



INGO Accountability Charter Report

January – December 2013

World YWCA, 16 Ancienne Route, CH-1218, Grand Saconnex/Geneva, Switzerland
Tel: (41 22) 929 60 40 | Fax: (41 22) 929 6044
Email: worldoffice@worldywca.org | Website: <http://www.worldywca.org>
Bank: UBS S.A., P.O. Box 2600, CH 1211 Geneva 2, Account no. C0-797'187.0

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 is central to the governance of the World YWCA. It ensures the checks and balances within the various structures of the federation; ensure open process for tracking implementation of the agreed policies; builds internal controls and balance between various aspects of organizational management and ensure organizational effectiveness. Accountability is embedded within the Constitution of the World YWCA and is operationalized throughout the federation through the Standards of Good Management and Accountability (SGMA). It's because of the importance the organization ascribes to Accountability that it was one of the founders of the IANGO Charter, and has since been also reporting on the SGMA implementation to its Board and World Council.

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.

Each YWCA is accountable to certain groups in its country or community. The YWCA as a membership organisation has an accountability to its members (branches and individual members) at the first level, then to the community (village, city or country) in which it is located, and to the donors who financially support the programmes and work of the association. As a member of the World YWCA, an association also has an accountability to its sister members in the World movement.

The YWCA name carries a level of credibility and quality as stated in its values and as practiced over a long history in many countries around the world. As a member of the World YWCA, a YWCA member association has a constitutional requirement to "be in substantial compliance with standards of Good Management and accountability approved by the World YWCA". Through practicing ethical behaviours and reaching high standards of management and accountability, each YWCA will be working to maintain the credibility of every YWCA because the name "YWCA" carries a certain degree of quality and expected practices.

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 (2013) and how these relate to the strategic goals:

Goal 1: Women's Intergenerational leadership

Key projects in 2013

- Young Women's leadership in Asia and the Pacific
- Cecilia Koo International leadership Institute for Young Women
- Young Women's Summit for north American and Caribbean YWCAs
- World YWCA Internship programme

Goal 2: Women's Rights

Key projects carried out in 2013

- Post-2015 Advocacy engagement – The echoing voice of young women
- Violence against Women (VAW) – The path to zero tolerance
- SRHR and HIV - Advocating for the right to sexual and reproductive health
- The right to a safe space

Goal 3: Movement Building and Good Governance

Key outcomes in 2013

- Affiliation fee formula review
- Member's Self-Assessment on the Standards of Good Management and Accountability
- Capacity building of YWCA member associations on SGMAs.
- Adoption of the Child protection policy and Code of Conduct
- Establishing the Elizabeth Palmer Fund
- Partner recommitment to new contracts

2.3 Operational Structure of the organisation

The World YWCA is a membership organisation made up of 108 national 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 and between World Board meeting the board work through committees online and teleconferences. The World YWCA President, Treasurer and General Secretary meet online for periodic briefing during the year and the General Secretary present periodic reports to the President.

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 2013.

Financial Year: 1 January to 31 December 2013.

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 122 countries worldwide, including the developing groups yet to be affiliated.

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 affiliated 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.

- ◆ 25 million women and girls
- ◆ 3 million members
- ◆ 122 countries
- ◆ 7.6 million programme participants/year
- ◆ 20,000 communities
- ◆ 108 association (+ 12 countries working towards affiliation)

2013: Number of volunteers: 16

Total Income

2013 Total fund balances and reserves CHF 14,445,326

2013: Number of employees: 16

Interns: 6

Net revenue:

2013: CHF 3,658,148

Total capitalisation:

2013: Current Assets CHF 18,773,298 | Current Liabilities CHF 2,215,524

Scope and scale of activities, or quantity of products or services provided in 2013:

- Young women's leadership in Asia and the Pacific: advocacy monitoring and evaluation meeting in Thailand, May 2013
- Cecilia Koo International Leadership Training for 70 young women and mentors from 35 countries – development of a global network of young women.
- Young women's summit for 66 young women and 29 older women from 12 countries in North America and the Caribbean
- 13 young women interns at the World YWCA: two long term, 4 short term advocacy interns and students from universities in the USA and Europe.
- The official launch of 'The future that young women want: A global call to act' at the CSW, New York.
- Advocacy at the Human Rights Council and CEDAW in Geneva. Lobbying on ending child, early and forced marriage.
- Human rights training for European young women at the Study Session.
- Production of a position paper on Violence against women.
- Global advocacy on SRHR and HIV, participation at the Commission on Population and Development and ICPD+20. Participation at the 17th International Conference on AIDS and Sexually Transmitted Infections in Africa (ICASA). Promotion of safe spaces for women and girls.
- Monitoring visits on the Standards of Good management and accountability in 11 countries, development of an assessment tool. Development of a programme strategy to guide movement building and particularly institutional strengthening. Introduction of a child protection policy.
- Launch of the Elizabeth Palmer fund.
- Funding to member associations through the Power to Change fund. 35 applications were funded for an amount of USD 808,849.30, with three projects were rejected. The regional distribution is: 21 projects from Africa, 7 from Asia, 3 from the Pacific, 1 from the Caribbean and 3 from Europe
- Development of the 'envisioning 2035' process on envisioning the World YWCA's future.
- Publication of bi annual magazine: Common Concern.

Total Assets:

2013: CHF 18,941,594

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

The Deputy General Secretary left the organisation and the composition of the leadership team was revised: General Secretary, Head of Finance and Operations, Head of Programmes, Head of Communications.

A Compensation review process was begun and finalised in 2014.

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 2013).

3.2 Date of most recent previous report

2012

3.3 Reporting cycle:

January to December (annual)

3.4 Contact point for questions regarding the report or its contents

nyaradzai.gumbonzvanda@worldywca.org

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 Events Coordinator, the Programme Officer for Membership Support, and the Grant Management Officer using information from World YWCA core documents and reports for 2013. This report includes key programme staff and is the start of a process whereby we try to align the Accountability Charter with our own Standards of Good Management and Accountability. The World YWCA Board is overseeing the process through the Constitution and Governance Committee. An internal task team, with the representation of staff from all departments (programme, communications, finance and operations) was created, under the leadership of the General Secretary, for the Accountability Charter implementation in the future.

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 lead by the World Office in Geneva and does not cover its member associations or consultants or other partners.

3.7 Material content limitations

The World YWCA is seeking understanding and acceptance of this report within the World YWCA staff team before sharing this with World Board, its member associations or partners.

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 2013, 51 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 to towards the goal that by 2019 70% of all member associations will be completing standards of good management and accountability.

The World YWCA is a membership based organisation and its 108 affiliated member organisations are autonomous but they should be in compliance with the World YWCA Conditions of Affiliations (Art. 10 World YWCA Constitution - <http://www.worldywca.org/About-us/Constitution>), which include, that the association shall be in substantial compliance with the World YWCA Standards of Good

Management and Accountability (SGMA, <http://www.worldywca.org/Member-Associations/Leadership-Toolkit/SGMA>) - formally adopted at World YWCA Council in 2003 and updated in 2007 after the adoption of the revised World YWCA Constitution. These standards represent a level of management and practice, which exhibit quality, responsibility and accountability. A YWCA may not meet every standard immediately, but will strive to improve to meet all standards over time. The purpose of the SGMA and related tools is to support member associations and their local associations and branches in assessing how well they are meeting basic standards of good management and accountability. The SGMA was developed and adapted from similar tools of YWCAS and other NGOs, including the original charter accountability commitments.

As part of the monitoring and evaluation process of the movement, the World YWCA office conducts every four years the 4 year questionnaire (survey), the objectives are to: provide information on the YWCA's compliance with the condition of affiliations as provided for in the SGMA; evaluate the overall governance, financial and organisational health of the YWCA member associations; provide comprehensive information on the accomplishments of the YWCA movement and implementation of strategic framework during the past 4 years; to identify the needs of the movement in order to define priorities for the new 4 year strategic framework; and to contribute to the World YWCA envisioning process. This quadrennium will be the first time that we are assessing systematically and at the same time the affiliated member association's compliance with the World YWCA Conditions of Affiliation. This means that the World YWCA office will be able to report to the Charter Secretariat on the member associations' compliance with the World YWCA conditions of affiliation, including the SGMA, once every four years (in 2015).

After this process, the World YWCA office needs to reflect deeply about the capacity to monitor and follow up with member associations in order to assess their compliance as well the verification of the information and documentation. Advice is needed from the Secretariat Charter in order to identify the most realistic and best approaches to run these processes.

We think that the monitoring and evaluation process of the World YWCA office and the measure of the impact of member associations implementation of the strategic framework should be integrated from the beginning of the quadrennium using a co-responsibility approach. We expect that with the use of new technology will help in this process.

3.10/3.11 Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report.
None

3.12 Table identifying the standard disclosures in the report
Not necessary as only one document

4. Governance structure and key stakeholders

4.1 Governance structure and decision making process at governance level
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 has oversight on implementation of 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 focus on governance and policy dimensions of the mandate with implementation undertaken by management/staff. For the quadrennium 2012-2015 the Committees are:

- Finance and Human Resources - makes recommendations to World Board on compliance with financial and personnel obligations;
- Audit Committee,, monitors compliance with audit policy and advises on implementation of audit recommendations
- Constitution - makes recommendations to the World Board on the constitution of the World YWCA, and general governance practices of the World YWCA;
- Fund Development makes recommendations on fundraising policy and strategies for the board and movement engagement in expanding the financial and human resource base of the World YWCA;
- Member Association Support and Affiliation - makes recommendations and advise the World Board about policy to guide affiliation of member associations and implementation of the World YWCA Strategic Framework 2008-2012 in relation to movement building and good governance and accountability of member associations;
- Policy and Strategy - makes recommendations to World Board regarding policy to guide implementation of the World YWCA Strategic Framework 2012 – 2015,
- The Nominations Committee, independent of the World Board, is a committee of the World Council and established under the Constitution. Its role is to deliver a transparent and open process for nomination and election to World Board and for filling vacancies on World Board.
- An Affiliation Fee Task Force was established to review the Affiliation Fee Formula.
- There is also an Investment Advisory Group made up of the Treasurer, General Secretary, Head of Finance and outside volunteers with expertise in

finance and wealth management provides advise to the Board on investments.

4.2 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 Please state the number of members of the highest governance body. How many are independent and/or non-executive members?

The World YWCA 20 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.

Affiliated Members associations are able to provide recommendations and strategic directions 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, appropriate information is sent previously to member associations for their internal discussion. 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.

Between the World Council meetings, affiliated member associations, YWCAs developing groups and individuals are able to provide recommendations and strategic direction through different mechanisms such as consultations, surveys, questionnaires, interviews, roundtables, etc. Reports of these consultations are normally shared with the World Board. Board decisions are shared annually with the movement through the World Board Communiqué.

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

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

*How are Members of your highest governance body compensated, if at all?
What is the process for deciding on the organisation's salaries, when aiming to strike a balance between public expectations of not for profit organisations' and the necessity to attract good personnel and senior staff*

Board members are not compensated.

Salaries are decided according to a salary scale. During 2012/2013 the World YWCA office conducted a Compensation review and revised the salary scale to upgrade salaries and revise job descriptions:

The stated objectives of the salary review were to:

- align compensation with organisational goals
- attract and retain qualified and enthusiastic employees
- motivate and stimulate good performance
- provide salary progression consistent with career development and growth

The salary review was guided by the following principles:

- The review is to be conducted systematically and as objectively as possible
- No staff member should be worse off under the new system
- A pay-for-performance component will be introduced
- Other incentives beyond salary will be considered (at a later stage)

The report was presented at the World YWCA officers meeting in October, 2013.

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. The Board is reviewing the Personnel Policies to ensure consistency with the compensation review decisions and recommendations ie on staff categories.

4.6 Processes in place for the highest governance body to ensure conflicts of interest are identified and managed responsibly.

How do you ensure independence of the highest governing body and the organisation itself from governments, political parties and the business sector?

At the beginning of the quadrennium The World YWCA board members sign the "World YWCA Ethical Guidelines" the purpose of which is to promote appropriate conduct, transparency, accountability, and good management practices for World YWCA Board members and to protect the integrity of the World YWCA. The Ethical Guidelines include conflict of interest situations as well the specific duties. During 2013, the Governance and Constitution Committee of the Board presented a revised Ethical Guideline, including a section on undisclosed Potential Conflict of Interest, which was approved by the World Board.

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

Please describe how procedures for the appointment, term limits, responsibilities and internal accountability support the effectiveness of the highest governing body.

Do you evaluate its performance and how are results used to further improve the effectiveness of this body?

The Board is elected at each World Council and has to report back to the World Council after its four years of office. It is accountable to the voting delegates at the World Council who are each representing their national YWCA. In addition the Governance and Constitution Committee of the World Board has been mandated during this quadrennium to develop and implement a World Board evaluation process for Board meetings and of the Board quadrennium objectives.

4.12 Externally developed environmental or social charters, principles or other initiatives to which the organisation subscribes.

In addition to the IANGO Charter, a decision was made to become a member of the ACT Alliance and once such membership is formalised the organisation will have to comply with the standards set by this ecumenical network of partners

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 2013 the main financial stakeholders outside of the YWCA were:

Action Aid

Asian-Pacific Resource and Research Centre for Women - ARROW – Malaysia

Christian Aid – Great Britain

Cecilia Koo Leadership and Advocacy Institute

Department of Foreign Affairs and Trade – DFAT (previously AusAID) - Australia

Evangelisches Werk für Diakonie und Entwicklung: Diakonien Deutschland and Brot für die Welt – Germany

Government of Taiwan

Horyzon - Switzerland (YWCA/YMCA Switzerland)

Interchurch Organisation for Development (ICCO) – Netherlands

Member YWCAs

Nike Foundation

Norwegian Church Aid – Norway

Norwegian Agency for Development Cooperation (NORAD) - Norway

The David and Lucille Packard Foundation – USA

United Nations Population Fund (UNFPA) – Global

UN Women

Urgent Action Africa

Y Global – Norway

World Day of Prayer – Germany

World Service Council - USA

World Health Organisation (WHO)

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

The World YWCA has internal and external stakeholders. Internal stakeholders include YWCA member associations developing groups working towards affiliation, volunteers and former Board members, friends and staff. Such internal stakeholders are the glue and essence of the organisation and they are prioritised for information and services. In many instances they approach the organisation for membership and engagement. In recent past, there has been a conscious outreach to young women and girls, and the approach was to address issues affecting them and provide safe spaces for them to exercise their leadership and explore their own potentials.

External partners includes other civil society organisations with whom we partners for advocacy generation of knowledge and evidence (research); strategic advocacy and policy influencing; for resourcing our work (technically and financially). The selection and prioritisation is related with the proximity of impact and complementarity of skills as well as the coherence of vision and principles. Donor and funding partners are another key stakeholder for the organisation. Again, its important to share core

values and principles and to have a true partnership that goes beyond the financial aspects.

PERFORMANCE INDICATORS

Programme Effectiveness

NGO1 Involvement of affected stakeholder groups to inform the design, implementation, monitoring and evaluation of policies and programmes.

Sustainable change will only be achieved if affected stakeholders develop ownership of the process and its results.

Please describe the involvement of affected stakeholder groups.

How does your strategy translate into specific roles / decision making power of e.g. people affected by your programmes or campaigns?

In which formats and frequency do you engage stakeholders: e.g. surveys, focus groups, community panels etc.? (Formally this indicator was under profile disclosure 4.16)

Is there evidence that stakeholder engagement processes have positively affected the decision making or reshaped policies and procedures? (formally under 4.17)

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.

We call upon member associations to nominate participants for programmes and contribute in the creation of content and delivery of recommendations such as during the Commission on the Status of Women in Spring 2013. We work with partner stakeholders on the development of agenda for events such as the International Training Institute on Leadership in Bangkok 2013 thus strengthening our ability to provide trainings in line with demands from the external environment.

NGO2 Mechanisms for stakeholder feedback and complaints to programmes and policies and in response to policy breaches.

Do you have a written feedback and complaints handling policy in place?

How many and what types of formal complaints did you receive? Who is responsible to act upon them, in what time frame? Have most formal complaints been resolved?

Can you provide evidence that your complaints policy is well known and has led to positive management response?

The World YWCA undertakes an organisation wide survey periodically to receive feedback on delivery of key results from member associations. In addition, the World YWCA has developed a Complaints Policy which is submitted for approval to the

Board in March 2015. In addition, the World YWCA has also developed a Grievance and Appeals Policy in relation to staff, in order to strengthen the Personnel Policy. Drafts of both policies attached.

NGO3 System for programme monitoring, evaluation and learning, (including measuring programme effectiveness and impact).

Please describe how you monitor and evaluate impact and progress against your strategic objectives.

How do you publicise results and put programme adjustments into effect?

Can you provide evidence that MEL led to positive management response?

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.

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

Diversity is not just a question of fairness, but also a potential quality driver. It enriches implementation strategies by inviting different views; it allows tapping into more networks and broadens the basis of acceptance; it fosters resilience that monocultures do not tend to possess.

What systems do you have in place to identify stakeholders that risk being excluded from your work due to e.g. disability, ethnicity, poverty, illiteracy, age, gender?

How does this inform the planning, implementation and evaluation of your work?

Have you set yourself specific targets? What has been achieved so far?

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.

The Board composition according to the constitution guarantees age and regional diversity. All the regions of the world must be represented on the Board as well as 25% requirement for young women under the age of 30. There is no explicit requirement for representation of persons with disability or indigenous communities and other minority groups.

In recruitment, the General Secretary takes the necessary steps to build a diverse team in consideration of merit and skills set.

NGO5 Processes to formulate, communicate, implement, and change

advocacy positions and public awareness campaigns.

Advocacy and public awareness raising have become an increasingly important part of NGO work. At the same time public criticism in regard to NGO legitimacy and effectiveness is rising. Good accountability for advocacy can address both criticisms. Do you have a published process for adopting public policy positions ensuring that they are evidence based, truthful, effective and respectful of people's dignity? How do you ensure meaningful stakeholder participation in your advocacy work? How is corrective action taken when appropriate? Can you provide examples? Identify the organisation's process for exiting a campaign

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*)

The World YWCA facilitates dialogue with member association 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 and associates with partners who are also actively communicating on this strategic area such as October global awareness campaigns on violence against women.

NGO6 Processes to take into account and coordinate with other actors.

Complex situations, numerous actors and fast moving targets are a reality for most NGOs.

Strategic and effective coordination with the activities of other actors is important to reduce duplication, leverage impact and improve cost effectiveness.

What systems do you have in place to avoid duplication and identify opportunities for engagement with others to improve and leverage your effectiveness?

Can you provide evidence that these systems work well in practice?

Who are your key stakeholders in such a process (e.g. governments, rights holders, multilateral institutions, NGOs, business, donors etc.), and what role do they play?

How do you ensure that partners also meet high standards of accountability?

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

Financial Management

NGO7 Resource allocation, tracking and control.

Do you publish an annual financial report conformant with relevant laws and practices and audited by a qualified independent auditor? Please provide a link How do you ensure the effectiveness of your resource allocation in achieving key strategic objectives?

How do you track the use of resources including cash and in kind contributions on the intended purposes?

Can you provide evidence of robust internal and external controls to minimise the risk of funds being misused?

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.

Each manager for a project or event is responsible to report on financials using a budget and including cash and in-kind contributions such as individual donations reported through a dedicated form.

The World YWCA shares its audited financial statements with member associations and its donors. The information is also made available on its website and is published in the annual report.

NGO8 Sources of funding by category e.g. government, corporate, foundation, membership fees, in-kind donations and other.

Please describe your sources of funding and report aggregated value of funding received by each source.

Please identify the five largest single donors and monetary value of their contribution. Where private individual donors cannot be named due to requested anonymity, please disclose total amount and category per donor.

Our largest single source of funding is from our member associations and individual support, either via Affiliation Fee payments or through grants, donations and legacies. The second largest category is government funding, followed by foundations, international bodies and ecumenical organisations.

Largest donors:

Affiliation Fees/Membership Dues, CHF 611,972
The David and Lucile Packard Foundation: CHF 503,101
Department of Foreign Affairs and Trade, Australia: CHF 385,813
NORAD, Norway: CHF 372,199
Bread for the World, Germany: CHF 341,280

Environmental Management

EN16 Report the total of direct and indirect greenhouse gas emissions by weight at the organisational level.

If possible, please provide an overview of greenhouse gas emissions over the past 3 years.

Please indicate how you obtain the data, if they cover your entire organisation's operations and which standard is used to measure them.

If you cannot report on all units of your organisation, please explain which parts are and are not covered and any plans to broaden coverage

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

EN18 Initiatives to reduce greenhouse gas emissions at the organisational level and reductions achieved.

Do you have an Environmental Management System (EMS) i.e. systematic approach to assessing, reporting and minimising your environmental impact?

Is the EMS guided by senior management oversight and regular assessment?

What initiatives are in place to reduce greenhouse gas emissions? (e.g. energy efficient lights, appliances and IT equipment in offices, web conferencing etc.)

Has your organisation set itself concrete emission reduction targets? If so which?

The organisation has a policy in the staff handbook which outlines purchasing of energy-efficient equipment, recycling measures and energy-conservative use of facilities and equipment. Plan has also been developed to conduct World Board conversations through online exchange rather than face-to-face meetings in order to minimise impact of travel. The Board also decided to use online tools and hold paperless Board meetings.

EN26 Initiatives to mitigate environmental impacts of activities and services.

What are the main environmental impacts of your programmes/projects/ activities?

Do you conduct environmental assessment prior to carrying out activities?

What is your approach to minimising environmental impacts in your activities and services?

The organisation has a policy in the staff handbook which outlines monitoring of staff travel to minimise environmental footprint. This is implemented for example for conversations with member associations through online means. Impact of extensive travel is factored in when deciding the need for a visit to member association and alternatives are pursued when possible.

Personal behaviours mitigating environmental impact are strongly encouraged in the office where recycling bins are provided, guidelines to reduce energy use are printed out and visible and a kitchen is available to staff with all amenities to reduce consumptions of packaged goods.

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 policy in the staff handbook which outlines the monitoring of staff travel. See EN26 for more details.

For daily operations, public transport and mobility solutions such as car-sharing are integrated to work practices.

Human Resource Management

LA1 Size and composition of total workforce: number of employees (part and full - time) broken down by geographical region and responsibility levels and number of volunteers where possible.

This information is intended to give a good insight into the size, organisational structure and strategic approach of how an organisation is allocating human resources to attain good results. It also provides information on fluctuation of workforce over time, if data are provided for several years in comparison

World Office Staff (all under contract)

General Secretariat:

- Nyaradzayi Gumbonzvanda, General Secretary, Zimbabwe
- Michelle Higelin, Deputy General Secretary, Focal Point Europe, Australia (until Dec.2013)
- 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, Head of Communications, Switzerland
- Vivian Hakkak, Interim Head of Communications, Switzerland
- (from July 2013)
- Marcia Banasko, Communication Officer, Great Britain
- Maja Gosovic, Communication Officer, Serbia

Finance and Administration:

- Maria Petty, Head of Finance and Operations, USA
- Helen Deslarzes, Finance Officer, Philippines (from September, 2013)
- Kanini Waita-Rwamushaija, Finance Officer, Tanzania (until August 2013)
- Marie-Antoinette Santschi, Personnel Assistant, Switzerland

- Alena Staliarchuk, Operations Officer, Belarus (from July 2013)

Interns

Joanne Allebone (UN Human Rights Council)
 Jenna Foster (UN Human Rights Council)
 Ramya Kudekallu, India (end Jan – Dec 2013)
 Neema Landley (UN Commission on the Status of Women)
 Kgothatso Mokoena, South Africa (end Jan – Dec 2013)
 Sureka Rajini (UN Commission on Population and Development)

Volunteers

Shazia Ahmed
 Sandra Cano
 Leslie Debornes
 Bonnie Fatio
 Danielle Gauthier
 Frances Gauthier
 Katie Hardy (Kent University)
 Anne Kelly (Kent University)
 Shaez Mortimer
 Paola Gomez Restrepo
 Rebecca Hasenfeld (Colgate University)
 Ping Lee
 Paula Andrea Neira
 Elena Okondo
 Maëlle Rabilloud
 Laura Vanzo (Kent University)

World YWCA Board Members

Officers:

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

Board Members:

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

Investment Advisory Group

Carolyn Flowers

Joelle Ben Hamida

Murielle Joye-Patry

Dominique de Sainte-Pierre

Philippe Treyvaud

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

For activities to be sustainable they need to become a true part of the local civil society fabric. Therefore local hiring and capacity building is critical to success.

What is your approach to hiring local staff, including for senior levels?

How do you ensure your hiring practices build overall local capacity and do not undermine local NGOs or the local public sector?

EC7

Local hiring

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

The World YWCA operates in line with employment framework at location of operations in Geneva, Switzerland which encourages hiring of local staff.

LA10 Workforce training to support organisational development.

What qualifies as "training" in your organisation?

How do you identify the most important training needs?

How much do you invest (as percentage of overall administrative budget) into training your workforce?

What is the average training time an employee receives per year? (Compare development over years if possible.)

Do you have evidence that training is successful?

Every other Tuesday is reserved for staff training, if any training has been identified. No training took place in 2013. 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.

The Personnel budget line includes special funding for staff who may require special training associated with their job. Staff are also provided with time-off for studies or special coaching.

LA12 Performance reviews and career development plans.

Do you have a global talent management system regularly identifying future HR needs and developing staff accordingly to meet key strategic priorities?

Which percentage of your workforce receives annual personal development plans and appraisals?

Do you have evidence that your mechanisms of developing staff work well in practice

There is an annual performance appraisal process.

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

Which groups of people should be represented in your governance bodies and workforce to improve its legitimacy and effectiveness (e.g. gender, age, minority group, disability or other)?

What percentage of representation do such groups have in your governance bodies and workforce respectively? For the latter please differentiate between senior management level and other staff.

Have you set yourself targets for improvement in the future?

The World YWCA is an all-female organisation. The World YWCA has a policy that young women aged 30 or under form at least 25% of Board members and participants at trainings.

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.

On the current Board 8 out of 20 members are aged 30 or under.

World Office employees are all female, with the exception of one male caretaker. Of the employees, one is under 30, all others are over 30, all interns are aged 30 or under, 10 of the volunteers are aged 30 or under. Breakdown of employees by region: Africa 3, Asia 1 Pacific 2, Latin America 2, Caribbean 1, Europe 8, , North America 1.

NGO9 Mechanism for your workforce to raise grievances and get response.

Do you have human resource policies that conform to relevant standards and are in accordance with the values of your organisations in terms of employee and volunteer rights, health and safety at work?

How can staff raise grievances to management addressing issues in regard to labor standards and working conditions?

Do you have evidence that concerns raised were resolved satisfactorily?

Indicator 9 (NGO9)

Mechanisms for workforce feedback and complaints

The World YWCA has developed a Grievance and Appeals Policy that is submitted to the Board for review and approval in March 2015.

Responsible Management for Impacts on Society

SO1 Impact of activities on the wider community.

Describe how you responsibly assess and manage the impact of your activities on the wider community including entering, operating and exiting.

How do you ensure awareness of the effects your work has on the wider community e.g. with regard to local economies or labor markets?

How do you ensure human rights and child protection?

How do you ensure they are dealt with in a responsible manner?

What kind of feedback do you get from communities and how have you reacted?

Do you have clear exit strategies and post intervention evaluations?

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.

A child protection policy exists and the organisation follows a strict conduct on human rights protection by ensuring we are in compliance with our mission and values in delivering programmes and engaging individuals.

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

Corruption is a huge and often underestimated risk substantially undermining NGO impact and the social fabric of communities within which we work. How does your organisation ensure effective anti-corruption procedures?

Do you carry out systematic risk analysis on where your work could be exposed to corruption, bribery, nepotism, fraud or conflicts of interest?

Do you have effective systems and practices in place to prohibit, prevent, detect and report on them in your ongoing work?

Do you have evidence that relevant policies are well known and used by staff?

A draft Fraud and Anti-Corruption Policy is under discussion and review within the organisation.

SO4 Actions taken in response of incidents of corruption.

How do you record or publish incidents of corruption and fraud?

What incidents of corruption did happen in the reporting period and how were they detected?

No incident reported in 2013

Ethical Fundraising and Communication

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

Do you have policies and processes in place that ensure your fundraising activities describe needs adequately, respect the dignity of affected people and funds are used in the designated way.

Do you adhere to the above practices with donations received from third parties?

Do you publicise all major institutional gifts and gifts in-kind, clearly describing the valuation and auditing methods used?

Report on complaints or breaches in regard to your fundraising and communication activities and how they were resolved

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

Donations are tracked and reported. Strict guidelines are established and enforced when opening bids for hosting major events such as World Council in order to avoid

any conflict of interests. 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 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: Nyaradzayi Gumbonzvanda

Position: General Secretary

Date: 23th January, 2015