policy (Appendix 2).

In order to be a Board member, a candidate must be member of a national YWCA. While they are elected by regions, their role and representation is global. Normally, they have multiples roles and responsibilities. For example, a Board member can be a board member or staff of a national YWCA.

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

Each WC elects a World Board, which reports back to the WC after four years in office. The World Board is accountable to the voting delegates at the WC who are representing their national YWCAs. Candidates for the World Board, including Officers, must be women from an MA, who are active members 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 WC, leads the procedure to elect the governing body of the World YWCA.⁵ 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 Committee as needed.

In addition, the World Board Governance and Constitution Committee has a mandate during this quadrennium to oversee and ensure implementation of a World Board evaluation process for Board meetings and for the Board's objectives for the quadrennium, as well as to ensure Board members adhere to the Ethical Guidelines. The Committee, along with the expert staff servicing the committee and the GS and President, conduct evaluations of board meetings. The results are shared with Board members and staff for review and consideration for next activities/meetings planning.

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

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

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

4.14-List of Stakeholders groups engaged by the organization

The World YWCA's main constituency is its 109 affiliated member associations and developing YWCAs groups (associations working towards membership). Through these associations, the organization reaches local associations and individual women, young women and girls 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, governments, UN agencies, INGOs and civil society organizations, private and academic sector organizations, regulatory bodies, the media and the general public.

In 2015, the main financial stakeholders outside the YWCA and individual donations and legacies were: Australia Government - Department of Foreign Affairs and Trade (DFAT), Christian Aid,

⁵ Art 65 – [World YWCA Constitution](#) - Functions of the Nominations Committee

Great Britain, Bread for the World (Formerly EED), Ministry for Foreign Affairs, Finland Government, Horyzon, Norwegian Church Aid, Norwegian Agency for Development Cooperation (NORAD), Novo Foundation and The David and Lucile Packard Foundation, Plan International, Robert Carr Fund, UN Women, United Methodist Women, YGlobal, World Day of Prayer, World Health Organisation.

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

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

The identification, selection and prioritization of our key stakeholders groups are initially determined by our Constitution and policy/programmatic guidance documents approved by the WC and the Board. The World YWCA identifies trends, reviews and re-defines priorities based on the realities YWCAs face at the local, regional and global levels.

5. Performance Indicators

I. Programme Effectiveness

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

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

The strategic framework is revised every four years in consultation with feedback from internal and external stakeholders. The World YWCA implements the plan in collaboration with MAs and partners. Each year the GS presents an annual report and work plan and reforecast budget to the board.

Diverse types of programmes, consultations, working groups, and regular contact with internal and external stakeholders contribute to the engagement of them in the design, implementation, monitoring and evaluation of the policies and programmatic areas adopted by the World YWCA. Internal and external organizational or programmatic evaluations and reports also inform the process. (For more detail see [Accountability Now Report 2014](#)).

During the quadrennium 2012 - 2015 the World YWCA appointed two Global Ambassadors, one on Leadership and a second on Envisioning 2035. Their role was to raise awareness and serve as champion of their topics within the movement and beyond. Their interactions with the movement contributed to a better understanding, an increase in dialogue and active participation from the constituencies and partners.

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

All internal and external stakeholders are invited to contact the World YWCA office for any feedback, comments, suggestions and complaints through the [contact us](#) section on our website. This communication is channelled to the World YWCA office email, and the person in charge forwards the information to the appropriate staff in the office for follow-up. No records were registered during 2015.

During 2015, World Board approved a complaints policy (Appendix 3). We did not address implementation in 2015.

Several policies have been approved during our 160 years of existence as an organization and a movement. We will review and align our policies and include them as part of the World YWCA implementation.

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 we did not have a proper system for monitoring and evaluation, the World YWCA will open a new staff position on monitoring and evaluation in 2016.

The results from the external evaluation of the Strategic Framework 2012-2015 Power to Change fund and Internship programme were used to develop the new [Strategic Framework 2016-2019](#) (See key finding in [4-year Report](#)).

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

As a women-founded, women-led membership movement, the World YWCA was founded on the principle of advancing women's empowerment and rights. With this main focus, the World YWCA works to advance gender equality (see gender policy in appendix 4). It recognises the importance of changes in attitudes, behaviours and practices, norms, laws and legislation to create real change in gender equality in all sectors.

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

The World YWCA has 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 also respects the meaningful involvement of vulnerable populations.

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

At WC 2015, the movement adopted a Resolution on Non-Discrimination it resolved that "the World YWCA and its Member Associations work to eliminate all discrimination, including but not limited to that based on race, ethnicity, religion or belief, health, status, age, class, caste, nationality, (dis)ability, sexual orientation, and gender identity or expression, condition of servitude, and against Indigenous peoples including practices, attitudes, policies and laws in their communities and countries." This work must include solidarity with and support for all women, young women and girls; lobbying and advocacy for the full realization of all human rights; and a rights-based approach to mobilizing and engaging communities. This resolution brings together previous WC resolutions, racial and ethnic groups (1967) Human Rights and Racism (1975). Health: HIV and AIDS (1991) Human Rights and Indigenous Peoples (1994) Discrimination (2003) CEDAW (2007). (See Full Resolution in appendix 5)

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 members evaluate project proposals and reports from Mas, using checklists to ensure that the MA project included key human rights principles and approaches.

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

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.

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

The formulation of the advocacy positions and public awareness campaign is based mainly on the WC and Board resolutions as well as on trends and needs identified by the World YWCA Office. They are communicated via different publications as WC minutes, a [WC popular report](#), [Board Communiqué](#), advocacy and campaigns materials via our website and different social media channels.

The organisation's written advocacy policies describe the criteria or circumstances in which it will involve itself. The policies define the process for adopting and implementing the organisation's positions, and involving partners, experts and other parties as appropriate. They also contain due diligence provisions and sign-off procedures ensuring legal compliance and avoiding unfair or irresponsible public criticism and undue harm to third parties (See Policy on Global Advocacy in Appendix 6).

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. 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 in the same strategic areas. (See examples in [Accountability Report 2014](#))

One of the major highlights on Advocacy during 2015, was the WC adoption of a Resolution on a World YWCA Advocacy Plan and Training: "Be it resolved that the World YWCA develop a four-year advocacy and training plan as an implementation tool for the advocacy work in each Strategic Framework, which identifies the key advocacy outcomes for the quadrennium, through targeted international and regional meetings, and the training activities that will support the outcomes. Further, that YWCAs adopt this approach as an ongoing way of working across the movement" (See full resolution in Appendix 7).

This plan will allow us to better plan and monitor the impact of the advocacy work and we will make sure to include in the plan corrective actions and exit strategies.

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 quadrennium 2015-2019, one of the key strategies to implement the World YWCA Strategic Framework was to 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 and programmatic work.

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 quadrennium, the World YWCA office will review and determine key programmatic and advocacy partners for the new quadrennium.

The World YWCA adopted in 2009 a Member Associations Partnership Guidelines (Appendix 8), to guide the movement on the internal partnership. Additionally, we use the [Partnership Tool book of The Partnering Initiative](#) to guide internal and external partnerships. We will take into account and consider the partnership principles developed by the International Civil Society Center and CIVICUS.

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 reforecasts the budget, 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.

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

During 2016, we plan to develop a manual on accounting policies and process

NGO8 Sources of funding

During 2015, our largest sources of funding were ecumenical partners followed by government funding, affiliation fees and member association contributions (either via affiliation fees payments or donations). For further detail, refer to our [2015 financial report](#).

WORLD YOUNG WOMEN'S CHRISTIAN ASSOCIATION

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED DECEMBER 31

		Unrestricted	Restricted	Total	Total
		2015	2015	2015	2014
	Notes	CHF	CHF	CHF	CHF
INCOME					
Member Affiliation Fees		484'968	-	484'968	594'871
Membership Contributions		47'950	124'265	172'215	110'746
Ecumenical Support		47'981	660'205	708'186	1'008'874
Governments / Co-op Agencies		-	786'134	786'134	674'342
Trusts and Foundations		-	309'018	309'018	429'793
Individuals and Legacies		273'701	-	273'701	66'529
Other Donations		560	162'807	163'367	128'724
Other Income		18'850	362'150	381'000	49'003
Donations new headquarters	9	12'477	-	12'477	12'477
Total Income	12	886'487	2'404'579	3'291'066	3'075'359

III. Environmental Management

EN16 Total direct and indirect greenhouse emissions by weight

Not recorded. We hope to start implementing some actions in this area in the coming years based on the examples of others INGOs.

EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved

The organisation has a draft Environmental Policy in the staff handbook, outlining purchasing of energy-efficient equipment, recycling measures and energy-conservative facility use. We expect that 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 reducing gas emissions. We look forward to learning from other peer organizations.

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. We do not carry out an environmental assessment.

IV. Human Resources Management

LA1 Size and Composition of total workforce

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

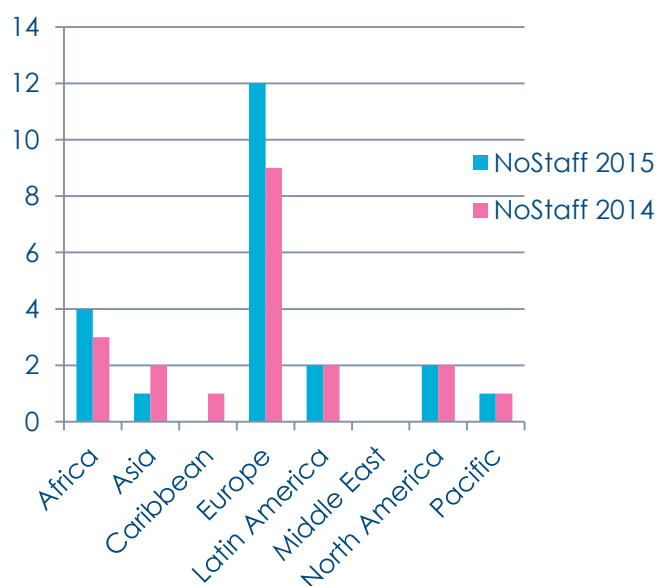
General Secretariat: Nyaradzayi Gumbonzvanda, General Secretary, Zimbabwe; Melodie Schlöpfer, Executive Coordinator (maternity leave from March to August, 2015), France; Caroline von Kimakowitz, Executive Coordinator (Interim from February to August, 2015), Brazil.

Programmes Department: Rita Muyambo, Head of Programme, Zimbabwe; Juli Dugdale, Global Programme Manager Women's Leadership; Focal Point Asia-Pacific, Australia; Hendrica Okondo, Global Programme Manager SRHR & HIV and AIDS; Focal Point Africa, Kenya; Caterina Lemp Bitsacopoulos, Programme Officer Membership Support; Focal Point Latin America, Chile, Linnea Hakansson, Programme Officer (From May, 2015), Sweden; Gladys Yegon, Programme Officer (From May, 2015, Kenya).

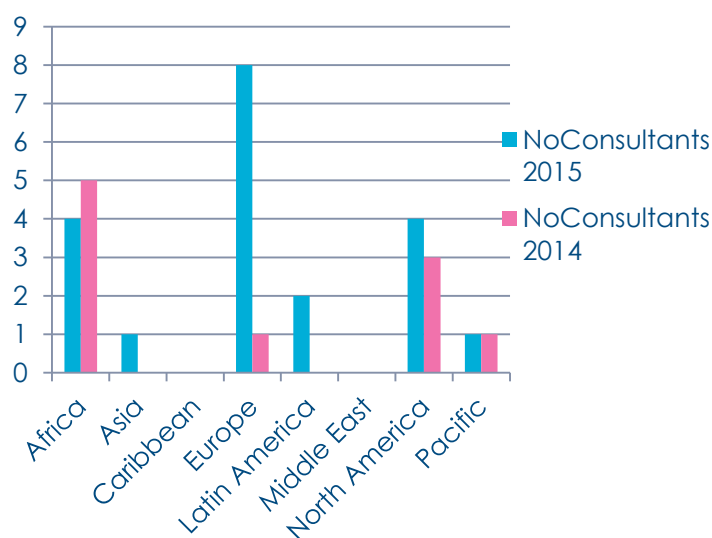
Communications Department: Kathleen Maksymec, Head of Communications, Canada (from May, 2015); Marcia Banasko, Communication Officer; Focal Point Europe, Great Britain; Maja Gosovic, Communication Officer (Until December, 2015), Serbia; Mathew Gaspare, Communication Officer (Interim from July to December, 2015), Switzerland.

Finance and Operations Department: Josée Audet, Head of Finance and Operations (until February, 2015), Canada; Sara Llor, Head of Finance and Operations (from April, 2015) France; 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; Aïda Rehouma, Events Coordinator, Switzerland (From July 2014); Kawa Banda, Events and Logistic Assistant (From January until June, 2015), France; Caroline von Kimakowitz, Events and Operations Officer (From September, 2015), Brazil.

Staff Regional Representation



Consultants Regional Representation



One year's Interns: Yeuk Ting Chan, Hong Kong; Karolin Jogel, Estonia; Pauline Mukanza, Sweden.

Short-term Interns: Funmilayo Lucrece Falolou, Benin and Gloria Fagade (Nigeria)

World Council Interns: Alyssa Shaw, Australia and Nora Bandixen, Switzerland.

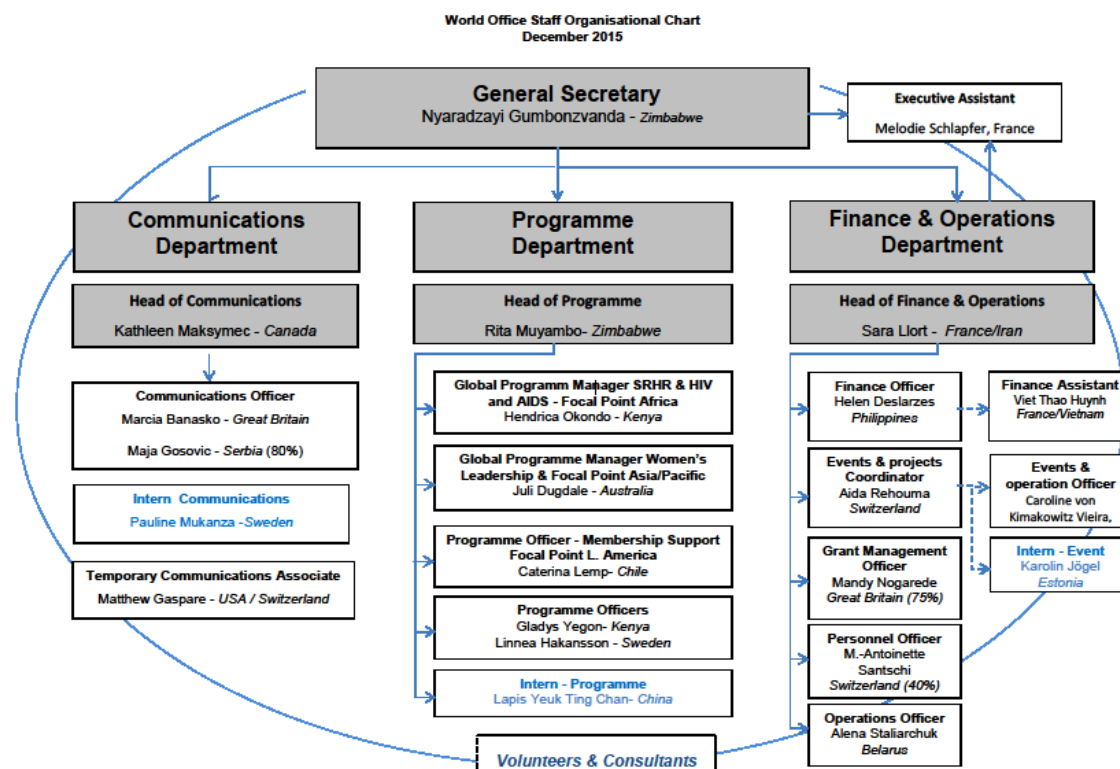
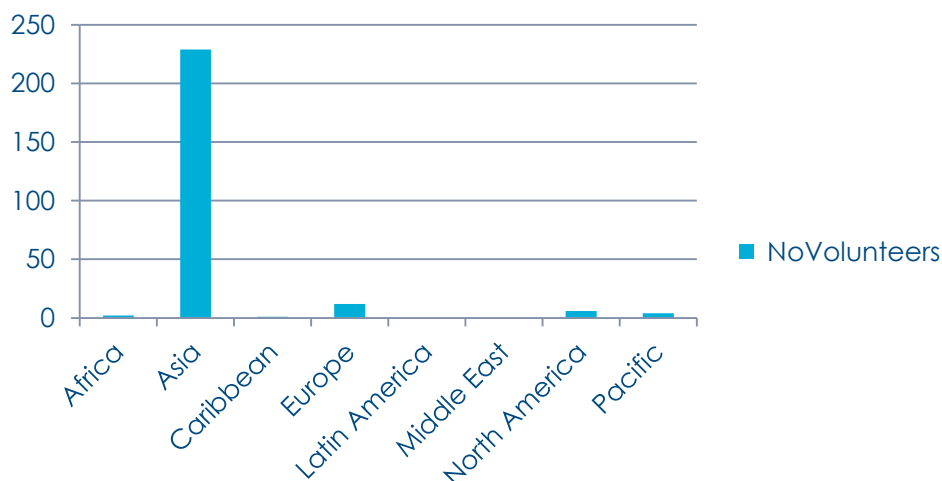
Consultants: Aasha Ramesh, India; Nettie Dzabala, Malawi; Kgothatso Mokoena, South Africa; Charity Alikuleti, Zambia; Liz Nash, Canada; Gladys Yegon, Kenya (until April, 2015); Gracia Violeta Ross Quiroga, Bolivia, Jacqui Thomson, New Zealand, Jane Muthumbi, Switzerland; Linnea Hakansson, Sweden (until April, 2015) Frances Gauthier, USA; Vivian Hakkak, Switzerland

World Council Consultants: AVL Interpreters (4), Switzerland & Spain; Jan Campbell, Canada; Studio Dilit (2) Colombia & USA; PowerVote (1), France.

Number of International volunteers: 27

WC volunteers: 258

Volunteers Regional representation



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

The World YWCA operates in line with the employment framework at its operations in Geneva, Switzerland, where the hiring of local staff is encouraged. At the World YWCA office, we try make sure we have geographical, cultural and linguistic diversity. MAs normally will hire local people for their work. When we work with consultants at the national or regional level, we make sure to respect the local context and expertise of the selected professional.⁶

LA10 Workforce training to support organizational development

Due to it being a WC year and the transition process, no progress was made in this area during 2015.

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 (See detailed process in [Accountability Report 2014](#)).

We did not have a career development plan in place during 2015, but we are aware of the importance of such a plan and will try to include on in the future.

During 2016 a review of the Human Resources Policies will be conducted by external consultants. The internal processes for policies implementation will also be strengthened.

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

The World YWCA operates in line with the employment framework at its operations in Geneva, Switzerland, where the hiring of local staff is encouraged. As a global movement, at the World YWCA office we try to make sure we have geographical, cultural and linguistic diversity to better support and understand the realities from member associations. However, it is currently difficult to fulfil that goal due to protectionist laws in Switzerland that make it difficult to ensure we have diversity.

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

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

The organisation's World Board is composed as follows: Twenty (20) members, including:

- 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.

⁶ Not data is collected about this topic from MAs.

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

NGO9 Mechanism for workforce feedback and complaints

During 2015, the World YWCA Board approved a Grievance and Appeal Policy (Appendix 9) and Code of Conduct for Staff (Appendix 10). During 2015, 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 of our activities. The procedure to collect data of each MA's impact at the community level is conducted through the four-year questionnaire, our M&E tool to measure the implementation of the World YWCA Strategic Plan and its impact at the local and national level. Another tool to measure impact is the Power to Change Fund reporting mechanism. Specific evaluations of World YWCA programmes also contribute to measure the impact of our work at the community level. In addition, the feedback received through the different M&E tools form part of the basis of our internal strategic planning process.

At WC Bangkok 2015, the [4-year report 2012-2015](#) was presented. The report examines the global progress made towards the implementation of the World YWCA 2012-2015 Strategic Framework including key trends and other issues affecting the World YWCA Movement. Its main focus was on three interlocking themes which underpinned all the work undertaken by the World YWCA: intergenerational leadership, women's rights and movement building and good governance. The 4-year questionnaire allowed for analysis of key issues and trends affecting the World YWCA movement, including compliance with the conditions of affiliation.

We did not have a proper system for monitoring and evaluation in 2015, but the World YWCA will open a new staff position on monitoring and evaluation in 2016.

SO3 Process for ensuring effective anti-corruption policies and procedures

At the organizational level, the World YWCA has the following core documents that guide us in terms of principles and practices and form the basis of our internal control system to avoid corruption and bad practices (for more details on internal control see [Accountable Now report 2014](#)). The World YWCA does not have a policy on anti-corruption, but other internal controls help us to ensure anti-corruption.

In 2015, the World Board received a draft whistle-blowing, corruption and anti-fraud policy to complement the World YWCA mechanism for feedback and complaints in relation to programmes and policies and requested for further work to ensure that the policy aligns with the best practices.

SO4 Actions Taken in response of incidents of corruption

No incidents of corruption were reported during 2015.

VI. Ethical Fundraising and Communication

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

The World YWCA is engaged in fund development and fundraising to mobilize resources in support of the organization's programmes and core functions. Resource mobilization within the World YWCA is aligned with the policies and guidelines established by the 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.

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.

No complaints or breaches were reported in 2015.

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



Name: Sara Llor

Position: Interim General Secretary (June to November 2016)

Date: 7th March, 2017

6. Appendices

1. Ethical Guidelines for Board Members
2. Social Media Policy and Guidelines
3. General Complaints Procedure
4. Policy on Gender
5. World YWCA Council Resolution: Non-Discrimination
6. Policy on Global Advocacy
7. World YWCA Council Resolution: Development of a World YWCA Advocacy and Training Plan
8. Member Association Partnership Guidelines
9. Grievances and Appeal Policy
10. Staff Code of Conduct

WORLD YWCA - ETHICAL GUIDELINES FOR BOARD MEMBERS

A. Purpose

To promote appropriate conduct, transparency, accountability, and good management practices for World YWCA Board members and to protect the integrity of the World YWCA.

B. Application

The Ethical Guidelines apply to Board members.

C. Principles

- a) Board members must act honestly and uphold the highest ethical standards. This will maintain and enhance public confidence and trust in the integrity of the World YWCA;
- b) Board members must uphold the vision, mission and purpose of the World YWCA;
- c) Board members must maintain an environment free from discriminatory behaviour, including all forms of harassment directed towards race, ethnic origin, sexual orientation, religion, age or handicapping condition of an individual.

D. Conflict of interest

A conflict of interest arises when:

- a) A Board member or a close family member has the potential financial interest (direct or indirect) or other important interest in any transaction, contract, or agreement that the World YWCA becomes involved in.
- b) A Board member's outside duties or interests or obligations may or do differ fundamentally from her obligations as a member of the World YWCA Board.
- c) The World Board votes on an issue pertaining to a Board member's local, national or regional association.
- d) When a Board member or a close family member seeks employment with the World YWCA.

Undisclosed Potential Conflict of Interest

- a) Any World Board member and the Constitution and Governance Committee of the World Board may bring a potential conflict of interest to the attention of the President.
- b) In the event that the Board member with a potential conflict of interest disagrees with the President, the board will discuss the issue and come to a decision by a 2/3 majority vote. If the board decides that there is a conflict of interest, then the board member shall abstain from voting, but can participate in the discussion process at the board's request.
- c) In the event that the board member with a potential conflict of interest is the President, the Constitution and Governance Committee with at least one (1) Vice President will approach the President. If the President disagrees with the Committee's assessment, the Constitution and Governance Committee will bring the issue to the board for discussion and decision by a 2/3 majority vote.

E. Duties

- a) A Board member shall not use or attempt to use her volunteer membership in the service of the World YWCA to directly or indirectly benefit financially herself, her partner or children.
- b) A Board member shall not disclose confidential information.

- c) A Board member with a potential conflict of interest regarding any matter to be considered by the Board shall immediately describe the nature and extent of the conflict to the President of the World YWCA.
- d) A disclosure of a conflict of interest shall be recorded in the Minutes of the Board meeting, giving notice of conflict and a general description of the nature and extent of the conflict in relation to the Board member's duties to the World YWCA.
- e) A Board member with a conflict of interest shall abstain from voting on the particular matter giving rise to the conflict, but may participate in the discussions at the request of the Board.
- f) A Board member shall not accept a gift from any of the following persons if a reasonable person might conclude that the gift could influence the Board member when performing her World YWCA duties:
 - 1. A person or group who has dealings with the World YWCA,
 - 2. A person or group which seeks to do business with the World YWCA.
- g) Duty (f) shall not operate if it prevents a Board member from accepting a gift of nominal value given as an expression of courtesy or hospitality in reasonable circumstances. It is acceptable for Board members to be guests in homes as part of their World YWCA duties.
- h) In the event that a Board member seeks employment with the World YWCA, she shall resign from the World Board.
- i) A Board member must not involve herself in activities against the laws of countries where she is located.
- j) Where a Board member is convicted with a criminal offence, the Board by a 2/3 majority vote may suspend her membership from the Board which will require her to take an enforced leave of absence until the matter is resolved to the satisfaction of the Board of the World YWCA.
- k) In the event that a Board member acts in a way that seriously puts at risk the reputation of the World YWCA, the Board by a 2/3 majority votes may suspend her membership from the Board which will require her to take an enforced leave of absence until the matter is resolved to the satisfaction of the Board of the World YWCA.
- l) Other prohibited forms of misconduct include:
 - 1. Intentional negligence of duties and responsibilities as Board members.
 - 2. Protracted disputes with other YWCA members that put at risk the reputation of the World YWCA
 - 3. Disputing the World YWCA policies publicly.
 - 4. Mismanagement of YWCA funds.
 - 5. Misuse or destruction of YWCA property, premises, name, or logo.
 - 6. Sexual harassment and other related forms of violation of an individual's integrity.

F. Failure to Comply

A Board member who does not comply with the principles and duties in this policy will be disciplined as appropriate. Disciplinary measures may include suspension, leave of absence or, in grave circumstances, termination of appointment to the Board.

Name

Signature

Place and date

Revised and approved by the World Board October 2012

World YWCA Social Media Policy and Guidelines

Purpose

The World YWCA Social Media Policy provides clear guidance to World YWCA staff and World YWCA Board Members about using social media in the work environment. It is designed to help protect the organisation from potential uninformed (and often unintended) staff or board member misuse of social media to the detriment of the organisation. Mandatory and regular review of this policy will ensure that both staff and board members are aware of their responsibility to comply with laws pertaining to social media including on discrimination, data protection, libel and copyright.

Scope

This policy applies to World YWCA board members, management, staff, volunteers and contracted professionals.

Policy Statement

The World YWCA is committed to using social media to communicate with and engage a growing number of members; women, young women and girls; partners; non-governmental organizations in the women's, youth and faith movements; governments; and UN Agencies.

The World YWCA has five main objectives for using social media and other web-based technologies:

1. Expand and strengthen World YWCA's advocacy work
2. Expand World YWCA membership
3. Effectively communicate with existing members and target audiences
4. Strengthen relationships and partnerships with members, partners and donors
5. Fulfil the World YWCA vision for a fully inclusive world where justice, peace, health, human dignity, freedom and care for the environment are promoted and sustained through women's leadership

The social media policy of the World YWCA is guided by the key values and principles of the organisation:

- **Leadership** (shaping the future, modelling intergenerational and shared leadership)
- **Women's empowerment** (women at the centre of our work)
- **Integrity** (operating with integrity and ensuring good governance; being authentic, i.e. valuing our history, honouring our Christian Foundation)
- **Partnership/collaboration** (promoting volunteerism, respectful partnership)
- **Diversity** (respecting diversity, valuing on-going work of the movement in its diversity)
- **Human Rights-Based Approach** (practising human rights principles of participation, equality and non-discrimination, and accountability)

At the World YWCA, we encourage board members, management, staff, volunteers and contracted professionals to use social media responsibly to communicate about topics within their areas of expertise, as long as this does not interfere with their primary duties or the security of the IT systems.

Using social media does not change board members' responsibilities or obligations; all board members are required to act ethically according to the World YWCA Board Ethical Guidelines. Using social media does not change staff's responsibilities or obligations as an

employee; all employees are required to act ethically according to the confidentiality obligations as per the World YWCA Personal Policies and Regulations.

Definitions

Conflict of interest: a conflict of interest is generally a situation in which an individual uses their professional or official capacity in some way for their personal benefit or profit. It can also mean a situation where a person cannot remain impartial because of a direct conflict between their personal and professional priorities.

Social media: computer networks and tools that enable people to develop, share, and exchange information, ideas and audio visual content, such as photos and videos, and to participate in online discussions with virtual communities and networks.

YWCA spokesperson: a YWCA spokesperson is someone who has been officially designated to speak publicly on behalf of the organisation. On all policy issues, these people are the President of the World YWCA, the General Secretary, and the Head of Communications. Other Board Members and Staff can speak publicly as experts on particular issues or in circumstances related to the delivery of their duties.

Responsibilities

As delegated by the General Secretary, the Head of Communications of the World YWCA is responsible and accountable for all social media activities of the organisation. These activities may include:

- Setting up, securing passwords and maintaining social media accounts. The Head of Communications grants access to other members of staff to administer groups on the platforms and to post content.
- Granting access to someone for a specific project. Staff, consultants or volunteers who are granted access to post or create content in an official capacity must have undergone supervision and, where required, training in appropriate conduct specific to each platform. The Head of Communication can revoke this access at any time.
- Monitoring social media channels daily. A regular review of the sites' activities and content will prevent any inappropriate messages or misuse. Inappropriate content includes spam, advertising, offensive statements, inaccurate information, foul language, or unconstructive criticism of the World YWCA or its members. Prompt corrective action will be taken when an issue arises.

Existing Rules and Obligations

The World YWCA has a number of policies which clearly detail the standards of behaviour expected from both World YWCA staff and Board Members and which also relate to the use of social media. These policies are:

- World YWCA Personnel Regulations¹
- World YWCA Staff Handbook
- World YWCA Child Protection Policy
- World YWCA HIV and AIDS Workplace Policy
- World YWCA Ethical Guideline for Board Members
- World YWCA Human Rights-Based Approach Policy

All staff and board members must obey their local laws and adhere to local legal and ethical regulations.

Enforcement

Policy violations may be subject to disciplinary action, up to and including termination of employment for staff as per the World YWCA Personnel Regulations including the Staff Code of Conduct, and suspension, leave of absence or, in grave circumstances, termination of appointment to the Board for board members as per the World YWCA Ethical Guidelines for Board Members.

Inquiries

For inquiries about this policy, please contact the World YWCA Head of Communications, Kathleen Maksymec.

Policy:	World YWCA Social Media Policy
Effective Date:	September 15, 2015
Date Last Reviewed:	N/A
Scheduled Review Date:	September 2017
Approved By:	World YWCA Board of Directors

I certify that I have read and understood the above World YWCA Social Media Policy. Further, I commit to follow this policy at all times during the course of my employment or board membership with World YWCA.

Name (Please print)

Date

Signature

Date

Detailed Social Media Background and Guidelines

The background and guidelines below detailed information related to implementation of the World YWCA Social Media Policy.

Background

As social media becomes increasingly popular as a communications channel, especially among young women, and as more people from our organisation use social media, we need to provide guidelines and support on acceptable use and best practice.

Some typical examples of social media tools are:

Facebook is a social networking site that allows users to create a profile and become 'friends' with one another, while companies/organisations can create fan pages. As for 1 July, 2015, Facebook was by far the most popular social media site worldwide. The site allows people to post photos and videos, create and join events and groups, write publicly on friends' walls, and send private emails on the inbox system. The World YWCA has a corporate Facebook presence, which points visitors in the direction of our website, Twitter, YouTube and Flickr. The World YWCA currently has one Facebook page and one Facebook Group related to the World Council.

Twitter is a micro-blogging site, which lets users post short messages of up to 140 characters in length. Users 'follow' one another, which means they subscribe to a feed of each other's updates. All updates are visible on Twitter but there is also a direct message facility for private messages. The World YWCA currently has one Twitter account.

YouTube is a video-sharing website on which users can upload, share, and view videos. Anyone can view the videos, but users have to be registered in order to upload clips. Users can also review and comment on videos. The World YWCA currently has one YouTube account.

Flickr is an image and video hosting website. We are posting photographs (including members' approved photos) on Flickr, which are of a quality that the media can use in their publications. The World YWCA currently has one Flickr account.

Instagram is a social networking application that allows users to share photos and videos from their smart phones. This takes advantage of the growing number of people who use their mobiles to access social media channels, and is another channel we may consider for future use. The World YWCA currently does not have an Instagram account.

Blogging is a web page regularly updated with stories relevant to the original message. Blogging was used corporately for the first time to promote the 2010 Budget Consultation and more recently the 2012 Budget Consultation.

A Blog is an abbreviated word used for term "Weblog". It is a website containing a writer's or group of writers' own experiences, observations, opinions, etc. The World YWCA currently has one blog. We may look at expanding and re-focusing our blog presence in the future.

Detailed Guidelines

World YWCA Board Members, management, staff, volunteers and contracted professionals are prohibited from:

1. Providing or posting personal details, such as names and photos of staff, board members, volunteers, YWCA members or other stakeholders and partners without obtaining their express permission.

2. Disclosing confidential information such as details of grants, legal information, projects or programmes which have not been announced or financial information related to the World YWCA.
3. Posting copyrighted photos, audio visual materials or written materials without permission from the owner.
4. Starting or participating in a flame war (a long exchange of personal, derogatory attacks or abusive messages online) or in any way personally attacking or abusing anyone online.
5. Portraying themselves as an official World YWCA spokespersons and officially representing the organisation without being designated as such.

All World YWCA board members, management, staff, volunteers and contracted professionals are encouraged to:

1. Set up any blog, space or other area within the given framework of the terms provided by the host of such spaces (e.g. Facebook, LinkedIn, Twitter, Instagram etc.). However, they must add a disclaimer to each page of the site making clear the views they express are theirs alone, not those of the World YWCA (unless they are an official spokesperson). Sample text is as follows:
"This [Social Media channel] is the personal [Blog/Fan page] of [Name] and contains my personal views, thoughts and opinions. It is not endorsed by the World YWCA nor does it constitute any official communication of the World YWCA. The postings on this site are my own and don't necessarily represent position, strategies or opinion of my employer"
 Note: A disclaimer doesn't free a staff member from the obligations they have under the World YWCA Personal Policies and Regulations or free a board member from their obligations under the World YWCA Board Ethical Guidelines.
2. Collaborate with national YWCAs on any posts that involve people or events in their countries.
3. Respect the opinions of others and consider the global context in which we operate. Information posted must be accurate, honest, and respectful.
4. Add a watermark and/or post images at 72dpi and approximately 800x600 resolution to protect intellectual property. Images at that size are sufficient for viewing on the Web but not suitable for printing.
5. Protect their own privacy by controlling who can see material published on the various social media platforms. Example: on Facebook we can control our privacy settings under "settings Privacy Settings Profile. We recommend setting all of these settings except for "Profile" and "Basic info" to "only friends"
6. Think carefully before posting any material or comments on social media. It is not possible to completely delete something on the Internet.
7. Contact the World YWCA Head of Communications if you need advice on the appropriate use of social media or if you think you have made a mistake on social media with something related to the World YWCA and need help or advice to correct it. Please contact communications@worldywca.org.

Specific guidelines for World YWCA board members, management and staff who use social media both personally and as an official representative of the World YWCA.

When World YWCA staff and board members use social media both as a platform for personal opinion on a public platform, and in a professional and personal capacity, special

guidelines apply. For example, individuals who hold positions involving representation and/or public relations may use Twitter or Facebook under their own name and as a representative of the World YWCA.

Guidelines are as follows:

1. **Adequate training:** Staff and board members should ensure they are adequately trained in using social media before they begin participating. Content posted in error in social media often cannot be completely deleted or withdrawn and may damage the organisation's reputation, as well as the professional reputation of the person.
2. **Separation of personal and professional accounts:** World YWCA staff and board members shall maintain personal accounts that are separate in nature. Those staff or board members who are both tweeting/posting to Facebook regarding their personal interests and using social media to distribute content on behalf of the World YWCA should have two separate accounts to avoid a conflict of interest.
3. **Conflict of interest** World YWCA staff and board members shall not engage in any online conduct which creates a conflict of interest between them and the World YWCA.
4. **Accessibility:** Information on the World YWCA social media account that is representative of the World YWCA position must be accessible to the Communications department including the possibility of sharing, duplication and re-distribution for other forms of communication.
5. **Official photos and documents:** Photos and press releases concerning the World YWCA must be officially published from the official World YWCA account alone. However, they can then be retweeting or amplified on other sources.
6. **Ethics:** The content shall comply with all World YWCA policies including World YWCA Ethical Guidelines for Board members and the Staff Code of Conduct

General Complaints Procedure for World YWCA

This procedure applies to all the key stakeholders of the World YWCA including its member associations, individual members, volunteers, staff, beneficiaries, collaborating partners, donors and the public in general.

The World YWCA is a federation of affiliation member associations. The Role of the World YWCA is to facilitate and support the work of the member association towards the fulfilment of its vision of a fully inclusive world where justice, peace, health, human dignity, freedom, and care for the environment are promoted and sustained by women's leadership.

As part of the effort to strengthen accountability, the World YWCA is committed to a mutually respectful, open, collaborative transparent and mutually supportive communication with its member associations, internal and external public; in line with the World YWCA Conditions of Affiliation and the Standards of Good Management and Accountability. It is in this respect that the World YWCA has established a set of tools for programmatic, governance and financial information to share with its members.

In recognition of the reality that World YWCA stakeholders and partners may have complaints or issues of concern with the World YWCA, this procedure is established in order to ensure a smooth and positive way of finding a mutually agreeable solution or clarification to the issues.

The following steps are established and recommended:

First Tier – Management Level

1. A person or organisation with a grievance must write their complaint to the World YWCA General Secretary (or if the grievance relates to the General Secretary then the letter of complaint should be addressed to the Director of Finance and Operations),

- a) stating the issue of concern,
- b) stating supportive facts or evidence
- c) providing any documentation where appropriate, and
- d) stating clear recommendation or proposal towards the resolution of the issue.

2. The General Secretary (or Director of Finance and Operations) **shall acknowledge receipt within 7 days** and should respond to the issues stated in such communication within 30 days. The response should explicitly state the conclusion on the matter, the proposed steps towards addressing the concern, or a recommendation to take the issue to the Board.

Second Tier – Governance Level

1. If the issue is unresolved, the person or organisation is requested to approach the World YWCA Board and submit in writing their complaint through the President of the World YWCA. The President will

- a) acknowledge receipt of the communication within 7 days,

b) gather further information on the situation including discussion with the General Secretary (or Head of Finance and Operations) and respond within 30 days of receipt of the complaint.

2. Depending on the gravity and complexity of the issues, the President, in consultation with the relevant Committee of the Board or full Board, may seek a meeting with the person or organisation, physically or virtually, either in person or through a delegated representative. The final agreement and solution will be documented.

Third Tier – Third Party Mediation/Arbitration

1. The World YWCA shall establish an independent complaint mechanism which aggrieved parties can approach and appeal to

- a) if they have exhausted the above processes or
- b) if the issues they wish to bring are against the Board.

An independent and confidential complaints mail shall be set up and the process will be handled with confidentiality.

Measures

1. If a staff member is found to have acted inappropriately, the issues shall be addressed in terms of the Personnel Policy Article 14 on Code of Conduct.
2. If a Board Member is found to have acted inappropriately, the issue shall be addressed in accordance with the Ethical Guidelines.
3. If a member association is found to have acted inappropriately, the issue should be addressed in accordance with the World YWCA Constitution.
4. If an individual YWCA member is found to have acted inappropriately, then a formal complaint will be made to the national affiliated association.
5. If a donor or partner representative is found to have acted inappropriately, then the issue should be addressed through a formal complaint to the legal representative of said organisation.

All complaints whether addressed at management or at governance level will be included in the report of the President or the General Secretary to the Board. All official records including emails related to the complaint shall be kept on record by the World YWCA General Secretary (or Head of Finance and Operations) at the World Office in the appropriate file.

World YWCA Policy on Gender

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.

Recognizing that the World YWCA is committed to:

- Women's empowerment and self-determination of women and girls in all areas of life;
- The collective power of women to advance justice, peace, health, human dignity, freedom, and care for the environment;
- Women's rights as human rights;
- Leadership development as a way to improve women's status;
- Promoting social change that goes beyond increasing women's participation.

The World YWCA commits itself 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 relationships 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 organisational 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.

World YWCA Council Resolution: Non-Discrimination

Resolution: Whereas the pages of history have shown us, minority women, including: women living with disabilities, women living with HIV, women from racial and ethnic and religious groups, lesbian, bi-sexual, transgender and queer (LBTQ) women, all continue to suffer discrimination and are at higher risk of experiencing human rights violations. Around the world minority groups such as the Dalit women in India, LBTQ women in Russia and Uganda, indigenous women in rural Rwanda and Costa Rica and many more are denied their basic human rights;

And whereas we know that some young women face greater marginalisation and exclusion. Sexual orientation and gender identities, race, ethnicity and HIV status are too frequently causes of discrimination and prejudice. Young women migrants and those living in rural and remote communities, with disabilities or literacy difficulties, all tend to experience deeper levels of marginalisation and discrimination;

And whereas we must promote inclusive societies and reach the most vulnerable if we are to achieve sustainable human development;

Be it resolved that the World YWCA and its Member Associations work to eliminate all discrimination, including but not limited to that based on race, ethnicity, religion or belief, health, status, age, class, caste, nationality, (dis)ability, sexual orientation, and gender identity or expression, condition of servitude, and against Indigenous peoples including practices, attitudes, policies and laws in their communities and countries. This work must include solidarity with and support for all women, young women and girls; lobbying and advocacy for the full realization of all human rights; and a rights-based approach to mobilizing and engaging communities.

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."

November 2002

World YWCA Council Resolution: Development of a World YWCA Advocacy and Training Plan

Resolution: Whereas YWCAs everywhere achieve community change through their advocacy work;

And whereas the World YWCA, based on approved policy statements, grounds its work in international forums in the work of YWCAs around the world, and brings the voices of women to the UN and other bodies;

And whereas a four-year advocacy plan would strengthen this work by:

- Identifying key advocacy outcomes for each quadrennium;
- Identifying the key global forums and building our expertise in these mechanisms;
- Building a formal network of World YWCA Member Associations (MAs) working on the global advocacy agenda;
- Deepening the expertise and participation of MAs in global advocacy work and; incorporating global priorities into local advocacy plans;
- Enabling MAs to budget and fundraise for their participation in this work;

Be it resolved that the World YWCA develop a four-year advocacy and training plan as an implementation tool for the advocacy work in each Strategic Framework, which identifies the key advocacy outcomes for the quadrennium, through targeted international and regional meetings, and the training activities that will support the outcomes. Further, that YWCAs adopt this approach as an ongoing way of working across the movement.

Member Association Partnership Guidelines

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.

These guidelines are based on the recommendations from the African Partnership Safaris, on past experiences of bilateral exchanges within the YWCA movement and on the World YWCA Strategic Framework for 2008-2012¹ and are intended to promote and assist best practices in partnerships.

While these guidelines are intended for partnerships within the YWCA movement, the principles can be applied to cooperation with external partners.

Background

The YWCA movement has been built and has expanded in great part due to cooperation and mutual support. Member YWCAs have supported one another in different ways including volunteer and personnel exchanges, sharing knowledge, solidarity visits, through advocacy efforts and financial assistance.

The World YWCA Resource Sharing Programme (RSP) has provided a vehicle for the movement to share resources of all kinds – financial, knowledge, skills, technology and experience. It is a multilateral mechanism whereby national associations contribute to the institutional strengthening of all YWCAs. It includes a Skills Bank which hosts a wide range of capacity building and training offers on a variety of topics from YWCAs around the world.

As part of the 2007 Nairobi World Council, YWCAs in 22 African countries hosted African Partnership Safaris that were designed to foster sustainable partnerships and promote global solidarity. The “safaris” provided an opportunity for 90 participants from 32 YWCAs to learn about the issues faced by African women and how YWCAs are responding through advocacy and programmes. Hosts and participants affirmed the importance of partnerships that are sustainable, respectful and that offer mutual benefits. They also recommended the development of guidelines to hold the different parties accountable and to promote good practice.

Guiding Values and Principles for Partnerships

Partnerships bring together two or more parties working together to achieve a common goal. Partnerships can bring considerable benefits for all parties by generating a win-win situation, added value, new insights and perspectives, shared responsibilities, reduced costs, increased resources, increased external credibility and visibility, as well as improved deliverables through scaled up programme quality and reach. For this to happen, it is crucial that partnerships are based on the following principles and values:

- Our collective power to act and respond to the needs of women and girls around the world
- Open and transparent processes
- Trust and respect for our differences
- A culture of exchange and sharing within the movement
- Movement building and strengthening

¹ 1 The World YWCA strategic framework 2008-2012, affirms working collectively as a key approach.

1. One of the goals of the strategic framework for 2008-2012 is to *develop the leadership and build the capacity* of national member associations.

2. Goal 3 is to *ensure that YWCAs function at the highest level of organizational accountability, effectiveness and efficiency*.

- Initiatives that are in line with the priorities and objectives of the Member Associations as described in their strategic plans.
- Long term viability and sustainability
- Shared learning in order to shape future partnerships
- Accountability to the women the programmes aim to assist as well as to those who provide the financial and other resources for implementation.

The Role of the World YWCA Office

Member associations are provided with several options for the transactional component of their partnerships: establish a bilateral partnership with another YWCA and transfer funds directly to the partner, use the World YWCA existing mechanisms, namely the Power to Change Fund, for an undesignated or designated YWCA, or transfer funds to the World YWCA Office for an emergency situation.

In the case of bilateral partnerships, the essential role of the World Office is to provide technical advice, which includes facilitating information sharing with and between the interested partners, sharing templates such as Memorandum of Understanding (MoU) and reporting forms and advice on good practices.

If a YWCA wishes to use the existing World YWCA Power to Change Fund grant-making mechanism without designating the funds for a particular YWCA, the World YWCA would be responsible for monitoring, evaluation and reporting to the donor YWCA on the use of the donated funds.

If a YWCA wishes to earmark their donation for a particular YWCA through the Power to Change Fund, the World Office will facilitate the transfer of the funds but will not be responsible for monitoring, evaluation and reporting to the donor YWCA.

When a YWCA's context does not allow them to receive funds directly or in case of an emergency (eg. natural disasters, political crisis), the World YWCA will facilitate the transfer of funds but will not be responsible for monitoring, evaluation and reporting to the donor YWCA.

Finally, the World YWCA may play a mediation role if and when necessary.

Challenges

While there are many benefits to partnerships, they do not always work well. Assessment and analysis of where various expertise can be found in the movement is necessary², an understanding that expertise is not necessarily where the money is, and an agreement that partnerships should be based on institutional diagnosis and not merely on "friendship" between individuals.

Recommended Elements for Partnership Agreements

It is recommended that a clear written terms of reference or agreement be developed for all partnership programmes. This should include:

- Background and Context to the Partnership
- Goal of the Partnership
- Objectives
- Key Activities
- Key Results Expected
- Project Management
- Role and Responsibilities of the Partners
- Monitoring

² The Skills Bank can serve as a basis for this analysis.

- Evaluation
- Budget
- Logical Framework/Log frame or Matrix

Conclusion

Partnerships and cooperation amongst Member YWCA Associations has a long history in the movement. It is encouraged in the World YWCA strategic plan. In order for partnerships to be effective, they must be mutually agreed and within the priority areas of work of each party. Partnerships can be deeply rewarding but require careful planning and flexibility on all sides. Initiatives may be in the form of financial, material, training and technical assistance and should include a balanced mixture of programme and institutional development elements.

13 August 2009

Grievances and Appeal Policy

The World YWCA will comply with prevailing legal provisions governing grievances at work. A grievance procedure provides a clear and transparent framework and attempts to resolve matters without recourse to legislative processes.

The World YWCA provides each employee with fair and impartial treatment and expects all employees to sustain an environment conducive to open and constructive interactions. Accordingly, it has established the following grievance procedure that is available to employees, in line with the Personnel Policies.

A sincere effort will be made to settle differences which may arise, including the interpretation, application or apparent violation of Personnel Policies and Regulations. In this respect, the services of the General Secretary are available to any staff member at any time for the clarification of issues, interpretation of the human resources practices and guidelines, or for personal consultation.

All World YWCA employees are employed on an at-will basis. Based on the provisions of Swiss law and the World YWCA's Personnel Policies & Regulations, employees are free to resign at any time with or without cause or advance notice. In the same manner, the employer reserves the right to end its employment relationship with any employee at will, in relation with article 22.0 of the Personnel Policies.

Nothing in this grievance procedure is intended to create an expressed or implied agreement that alters the employment contract. The Grievance Procedure shall not be construed as preventing, limiting or delaying the General Secretary from taking disciplinary action against any individual up to and including termination where it is deemed that such disciplinary action is appropriate.

The World YWCA is committed to ensuring that the staff at all times creates a safe environment for discussion and dialogue. It is essential that staff members feel able to contribute their thoughts and views and that differences are resolved constructively and respectfully for all parties.

It is the World YWCA's intention to be fair and impartial in order to establish the smoothest working relationship possible. No employee will be discriminated or retaliated against, or in any way penalized, for using this procedure.

Whether an informal or formal process is utilised in resolving a matter the following will be mandatory.

1. The person raising concerns will be protected against recrimination or reprisal.
2. The respondent will be provided with the opportunity to respond to allegation made against them.
3. All parties may use an advocate should they wish at any time during the process.
4. Records of meetings are to be signed by all participants as a true and accurate record.
5. Unless agreed by all parties, all matters will remain confidential.

Any financial cost associated with resolution (such as the engagement of a professional mediator) will be met by the organisation.

Definition

A *grievance* is any claim by an employee that a violation, misinterpretation or misapplication of any term or condition of that employee's contract has been made. It can also be any administrative action that is perceived by an employee as having unjustly affected her/him.

Harassment and bullying may be defined as unwelcome or unsolicited verbal, physical, psychological or sexual conduct which: a) is used as the basis for employment decisions; and b) creates an intimidating, hostile or offensive working environment.

Examples of what may be considered harassment include, but are not limited to:

- Verbal harassment – derogatory or vulgar comments including jokes, insults or slurs regarding a person's race, sex, religion, ethnic heritage or physical appearance.
- Distribution of written or graphic material having the same effect;
- Physical harassment - hitting, pushing or other aggressive action or threats to take such action;
- Harassment - unwelcome sexual advances or comments, gestures or physical conduct of a sexual nature. Also, the use of one's authority and power to coerce another individual into sexual relations or to punish the other for his/her refusal.

Exception: The following shall not be governed by the grievance process:

- Dismissals and appeals against disciplinary action, as the remedies for these are contained in the YWCA's Personnel Policies;
- Complaints related to the conduct of YWCA staff in relation to the Code of Conduct should be raised under the Whistle Blowing Policy.

Informal Stage

The staff member is encouraged to approach the person responsible for the behaviour, explain their concerns and request that the behaviour be modified or ceased. If the staff member does not feel comfortable in approaching the colleague concerned directly, they should seek support and assistance from the General Secretary (or if the concern relates to the conduct of the General Secretary then from one of the Department Heads) to explore ways in which the behaviour can be addressed. At this stage, the preference remains for the matter to be resolved informally between the parties involved.

Formal Stage

Step One – In order to minimize the possibility of a misunderstanding, an employee verbally discusses his/her problem or grievance with her supervisor. If a resolution is not developed, the employee may present a written grievance within ten (10) business days of the problem's discovery. A response, including rationale and steps to be taken, if any, is written and provided to the employee within five (5) business days, unless additional time is required under the circumstances.

Where the grievance is not resolved under Step 1, the employee should then document the grievance and discuss it (again) with her direct supervisor. The supervisor shall make her decision known in writing to the employee within 5 working days of this discussion. A copy of the grievance and a copy of the decision shall be sent to the General Secretary and a copy placed in the personnel file of the employee.

If a grievance wishes to be made about either the person's direct supervisor or the General Secretary, the employee should follow the above step but talk to the Head of Finance & Operations or her replacement.

Step Two – If a satisfactory resolution is not developed the employee may, within five (5) business days, refer the problem in writing to the General Secretary. After receiving the written grievance, the General Secretary promptly schedules a meeting to provide the employee an opportunity to present his/her problem personally. Within five (5) business days

after that meeting or such longer period as required under the circumstances to properly investigate the matter, the General Secretary responds to the employee's grievance, including rationale and steps to be taken, if any. This determination is treated as final by the YWCA. The General Secretary will notify the griever in writing of her decision within 10 working days from the date of receipt of the written grievance. The decision of the General Secretary shall be final and binding on the employee and the organisation.

If a complaint is made about the General Secretary, this step is skipped.

Step Three: Appeal to World YWCA President if there is a disagreement with the decision of the General Secretary. In appealing to the World YWCA Board, the staff member should submit the grievance in writing and attach the record of the discussion and decision with the General Secretary. The President will convene a meeting with the staff member and the General Secretary and hear the views of both parties. The President will present the report of the discussion/decision to the Human Resource Committee of the Board, respecting the confidentiality of all parties.

Note: Any complaint that is not taken to the next step by the employee within the time specified shall be considered resolved. Copies of all written grievance materials must be sent to the Head of Finance and Operations or her replacement who is the custodian of the official HR record of the organisation.

World YWCA Staff Code of Conduct

This code of conduct is a set of rules outlining the responsibilities of, or proper practices for a staff of the World YWCA. This Code of Conduct must be read, understood and signed at the same time as the contract is signed.

1. **Purpose:** To promote appropriate conduct for World YWCA Staff members and to protect the integrity of the World YWCA.
2. **Application:** This code of conduct applies to World YWCA Staff members, including *interns, consultants and volunteers*.
3. **Principles:** Act honestly and uphold the highest ethical standards, in order to
 - a) maintain and enhance public confidence and trust in the integrity of the World YWCA;
 - b) Uphold the World YWCA vision, mission, principles and values.
 - c) Maintain an environment free from discriminatory behaviour, including all forms of harassment directed towards gender, race, ethnic origin, culture, language, sexual orientation, religion, age, social class, HIV status or disability.
4. **Conflict of interest arises when:**
 - a) A Staff member's outside duties or interests or obligations may or do differ fundamentally from her obligations as a member of the World YWCA Staff.
 - b) A Staff member has the potential financial interest (direct or indirect) in any transaction, contract, or agreement that the World YWCA becomes involved in.
5. **Duties:**
 - a) A Staff member shall not disclose confidential information.
 - b) A Staff member with a potential conflict of interest regarding any matter to be considered by the Staff shall in writing, immediately describe the nature and extent of the conflict to the General Secretary of the World YWCA. A disclosure of a conflict of interest shall be recorded in the Minutes of the Staff meeting, giving notice of conflict and a general description of the nature and extent of the conflict in relation to the Staff member's duties to the World YWCA.
 - c) A Staff member with a conflict of interest shall abstain from decision making on the particular matter giving rise to the conflict, but may participate in the discussions at the request of the General Secretary.
 - d) A Staff member shall not use or attempt to use her status in the service of the YWCA to directly or indirectly benefit financially herself, her spouse or children.
 - e) A Staff member shall not accept a gift from any of the following persons if a reasonable person might conclude that the gift could influence the Staff member when performing her work for World YWCA, as provided for in the Staff Handbook (3.6)
 - f) A staff member must not involve herself in activities against the laws of countries where she is located. Where a staff member is charged with a criminal offence, the General Secretary shall apply the provisions of the Personnel Policies and Regulations.
 - g) Where a staff member is charged with a criminal offence, the General Secretary shall apply the provisions of the Personnel policies and Regulations.
 - h)

Other prohibited forms of misconduct include:

- i. Intentional negligence of duties and responsibilities as Staff members, which is addressed through the performance appraisal procedures.
- ii. Protracted disputes with other YWCA members, Board or staff that puts at risk the reputation of the World YWCA; which is dealt with in accordance with the Grievance Policy.
- iii. Disputing the World YWCA policies publicly, which may result in termination of contract of employment as it goes against the purpose of employment

- iv. Mismanagement of YWCA funds, Misuse or destruction of YWCA property, premises, name, or logo calls for disciplinary measures in accordance with Personnel Policies.
- v. Harassment and other related forms of violation of an individual's integrity, which is addressed through Personnel policies and Grievance and Appeals Procedure and staff. Regulations

6. Failure to Comply

A staff member who does not comply with the principles and duties in this policy will be disciplined as appropriate, in accordance with the relevant Personnel policy regulating the specific conduct.

Name:

Signature:

Place and date: