



INGO Accountability Charter Report

January – December 2012

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PROFILE DISCLOSURES

1. Strategy and Analysis

1.1 Statement from the most senior decision maker of the organization

(on the importance of accountability for the World YWCA)

Accountability lies at the core of measuring integrity and transparency of the World YWCA. This is the reason why the World YWCA is one of the founding members of the IANGO Charter. The organization also developed its own Standards of Good Management and Accountability which enables the YWCA as a federation to strive for common standards in its operations and also be accountable to each other.

The governance system of the World YWCA through its Board and World Council is in itself an important mechanism for ensuring accountability to the members, while providing advice and oversight to the operations of the organization.

Accountability is also important for the Secretary General or the Chief Executive to the governance, the staff, the donors and other stakeholders. It offers the necessary information that enables all the various stakeholders to increase levels of trust, commitment and ability to invest in the organization.

Lastly, accountability provides as opportunity for self-scrutiny to identify areas of strengthen and good practices that could be institutionalized or sustained, and the gaps that the organization needs to address in order to improve its policy, operations and practices. Accountability also enables the organization to assess the alignment of its values in relation to the sector, its programme activities, resources and governance frameworks.

2. Organisational Profile

2.1 Name of the organization

World YWCA (World Young Women's Christian Association)

2.2 Primary activities *(eg. Advocacy, social marketing, research, service provision, capacity building, humanitarian assistance, etc). Indicate how these activities relate to the organisation's mission and primary strategic goals.*

The World Young Women's Christian Association (World YWCA) is a global network of women leading social and economic change in over 120 countries worldwide. The World YWCA advocates for peace, justice, human rights and care for the environment and has been at the forefront of raising the status of women for more than a century. The World YWCA develops women's leadership to find local solutions to the global inequalities women face.

The vision of the World YWCA is 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 purpose of the World YWCA is to develop the leadership and collective power of women and girls around the world to achieve justice, peace, health, human dignity, freedom and a sustainable environment for all people.

The World YWCA unites and coordinates member associations in a world movement and acts on their behalf in matters for which it has received authority.

The World YWCA the key values and principles that guide the work of YWCAs around the world towards the common vision and purpose:

- Placing women, young women and girls' empowerment at the centre of our work
- Honouring our Christian foundation and being inclusive of women of all faiths and backgrounds
- Respecting diversity and upholding the human rights principles of participation, non-discrimination and accountability
- Modelling intergenerational and shared leadership
- Promoting volunteerism and effective, mutually respectful partnerships
- Operating with integrity and ensuring good governance and accountability at all levels
- Valuing the history and ongoing work of the YWCA movement in its diversity of contexts and regions

The key values are part of the four year Strategic Plan the World YWCA adopted by the World YWCA governing body to guide its work from 2012 -2015. The framework embraces a rights-based approach and is implemented with Member Associations, partners and policy makers.

The Strategic Plan has three goals, namely:

Women's Intergenerational Leadership, Women's Rights and Movement Building and Good Governance.

The main actions on these goals for 2012-2015 are as follows:

Women's Intergenerational Leadership:

- Develop and implement a four year programme plan on young women's leadership
- Develop and adapt leadership tools and models that affirm the skills and experience of women of all ages and provide opportunities for global exposure and advocacy (including mentoring, internship, intergenerational dialogue and training)
- Promote a global model of safe, inclusive and empowering spaces for women, young women and girls
- Monitor and resource 25% young women's representation in YWCA initiatives and decision making structures at all levels.

Women's Rights

- Strengthen analysis on the linkages between women's rights, violence against women, sexual and reproductive health and HIV for effective interventions, programmes and services
- Advocate for the implementation of key global commitments² on women, young women and girls' rights through CEDAW mechanisms, the Commission on the Status of Women, the Human Rights Council and International Conference on Population and Development, engaging the movement and partners in these processes

- Initiate a global YWCA advocacy campaign and support the advocacy actions of other organisations on priority issues
- Engage with global and regional religious faith networks to advance the rights of women, young women and girls and challenge harmful religious and cultural practices and norms

Movement Building and Good Governance

- Develop tools and training to support the implementation of the Standards of Good Management and Accountability and approaches to support work on diversity
- Continue to grow the Power to Change Fund as a mechanism for advancing the rights of women, young women and girls
- Ensure the necessary human and financial resources to deliver on the Strategic Framework and improved processes for monitoring and evaluating the impact of the movement's work
- Coordinate and convene effective governance of the World YWCA movement and lead a global visioning process

Activities during the reporting period (2012) and how these relate to the strategic goals:

Goal 1: Inter generational leadership

i) Key achievements:

- a) Strengthened advocacy and participation in key global meetings – Coordinated two advocacy training institutes to coincide with the Commission on the Status of Women (CSW) in February/March 2012 and the International AIDS Conference (IAC) in July 2012. These training institutes included a formal one day preparatory session prior to the event in order to strengthen understanding of the event and issues to be discussed, as well as the broader event participation, which enabled YWCA delegates to deepen knowledge, build networks and exercise leadership by representing the organisation at side events. Both institutes included intergenerational teams, representing all regions.

Thirty delegates from seven regions, including 10 young women, participated in the CSW. 19 delegates from 15 countries were supported to attend the IAC, including 15 young women and four women living with HIV. While the primary focus was to create opportunities for young women to strengthen advocacy skills and exposure, young women were supported by experienced mentors and trainers as part of promoting an intergenerational approach. This included those more experienced with the CSW process mentoring young women in reviewing the language of draft conclusions and resolutions and proposing revised language to governments. Some YWCA language recommendations were picked up by the Swiss Government, even though the draft agreed conclusions were not adopted.

- b) Models of women's transformative leadership (including the Human Rights Based Approach (HRBA)) promoted to the movement and partners – As part of the technical support provided through the Power to Change Fund grant making, World Office programme staff have begun to work with member associations to deepen understanding of the HRBA in designing effective programmes through visits and various forms of communications. Training on HRBA and intergenerational leadership has been formally integrated into some visits with member associations in a number of regions, although this needs a more

systematic approach in the future. This support has resulted in some member associations adapting their programming strategies. The June edition of Common Concern also included a focus on promoting the HRBA to development among members, as well as promoting intergenerational and shared leadership approaches.

- c) Global opportunities provided for young women to develop leadership - Through various opportunities coordinated by the World YWCA, young women have been given the space to exercise leadership in many global and regional policy spaces. Three young women from Kenya, Lebanon and Great Britain have benefited from one year internships including opportunities to participate in key global advocacy events and regional trainings as well as develop skills in advocacy and communications.

The World YWCA also opened up spaces through side events for young women to speak as panellists and provided coaching in delivering presentations and oral interventions at both the CSW and Human Rights Council. Young women also played a key role in influencing policies by co-convening the young women's caucus at CSW and contributing to informal meetings to review draft resolutions at the Human Rights Council.

- d) Young women's skills, knowledge and networks strengthened to champion priority issues – The World YWCA delivered two regional training events in Asia and the Pacific which piloted models for young women's leadership development in an intergenerational context for replication in other regions and global training events in the future. Through these trainings, held in Nepal and Fiji, 47 young women from 10 countries were supported in developing practical skills in human rights, advocacy, programming and leadership, as well as engaging in reflection on their personal leadership styles and goals. As part of the intergenerational approach, teams of three young women from each country are being supported by a more experienced mentor, who was also trained on how to mentor and support young women's leadership development.

The World YWCA also facilitated training for 20 young women from five African countries in Tanzania, which developed skills in evidence based SRHR advocacy and girl-centred programme design, as well as strengthened the network of young women in Africa championing SRHR and HIV. The World YWCA supported a regionally-led young women's training in the Middle East.

- e) Existing best practices documented and promoted – the Common Concern June edition focused on profiling YWCA best practices on young women's leadership within the movement as well as documenting the YWCA's intergenerational approach. The Women Leading Change Blog has been an important vehicle for documenting first hand the impact of training events on young women with participants sharing how these opportunities have impacted on their lives.
- f) YWCAs supported to achieve constitutional target of at least 25% young women in leadership positions – As part of the Health Report on the Movement that will be shared with the Member Association and Support Committee at the Board Meeting, the World YWCA has documented the initial baseline of compliance, drawing on data from the four year report and self-assessments of the SGMA. Constitutional reviews of 59 member associations indicated that 39% have included the target in their constitutions

Goal 2: Women's rights

SRHR and HIV

i) Key achievements:

- a) Strengthening capacity of YWCAs to deliver effective intervention on SRHR and HIV – Technical support and project grants to eight countries in Africa (Angola, Benin, Ethiopia, Kenya, Rwanda, Sierra Leone, Tanzania and Zambia). Now in the fourth year of the project, we are able to clearly see the transition these eight countries have made: deepening their interventions beyond awareness raising into addressing harmful cultural practices such as female genital mutilation and sexual initiation ceremonies; expanding partnerships with other service providers; targeting interventions to at risk groups such as adolescent girls or young women with disabilities; and scaling up into new communities. During the year, this work was supported by a training event in Tanzania focused on strengthening understanding of the ICPD Programme of Action indicators as a tool for monitoring national accountability, as well as building capacity in evidence based programming and girl-centred programme design. A subsequent training was held in Namibia in September focused on project monitoring and evaluation.

- b) Global advocacy work sustained on SRHR and HIV – The World YWCA invested extensively this year in a regional research project in Africa, which has resulted in identifying gaps in the implementation of the International Conference on Population and Development (ICPD) Programme of Action and strengthened the organisation's evidence based advocacy leading into the ICPD+20 review. This has drawn on the knowledge gleaned through the SRHR programmes in the eight African countries and will contribute to a global publication with other partners being coordinated by the Asia-Pacific Resource and Research Centre for Women (ARROW). The research will be used to support young women delegates engage in the Global Youth Forum for the ICPD+20 to be held in Bali in December. As a member of the Steering Committee for the Forum, the World YWCA is working to ensure young women champions from YWCAs are able to access this space and bring forward policy recommendations.

The World YWCA participated in the African Union (AU) Summit Gender is My Agenda meeting in Addis Ababa earlier in the year, as well as in an AU consultation on harmful traditional practices. We also contributed to a joint-statement by women's organisations leading up to the Family Planning Summit in London, where the YWCAs of Ethiopia and Malawi were represented. The International AIDS Conference (IAC) also provided opportunities to engage with faith communities on HIV and AIDS, with a YWCA young woman delivering a key note speech during the Interfaith Pre-Event and YWCA delegates actively engaged in the Women's and Faith Networking Zones and various side events.

Violence Against Women

i) Key Achievements:

- a) Strengthened Capacity of YWCAs to deliver effective interventions on VAW - International Training Institute on Violence Against women (VAW) and Peace building, which will be held in Seoul, Korea from November 8-13. To share best practices among YWCAs and partners, strengthen engagement and input into global advocacy and establish a network of YWCAs working on VAW and peace with justice. Twenty-nine member associations were

selected to participate based on their experience related to the theme and regional diversity. The ITI was a key strategy for strengthening capacity of member associations on VAW, in addition to the technical support provided through the Power to Change Fund whereby 10 YWCAs were supported to deliver programmes on VAW and peace with justice. This included a capacity building visit to YWCA of Togo during the year.

In general, there has been an increase in grant making in this area over the past year. Input was also provided by eight associations into our advocacy work during the Human Rights Council on the resolution on remedies, which also demonstrates the strengthened capacity of YWCAs to deliver effective interventions.

- b) Capacity of YWCAs in conflict settings strengthened to advance implementation of UNSCR 1325 – YWCAs from six conflict affected countries (Palestine, Sri Lanka, Egypt, Zimbabwe, Colombia and Myanmar) were supported to attend CSW 56, which strengthened dialogue and exchange among these countries, and provided opportunities to share their experiences as women living in conflict countries. As part of this, the World YWCA hosted a panel focused on UNSCR 1325 and rural women; and also contributed to a further session on post-conflict reconstruction.
- c) Increased engagement in holding governments accountable through CEDAW reporting mechanism and the Human Rights Council (HRC) – The World YWCA has strengthened its visibility and advocacy in both spaces over the past year. The organisation followed the February/March meeting of the CEDAW Committee and brought visibility to YWCA contributions to shadow reports from Grenada and Zimbabwe. A CEDAW training programme was also designed to support the effective engagement of YWCA delegates, who included young women interns and volunteers. Our contribution has been to follow country reports where we have member associations and to use the website to strengthen the reporting of CEDAW Committee recommendations for increased accountability.

Through our role as Chair of the NGO Committee on the Status of Women Geneva, the World YWCA has increased its visibility and engagement with both the CEDAW Committee and HRC, coordinating two dialogues between CEDAW Committee members and NGOs in Geneva. At the Human Rights Council, the World YWCA contributed to the development of a resolution on violence against women and remedies, which was formally adopted in the June session and included specific language proposed by the World YWCA. The organisation also presented a statement on remedies to the Council drawing on input from selected member associations.

- d) Partnerships strengthened with other organisations and networks – As part of its Geneva advocacy engagement, the World YWCA partnered with a group of organisations for a joint-submission to the CEDAW Committee's General recommendation on Women's Human Rights in Conflict and Post-Conflict settings, and also collaborated with WILPF and Femmes Afrique Solidarité to deliver a joint statement to the HRC on remedies for women in conflict settings. Through both the CSW and Human Rights Council, we have expanded partnerships with other NGOs and government missions in order to increase visibility on priority issues.

The World YWCA was actively engaged in the Global Youth Forum in December as part of the ICPD+20 review and publishing its research findings in Africa. A solidarity visit was coordinated to South Sudan in late November with YWCAs of Palestine, Sri Lanka and Norway, as well as the World YWCA to support local women engaged in peace building and strengthen networking among YWCAs in conflict settings.

Goal 3 - Movement building and good governance

- a) In terms of human resources, the World YWCA recruited two new staff members to the Finance and Operations team during the year to the positions of Head of Finance and Operations and Finance Officer.
- b) Development of a broader operations strategy has also begun with a goal to identify IT tools and systems that can create greater efficiencies and reduce staff time on various tasks. The organisation has also been assessing use of electronic and social media as part of its 'movement building' infrastructure – website updates 3-4 times per week have already attracted over 57,000 visits to the website for the year to date and a monthly average of 8,000 website visitors. The organisation has over 1,600 tweet followers and nearly 4,000 Facebook fans, almost double from the previous year.
- c) Grantmaking for up to 50 member associations to deliver effective interventions on priority issues – The World Office coordinated two calls for proposals to the Power to Change Fund this year and two ad hoc rounds for the Packard Foundation and AusAid supported projects. 23 applications were funded. All applications have been assessed through a common checklist, which is then used to provide feedback and technical support to member associations. The office has also engaged in more systematic and centralised follow up of outstanding reports from funded projects, which have been evaluated using a review form to assess project outcomes and strengthen reporting.
- d) On the affiliation fee formula review, terms of reference for the task force were developed and a concept note was presented during the first teleconference held in June with feedback provided by committee members. A root cause analysis was undertaken to better understand the reasons for non-compliance, through phone consultation and analysis of documentation. Through this process we have been able to grow understanding of the current financial situation facing our members, including the national context and the institutional capacity.
- e) Drawing upon data from the 4 year report and previous SGMA self-assessments and constitutional reviews, a baseline report on the health of the movement is being developed. The World office has begun compiling resources to support SGMA implementation. A movement building strategy has started to guide member capacity building and institutional strengthening. During the period the following members were visited for various reasons: Australia, Belgium, Brazil, Bolivia, Colombia, Czech Republic, Fiji, Jordan, Kenya, Malaysia, Namibia, Nepal, Norway, Peru, South Africa, Sweden, Taiwan, Tanzania, Thailand, Togo and USA.
- f) A concept note has been developed to guide the efforts to create a 2035 vision for impact of the YWCA movement, which will be reviewed during the Board meeting. Discussions are also underway to identify potential partners

to support the rollout of the envisioning 2035, including consultation processes and communications tools.

2.3 Operational Structure of the organisation

The World YWCA is a membership organisation made up of 108 member associations. . The World YWCA unites and coordinates member associations in a world movement and acts on their behalf in matters for which it has received authority. This report covers only the activities and operational structure of the World YWCA Office (secretariat) in Geneva, Switzerland

Corporate Identity: The World YWCA is registered since 1975 with the Swiss Register of Commerce as a non-profit organisation. Registration number: 06853/1975

Geographical structure: The head office is based in Geneva, Switzerland

Governance and Board: The World Council is the supreme authority of the World YWCA. The World YWCA convenes an ordinary meeting of the World Council at least once every four (4) years. Between World Council meetings, the World Board is the main decision making body for the World YWCA.

Internal Management: The World YWCA is led by the General Secretary who reports to the Board. A leadership team made up of the General Secretary, Deputy General Secretary, the Head of Communications, Head of Finance and Operations made key decisions during 2012.

Financial Year: 2012 was the first full year using the new financial year of January to December. 2011 having been the year of transition with a 9 month (April to December) financial year.

2.4 Location of the organisation's headquarters

16 Ancienne Route, 1216 Le Grand Saconnex; Geneva, Switzerland

2.5 Number of countries where the organisation operates

The World YWCA has 108 member associations and is active in 120 countries worldwide

2.6 Nature of ownership and legal form

The World YWCA established in 1894 in Great Britain. It is a not-for-profit organisation registered in the United States as a 501(c) (3) entity, as well as in Switzerland. A Board made up of 20 women, elected by representatives from the 108 member associations at the World Council, held every four years, provides oversight of the organisation's strategy, governance and annual budget. Board members are elected for four year terms and can serve for up to two consecutive terms.

2.7 Target audience and stake holders

The primary target groups are individual women and girls supported through the YWCA member associations. The secondary targets are the families; communities that YWCA support and engage with as they seek empowerment and serve communities. The World YWCA also targets policy makers and opinion leaders in the faith communities; governments and multi-lateral institutions such as the United Nations. Main areas of intervention are the empowerment of women, particularly young women, through leadership development, advocacy and services, and good

governance and accountability in the areas of health and HIV and AIDS, justice, peace, human dignity, freedom and a sustainable environment for all people. The 2012 - 2015 Strategic Framework's Impact statement states that: "Women, young women and girls in their diversity claim their rights as empowered leaders, decision makers and change agents responding to issues affecting their lives and communities" Main geographical area(s)/region(s) of intervention are Africa and the Middle East, Asia and Pacific, Latin America, North America and the Caribbean, and Europe

2.8 Scale of the reporting organisation including number of members and/or supporters; number of volunteers; total income; number of employees; net sales (for private sector organisations), net revenues (for public sector organisations); total capitalisation: report net assets broken down in terms of debt and equity or report in terms of assets and liabilities (for private sector organisations); and scope and scale of activities, or quantity of products or services provided.

The World YWCA is present in all continents and reaches an estimated 25 million women worldwide. The World Office is a small organisation with an average of 20 staff.

Number of members: 108 member associations (Previously 206 with two new associations at World Council 2011)

2012: Number of volunteers: 12

Total Income

2010 Total fund balances and reserves CHF 15,683,713

2011 Total fund balances and reserves CHF 14,838,252

2012 Total fund balances and reserves CHF 15,471,080

2012: Number of employees: 16

Interns: 6

Net revenues:

2010: CHF 3,495,425

2011: CHF 2,834,983

2012: CHF 3,201,139

Total capitalisation: CHF 661,474

2010: Current Assets CHF Current Liabilities CHF 661,474

2011: Current Assets 15,797,121 CHF Current Liabilities CHF 905,977

2012: Current Assets: CHF 16,041,753 Current Liabilities: CHF 507,045

Scope and scale of activities, or quantity of products or services provided in 2012:

- Two one year internships and short term support to young women champions for training and advocacy at the Commission on the Status of Women in New York. In 2012 the World YWCA advocated for the empowerment of rural women, young women and girls and drafted key messages to influence government delegations attending the event.
- Participated at the 19th session of the United Nations Human Rights Council, issued a statement on International Women's Day and participated in the

World Day of Prayer. Joined governments, faith and youth networks and civil society to advocate on the rights of women and girls.

- April 24: World YWCA Day (coming together in the sisterhood of the YWCA movement and to celebrate the integrity, beauty and dignity of being women and claiming our rights).
- Two annual rounds of applications for the Power to Change Fund providing project funding for member associations.
- Regional sexual and reproductive health and rights training session in Arusha, Tanzania and in Nairobi, Kenya, with 20 young women participants from a number of African countries. One of the objectives was to review the civil society regional report of the ICPD [1]+20 monitoring project, a second objective was to review the progress in advancing sexual and reproductive health and rights of young women, with support from the Packard Foundation.
- From June 6-20, the World YWCA visited Colombia, Bolivia and Peru to strengthen communications and relationships with member associations in the region, give support and further understanding of the YWCA movement and guidance in relation to specific issues as well as training, to connect with UN agencies and to identify potential partnerships and funding opportunities.
- The World YWCA attended the United Nations Conference on Sustainable Development (Rio+20) in Rio De Janeiro, Brazil, on June 20-22. The World YWCA joined other women's groups to call upon world leaders to ensure human rights-centred sustainable development.
- The YWCA Pacific Leaders Summit was held from July 23-27 in Fiji, bringing together YWCA leaders from Fiji, Solomon Islands, Papua New Guinea, Australia, Aotearoa/New Zealand and Samoa. The Summit included a five-day leadership training for emerging young women leaders from across the region and a three-day governance and movement-building workshop for YWCA General Secretaries and Board members. The World YWCA gave a grassroots voice at AIDS 2012 with a delegation of 21 young women from across the globe and also attended the Interfaith Pre-Conference. The World YWCA held two sessions at AIDS 2012, on "Intergenerational dialogue on Sexual and Reproductive Health and Rights needs for young women, with emphasis on the challenges faced by young women living with HIV," and "Youth and Sexual Rights: Being young and having the right to choose if, when, how, and with whom?".
- The World YWCA General Secretary, Nyaradzayi Gumbonzvanda, was appointed to the Global Advisory Committee for Girls Not Brides, a new global partnership committed to ending the harmful traditional practice of child marriage.
- The World YWCA participated in the 53rd Session of CEDAW. The YWCA of Togo was particularly engaged in the process as one of the country reports for consideration.
- The first annual UN International Day of the Girl Child was commemorated across the world. The World YWCA participated in the official UN event 'Joining forces to prevent early/child marriage' held in Geneva, Switzerland,

which consisted of a panel discussion moderated by Nyaradzayi Gumbonzvanda, World YWCA General Secretary.

- During the annual YWCA Week Without Violence, YWCAs around the world take action to end all forms of violence by organising a variety of activities to educate, advocate and mobilise communities to work towards non-violence.
- The World YWCA actively participated, with a delegation of 24 women, most of whom were young, in the 5th Africa Conference on Sexual Health and Rights, “Sexual Health and Rights in Africa: Where are We?”, which took place on September 19-21 in Windhoek, Namibia. The conference aimed to take stock of responses to sexual health and rights on the continent since ICPD, and question the status of sexual health and rights, with a particular focus on women, girls, adolescents and youth.
- The World YWCA and the YWCA of Korea partnered to deliver an International Training Institute on Violence Against Women and Peace Building in Seoul, Korea.
- The weeklong training enhanced the capacity of YWCAs to strengthen the response to violence against women at community, national, regional and global levels.
- Building upon the prayers that have been pronounced for over 100 years, the YWCA and YMCA movements celebrated the Week of Prayer and came together to pray and act in solidarity with members and partners on the theme “Violence will not have the last word”.
- Young women from the YWCA movement were actively engaged in the Global Youth Forum with a delegation of 11 young women from member associations including Africa, Europe, Asia and the Pacific. The young women ensured that the rights of young women were firmly on the agenda and were reflected in the Bali Declaration.

Total Assets:

2012: CHF 16,233,262

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

No significant changes took place in 2012

2.9 Awards received in the reporting period

None

3. Report Parameters / Report Profile

3.1 Reporting period for information provided

This report covers a 12 month period (January to December 2012).

3.2 Date of most recent previous report

2008/2009 (dated 16th February, 2010)

3.3 Reporting cycle:

January to December (annual)

3.4 Contact point for questions regarding the report or its contents

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Report scope and boundary

3.5 Process for defining report content

The World YWCA used the standard indicators adopted for the NGO sector. This is a level C report. This report was created by a small staff team made up of the General Secretary, the Head of Finance and Operations and the Grant Management Officer using information from World YWCA core documents and reports for 2012. It is planned that the report for 2013 will include key programme staff as a learning experience for when we work with our member associations on their standards. The accountability charter is a process whereby we can bring together all our policies and check annually on whether we are carrying them out and where the gaps are. The General Secretary also briefed with the Board through the Policy and Advocacy Committee.

3.6 Boundary of the report

The activities and performance of the World YWCA Office as a legal registered entity. This report covers the activities and performance of the World Office in Geneva and does not cover its member associations or consultants or other partners.

3.7 State any specific limitations on the scope and boundary of this report

As the World YWCA did not report in 2009 or 2010, this report includes also the financial information for these two years. This report also lays the foundations for future reporting which will be annually.

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

The World YWCA is a membership organisation and its 108 member organisations are autonomous. The World YWCA therefore cannot answer to their accountability. However the World YWCA has its own Standards of Good Management and Accountability that all member associations are encouraged to work with. The questions in the original charter accountability commitments were taken into account when developing the SGMA. (a copy of the SGMA is available upon request). A possible action, if there is time and funding available, is to review regularly the SGMA against developments in Charter accountability commitments. In 2012, 48 member associations out of 108 had completed the standards, but much more work is needed in developing this as a process with regular reviews. The World YWCA is working towards the goal that by 2019 70% of all member associations will be completing standards of good management and accountability.

3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (eg. Mergers/acquisitions, change of base years/periods, nature of business, measurement methods)

The financial year changed in 2011 from April to March, to January to December.

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

2012 is a new start for the YWCA in reporting to INGO after an absence of two years. The World YWCA is seeking in this report to develop an acceptable reporting format that it can build on in future years.

3.12 Table identifying the standard disclosures in the report

Not necessary as only one document

3.13 External assurance for the report eg. Auditing

Annual audit undertaken by KPMG

4. Governance, commitment and engagement

4.1 Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight.

The World Council is the supreme authority of the World YWCA. The World YWCA shall convene an ordinary meeting of the World Council at least once every four (4) years. Between World Council meetings, the World Board is the main decision making body for the World YWCA. The World Board implements the policies approved by the World Council; presents a report to the World Council on the activities and the management of funds by the World Board since the previous World Council meeting; appoints the General Secretary; appoints the auditors of the financial statements; approves expenditure of capital from the endowment fund; submits an annual audited financial statement to all member associations; do such other things as are necessary to achieve the purpose and functions of the World YWCA. The World Board may authorise the Officers to exercise its responsibilities in specific circumstances.

The World Board has 20 members (two members from each region, at least one of whom shall be aged thirty (30) years or under at the time of election, and one additional member from each of the four largest regions. The Officers of the World Board are The President; The Treasurer, who shall be from a different country from the President; Six (6) Vice-Presidents from the World Board members, each from a different region at least two (2) of whom shall be thirty (30) years or under at the time of election.

The World Board meets at least once a year. The quorum for a World Board meeting is one half (1/2) of its members. Each World Board member has one (1) vote and decisions of the World Board are passed by a majority of votes cast. The President has the deciding vote where there are equal votes for and against a motion.

The World Board sets up committees and subcommittees for any purpose it considers appropriate. Women aged thirty (30) years or under comprise at least 25% of each committee and subcommittee. Committees and subcommittees may include women who are not World Board members.

The Board Committees in 2012 were: Audit, Constitution and Governance, Fund Development, Member Association Support and Affiliation, Nominations, Policy and Strategy. The Nominations Committee is independent of the World Board. An Affiliation Fee Task Force has been established to review the Affiliation Fee process. There is also an Investment Advisory Group made up of the Treasurer, Head of Finance and outside consultants.

4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organisation's management and the reasons for this arrangement). Report the division of powers between the highest governance body and the management and/or executives

The Board is answerable to the World Council who will hold the Board accountable if it does not work effectively. All members of the Board sign Ethical Guidelines (available on request).

The Chair of the governance body is not an executive officer. The General Secretary is the Chief Executive Officer of the World YWCA. She is an ex-officio World Board member and an ex-officio Officer of the World YWCA, without the right to vote. She presents an annual report to the World Board and a report to the World Council. She is responsible for operational decision making, while the World Board is responsible for policy making and for oversight of the General Secretary.

4.3 For organisations that have a unitary Board structure, state the number of members and/or non-executive members of the highest governance body that are independent and/or non-executive members

The World YWCA Board members are volunteers and are unpaid. Only the General Secretary who is ex officio is paid.

4.4 Mechanisms for internal stake holders (eg members), shareholders and employees to provide recommendations or direction to the highest governance body.

Members are able to provide recommendations and direction at the World Council held every four years. There is a voting process which ensures a meaningful participation in the policy making of the organisation. Employees are able to provide recommendations through a staff representative elected from among the staff. Staff are also free to approach the President individually or collectively. There may not be a management response as the World Board is answerable to the World Council, not to employees.

4.5 Remuneration (new as of January 2013)

4.6 Conflicts of interest for governing bodies (new as of January 2013)

4.8 Internally developed codes of conduct (new as of January 2013)

4.10 Evaluation of the governance body (new as of January 2013)

4.12 External charters of principles endorsed by the organisation (new as of January 2013)

The above indicators will be answered in the next report on 2013.

Stakeholder engagement

4.14 List of stakeholder groups engaged by the organisation

The World YWCA's main constituency is its 108 member associations and associations working towards membership, and through them to the local associations and the individual women community members. In addition the World YWCA works with many ecumenical organisations, governments and UN entities and the private sector. In 2012 the main financial stakeholders outside of the YWCA were:

- Action Aid
- ARROW – Malaysia
- AUSAID – Australia
- Christian Aid – Great Britain
- Cecilia Koo Leadership and Advocacy Institute
- Evangelisches Werk für Diakonie und Entwicklung: Diakonie
- Deutschland & Brot für die Welt – Germany
- Government of Taiwan
- Horyzon - Switzerland (YWCA/YMCA Switzerland)
- ICCO- Interchurch Organisation for Development –
- Netherlands
- Member YWCAs
- Norwegian Church Aid – Norway
- The David and Lucille Packard Foundation – USA
- PMNCH
- United Nations Population Fund (UNFPA) – Global
- UN Women
- Urgent Action Africa
- Y Global – Norway
- World Day of Prayer – Germany
- World Service Council – USA

4.15 Basis for identification and selection of stakeholders with whom to engage

The World YWCA Council affiliates new members following requests for affiliation and an affiliation process. Other stakeholders are chosen due to their sharing our vision and mission. The World YWCA engages with a maximum of people through the World YWCA website, Facebook page, twitter, etc. We engage with stakeholders for generation of knowledge and evidence (research); strategic advocacy and policy influencing; for resourcing our work (technically and financially).

4.16 Active communication with stakeholders (new as of January 2013)

4.17 Key topics and concerns raised through stakeholder engagement (new as of January 2013)

The above indicators will be answered in the next report on 2013

PERFORMANCE INDICATORS

Programme Effectiveness

Indicator 1

Stakeholder involvement

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

Member association stakeholders are able to meaningfully influence decision making through their voice at the World Council where they can propose resolutions and recommendations that, if approved by vote, become policy and through the four year Strategic Plan which is approved by vote at the World Council and is monitored annually by the World Board, as representative of the World Council, through the

General Secretary's report to the Board. The Strategic Plan is revised every four years in consultation with the World Board and using feedback from the member association's four year reports. Implementation is undertaken with the member associations and partners. It is evaluated each year in the World YWCA Annual Report using feedback from member associations (for example through evaluations following specific events, project reports from member associations, evaluation reports from interns, etc.)

We are answerable to our partner stakeholders in that we are under contract to carry out the activities in the project proposals approved by them. They do not have a direct influence on our decision making, but as partners with the World YWCA we are concerned that they share our vision and purpose.

Indicator 2

Mechanisms for feedback and complaints

(Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies).

The organisation has a Board authorised system to deal with complaints. Section 24 of the World YWCA personnel policy is a Board approved document which provides for ways to deal with disputes, disciplinary messages and appeals

Indicator 3

Program monitoring, evaluation and learning

System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact) resulting changes to programs, and how they are communicated

The organisation incorporates appropriate monitoring and evaluation practices in all relevant policies and systems establishing mutual accountability as part of its culture. The organisation conducts regular and deliberate evaluative activities to examine progress towards its goals and mission; and applies in its budget and work plans adequate financial and human resources for monitoring and evaluation. Additional emphasis is being placed on monitoring and evaluation and an external evaluation of two main programmes: The internship programme and the Power to Change programme, is planned for 2014.

Indicator 4

Gender and diversity

Measures to integrate gender and diversity into program design and implementation, and the monitoring evaluation, and learning cycle.

This is reflected in the programme design as all programmes are designed in accordance with the Strategic Plan and gender and diversity are in the values of the Strategic Plan (Placing women, young women and girls' empowerment at the centre of our work, respecting diversity and upholding the human rights principles of participation, non-discrimination and accountability, modelling intergenerational and shared leadership).

The organisation's written non-discrimination policy affirms its commitment to gender equity, to non-discrimination for sexual orientation, to ethnic and racial diversity, to

the inclusion of people with disabilities at staff and board levels; the organisation's plans and operations which fully reflect the non-discrimination policy; the organisation's personnel orientations, trainings and instructional material addressing non-discrimination. World YWCA Policy on Gender approved 2005

Indicator 5

Advocacy positions and public awareness campaigns

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

The organisation's written advocacy policies describe the criteria or circumstances in which it will involve itself, defined the process for adopting and implementing its positions, involving partners, experts and other parties as appropriate, contain due diligence provisions and sign off procedures ensuring legal compliance and avoiding unfair or irresponsible public criticism and undue harm to third parties. (*Policy on Global Advocacy Approved November 2002*)

Indicator 6

Coordination with other actors

Processes to take into account and coordinate with the activities of other actors

The organisation collaborates with like-minded organisations in its international advocacy work for example at the Human Right's Commission and the Commission on the Status of Women, at the regional level for example at the Africa Union Summit, or ICASA. In some cases the activities with other actors can be under the form of a contract to work on a specific issue (SRHR in Africa).

Three of the main actions under Women's Rights in the World YWCA Strategic Plan reflect this: Women's Rights

- Advocate for the implementation of key global commitments² on women, young women and girls' rights through CEDAW mechanisms, the Commission on the Status of Women, the Human Rights Council and International Conference on Population and Development, engaging the movement and partners in these processes
- Initiate a global YWCA advocacy campaign and support the advocacy actions of other organisations on priority issues
- Engage with global and regional religious faith networks to advance the rights of women, young women and girls and challenge harmful religious and cultural practices and norms

Economic

Indicator 7

Resource allocation

The World YWCA has a multi-year budget framework which is approved by the World YWCA Council. Each year, the Board reviews and approves plans and budgets 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 financial reporting showing the allocation of resources to the project. All transactions are recorded in accounts and are audited annually. The audit is approved by the Board.

The organisation's audit reports according to the International Financial Reporting Standards (IFRS) designed as a common global language so that accounts are understandable and comparable across international boundaries. The rules to be followed maintain books of accounts which are comparable, understandable, reliable and relevant as per the users internal or external.

Indicator 8

Sources of funding

Sources of funding by category and five largest donors and monetary value of their contribution

Largest donors:

Affiliation Fees/Membership Dues, CHF550,000

Individuals: CHF 465,532

EED, Church Development Service, Germany: CHF 252,384

AUSAID, Australia: CHF 244,098

ICCO – Interchurch Organisation for Development, Netherlands: CHF 166,348

The David and Lucile Packard Foundation

EC7

Local hiring

Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation

The organisation does not have a clear policy on local hiring.

Environmental

EN16

Greenhouse gas emissions

Total direct and indirect greenhouse gas emissions by weight

Not recorded. No plan has been to collect data on this indicator..

EN18

Initiatives to reduce greenhouse gas emissions

Initiatives to reduce greenhouse gas emissions and reductions achieved.

The organisation has a draft policy in the staff handbook.

These two Environmental Indicators are recommended (as of January 2013)

EN26

Initiatives to mitigate environmental impact

Initiatives to mitigate environmental impacts of products and services

The organisation has a draft policy in the staff handbook

EN27

Environmental impact of transporting

Significant environmental impacts of transporting products used for the

organisation's operations, and transporting members of the workforce.

The organisation has a draft policy in the staff handbook

Labour

LA1

Total workforce

Total workforce, including volunteers, by employment type, employment contract, and region. (We revised staff titles and categories in 2013 and will report on this in the 2013 report).

World YWCA Employees (all under contract)

General Secretariat

Nyaradzayi Gumbonzvanda, General Secretary, Zimbabwe
Michelle Higelin, Deputy General Secretary, Focal Point Europe, Australia
Ana Villanueva, Executive Coordinator, Argentina
Fiona Wilkie, World Council Coordinator, Great Britain

Programme

Juli Dugdale, Global Programme Manager Women's Leadership & Movement Building; Focal Point Asia-Pacific, Australia
Marie-Claude Julsaint, Global Programme Manager Violence Against Women; Focal Point North America and Caribbean, Haiti
Hendrica Okondo, Global Programme Manager SRHR & HIV and AIDS; Focal Point Africa, Kenya
Caterina Lemp, Programme Officer Membership Support; Focal Point Latin America, Chile
Mandy Nogarede, Programme Officer Grant Management; Focal Point Middle East, Great Britain

Communications

Sylvie Jacquat, Co-Head of Communications, Switzerland
Vivian Hakkak, Co-Head of Communications, Switzerland (until July 2012)
Maja Gosovic Rekovic, Communications Officer, Serbia

Finance and Administration

Jane Bennett, Head of Finance and Administration, Ireland (until March 2012)
Maria Petty, Head of Finance and Operations, USA (from April 2012)
Aika-Ruwa Temu, Finance Officer, Tanzania (until April 2012)
Kanini Waita-Rwamushaija, Finance Officer, Tanzania (from April 2012)
Marie-Antoinette Santschi, Personnel Assistant, Switzerland
Marisa Ribordy, Personnel Assistant, Switzerland (as of Dec. 2011)

World YWCA Board Members (Volunteers)

(elected in July 2011)

Officers:

Deborah Thomas-Austin, President, Trinidad and Tobago
Susan Brennan, Vice President, Australia
Tricia Gideon, Vice President, Belize
Ida Ituze, Vice President, Rwanda
Kirsty Kelly, Vice President, Great Britain
Jessica Notwell, Vice President, Canada
Andrea Nuñez Argote, Vice President, Mexico

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

World YWCA volunteers

Becky Zorn
Hannah Yurkovish
Aberash Dina
Manon Fabre
Avid Lolachi
Teresa Grandi
Asma Kathiwalla
Shazia Ahmed
Frances Gauthier
Natascha Nogarede
Nia Mbuli
Laura Vanzo

World YWCA interns

Marcia Banasko, United Kingdom
Naghm Nassar, Lebanon (end Jan – Dec 2012)
Nelly Lukale, Kenya (end Jan – Dec 2012)
Iuliia Torchynska , Ukraine (UN Human Rights Council, Geneva)
Sandra Kano, USA (UN Commission on the Status of Women)
Jacque Koroi, Fiji

Indicator 9

Mechanisms for workforce feedback and complaints

Mechanism for workforce feedback and complaints, and their resolution
(as of January 2013)

The organisation will include information on this in its report for 2013

LA10

Workforce training

Average hours of training per year per employee by employee category.

Every other Tuesday is reserved for staff training, if any training has been identified. Recent sessions have included training on HIV and AIDS, envisioning, Human Rights Based Approach, data base use. Staff meetings, held every alternative Tuesday provide an opportunity to keep staff up to date with latest developments in international advocacy (for example at the Commission on the Status of Women, the Human Rights Council, the ICDP process). All staff are present at staff meetings and

trainings and knowledge of issues and processes improves the quality of our interventions. Annual staff retreats also provide an opportunity for staff training.

LA12

Performance and career development reviews

Percentage of employees receiving regular performance and career development reviews.

There is an annual performance appraisal process. Due to staff changes not all employees received a performance appraisal in 2012.

LA13

Composition of workforce and governance bodies

Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity

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

- a. two members from each region, at least one of whom shall be aged thirty (30) years or under at the time of election
- b. one additional member from each of the four largest regions.

Employees are all female, with the exception of one male caretaker.

Of the employees, all were aged 30 or over, all interns are aged 30 or under.

Breakdown by region: Africa: 4, Pacific 2, Latin America 2, Caribbean 1, Europe 4, Local (Switzerland) 4, North America 1

Responsibility vs. Communities / Anti-Corruption Policies

SO1

Impact of operations on communities

Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting.

The organisation's relevant policies specifically prohibit acts of bribery or corruption by staff or other persons working for, or on behalf of, the organisations, the policies identify appropriate steps to be taken in cases of suspected bribery or corruption.

SO3

Anti -corruption training

Percentage of employees trained in organization's anti-corruption policies and procedures

There has been no training in anti-corruption policies and procedures. This is something we will consider in the future.

SO4

Actions taken in response to corruption

Actions taken in response of incidents of corruption
(as of January 2013)

The organisation will respond to this in the 2013 report

Product Responsibility

PR6

Ethical fundraising and marketing communications

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

The organisation's written policy for accepting or refusing certain donations and subsidies clearly states which sources of funding are not acceptable to the organisation for ethical reasons.

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

Gifts in Kind (Further recommendation as of January 2013)

In order to report fully on the Charter Principle, Member organisations utilizing Gifts in Kind shall have policies that clearly describe the valuation and auditing methods used, to ensure that the value of assistance is accurately stated

The organisation has a draft gifts policy in the staff handbook

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

Name: Maria Petty

Position: Head of Finance and Operations

Date: March 31, 2014