

Improvement Analysis World YWCA 2019-20 Report

Sustainability of your work (B1)

The response addresses financial sustainability in great detail. This is understandable given the recent history of huge deficits described. The efforts to revert the deficit trend are thoroughly explained and it is expected to reach breakeven in 2023.

As the pandemic impacts to YWCA members started to unfold, in May 2020, the board approved a one-third reduction of the affiliation fee, so that members associations could relocate those funds to COVID response. This flexible measurement was established in response to petitions by members.

In future reports the panel invites to reflect on different aspects of sustainability, such as capacity strengthening and capacity sharing (as per Commitment 4 “Lasting positive change”). More specifically, what is the role of the Secretariat in supporting members and partners, just to name a few stakeholders, to ensure their programmatic work is sustainable, beyond project life cycles?

Lessons learnt (B2)

The response describes the *2018 Annual Membership Accountability Survey* and the subsequent analysis, which generated learnings, some of them presented in the report.

A Task Force was convened to address membership issues, such as compliance with World YWCA accountability mechanisms, and exploration of new membership models.

The panel appreciates the detailed information of the survey, but points out that the scope of this question is the actionable learnings and plans to ensure the lessons are learnt, rather than focusing on the raw data and information and how these have been captured (this would fit better in E1). [Accountability Lab's latest report \(pp.12\)](#) might provide some indication on how to address this question in future reports.

Main likes and dislikes by stakeholders (E3)



The response acknowledges the historical rigid structures of communications and the transition to explore new methods of communication and feedback such as Whatsapp. Initiatives that enabled learning generation and sharing are described, including the [Rise Up! Leadership programme](#), which aims to understand how young women leadership looks like and what the main barriers and opportunities are.

The panel appreciates the information provided here, although it would have suited better in other parts of the report (ie. the first paragraph in E1, the examples provided might have been very relevant in D2 and F2 with different framing). In this question, a summary of the key feedback received from stakeholders (internal and external) is expected. [Sightsavers report \(pp. 20\)](#) might provide a practical example of what is expected.

Stakeholders support your advocacy work and value changes achieved (F2)

This question is partially addressed in other sections of the report (i.e. E1, E3).

The response would have benefited from elaborating the examples in the report that are relevant to this question.

Internal complaints and feedback mechanism (J4)

In addition to the policy shared in J3, two policies guide the internal complaints, and these are linked in the report. World YWCA indicated that no internal complaints were received over the reporting period.

The panel welcomes the Board approval of YWCA Complaint Policy, Grievance and Appeal Policy as well as Whistle-Blowing Policy. It is encouraged to monitor and analyze incoming complaints. The panel further encourages to reflect on approaches on training and awareness raising on the complaint policy to the YWCA staff and wider stakeholders.

Protecting confidentiality of those involved in complaints (J5)

Although the response on the report highlights the commitment to ensuring privacy and safety of those submitting feedback, it is not explicitly emphasised in the Complaint Policy. Complaints information is only shared with those directly involved in the process. It is stated that “some complaints” can be submitted anonymously.



The [whistleblowing policy](#) shared in J4, only applies to World YWCA staff. How about whistleblowers who are external to the organisation? What protective measures are being implemented?